Business Plan 2026-2028 – Part B

List of participants

Participant No.	Participant organisation name	Country
1 (Coordinator)	EIT Urban Mobility S.L.	Spain
2	EIT Urban Mobility Innovation Hub North ApS	Denmark
3	EIT Urban Mobility Innovation Hub Central GmbH	Germany
4	EIT Urban Mobility Innovation Hub West BV	Netherlands
5	EIT Urban Mobility Innovation Hub East s.r.o	Czech Republic
6	EIT Urban Mobility CLC Innovation Hub SL	Spain
7	EIT Urban Mobility Foundation	Spain

EIT Urban Mobility - Mobility for more liveable urban spaces

EIT Urban Mobility

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eiturbanmobility.eu

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Contents

Executive Summary

EIT Urban Mobility is Europe's leading innovation community, with a mission to accelerate change towards a sustainable model of urban mobility for liveable urban spaces. Through a powerful network of over 250 partners, including cities, companies, research institutions and universities, we foster collaboration to deliver solutions that are scalable, inclusive and aligned with EU policy priorities.

Our ambition is guided by three overarching societal impact goals:

1. Improving quality of life in cities;
2. Mitigating and adapting to climate change; and
3. Creating jobs and strengthening the European urban mobility sector

This Business Plan 2026-2028 marks the next step in delivering the EIT Urban Mobility Strategic Agenda 2021-2027. It builds on achievements and lessons learned to date, responding to emerging needs, market gaps, technological developments and new intelligence. Our strength lies in the diversity and reach of our ecosystem and its collective expertise, shaped by the strong Knowledge Triangle Integration, enabling us to raise our ambition and deepen our impact. The Business Plan reinforces our role in delivering on evolving EU priorities related to competitiveness, skills, digital innovation and startup growth. It introduces a more focused and impact-driven approach. All actions are aligned **to five priority domains** identified as the most pressing and promising for change:

1. Public and Shared Transport
2. Health and Mobility
3. Electrification and Alternative Fuels
4. Sustainable Urban Logistics, and
5. Mobility Data Management.

These domains reflect areas where EIT Urban Mobility can add the most value, based on societal relevance, programme fit, and trends such as digitalisation, climate action, zero pollution, and the just transition. Cross-cutting technologies such as Artificial Intelligence, automation and robotics will further enhance the impact and scalability of solutions across all domains.

Ambition and objectives

This Business Plan builds on a solid foundation of achievements from the 2020-2025 startup/ramp-up period. Since its founding, EIT Urban Mobility has implemented over 315 innovation pilots, supported more than 455 startups, and 32,000 Urban Mobility Explained (UMX) learners; engaged over 260 partner organisations and cities; and strengthened its reputation as a trusted EU partner for urban transformation. These results reinforce our capacity to scale impact and ambition in the years ahead. Building on lessons from this startup/ramp-up phase, which focused on funding smaller-scale projects and startups, growing our ecosystem, and positioning EIT Urban Mobility as a key player, this Business Plan raises the ambition across all programmes. It puts greater emphasis on outcomes, drives system-level change, and targets long-term sustainability. With a unified Innovation Call with larger budgets, later-stage investments and bigger tickets, and Matrix co-investments with VCs and corporates, we aim to scale impact and attract key co-investors, corporates and industry players across Europe. Our work over the next three years is shaped by our **five strategic objectives (SO)**, which are embedded in our multiannual Strategic Agenda 2021-2027:

SO1. Create liveable urban spaces;
SO2. Close the knowledge gap;
SO3. Deploy and scale green, safe, and inclusive mobility solutions for people and goods;
SO4. Accelerate market opportunities;
SO5. Promote effective policies and behavioural change.

The Business Plan 2026-2028 raises EIT Urban Mobility's ambition across all programme areas, guided by these five SOs and shaped by the following objectives:

- **Positioning EIT Urban Mobility as a leading education provider**, scaling the Master School and Doctoral Training Network, expanding UMX, and promoting student entrepreneurship.
- **Enhancing our role as a strategic, impact-driven innovation platform**, better engaging with cities and simplifying access to market for scalable solutions.

- **Strengthening our position as Europe's leading impact investor in sustainable urban mobility**, by scaling early- and growth-stage companies, increasing returns, and building a pipeline of high-quality ventures aligned with societal impact and financial sustainability goals.
- **Scaling engagement and impact in RIS regions**, through targeted education, innovation, investment and strategic cooperation with national and regional authorities.
- **Improving internal governance and coordination**, ensuring strategic alignment, accountability and consistent delivery.
- **Strengthening our positioning and visibility as a recognised thought leader in sustainable urban mobility**, through strategic communication, stakeholder engagement, and dissemination aligned with EU policy priorities.
- **Securing long-term financial sustainability**, by increasing revenues, returns on investment, and cost-efficiency across the organisation.
- **Growing and diversifying our ecosystem**, with deeper stakeholder engagement, geographic expansion, and tailored value delivery.
- **Embedding gender equality and inclusion as a quality standard across all programmes**, supported by measurable targets and a dedicated 2025–2027 policy and action plan.

These actions will drive climate impact, job creation, financial sustainability and European competitiveness.

Delivering and measuring impact

This Business Plan contributes directly to the implementation of the **Strategic Agenda 2021-2027** and the **EIT Impact Framework,** guiding our systemic approach to societal, environmental and economic value creation. By aligning all actions to five priority domains and focusing on measurable outcomes, we improve the coherence and effectiveness across all programme areas. From 2026, a new **Impact Assessment Framework (IAF)** will guide strategic learning, performance monitoring, and impact communication. It will provide a consistent way to measure progress across innovation, investment, education, and city engagement, ensuring data-informed, city-centric and mission-aligned impact tracking. The IAF is a key element of our **value delivery model**, supporting better resource allocation, accountability, and continuous improvement in line with our Strategic Objectives and societal goals. We remain committed to making mobility innovation more inclusive, supporting gender equality and representation across all programmes and activities.

Delivering on financial sustainability

The Business Plan outlines a clear and realistic path toward financial sustainability. Building on the lessons of the startup phase, EIT Urban Mobility will strengthen its focus on scalable, high-quality activities and coordinated business development. Between 2026 and 2028, we aim to generate over €38 million in revenues, enabling greater self-sufficiency and reinvestment in areas with the highest impact potential. Our revenue model is based on a diversified set of income streams, including:

- Return on Investment (ROI) from innovation and startup equity, including Innovation Advisory services.
- Education revenues from tuition fees, co-owned training assets and executive learning offers.
- Services and consulting including market access support and tailored support for startups.
- Ecosystem fees, aligned with a value-based partnership model.
- External funding through targeted bids for public and private opportunities.

This approach will ensure that by 2028, a growing share of our operations is supported by own revenues, turning our impact ambition into a sustainable, long-term value proposition.

EIT Urban Mobility is entering a new phase of maturity. This Business Plan sets the course to deliver results, drive city-level transformation, and position Europe as a leader in sustainable mobility.

1. Excellence in regard to the Strategic Agenda

1.1. Objectives and ambition

1.1.1 Alignment to the KIC Strategic Agenda and Business Plan Objectives

EIT Urban Mobility (EIT UM) will continue and strengthen its work over the next three years, marking the next phase in delivering the Strategic Agenda (SA) 2021-2027 and translating our long-term ambitions into tangible outcomes. Rooted in our mission to accelerate the sustainable mobility transition in cities, this Business Plan (BP) 2026-2028 aligns with our three overarching societal impact goals, namely: 1. Improving quality of life in cities; 2. Mitigating and adapting to climate change; and 3. Creating jobs and strengthening the European urban mobility sector.

This Business Plan builds on a solid foundation of achievements from the 2020-2025 startup/ramp-up period. Since its founding, EIT Urban Mobility has implemented over 315 innovation pilots, supported more than 455 startups, and 32,000 Urban Mobility Explained (UMX) learners; engaged over 260 partner organisations and cities; and strengthened its reputation as a trusted EU partner for urban transformation. These results reinforce our capacity to scale impact and ambition in the years ahead.

Building on lessons from this startup/ramp-up phase, which focused on funding smaller-scale projects and startups, growing our ecosystem, and positioning EIT Urban Mobility as a key player, this Business Plan raises the ambition across all programmes. As Europe's leading innovation community in urban mobility, our strength lies in the diversity and reach of our ecosystem and its collective expertise, shaped by the strong Knowledge Triangle Integration (KTI), enabling us to raise our ambition and deepen our impact.
In full alignment with our five Strategic Objectives (SO) described above, the Business Plan 2026-2028 defines our work for the next three years and aims to:

- Establish EIT UM as a leading provider of urban mobility education in Europe by scaling the Master School and Doctoral Training Network, broadening the reach of the UMX, and supporting student entrepreneurship. [Contributes to SO2, SO3, and SO4]
- Further position EIT UM as a strategic impact-driven innovation platform by delivering scalable solutions, strengthening engagement with cities to better understand their needs and innovation procurement processes, and streamlining access to market for sustainable and scalable urban mobility innovations. [Contributes to SO3, SO4 and SO5 and supports Financial Sustainability Objectives]
- Strengthen our position as Europe's leading impact investor in sustainable urban mobility by scaling early- and growth-stage companies, increasing returns, and building a pipeline of high-quality ventures aligned with societal impact and Financial Sustainability (FS) goals. [Contributes to SO4 and supports FS objectives]
- Broaden the participation, visibility and impact of organisations from EIT RIS-eligible countries across all programme areas by scaling engagement through targeted education, innovation, and investment activities, and by expanding strategic cooperation with national and regional authorities. [Contributes to SO2, SO3 and SO4 while addressing the EIT RIS Implementation Framework and the innovation divide across Europe]
- Ensure the effective implementation and governance of the BP by maintaining strategic focus, reinforcing alignment across all programme areas, and strengthening internal coordination, planning, reporting, and compliance. The objective is to have 100% of deliverables submitted on time; minimum two annual planning and review cycles completed; quarterly risk register updates; documented compliance checks and governance meetings as per schedule. [Enables the full execution of all SOs by ensuring consistency, accountability, and informed decision-making]
- Position EIT UM as a recognised thought leader in sustainable urban mobility by increasing visibility, strengthening stakeholder relations, and aligning communication and advocacy with EU policy priorities. [Supports all SOs, with emphasis on SO4 and SO5]
- Secure the long-term Financial Sustainability of EIT UM by optimising revenue generation across activities, increasing return on investment, and implementing cost-efficiency measures across the organisation. [Essential to delivering the SA and achieving long-term independence from EIT funding beyond the Grant Cycle]
- Grow and diversify EIT UM's ecosystem by deepening engagement with cities, industry, and academic partners, expanding geographic reach, and increasing the value delivered through strategic partnerships and professional services tailored to the needs and value proposition of each stakeholder group. [Contributes to all Strategic Objectives but particularly to SO1 and SO4, and supports the FS objectives through ecosystem-driven value creation]

With these objectives in mind, this plan presents a coherent set of actions to bring innovations to market, scale start-ups, and foster talent, while placing greater emphasis on impact, financial sustainability, and alignment with European policy and funding priorities.

This Business Plan has been prepared by the Management Team and approved by the Supervisory Board of the KIC LE under the expectation that EIT UM will be a going concern well beyond the expiration of the current Strategic Agenda (SA) at the end of 2027. In this respect, we understand that EIT will commit the 2026-2028 GA with 100% of the awarded funding, while acknowledging that the new 2028 SA still has to be defined and approved. We also understand that we will have the option to present amendments in 2027 for the 2028 execution of the Business Plan if adjustments are needed as a consequence of the new SA to be implemented during the new programming period.

1.1.2 Targeted Action: Guiding Our Work Through Five Priority Domains

To sharpen our strategic focus, EIT UM carried out a structured prioritisation process informed by EU policy goals, city needs, internal guidance and programme insights. Supported by experts across thematic areas, the process defined **five priority domains** to guide activities across innovation, education, investment and engagement: **(1) Public and Shared Transport, (2) Health and Mobility, (3) Electrification and Alternative Fuels, (4) Sustainable Urban Logistics, and (5) Mobility Data Management.** These domains reflect areas where EIT UM can add the most value, based on societal relevance, programme fit, and trends such as digitalisation, climate action, zero pollution, and the just transition. Cross-cutting technologies such as Artificial Intelligence, automation and robotics, and urban resilience will further enhance the impact and scalability of solutions across all domains.
Already in 2024, the domains have shaped calls, project clustering, and communications. External validation, including discussions with our Policy Advisory Board, reinforced their thematic relevance. The five priority domains now form the foundation for a more targeted, intelligence-led, and impact-oriented Business Plan. The framework helps us deliver professional services that fit our value proposition, fund more impactful projects, guide our future financial support and investments, and build on the strengths of our existing portfolio and financial sustainability approach. Focusing on these domains enables more effective resource use, ecosystem coherence and system-wide change, aligned with our Value Delivery Model (see Table 1.1 below).

Know the Markets	Define Our Priority Domains	Deliver Impact	Grow the Ecosystem	Monetise Our Value
Research, ecosystem engagement, projects, portfolio and value chains intelligence.	Identify market gaps, skills gaps, and impact opportunities.	Through pilots and a portfolio of solutions, educational programmes, services, financial support, investments, scale-up support, and strategic dialogue with the European Commission and other policymakers.	Strategic innovation alliances and partnership with cities, industry, businesses, higher education, research and EU institutions.	Capture returns via services, investments, and partnerships.

Table 1.1. Value Delivery Model for a Unified Ecosystem.

This alignment ensures the BP 2026-2028 contributes directly to the Strategic Agenda 2021-2027 and the EIT Impact Framework. It reinforces collaboration between cities, education, research and business in each domain, ensuring solutions are co-created, tested and deployed where they are most needed.

1.1.3 Impact Orientation and Strategic Monitoring

EIT UM has increased visibility and accountability through annual highlights and impact reports. As activities grow in scale and scope, a more cohesive approach to impact assessment is needed: a new **Impact Assessment Framework (IAF)** is being developed in 2025[1], to be progressively implemented throughout the 2026-2028 period. The IAF will provide a structured way to measure outcomes across innovation, investment, education, and city engagement. From 2026, the IAF will guide strategic learning and course correction, performance monitoring across the organisation, demonstration of progress towards our five SOs and societal goals, and communication of results to relevant stakeholders, our ecosystem and wider audiences. This approach ensures data-informed, city-centric impact measurement aligned with our Strategic Agenda and the EIT Impact Framework.

1.1.4 Increased ambition across KIC's activities

The BP 2026-2028 builds on recent progress and lessons learnt. This BP raises the ambition across all programmes, with a greater focus on outcomes, system-level change, and long-term sustainability.

Academy - For 2026-2028, the Academy sharpens its focus on quality, scale, and entrepreneurial outcomes. Building on past lessons, it will:

- Expand the Master School, Fellowship, and Doctoral Training Network (DTN), with the DTN set to become Europe's largest urban mobility research network.
- Launch a new Student Venture Builder to turn student ideas into start-ups, complementing the existing Entrepreneurship Grant Scheme.
- Transition the UMX to a more sustainable model, offering commercially viable blended learning aligned with EIT Label standards.
- Target professional upskilling for mobility and city practitioners, contributing to EU skills agendas.
- Strengthen the role of the EIT UM Foundation in financing and sustaining education activities.

[1] The development of the IAF is supported by TRT Trasporti e Territorio, an experienced consultancy with a strong track record in sustainable mobility evaluation and support to European, regional and national organisations, e.g., study on the impacts of policy measures for DG MOVE, impact assessment for the revision of the TEN-T regulation.

Innovation - The Innovation Programme will consolidate calls into a continuously open **Strategic Innovation Call**, aligned with city needs and EU priorities. This simplified, multi-year call replaces previous Open and Targeted Innovation calls, reducing administrative complexity while focusing on scalable projects aligned with city needs, EU priorities, and EIT UM's five priority domains. It will raise its ambition notably through enhanced early-stage engagement with cities and stronger integration with Sustainable Urban Mobility Plans (SUMPs). Agile, challenge-focused programmes will be strengthened to help SMEs validate and scale solutions: **City RAPTOR** for SME-city co-development of solutions and **SME Market Expansion** to support scaling to new markets and use cases, and visibility through the **Mobility Innovation Marketplace**.

Impact Ventures - EIT UM will strengthen its position as Europe's leading impact investor in sustainable urban mobility. Increased focus will be placed on portfolio segmentation, governance, and preparing for exits from 2026 onwards. EIT UM will continuously support scalable innovation aligned with our five priority domains and identified market gaps, by:

- Implementing a **Next-generation investment strategy** with larger, follow-on financial support and investments aligned with EU priorities, notably prioritising startups with measurable societal and environmental benefits.
- Launching **Matrix co-investment** to deepen co-investment with top VCs and corporates.
- Expanding strategic alliances in key European and global hubs to boost deal flow and visibility.
- Enhancing alignment and collaboration with the EIC and internal teams for better scouting and support.

Ecosystem Development - Efforts will be scaled through a more cohesive and strategically segmented partner network. Building on previous years, the partnership model will evolve to increase quality, reach, and relevance across the ecosystem, notably through:

- A revised partnership model focused on quality, reach, and strategic value.
- Stronger engagement of Innovation Hubs in underrepresented areas and deeper collaboration in key countries.
- Broader engagement through the new **Mobility Innovators Platform** and **Special Interest Groups (SIG)**.
- Strengthened role of the City Club and City Advisory Group in city-led innovation, citizen engagement, and roadmap development.

Regional Innovation Scheme (RIS) will raise its ambition in BP2026-2028, building on lessons from the current cycle and targeting more balanced participation across Europe. The focus will shift from basic inclusion to deeper integration, capability-building, and regional leadership by:

- Investing in high-potential regional ecosystems to address fragmentation and talent retention.
- Expanding outreach to underserved RIS geographies, improving the quality and scale of innovation outputs, increasing deal flow through the Regional Innovation Booster (RIB) programme, and strengthening the capabilities of cities through capacity-building and the European City Academy.
- Strengthening the strategic role of RIS Representatives and EIT Community Hubs in market intelligence, deal flow and service integration.
- Exploring ERDF alignment through joint programmes with national authorities.
- Moving RIS regions from participation to leadership across innovation, entrepreneurship, and education.

Coordination and governance - EIT UM has taken important steps over recent years to strengthen its coordination and governance framework by clarifying roles between strategic ownership and operational management, aligning governance bodies, and enhancing compliance with EIT's Good Governance Principles. Regular Shareholder Meetings now ensure transparency and cohesion between the Association and the KIC Legal Entity. Lessons from 2023-2025 highlight the importance of clear responsibilities, stronger risk and compliance processes, and streamlined internal procedures. Monitoring systems have improved, providing a clearer picture of performance and risk. The Business Plan 2026-2028 will further reinforce strategic coordination through better integration of work packages, stronger performance monitoring, and forward planning. Governance bodies will continue to prioritise diversity, transparency, and independence. The Supervisory Board will oversee compliance and alignment with EIT principles, while the Executive Management Team will lead agile implementation across the KIC. An upgraded coordination model will enhance cross-functional collaboration and integration of grant and non-grant activities. At the operational level, shared KPIs and balanced scorecards will be used to track impact and financial targets, aligned with a new Impact Assessment Framework.

Communication and marketing - During 2026-2028, we will scale our communication and marketing efforts focusing on visibility, engagement, credibility, and influence. A unified narrative will position the KIC as a key innovation community advancing EU goals in decarbonisation, competitiveness, and inclusive growth. Shifting from event-driven communication to a more continuous, campaign-based model will be central, supported by the growing Mobility Innovators platform, which serves as a central hub for the ecosystem. Efforts will focus on consistent branding, impact-driven storytelling, and stronger two-way engagement. We will maintain a strong digital presence, expand our media network across EU and local markets, and produce impact stories, thought leadership content, and campaigns. A trained spokesperson network and unified brand toolkit will ensure consistency, while visibility of the EIT and EU support will remain a core requirement. Communication activities will also back the EIT Campus, the EIT EdTech Conference, and the wider EIT Community brand.

Gender equality and inclusion - Between 2023 and 2025, EIT UM made measurable progress in gender equality and inclusion, including gender-balanced panels, inclusive award criteria, and targeted outreach and support for women participation in our programmes and activities. Building on this, the 2025-2027 Gender Equality and Inclusion Policy and Action Plan adopts a broader inclusion approach, addressing structural barriers across the urban mobility ecosystem. It commits to three main overall goals: 1) Create a diverse and empowering internal environment through equitable recruitment, leadership, and inclusive HR policies. 2) Boost women's leadership and participation, with targets including: Maintain gender balance in decision-making and across all levels, ensuring that neither women nor men fall below a 40% threshold; Achieve 30% women's participation in innovation projects by 2027; Ensure 35% of supported start-ups are either women-founded or led by a woman CEO; Maintain gender representation parity (minimum 40% for each gender) across all labelled and non-labelled programmes on an annual basis. 3) Make gender equality and inclusion a quality standard in all programmes, integrated into calls, evaluation criteria, and decision-making. To deliver, we will strengthen monitoring with gender/inclusion disaggregated data, deliver tailored training, information and tools, support gender mainstreaming across departments, and increase visibility through inclusive communication. Aligned with EU and EIT strategies, our ambition is clear: make mobility innovation more inclusive, impactful, and reflective of Europe's diverse urban communities.

1.1.5 Strengthening Financial Sustainability

EIT UM will continue to evolve its Financial Sustainability strategy by prioritising revenue-generating activities that support scale, impact and resilience. For 2026-2028, this includes refining the partner value proposition, scaling services and consulting, and advancing the investment strategy. Building on lessons from 2021-2025, we will pursue diversified revenue streams across our portfolio, including:

- Return on Investment (ROI) from innovation and startup equity, including Innovation Advisory services.
- Education revenues from tuition fees, co-owned training assets and executive learning offers.
- Services and consulting including market access support and tailored support for startups.
- Ecosystem fees, aligned with a value-based partnership model.
- External funding (NEFA) through targeted bids for public and private opportunities

A core shift in this cycle is a stronger focus on scalable and high-quality activities, with coordinated offer development, improved cost control, and enhanced business development capacity across all areas. This is underpinned by a streamlined cost structure and tighter integration of revenue and accountability mechanisms. Equity returns are expected during this period, as more portfolio companies reach exit-readiness. Our updated split-risk approach balances early innovation and later-stage scaleups, improving impact and financial return. By aligning investment and innovation with the 5 priority domains and strengthening coordination, we aim to better support high-impact projects with strong ROI prospects. By 2028, a growing share of activities should be funded by own revenues, making our impact ambition financially viable.

KIC Revenues (million EUR)	2026 Planned	2027 Planned	2028 planned	Total
ROI & Equity*	1.78	2.95	3.41	**8.14**
Education	1.70	2.01	2.38	**6.09**
Services & Consulting	2.16	2.37	2.73	**7.26**
Membership fees	2.73	2.84	3.33	**8.90**
Alternative funding	2.65	2.71	2.72	**8.08**
Total revenues	**11.02**	**12.88**	**14.56**	**38.47**

Table 1.2. Financial Sustainability revenue targets for 2026-2028.

1.2. Methodology[2]

1.2.1 Involvement of the partnership

EIT UM is committed to ensuring meaningful involvement of its partnership in the implementation of the BP. Innovation Hubs act as the primary engagement channels, enabling continuous dialogue with partners and supporting the identification of recurring challenges faced by various stakeholder types from both the public and the private sector. These insights directly inform the design and prioritisation of activities. The City Club further reinforces this approach by helping to shape activities around concrete city needs and sustainability objectives.

By defining key priorities and collaborating with private and research entities, the City Club supports the testing of innovations in real environments and the scaling and replication of successful solutions across European cities through knowledge and best practice sharing. Additionally, Special Interest Groups continue to provide a space for thematic exchange within the EIT UM community and beyond. In 2025, the Mobility Innovators platform was launched to support structured, strategic engagement with a broader ecosystem (not limited to current partners), facilitating collaboration across the Knowledge Triangle.

Building on this, EIT UM organises two key annual events designed to strengthen engagement and ensure continuous feedback loops: the Community Days in March and the Tomorrow.Mobility World Congress (TMWC) in November. These events not only provide opportunities for high-impact matchmaking, networking, and increased visibility across the ecosystem, but also serve a strategic function. They enable EIT UM to test, verify, and gather challenges directly from Knowledge Triangle stakeholders, helping to identify their most pressing needs through iterative public-private dialogue and structured feedback mechanisms. The Mobility Innovators platform ensures that these conversations do not end onsite. Instead, it offers a continuous space for challenge gathering, consortia building, and ecosystem engagement in the lead-up to TMWC. In doing so, it provides a clear and demonstrable link between stakeholder input (whether provided in person at events or online) and the shaping of future activities, partnerships, and funding opportunities.

1.2.2 Drivers for the design of the Business Plan

The design of the BP2026-2028 is guided by our Strategic Objectives and societal goals aimed at maximizing innovation and social impact and fostering inclusivity and sustainability, while ensuring efficient resource allocation. We observed a need for greater flexibility to address diverse innovation stages and business needs, coupled with a focus on delivering tangible societal and economic results.

As detailed in Annex A (Financial Support to Third Parties, FSTP), EIT UM will employ a strategic combination of Calls for Proposals to engage our ecosystem and achieve our strategic objectives effectively, in line with the requirements of Annex 5. These mechanisms include:

1) Open Calls, intended to source solutions and activities from the widest possible audience while attracting new Knowledge Triangle entities that bring novel competencies to our ecosystem;

2) Calls for Partners might be considered for targeted calls directed at existing members of our partnership to leverage specific expertise, capabilities and network;

3) Direct Awards, used in exceptional, duly justified cases as permitted by EIT, to ensure for instance the continuation of specific educational activities and EIT Label portfolio.

4) Additionally, a Fast-track mechanism will be implemented when necessary, providing additional financial support to top-performing projects and entities with high potential, following the rules of Annex 5. Fast-tracking will help increase our impact through measures such as upscaling innovative solutions, expansion into new markets or sectors, and supporting promising start-ups to scale up and grow.

All these cascading activities will be selected and monitored as detailed in Annex FSTP.

These actions and activities are also guided by the strategic priorities defined by the European Commission's Competitive Compass, including the Union of Skills Strategy and the Startup and Scaleup Strategy. In particular, the EU Startup and Scaleup Strategy aims to position Europe as a global tech leader by addressing market fragmentation, improving access to finance, and accelerating innovation adoption.

This Business Plan aligns with several pillars of the strategy:

(1) Driving Better Financing for startups and scaleups by building a more integrated funding and venture capital market and improving access to institutional investors

[2] Considering EIT UM's mission and societal impact goals to improve quality of life and mitigate climate change, our methodology is inherently aligned with the 'do no significant harm' principle. By design, our activities and projects are structured to make a positive contribution to the environmental objectives of the EU Taxonomy, ensuring that significant harm is avoided across all six areas.

We will strengthen startup and scaleup funding through integrated venture capital markets, institutional investor access, and a "split-risk" investment approach. Our Strategic Innovation Programme and co-investment platforms will bridge funding gaps, leveraging private capital and tailored acceleration programs.
The Financial Support to Start-ups Open Call will expand ticket sizes and support early-stage companies through Series A/B, while reserving funds for scaleups. The Scaleup Promotion Programme will enhance visibility, investor access, and EIC readiness for top-performing mobility scaleups. The MATRIX Co-Investment Call will target Series A companies in priority domains, partnering with cities, investors, and industry stakeholders to develop mission-driven strategies. We will collaborate with EU bodies (EIC, EISMEA, EIB/EIF) to co-invest and support startups aligned with EU priorities like the Green Deal and digital transition.

(2) Supporting Market Uptake and Expansion to accelerate market entry across the EU

We will accelerate market entry through fast-track mechanisms, upscaling, and expansion into new sectors. The fast-track mechanism will provide additional financial support to top-performing projects and entities with high potential. In particular, fast-tracking will help increase our impact through measures such as upscaling innovative solutions or expansion into new markets or sectors from the Innovation programmes and expanding our investment opportunities to secure our financial sustainability from the Impact Ventures programmes.
We will continue with our successful implementation of the RAPTOR and SME Market Expansion Open Calls, enabling real-world pilots, commercialization, and scaling of urban mobility solutions across Europe.
We will also provide visibility and market readiness support to the commercial partners of our funded projects via the EIT UM Innovation Marketplace. Early-stage or newly formed companies receive a commercial readiness package to prepare for market entry and attract investment. We will leverage EIT UM's ecosystem, and EU institutional synergies to support companies with visibility and strategic partnerships.
Finally, procurement practices will be integrated within our funding programmes to allow public buyers (cities, public transport operators, etc.) to adopt EIT-funded innovations post-project. Innovation-friendly procurement mechanisms, such as PCP, PPI, design contests and negotiated procedures will be co-designed with cities in alignment with EU Public Procurement Directives. These efforts will reduce barriers for SMEs and startups seeking entry into public mobility markets.

(3) Attracting and Retaining Top Talent

Our Student Venture Builder will be piloted in 2026 through an Open Call. It is expected to fund a foresight exercise to align student startups with market needs and pressing urban mobility challenges. This programme is critical for boosting student entrepreneurship and building a strong funnel of ventures for the Impact Ventures portfolio to support and help scale. We will also continue to engage EIT UM Master School students in pilot projects, embedding user testing and citizen engagement to improve product-market fit.

1.2.3 KIC internal activities

The activities in this Business Plan are implemented either by subgrantees (FSTP) or internally by the KIC LE - delivered directly by KIC staff or through subcontracting. Internal activities, particularly those related to strategy, operations, and communications, are essential to the effective functioning of the KIC and cannot be delegated to subgrantees. These functions are inherently transversal, requiring central coordination, consistency, and neutrality to ensure compliance with EIT regulations and efficient delivery of results. Key areas such as grant and investment management, project evaluation and supervision, financial and legal oversight, and portfolio coordination must be executed centrally to maintain accountability, quality control, and avoid conflicts of interest. Likewise, communication, events, and dissemination -including media relations, branding, and stakeholder engagement- must be managed in-house to ensure strategic alignment, a coherent external image, and consistent messaging across countries and partners. Subgranting these activities would risk fragmentation and diminish their overall effectiveness.

1.2.4 Simplification and resource efficiency

EIT UM constantly review its processes (including those related to governance) and incorporate lessons learned to promote simplification and resource efficiency through a continuous improvement approach. During BP2023-2025 we enhanced our efficiency by implementing a new EIT-supported IT system (NetSuite) to support the grant management process. In BP2026-2028, EIT UM will actively contribute to the EIT Community Shared Services project "*Centre of Administrative Excellence*". We will be particularly involved in the WPs "Cost control and audit", "Grant management support centre", "Common IT solution", and "Partners Validation". This initiative is critical for reducing the administrative costs and overheads, by pooling resources and jointly managing operational and administrative tasks common to all KICs. Additionally, starting in the final year of BP2023-2025, we began streamlining our call processes (reducing the number of calls while increasing their budget). This trend is expected to continue during BP2026-2028, although the newly introduced 70% FSTP ratio may temporarily affect this approach as the organisation adjusts to the new requirement. Finally, we plan to pilot the use of larger lump sums during BP2026-2028, supported by expected improvements in NetSuite as part of the Shared Services project. Regarding governance, during the BP2023-2025 efforts have been made to ensure that all legal entities strictly act in line with EIT's Good Governance Principles and its own legal regulations (Articles of Association and By-laws). Since efforts made during BP2023-2025 have been fruitful to ensure (i) separation of ownership and membership from operational management and (ii) separation of supervision and operational roles, the BP2026-28 is planned to follow the same governance direction –which ensures simplification and resource efficiency.

1.2.5 KIC ecosystem

EIT UM fosters public-private dialogue to align the innovation pipeline of the private sector with the opportunities that the challenges of the public sector (the main mobility customer or driver of mobility solutions) can bring. This alignment helps ensure more relevant innovations and solutions brought to the market, with possibility to scale. As part of this public-private dialogue, EIT UM touches upon critical topics such as "mobility business models" for new mobility. Through our Thought Leadership studies and our flagship event TMWC, we keep the conversation active to identify the right business models to help business thrive while delivering on our mission. One of our goals is to strengthen the capillarity and capability of SMEs in Europe, and we are committed to supporting this part of the market by helping scale their solutions and increasing their competitiveness.

Innovation Hubs (IHs) are the teams in the field supporting the growth of the company. Their work revolves around 3 main axes, which are the basis for their performance assessment:

- **Network size and loyalty rate**: Each IH is responsible to continuously grow the network of partners in their region, either via our programmes or engaging newcomers organically. At the same time, IHs are responsible for maintaining the current network engaged and motivated to stay with us and continue building together the urban mobility of the future, via our programmes and current value proposition.
- **Market positioning, media presence and influence**: IHs are the voice of the company across Europe, who positions our brand, amplifies the reach and impact of our activities, and plants the seed to attract the whole mobility ecosystem into working with us and align with our sustainability and competitiveness agenda.
- **Stakeholder network and pipeline**: Establishing relations with public and private entities across their regions is a strong lever for IHs to open doors for EIT UM's activities and attract strategic partners. The signing of Memorandums of Understanding (MoUs) and the establishment of open dialogues with Ministries, Clusters, Associations, and others, are tangible outcomes to measure our influence.

1.2.6 Artificial Intelligence

To address the growing importance of Artificial Intelligence (AI) in sustainable, inclusive and efficient urban mobility, EIT UM has laid a solid foundation aligned with the EU AI Continent Action Plan. Through 2028, EIT UM will further strengthen its support for AI-driven innovation across Business Creation (Impact Ventures), Innovation, Education (Academy), and transversal initiatives. At least €5 million will be allocated to the deployment of AI in impactful urban mobility use cases, with activities streamlined across all core programmes. EIT UM will also pursue opportunities to design and implement integrated actions that combine investment, testing, and skills development around key AI applications in the coming years, forming transversal flagship initiatives (cf. Work Package (WP) descriptions for further details). Through EIT UM's role in the EIT Community AI Challenge and cross-KIC alliances, we are helping to drive sectoral integration of AI in line with the European Commission's ambitions. Further, EIT UM actively aligns its activities with key European policy frameworks. For example, EIT UM has contributed inputs to the EC's Data Union Strategy and offered support for the upcoming Apply AI Strategy. Looking ahead, we will continue to monitor and reflect emerging EU strategies to ensure coherence with evolving policy priorities and offer implementation support and evidence where needed.

1.2.7 Open Science

EIT UM's approach to open science is based on: **(1)** Supporting the publication and wide dissemination of new urban mobility research through the Journal of Urban Mobility (JoUM) published in cooperation with Elsevier, a fully Open Access journal, initiated out of the Doctoral Training Network and supported by EIT UM since 2021. The JoUM counts with 7 volumes with more than 115 published articles and more than 88,000 downloads to date. It has an impact factor of 6.1. **(2)** Making Thought Leadership studies (developed under WP6) accessible publicly through diverse own and external channels and communicating main research results and takeaways through distinct and targeted key messages to reach all levels of society, including experts and citizens. **(3)** Encouraging our activities, particularly those in the Innovation portfolio (WP2), to follow open science practices except commercially sensible data and personal data. **(4)** Integrating open science with open innovation practices, e.g., living labs, testbeds and competitions. **(5)** Focusing on citizen engagement (Task 8.3), which aims at integrating citizen and end-user engagement into EIT UM supported activities to increase public acceptance and ensure that solutions/services respond to end user needs and expectations. **(6)** Making as many BP Deliverables open as possible.

1.2.8 Social Sciences

Sciences and Humanities play a role in ensuring the solutions supported through our innovation programmes are socially responsive and aligned with citizen needs and urban governance realities. Through our calls, evaluators assess how the solutions' design actively consider inclusivity to maximise impact across diverse user groups. During the project implementation, projects must address user behaviour and acceptance barriers. For key projects where citizen engagement is critical, EIT UM offers hands-on expert advice, through our City Club and EIT UM Master School, to plan and conduct successful citizen engagement and user testing action (interviews, online surveys, observations, co-creation workshops, etc.). Finally, our Thought Leadership activities (Task 6.2) shed light on social science aspects of relevance today, like the financial implications of transiting to a fully decarbonised urban mobility.

1.2.9 Gender dimension

EIT UM has made tangible progress in embedding gender equality across its operations and culture since launching its 3-year Gender Mainstreaming Strategy and Action Plan in 2022. However, persistent, sector-wide gender inequalities continue to shape the mobility landscape. Structural barriers still limit women's participation in research, innovation, entrepreneurship, and leadership. Additionally, the diverse mobility needs of different genders and social groups remain insufficiently addressed, undermining the inclusiveness and effectiveness of urban mobility systems. To tackle these challenges, EIT UM has updated its Gender Equality Policy for 2025-2027, aligning it with the EIT-wide Gender Action Plan. Building on its initial strategy, EIT UM continues to implement key measures: proactively scouting female-led start-ups; promoting gender-balanced teams in supported ventures; increasing the visibility of women in innovation through targeted communication and educational content; outreach to women in Master's and Doctoral programmes; childcare allowances for PhD students on international placements; and clear guidelines for inclusive communication and event organisation.

The 2026-2028 Action Plan introduces new actions, including: mainstreaming gender and inclusion across all programmes; integrating gender and inclusion as award criteria in funding calls and evaluations; improved tools to track startup performance by gender and women's participation in innovation projects; enhanced sector-specific training on gender equality, bias, and gendered innovation for staff and evaluators; and the use of sex/gender-disaggregated data to identify barriers and effective practices. It also strengthens efforts to integrate the diverse needs of urban mobility users in supported innovation projects. Additional priorities include addressing underrepresentation in expert panels and leadership roles, fostering awareness internally and externally through inclusive communication, and maintaining gender balance across staff, including at the managerial level, with 40% as the defined parity threshold. EIT UM's approach explicitly includes non-binary identities and applies an intersectional lens.

2. Impact

2.1. KIC's pathways towards impact

EIT UM contributes to the EIT Impact Framework through a systemic and integrated portfolio of activities that generate measurable outcomes across the short, medium and long term. BP 2026-2028 builds on experience from earlier years and accelerates the implementation of the Strategic Agenda 2021-2027. Its design ensures **a coherent alignment of all Work Packages with the 5 Strategic Objectives in the Strategic Agenda**, delivering results against EIT core KPIs while advancing the 3 overarching societal goals of: improving quality of life in cities; mitigating and adapting to climate change; and creating jobs and strengthening the European urban mobility sector. After building up our operations and programmes, along with a growing portfolio of projects and invested start-ups, it is now critical to concentrate our efforts, knowledge and resources in those domains where EIT UM can create the most meaningful and measurable impact. To sharpen strategic alignment and reinforce our ability to meet the objectives of the SA, EIT UM has adopted a value delivery model that provides a structured, intelligence-driven approach to securing long-term societal and financial outcomes. This model emerged from the need to better connect the identification of urban mobility challenges with programme design, value proposition development, and measurable results. The value delivery model follows **4 basic steps** to ensure relevance and effectiveness across all programme areas.

First, ***strategic information is gathered*** from both internal and external sources to identify policy trends, city pain points, market gaps and opportunities. This process is supported by continuous engagement with our ecosystem, drawing on the expertise and input of our Innovation Hubs, City Club, and strategic collaborations established through Horizon Lab projects, the Academic Research Board, the Policy Advisory Board, Special Interest Groups, and City Observer Groups. These exchanges enrich our understanding of city needs, industry research and innovation agendas, emerging technology trends, and existing gaps in skills and investment.

Second, ***knowledge is contextualised*** to guide strategic choices and shape the focus of our activities. This step builds on the High Impact Topics (HITs) and the shared taxonomy developed during the current BP, which has established a common language and a cohesive mapping of our activities, assets and strategic partnerships. The HITs reflect a structured synthesis of policy priorities, innovation trends, urban mobility challenges and stakeholder inputs gathered over the past 3 years. They are grounded in an in-depth analysis of over 40 thematic areas linked to our existing work and aligned with key trends shaping the mobility transition, such as climate action, digitalisation, zero pollution, urban space redesign and just transition. This work has led to the prioritisation of five strategic domains that guide the BP 2026-2028: Public and Shared Transport, Health and Mobility, Electrification and Alternative Fuels, Sustainable Urban Logistics, and Mobility Data Management. By using this common strategic frame, **we ensure that our work is not fragmented but instead directed at those domains where EIT UM is best positioned to add value**. Contextualising knowledge in this way also serves a critical screening role; it enables us to **avoid investing in activities or programme areas that are better suited to other actors, funding mechanisms or advocacy efforts**. This helps to prevent resource dilution and positions us as a strategic contributor rather than a generalist operator. It ensures that we capitalise on the strengths of our network, our partners' capabilities and the intelligence gathered across our ecosystem -co-designing and implementing activities under each programme or across programmes in a way that maximises synergies and delivers meaningful, measurable impact.

Third, insights are translated into tailored interventions across innovation, education, investment and stakeholder engagement. Each of these is linked to specific value propositions and target users. This is where ***strategic intelligence becomes operational***. High-impact topics and domain-level knowledge feed directly into the design and refinement of our activities, ensuring coherence and relevance across the entire programme portfolio. In the case of the Strategic Innovation Call, City RAPTOR and SME Market Expansion schemes, we leverage our understanding of the 5 priority domains, along with strategic partnerships and engagement with our ecosystem, to attract and support impactful, collaborative innovation projects. The same intelligence guides the identification and creation of Non EIT Funding Activities (NEFA) and investment opportunities that align with our thematic focus and financial sustainability goals. It also informs the development of educational content and learning offers that equip talent with domain-specific skills. Communications and outreach activities are similarly shaped to contribute to the visibility, credibility and knowledge base of each domain, strengthening EIT UM's positioning and value for all stakeholder groups. Through the implementation of our Gender Equality and Inclusion Action Plan, activities are designed and delivered with a strong commitment to equity, diversity, and inclusion-addressing systemic barriers to equality and considering the specific needs of diverse urban communities and their users.

Fourth, ***outcomes are tracked and translated into long-lasting impact*** for society, the environment and the urban mobility sector. This step ensures that the value generated through our programmes leads to both measurable progress and structural change. The monetisation of our work comes through financial returns on investment, equity stakes in supported ventures, income from advisory and professional services, and the scaling of market-ready solutions. These returns help secure financial sustainability, strengthen our independence from core grant funding, and support reinvestment in areas with the greatest potential for societal and environmental benefit. At the same time, the Impact Assessment Framework, under development and progressively implemented during this BP period, allows us to monitor performance across each of the 5 priority domains. It brings together city-level indicators, project outcomes and business area progress to evaluate where we are delivering value and where adjustments are needed. This framework creates a strategic feedback loop that ensures insights from implementation are used to improve design, adapt resource allocation and inform partnerships. By making impact visible and actionable, it reinforces continuous learning, enhances our positioning within the ecosystem and ensures that our activities remain focused, relevant and aligned with our mission.

The value delivery model serves as foundation for how activities are structured, resourced and expected to deliver impact with the strategic logic guiding the design of the eight WPs included in this BP. Each WP, which sets out the programmes and activities for the next 3 years, contributes to one or more of the 5 Strategic Objectives in our SA and delivers EIT core KPIs across the short, medium and long term in alignment with the EIT Impact Framework. Table 2.1 presents an overview of how the portfolio of tasks within each WP aligns with the EIT Impact Framework. It shows the relationship between planned activities, allocated budgets, expected results and the broader societal, environmental and economic impact we aim to generate during and beyond the 2026 to 2028 period.

Table 2.1 Portfolio impact aligned wi3.2.th the EIT Impact Framework.

List of WPs/Tasks	Allocated budget M€	Short-term KPIs (outputs/results)	Medium-term KPIs (outcomes)	Long-term KPIs (impact)
WP1				
Task 1.1 Area Leadership	**3.86**	**EITHE09.1 – Target (T):** 50.	**EITHE05.1 – Target (T):** 76. **EITHE07.1 – Target (T):** 30.	- *Number and type of skill gaps and/or skill shortages filled by KIC sector.* **Target (T):** 50 organisations reporting reduction in skills gaps due to graduates from labelled programmes.
Task 1.2 Master School	**14.27**	**EITHE09.1 – T:** 430.	**EITHE07.1 – T:** 380. - *Students and graduates from EIT labelled programme who joined start-ups.* **T:** 100. - *EIT Label graduates employed.* **T:** 380.	- *Career growth of participants in EIT labelled education***. T:** 80% of graduates consider that the EIT UM master programme (Task 2)/fellowship programme (Task 3)/DTN (Task 4)/EIT labelled courses (Task 5) added value to their CV and supported career growth.
Task 1.3 Fellowship	**0.32**	**EITHE09.1 – T:** 150.	**EITHE07.1 – T:** 120. - *Students […] who joined start-ups.* **T:** 40. - *EIT Label graduates employed.* **T:** 120.	
Task 1.4 DTN	**2.76**	**EITHE09.1 – T:** 120.	**EITHE07.1 – T:** 60. - *Students […] who joined start-ups.* **T:** 15. - *EIT Label graduates employed.* **T:** 60.	
Task 1.5 UMX	**11.85**	**EITHE08.1 – T:** 8,500; **EITHE09.1 – T:** 1100.	**EITHE07.1 – T:** 1010.	
WP2				
Task 2.1 Strategic knowledge & impact	**7.45**	**EITHE01** – **T**: 20.	**EITHE04.4 – T:** 6.	**KSN01*-T:28** (Task 1 **=** 4; Task 2 = 16; Task 3 = 8). **KSN0*2-T: 208 (**Task 1 = 21; Task 2 = 109; Task 3 = 78). **KSN03*-T: 1,200** (Task 2 = 820; Task 3 = 380). - *Contribution to revenue growth of organisations trading or employing innovations developed with the KIC support.* **T: 50-100M€** (Task 1=5-10M€; Task 2=27.5-55M€; Task 3=15-30M€; Task 4=2.5-5M€). - *Impact on employment growth as a result of company being engaged with KICs.* **T: 3,000-4,000 jobs** (Task 1 = 300-400; Task 2 = 1,650-2,200; Task 3 = 150-200; Task 4 = 150-200).
Task 2.2 Strategic Innovation	**51.78**	**EITHE01** – **T**: 55.	**EITHE02.4 – T:** 42; **EITHE04.4 – T:** 20.	
Task 2.3 Agile Innovation	**5.58**	**EITHE01** – **T**: 30.	**EITHE02.4 – T:** 50; **EITHE04.4 – T:** 6.	
Task 2.4 Scalability of solutions	**0.84**	*(All KPIs are* ***long-term.*** *Cell merged with short-term and medium-term column to reduce length of table.* **Short-term and medium-term: N/A***)* **City Impact Indicators* (CCI) #1-** *Road space reallocation to public space.* **T:** Increase in 85% of City Club members from 2024 levels. **CCI #2** – *City club inhabitants exposed to emissions in urban areas.* **T:** Decrease in 85% of City Club members from 2024 levels. **CCI #3 -** *Modal share of sustainable mobility.* **T:** Increase in 100% of City Club members from 2024 levels. *CCI and KSN indicators are part of the impact framework introduced in EIT UM's SA 2021-27 and will be reviewed under the new Impact Assessment Framework in 2026.		
WP3 Impact Ventures				
Task 3.1 Strategic Investments	**36.53**	**EITHE03.1** – **T:** 187. **EITHE03.2** – **T:** 63.	**EITHE06.1** – **T:** 33 M€.	- *New jobs created in start-ups / scale-ups that succeed to reach Series A round.* **T:** *3,500 jobs created; - Contribution to revenue growth of organisations trading or employing innovations developed with the KIC support.* ***T: 85 M€***

Task 3.2 Startup Programmes and Services	**4.10**	**EITHE03.1** – **T:** 75. **EITHE03.2** – **T:** 25	**EITHE06.1** – **T:** 6 M€.	- *New jobs created in start-ups / scale-ups that succeed to reach Series A round.* **T:** *850 jobs created; - Contribution to revenue growth of organisations trading or employing innovations developed with the KIC support.* ***T: 39 M€.***
Task 3.3 Area Leadership	**1.43**	**N/A**	**N/A**	**N/A**
WP4				
Task 4.1 RIS Ecosystem and Stakeholders	**5.43**	*(RIS Representatives will feed the pipeline to achieve 33 new organic partners, contributing to EITHE10.2 in WP8)*	**EITHE04.2** (without 10K€) **- T:** 33 **EITHE07.2** – **T**:15 *(In addition, RIS Representatives will feed the pipeline to achieve KPI targets for EITHE2.2, EITHE4.2, and EITHE6.2 in Tasks 3 and 4)*	- *Visible innovation ecosystems not previously in existence in RIS countries*. **T**: 6.
Task 4.2 RIS Education	**5.91**	**EITHE08.2 – T:** 1,500.	**EITHE07.2 - T:** 225.	- *Number and type of skill gaps and/or skill shortages filled by KIC sector.* **T:** 15% of target organisations in WP1 are based in RIS countries.
Task 4.3 RIS Innovation	**8.75**	**EITHE01 – T:** 16	**EITHE02.2** – **T:** 16 **EITHE04.2** – **T:** 14	- *Contribution to revenue growth of organisations trading or employing innovations developed with the KIC support.* **T:** 15% of target in WP2; - *Impact on employment growth as a result of company being engaged with KICs.* **T:** 15% of target in WP2.
Task 4.4 RIS Impact Ventures	**6.85**	**N/A**	**EITHE06.2 – T:** 6M€	- *New jobs created in start-ups / scale-ups that succeed to reach Series A round.* **T**: 15% are in start-ups/scale-ups based in RIS countries (see WP3).
WP5				
Task 5.1 PMO **Task 5.2 Legal & Governance** **Task 5.3 People and culture** **Task 5.4 Finance** **Task 5.5 Technology** **Task 5.6 Executive**	**Task 1:** 2.47; **Task 2:**1.54; **Task 3:**1.84; **Task 4:**1.88; **Task 5:** 3.33; **Task 6:** 2.92.	**EITHE13.1 - T:** 30M€. **EITHE18.1 - T:** 40%.	*(All KPIs are* ***medium-term.*** *Cell merged with long-term column to reduce length of table)* **EITHE11.1 - T:** 38.4M€; **EITHE11.2 - T:** 19%; **EITHE14 .1** =100%; **EITHE14.2** = 0%; **EITHE14.3** = 40%; **EITHE14.4** = 40%; **EITHE.14.5** = 40%; **EITHE14.6** = 100%; **EITHE15** = Strong positive impact on SDGs sustainable cities, innovation, quality education, gender equality, and climate action. Slightly positive impact on SDGs good health, clean energy, and decent work.	
WP6				
Task 6.1 Communication, marketing and dissemination	**3.57**	(All KPIs are **short-term.** Cell merged with mid-term and long-term column to reduce length of table. **Mid-term and Long-term: N/A**) **EITHE16 - T:** 45; **EITHE17 – Targets:** - # website visitors: *18% growth compared to 2025 by end of 2028;* - # social media: *20% growth in followers compared to 2025 by end of 2028;* - # of external events: *120 events organized and 18K participants by end of 2028*; - # of external events where KIC presented: *420 events by end of 2028*; - # media coverage: *9000 clippings and 60 press releases by end of 2028.*		
Task 6.2 Community engagement and ecosystem activation	**2.42**			
Task 6.3 EU Affairs & strategic positioning	**2.44**	**N/A**	**N/A**	**N/A**
WP7				
(See WP description)	**0**	KPIs associated to FS are included in WP5 - Coordination.		
WP8				
Task 8.1 Reg. Eco. Development	**15.53**	**EITHE10.1 – T:** 985 (of which 45% RIS)	**N/A**	**N/A**
Task 8.2 City Partnerships	**0.99**	**N/A**	**N/A**	**N/A**
Task 8.3 Citizen engagement and end user insights	**0.23**	**N/A**	**N/A**	**N/A**

Table 2.1.a. List of EIT Core KPIs.

EIT area	KPI Code	EIT KPIs	Target 2021-2027	Aggregated targets 2021-2024 (planned in 2025[1])	Target 2026-2027[2]	Target 2028	Indicate the targets per WP[3]
Innovation	**EITHE2.4**	Innovations launched on the market with a sales revenue of at least 10 000 EUR documented	164	125 (30)	71	37	WP2 = 92; WP4 = 16 **Total = 108** (of which 15% RIS)
Business Creation	**EITHE04.4**	Start-ups created having a financial transaction of at least 10 000 EUR for a service/product (result of the KIC KAVA) sold to customers	79	31 (12)	36	10	WP2 = 32; WP4 = 14 **Total = 46** (of which 30% RIS)
	EITHE05.1	Start-ups created by students enrolled and graduates from EIT-labelled programmes	79	12 (14)	53	23	**WP1 = 76**
	EITHE06.1	Investment attracted by KIC-supported start-ups and scale-ups	58 M€	158.4 M€ (35.4 M€)	26 M€	13 M€	WP3 = 33; WP4 = 6 **Total = 39M€** (of which 15% RIS)
Education	**EITHE07.1**	Graduates from EIT-labelled programme	1980	627 (555)	1050	550	WP1 = 1360; WP4 = 240 **Total = 1600** (of which 15% RIS)
Leveraging invest. in R&I	**EITHE11.2**	Financial sustainability coefficient - Total non-EIT financing generated by the KIC Legal Entity	19%	18 (18%)	19.5%	19%	**WP7 = 19%**
Horizontal outputs	**EITHE18.1**	% of less represented gender in top governance and management positions combined	40%	40% (40%)	40%	40%	**WP5 = 40%**

[1]Targets 2025 according to the latest version of BP2023-2025 ("Decommitment 2025"). [2]Targets for 2026-2027 according to SA plus achievement gaps in previous years for EITHE04.4 (16) and EITE05.1 (12). [3] Since the total budget requested is 5% higher than SA levels, total KPI targets for EITHE02.4 and EITHE06.1 have been increased by 12.5% compared to those in the SA (2/3 of this increase have been added to target 2026-2027 and 1/3 to 2028).

Table 2.1.b. List of EIT KPIs from the Impact Framework.

EIT Area	KPI Code	EIT KPI	Target 2021-2027	Aggregated targets 2021-2024 (planned in 2025)	Target 2026-2027	Target 2028	Indicate the targets per WP
Innovation	EITHE02.1	Innovations launched on the market	164	137 (30)	71	37	WP2 = 92; WP4 = 16 **Total=108** (of which 15% RIS)
	EITHE02.2	Innovations launched on the market by organisations from EIT RIS countries	25	79 (5)	11	5	**WP4 = 16** (see above)
Business Creation (Impact Ventures)	EITHE03.1	KIC Supported Start-ups/Scale-up	748	1255 (100)	230	120	**WP3 = 350** (of which 25% RIS)
	EITHE03.2	KIC Supported Start-ups/Scale-ups registered in EIT RIS countries	187	634 (25)	58	30	**WP3 = 88** (see above)
	EITHE04.1	Start-ups created	79	80 (12)	36	10	WP2 = 32; WP4 = 14 **Total = 46** (of which 30% RIS)
	EITHE04.2	Start-ups created in EIT RIS countries	24	40 (4)	11	3	**WP4 = 14** (see above)
	EITHE06.2	Investment attracted by KIC-supported start-ups and scale-ups established in EIT RIS countries	9 M€	32.4 M€ (5.3 M€)	4 M€	2 M€	**WP4 = 6**
Education (Academy)	EITHE05.2	Start-ups established in EIT RIS countries by students enrolled and graduates from EIT-labelled programmes	10	4 (2)	8	3	**WP1 = 11** (15% of EITHE05.1 target)
	EITHE07.2	Graduates from EIT-labelled programmes with citizenship in EIT RIS Countries	297	462 (83)	157	83	**WP4 = 240**
	EITHE08.1	Participants in non-labelled education and training	42,500	36,611 (7,500)	6,500	3,500	WP1 = 8,500; WP4 = 1,500 **Total=10k*** (of which 15% RIS)

	EITHE08.2	Participants in non-labelled education and training with citizenship in EIT RIS countries	6,375	26,613 (1,125)	975	525	**WP4 = 1,500** (see above)
KT integration/KIC ecosystems	EITHE10.1	Active partners collaborating in the KIC	1,350	534 (245)	628	357	**WP8 = 985**
	EITHE10.2	Active partners registered in EIT RIS countries collaborating in the KIC	203	300 (154)	281	161	**WP8 = 442**
Leveraging investments in R&I	EITHE12.1	KICs SIA funding rate	0% in 21-22, 80% in 23-25, 70% in 26-27	0% in 2021-2022, 80% in 2023-2025 (80% in 2025)	70%	70%	**WP5 = 70%**
	EITHE13.1	Financial asset valuation	N.A.[1]	13M€ (17M€)	22M€ in 2026 28M€ in 2026	30M€	**WP5 = 30M€**
Horizontal outputs	EITHE16.1	Results disseminated through the EC dissemination tools	N.A.	N.A.	30	15	**WP6 = 45**
RIS-specific indicators	EITHE22.1	Number of new and established KIC Partners from RIS countries	15% of active partners	15% of active partners	15% of active partners	15% of active partners	**WP8 = 15% of active partners**

KPI EITHE20.1 *Number of new Partnerships established as a result of the HEI Capacity Building Initiative* has not been included in the table, as it is not applicable to this Business Plan.[1] **KPI EITHE13.1** not included in the Strategic Agenda 2021-2027. *For justification on the reduction in EITHE08.1 targets compared to the SA, please refer to WP1.

2.2. Measures to maximise impact – Communications, stakeholders engagement and dissemination and exploitation

2.2.1 Communication

EIT UM continues to strengthen the visibility of the EIT Community brand across all its activities and geographies. All external communications follow EIT branding guidelines to ensure a consistent identity and reinforce the EIT's role in European innovation. EIT UM actively promotes EIT Community initiatives such as the EIT Awards, the EIT Alumni network, and the EIT Campus, offering high-visibility platforms for showcasing EIT-backed talent and solutions. EIT UM will scale up the EIT Campus initiative to drive further brand awareness and community building, notably by strengthening its marketing and communication activities with the EIT Label at its core, and by strengthening partnerships with stakeholders and industry leaders. In addition to this, EIT UM will also host the EIT EdTech Conference to further position the EIT as a leader in innovation-driven education. Efforts are also made to support high-value communications opportunities in EIT RIS countries. The EIT Label remain another key element of EIT UM's approach to building the EIT Community brand identity (for more details see WP1). The visibility of the EIT brand will remain a mandatory element across all innovation projects, startups, and education activities, with close monitoring in place. To strengthen brand coherence and professional identity, EIT UM will: (1) Strengthen alignment with EIT branding across partners and projects, (2) Provide targeted branding support and materials to partners and internal teams, (3) Expand and maintain a full brand toolkit, including a style guide and visual assets, and (4) Leverage its digital ecosystem, including the EIT UM website, for strategic brand exposure. These measures will ensure the EIT brand is consistently visible, recognisable, and associated with impact-driven innovation across Europe.

2.2.2 Planned external communication activities

EIT UM will implement an impact-driven external communication strategy aligned with its Strategic Agenda and annual objectives to scale engagement, strengthen visibility and foster uptake of its solutions. External communication will support community growth, stakeholder dialogue, and EU positioning to accelerate the transition to sustainable urban mobility. External communication priorities for 2026-2028 include:

- **Positioning & content strategy**: (1) Produce impact stories, testimonials, and Thought Leadership assets to promote EIT UM's results. (2) Launched in 2025, *Mobility Innovators* is EIT UM's interactive online community platform to connect and engage its ecosystem. The platform will continue to grow through thematic forums, networking tools, and targeted campaigns, supporting year-round engagement and collaboration. (3) Establish a trained spokesperson network with aligned messaging to enhance credibility and public engagement. (4) Where relevant, communications will also reflect strategic priorities under the **European Commission's Competitiveness Compass, including the Union of Skills Strategy, Startup and Scaleup Strategy, and the AI Continent Action Plan.**
- **Digital & social media**: Regularly update the website with campaign pages, co-funded innovations, and AI-optimised content. Drive engagement across LinkedIn, Instagram, YouTube, and Bluesky via strategic campaigns, paid promotion, and SEO/GEO-targeted ads, to promote EIT UM's calls, services and programmes.
- **Media & public relations**: Expand the journalist database, host briefings/press trips, and issue ~20 press releases/year. Collaborate with both generalist and sectoral outlets.
- **Events & engagement**: Leverage flagship events (Tomorrow.Mobility World Congress, Innovation Hub events, third-party appearances), and webinars such as *Mobility Talks* to reach key experts in the mobility sector.
- **Audience-targeted outreach**: Roll out segmented newsletters. Build a trained spokesperson network for coherent, high-impact messaging.
- **Engage in and contribute to EU dissemination tools**, such as the Horizon Results Platform and the EIT Knowledge Centre.
- Create merchandising materials in line with EIT UM's brand identity.

These actions will be tailored to priority audiences including EU policymakers, cities, industry actors, media, and the general public. **SMART targets (2026-2028):** (1) # website visitors/unique website visitors: *18% growth compared to numbers of 2025 by end of 2028; (2)* # social media following: *20% growth in followers* *compared to numbers of 2025 by end of 2028; (3)* # of external events organised: *120 events organised and 18k participants by end of 2028*; (4) # of external events where KIC and KIC activities will be presented: *420 events by end of 2028*; (5) # media coverage: *9000 clippings and 60 press releases by end of 2028; (6)* Dissemination: 15 uploads to Horizon Results Platform per year; participation at 3 EU-level events/year. Through coordinated storytelling, audience-driven messaging, and high-impact digital formats, EIT UM will ensure its value proposition, activities and results reaches and resonates with its diverse audiences across Europe and beyond.

2.2.3 Planned stakeholder engagement priorities and activities

EIT UM will reinforce its stakeholder engagement strategy to ensure stronger alignment with the EIT Community's mission, foster strategic partnerships and mobilise support for the transformation towards sustainable urban mobility across Europe. Guided by the **EIT Stakeholder Engagement Code of Conduct**, EIT UM will prioritise transparency, inclusiveness, and mutual benefit in all engagement efforts. Stakeholder engagement will be a transversal activity across all areas of the BP 2026–2028. Engagement formats will be tailored to the role, influence, and needs of each stakeholder group, including activities such as flagship events (e.g., TMWC), participation in third-party events, matchmaking, curated meetings and roundtables, and strategic digital engagement.

EU institutional and ecosystem engagement

EIT UM will deepen its strategic engagement with European institutions to contribute to policy priorities and position itself as a trusted partner in the EU innovation landscape. A core pillar is EIT UM's contribution to the **EIT EU Affairs Group**, enabling coherent positioning with the wider EIT Community and cross-KIC collaboration on urban innovation, digitalisation and skills. Joint activities such as the EIT Roadshows, coordinated with EIT and national actors, raise national awareness of KIC contributions to EU goals.

In line with its growth strategy, EIT UM will strengthen its presence in underrepresented countries by engaging with national and regional authorities, clusters and industrial associations. A key enabler will be the collaboration with the **EIT National Contact Points (NCPs)** and the role of **IHs** in coordinating local outreach and fostering strategic partnerships. EIT UM will align with the evolving EU context by contributing to consultations on FP10 and the MFF 2028–2034. This includes contributing to emerging EU priorities as outlined in the **Competitiveness Compass**, notably the **Union of Skills Strategy, Startup and Scaleup Strategy, and the AI Continent Action Plan**, by embedding these themes in strategic dialogues and innovation agendas. The **Policy Advisory Board (PAB)**, convened annually by EIT UM in coordination with the EIT and DG EAC, facilitates strategic dialogue with senior EC representatives on EIT UM's contributions to EU priorities, notably innovation uptake, skills and decarbonisation.

EIT UM will continue structured engagement with key Commission services: **DG MOVE** (EGUM, Urban Mobility Framework, SUMPs), **DG RTD** (Horizon Europe, Missions, FP10), **DG CONNECT** (digital infrastructure, data, smart mobility), **DG GROW** (industrial transformation), and **DG REGIO** (cohesion and place-based innovation).
A regularly updated engagement calendar will guide targeted outreach to DGs and cabinets to reinforce EIT UM's Brussels presence. EIT UM will strengthen outreach to **MEPs - especially in TRAN, ITRE, and REGI -** to raise awareness of urban mobility challenges and position itself as a driver of policy-relevant innovation. Dialogue with **EU Member State Permanent Representations** will support alignment with national perspectives and reinforce co-ownership—especially in the context of MFF and FP10.

EIT UM also engages with key **pan-European urban and policy networks** including **Eurocities, Polis, ALICE, UITP, ICLEI, Cycling Industries Europe (CIE)** and the **International Transport Forum (ITF)** at the **OECD**. These partnerships support mutual knowledge exchange, joint positioning, and visibility in key policy fora, enhancing EIT UM's reach and credibility across the EU innovation ecosystem.

2.2.4 Dissemination

EIT UM takes a strategic, impact-oriented approach to dissemination and exploitation to maximise visibility, uptake, and long-term impact of knowledge, innovations and lessons learned. The focus is on ensuring results are accessible, relevant and scalable across market, policy and societal contexts. **Dissemination and exploitation will be guided by three core objectives: (1)** Ensure key results and practices reach relevant audiences to enable replication and policy uptake; (2) Facilitate knowledge transfer between partners, stakeholders, and the broader innovation community; (3) Support practical use of project outputs and findings through dedicated exploitation channels. Target stakeholders include cities and public authorities, startups, SMEs, corporates, academia, research institutions, EU institutions, investors, and innovation clusters, at local, national and European levels.

EIT UM will utilise a mix of owned channels and EU-level dissemination tools: (a) **EIT UM channels:** the *Mobility Innovation Marketplace* and *Impact Stories* will showcase best practices, use cases, and market-ready solutions; (b) **Thematic content series** will disseminate perspectives from projects, startups and Thought Leadership; (c) **EU dissemination tools:** At least 15 key results per year will be published on the Horizon Results Platform, with additional use of the EIT Knowledge Centre and other relevant European Commission dissemination channels. Results with exploitation potential, such as tested solutions, business cases, policy recommendations, or tools, will be actively promoted to stakeholders and investors. Key lessons will be shared across the KIC community to support reuse and scaling. **EIT UM will track dissemination through measurable indicators, including** number of key results published on the Horizon Results Platform per year, number of Impact Stories published annually, number of Marketplace use cases and best practices published annually, and dissemination reach and engagement metrics (e.g. downloads, views). Dissemination plans will be reviewed annually to incorporate emerging outputs, stakeholder feedback, and ensure continued relevance post-project. Where applicable, dissemination efforts will highlight contributions aligned with **Competitiveness Compass priorities, especially around skills development, startup scaling, and AI-driven innovation**.

2.3. Expected impact of the activities for 2026-2028 under RIS

Following the consolidation of our RIS Hub network under the EIT Community Hubs, EIT UM has conducted a renewal of its RIS Country Representatives in 11 countries and regions in which we will impress a more dedicated effort to connect the local ecosystem with our pan-European programmes. Complementary to our RIS Country Representatives, we will work close with EIT Community Officers where EIT UM does not have its own dedicated Representative (e.g., Western Balkans). The mission of the place-based network will expand from connecting the local ecosystems to our pan-European programmes to also generating commercial leads for EIT UM's commercial services. In parallel, an exercise aimed at identifying priority RIS countries has been conducted by crossing the RIS countries with the Smart Specialisation Strategies at National and Regional, even local levels, to get a prioritisation list of countries where our RIS programmes can achieve more impact. However, this prioritisation will not prevent us from exploiting specific opportunities to create impact in RIS countries.

Country	EIS 2024	Relevant Strategy Level	Country	EIS 2024	Relevant Strategy Level
Spain*	Moderate	Regions with logistics & urban mobility	**Hungary**	Moderate	Cities (e.g., Budapest, Szeged) with SUMPs
Italy	Moderate	Regions (e.g., Friuli-VG) with smart transport	**Estonia**	Moderate	National strategy with smart urban projects
Portugal	Moderate	National & regional (smart urban capacity)	**Poland**	Emerging	Cities (e.g., Gdynia) focused on smart city development
Czechia*	Moderate	Regions (e.g., Prague) with transport/infrastructure	**Türkiye**	Emerging	Regions (e.g., Trakya) & cities with ITS strategies
Greece	Moderate	Regions (e.g., Crete, Macedonia) with smart logistics	**Romania**	Emerging	National strategy and multiple urban plans

Table 2.2. Priority RIS Countries with Smart Specialisation Strategies on urban mobility, smart city, logistics and ITS (*countries which already benefit from our Headquarters and CLC locations will not be prioritised by RIS-specific activities).

RIS Activity	Main focus 2026-2028	Expected impact	Contribution to FS
RIS Representatives and EIT Community Hubs	• Increase efficiency of local programmes to connect with pan-European programmes. • Support EITUM's business development at local level. • Integration and increased collaboration in the new EIT Community Hub framework. • Expand joint programmes with national authorities.	• High quality support for RIS candidates (50% success rate from eligible applications). • Increase efficiency (impact) of the actions. • Higher RIS participation in EIT UM programmes. • New start-ups created with at least 10k€ in revenues from joint programmes.	• Contribution to EIT UM FS by the membership fees of new RIS members, equity of RIS Representatives-referenced start- ups and leads for commercial services.

RIS Innovation	• Increase collaboration between the innovation programme and RIS Representatives • Dedicated RIS Innovation projects from main and agile calls in priority countries	• Higher participation of RIS cities and SMEs in agile programme. • More projects and innovations to market demonstrated in RIS cities.	• Modest contribution to EIT UM FS. • At least 15% of marketed innovations will come from RIS.
RIS Impact Ventures	• Investments in RIS incorporated startups. • Participation in the Regional Innovation Booster, RIB (4 countries).	• Better funding opportunities for RIS incorporated startups. • 5M€ earmarked for scale-ups of the RIB programme.	• High contribution to EIT UM FS. • Expected revenues from divestments: from 2026 onwards.
RIS Education	• Scouting for talents to participate in EIT UM education programmes in collaboration with RIS Representatives and through selected projects. • Development of training offering for city managers (focused on mobility challenges from RIS countries).	• 15% of Master students and labelled trainings graduates from RIS countries.	• Low contribution to EIT UM FS. • Revenues from training programmes, especially those addressed to city managers.

Table 2.3. Focus, impact and contribution to FS of RIS activities in BP2026-2028.

3. Quality and efficiency of the implementation

3.1. Workplan and resources

3.1.1 KIC portfolio analysis

The BP26-28 portfolio has been designed to address the EIT UM objectives and expected impacts set out in the SA. This structure also aligned with the extended Knowledge Triangle approach presented in the SA. The link between the Work Packages (WPs) and the objectives from the SA is outlined in section 2.1. The portfolio includes 8 WPs as shown in the table below and further detailed in Section 3.1.2:

- 3 WPs covering the EIT Pillars: Academy (WP1), Innovation (WP2) and Impact Ventures (WP3).
- 3 WPs that have a more transversal nature: RIS (WP4), Communication, dissemination exploitation and market development (WP6), Ecosystem Development (WP8).
- 1 WP that sustains EIT UM structure and operations: Coordination (WP5).
- 1 WP that shows EIT UM revenue model: Financial Sustainability (WP7).

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month
WP1	Academy	090	EIT UM	540	Jan-26	Dec-28
WP2	Innovation	090	EIT UM	684	Jan-26	Dec-28
WP3	Impact Ventures	090	EIT UM	720	Jan-26	Dec-28
WP4	RIS	090	EIT UM	216	Jan-26	Dec-28
WP5	Coordination	090	EIT UM	216	Jan-26	Dec-28
WP6	Communication, Stakeholder Engagement, Dissemination and Exploitation of Results	090	EIT UM	468	Jan-26	Dec-28
WP7	Financial Sustainability	090	EIT UM	0	Jan-26	Dec-28
WP8	Ecosystem Development	090	EIT UM	1368	Jan-26	Dec-28
			TOTAL	4212		

Table 3.1a. List of work packages.

145.14 million EUR will be dedicated in 2026-2028 to implementing projects through a cascade funding system (also known as Financial Support to Third Parties, FSTP), representing a total of 70% of the total EIT funding requested. The table below shows the portfolio analysis (number of expected activities, duration, average budget) of this BP and its cascading deployment (split between open calls, activities resulting from direct awards and fast-track). These calls will comply with the provisions of Annex 5 and the call checklist provided by EIT.

WP	Task No	Type of activity	Type of call	Estimated nº projects	Estimated budget (€)
WP1	1	Student Entrepreneurship Grant Scheme (BP23-25)	Open call	12	60,000
WP1	1	Student Entrepreneurship Grant Scheme (BP26-28)	Open call	15	90,000
WP1	1	Student Venture Builder	Open call	1	1,250,000
WP1	1	EIT EdTech Conference	Open Call	1	600,000
WP1	2	Master School and Fellowship	Open call	30	3,310,000
WP1	2	Master School	Direct Award	2	10,501,600
WP1	3	Fellowship	Direct Award	1	315,000
WP1	4	Doctoral Training Network	Direct Award	1	2,700,000
WP1	5	Urban Mobility Explained	Open call	15	4,000,000
WP1	5	Urban Mobility Explained	DA/Fast-track	8	3,817,409
WP2	2	Strategic Innovation	Open Call	52	49,790,000
WP2	3	RAPTOR	Open call	45	2,700,000
WP2	3	SME Market Expansion	Open call	30	1,800,000
WP2	1	Innovation Fast-Track	Fast-track	12	5,000,000
WP3	1	Financial Support to startups	Open call	28	8,325,649
WP3	2	Accelerators Programmes	Open call	1	2,100,000
WP3	2	Choose EU Pilot	Open call	1	600,000
WP3	1	Matrix Co-investment Call	Open call	3	2,250,000
WP3	2	ScaleUp promotion programme	Open call	1	450,000
WP3	1	Startup Ecosystem Agents	Open call	6	1,875,000
WP3	1	Fast-track Impact Ventures	Fast-track	37	17,881,841
WP3	1	Financial Support to startups (BP23-25)	Open call	3	1,375,000
WP4	4	RIS Financial Support to startups RIS*	Open call	10	5,700,280
WP4	4	RIS Fast-track Impact Ventures*	Fast-track	2	901,720
WP4	4	RIS Financial Support to startups (BP23-25)*	Open call	1	250,000
WP4	2	RIS Education*	Open call	10	3,061,000
WP4	1	RIS Representatives-RISUM (BP23-25)	Open call	10	3,933,000
WP4	3	European Cities Academy	Open call	10	2,000,000
WP4	3	RIS Innovation*	Open call	8	8,505,000
TOTAL	**N/A**	**N/A**	**N/A**	**356**	**145,142,498**

Table 3a. Overview of KIC calls. Type of call per WP: Open (Open Calls), Direct Awards (activities resulting from direct awards), Fast-Track (well-performed projects and entities) following the provisions included in the specific rules for EIT KIC actions in Annex 5. *No standalone calls - Portion of RIS budget allocated to calls or fast-track from the respective WP1, 2, 3.

Assessment of innovations: The assessment of innovations and activities is embedded in the evaluation and selection process (detailed in Annex A (FSTP)), focusing on their capacity to drive innovation-based growth, alignment with the EIT Impact Framework, commercialisation potential, and contribution to Financial Sustainability. Internally, proposals are reviewed for consistency with EIT UM's wider strategy and impact objectives, while external experts in urban mobility play a leading role in assessing their potential for maximum impact, scalability, and likelihood of return on investment. Funding decisions particularly emphasise contributions to intellectual property generation, the successful introduction of innovations to the market, and the revenues these innovations generate, in line with the EIT Impact Framework. In addition, all funded initiatives must align with the KIC's strategic focus on decarbonising the mobility sector and accelerating the transition towards sustainable mobility. This is ensured by linking activities to the long-term, KIC-specific societal impacts defined within the Framework, including promoting active and alternative modes of transport, improving the design and quality of public spaces and infrastructure, repurposing road space for public use, increasing the modal share of cleaner mobility options, and reducing emissions.

Non-EIT Funded Activities: EIT UM will continue expanding its portfolio of Non-EIT Funded Activities (NEFA) to strengthen Financial Sustainability and support the delivery of the SA targets. These funding sources are essential for addressing high-impact areas that have limited commercialisation potential or fall outside the scope of EIT funding requirements. NEFA activities will also help broaden the KIC's ecosystem by attracting new partners and enabling innovation in line with EU and national policy priorities. Horizon Europe and other European programmes will remain a part of the alternative funding strategy. The Horizon Lab, operating through the EIT UM Foundation, will lead the work on Horizon Europe and other European programmes, preparing proposals and building strong project consortia. Horizon Lab will target projects aligned with urban mobility missions and focus on our priority domains, seeking opportunities to contribute to collaborative efforts to improve the use of public space, inclusive mobility, digital and AI policy and systemic innovation that support the EU's Climate-Neutral and Smart Cities Mission, among others.

Leveraging on our presence across Europe and the strong engagement of the IHs in their regions, strategic partnerships and MoUs with EU, international, regional and national funding agencies will be formalised to position EIT UM as a recognised leader in co-designing mobility-focused calls. At national and regional levels, the IHs will build on existing efforts to secure structural and recovery funding. To improve coordination, a central NEFA coordination process will be established, including the pre-assessment and approval of NEFA opportunities. A cross-functional NEFA steering group will guide these processes and ensure alignment with the Strategic Agenda, manage internal matchmaking, and monitor administrative workload and compliance. Horizon Lab will act as the central coordination point for European-level opportunities, while national and regional sources will be managed jointly with the IHs. Erasmus+ and doctoral funding schemes will be monitored jointly with the Academy team. The goal is to professionalise and streamline NEFA submissions, minimise administrative efforts, leverage on skills and expertise across the organisation, avoid duplication, and ensure strategic alignment across the portfolio. NEFA income is expected to play a key role in complementing revenue from equity, education and services, enabling EIT UM to sustain impact in mission-driven areas and strengthen its positioning as a trusted EU partner.

WP/ M€	Budgeted EIT grant for internal activities	Budgeted EIT grant for FSTP	Total EIT budget	Total budget including co-funding
WP1	6.42	26.64	33.06	40.59
WP2	6.36	59.29	65.65	95.15
WP3	7.20	34.86	42.06	42.06
WP4	2.59	24.35	26.94	31.31
WP5	13.98	0.00	13.98	13.98
WP6	8.43	0.00	8.43	8.43
WP7	0.00	0.00	0.00	47.27
WP8	16.75	0.00	16.75	16.75
Total	**61.73**	**145.14**	**206.87**	**295.55**

Table 3b. Overview of FSTP share per WP.

WP/ M€	2026	2027	2028	Total
WP1	**10.99**	**11.22**	**10.85**	**33.06**
WP2	**21.89**	**21.87**	**21.89**	**65.65**
WP3	**9.38**	**21.70**	**10.98**	**42.06**
WP4	**9.05**	**9.05**	**8.84**	**26.94**
WP5	**4.69**	**4.63**	**4.66**	**13.98**
WP6	**2.85**	**2.79**	**2.79**	**8.43**
WP7	**0.00**	**0.00**	**0.00**	**0.00**
WP8	**5.51**	**5.58**	**5.66**	**16.75**
TOTAL	**64.36**	**76.84**	**65.67**	**206.87**

Table 3c. Spending overview per WP per year.

Cost Category/ M€	2026	2027	2028	Total
Personnel	9.92	10.07	10.21	**30.20**
Subcontracting	3.52	2.99	2.65	**9.16**
Purchase costs	4.03	3.95	3.89	**11.87**
FSTP	43.4	56.32	45.42	**145.14**
Indirect costs	3.49	3.51	3.50	**10.50**
TOTAL	**64.36**	**76.84**	**65.67**	**206.87**

Table 3d. Spending overview per cost category per year.

3.1.2 Work Package descriptions

Work package number	**1**
Work package title	**Academy**

Objectives

- Scale the Master School (MS), Fellowship and the Doctoral Training Network (DTN) by expanding university networks, geographical reach, and aligning with RIS Education activities (WP4) to create a funnel of student applicants from these regions into our EIT labelled programmes. Leverage existing successful EIT Community initiatives such as the EIT Campus to market our education portfolio and reach a wider pool of learners.
- Further establish the DTN as Europe's largest urban mobility research network, fostering talent-to-business pathways and supporting startups and scale-ups with access to top talent through the UM Consultancy. Continue to create synergies with other EU funded programmes for building networks in the field of urban mobility, similarly to our existing collaboration with the Transform project funded by Marie Skłodowska-Curie Actions.
- Leverage the UMX brand, community, and in-house expertise to develop UMX-owned/co-owned courses for revenue and EIT Label KPIs. Upskill and reskill the workforce to support the transformation of the mobility section and the digital and green transition.
- Support EU policy priorities such as the Union of the Skills, the STEM Strategic Plan and the EU Startup and Scale-up Strategy and contribute to EIT strategic initiatives relating to improving STEM skills and promoting STEM education. Continue to provide top-quality challenge-driven degree programmes that foster essential STEM skills such as critical thinking, problem-solving and creativity.
- Increase the number of women learners across our different programmes through specific targeting actions including the development of materials and campaigns highlighting female role models in urban mobility, as well as integrating the gender dimension perspective in course content and programme design, aligning also with policy priorities such as the STEM Strategic Plan and Competitiveness Compass.
- Boost student entrepreneurship support, including establishing a Student Venture Builder and continuing to deliver on the Student Entrepreneurship Grant Scheme to foster more startups from EIT-labelled programmes and provide early-stage funding for student startups. Increase the number of student-led startups and bridge the gap between STEM research and innovation and growth.

Key data

Academy EIT core KPIs: EITHE05.1 = 76 startups created by students/graduates from EIT labelled programmes and activities. **EITHE07.1 = 1600** graduates from EIT labelled programmes and activities, of which 560 are expected to be from degree education, and 1040 from non-degree education which includes as well the Summer Schools and student entrepreneurship labelled activities **EIT KPIs: EITHE08.1 = 10,000** participants in non-labelled education and training. 15% of these targets will be EITHE05.2, EITHE7.2 (WP4 RIS), and EITHE08.2 (WP4 RIS).

The target for KPI EITHE08 has been reduced for 2026-2027 by 66% compared to the SA targets. EIT UM has overperformed on this KPI by 130% in the period 2021-2024, and it is likely that the overall 2021-2027 target will already be achieved by the end of 2025. Going forward, EIT UM's focus has shifted from raising brand awareness through high-volume online courses to prioritising EIT-labelled and revenue-generating courses. With the brand now firmly established, the emphasis in BP2026-2028 will be on progressing towards Financial Sustainability.

FS Mechanism: The Academy FS is primarily based on learner participation fees in our programmes and courses. Through the EIT UM Foundation we collect tuition fees from MS students enrolled in our programmes, participation fees for Summer Schools participants, as well as participation fees for external DTN candidates. The Urban Mobility Explained (UMX) generates revenue through our partner-delivered face-to-face courses (also based on learner participation fee and subject to a revenue-share mechanism with the partners delivering these courses). Course certification fees also generate very limited revenue. In 2026-2028, by developing and owning high-value educational assets, UMX will move towards greater financial self-sufficiency and long-term impact by owning/co-owning our own assets and intellectual propriety. **Academy FS for 2026-2028: 6.09 MEUR, 1,700,000 (2026), 2,010,000 (2027), 2,380,000 (2028).**

Co-Funding rate: The minimum co-funding rate required per cascading activity is 25% at WP level. Not EIT labelled activities or in preparation to obtain the EIT Label, require a minimum of 30% co-funding rate.

Cascading activities: the cascading budget will mainly be distributed through Open Calls and Direct Awards. Further details in Table 3a and Annex A (FSTP). For ongoing EIT-labelled activities, such as the Master School, DTN, and Fellowship core activities, the budget will be distributed through Direct Awards to ensure the continuation of these activities and our EIT Label portfolio is uninterrupted. These programmes are based on long-term commitments with the partner universities involved, bound by specific consortia agreements setting the roles and responsibilities of the parties as well as the financial conditions of participating. UMX EIT-labelled well-performing projects already selected and awarded can also be awarded under the framework of the Direct Award. We will also explore the possibility to fast-tracking top-performing entities that support our FS targets and/or EIT labelled KPIs.

Description of work

The Academy operates at graduate level (Master School (MS), Fellowship and Doctoral Training Network (DTN)) and professional level (Urban Mobility Explained (UMX), formerly Competence Hub). The MS, Fellowship and DTN activities are led by EIT UM in collaboration with long-term partner universities. The UMX works with partners to co-design a portfolio of commercial and EIT-labelled courses and training programmes, supported by and delivering on the UMX brand. During 2026-2028, we will expand the EIT-labelled Master School, Fellowship and DTN with more partners, programmes and student volume, scale the Fellowship, and pivot to UMX-owned/co-owned course and training offerings alongside strategic partner collaborations. Student entrepreneurship support will be bolstered by the EIT UM Student Venture Builder (SVB) and the Student Entrepreneurship Grant Scheme (SEGS), fostering more student startups. We will work on improving the connection between our learners and industry, promoting students and graduates' participation in different events and activities from our ecosystem, backed by the EIT UM Alumni. This will start with the onboarding of all our learners in our community platform - Mobility Innovators, but also with boosting specific programmes aimed at linking talent to business, such as the UM Consultancy, the SVB the creation of a pool of internships and thesis placements hosted by industry partners, and others. The EIT UM Alumni will increase in importance with increased number of MS and DTN graduates, and as these graduates populate critical roles within the urban mobility ecosystem. With a strong Alumni community the awareness and network of EIT UM is increasing and growing stronger.

The EIT Urban Mobility Foundation will continue promoting education and training programmes for urban mobility students and professionals. The student related financial operations of the MS (tuition fee invoicing and student allowance/scholarship payment), as well as the DTN (PhD student lumpsum allowances) will be centralised in and handled by the Foundation, to ensure seamless financial support to our students but also as a critical element for the FS of our education programmes.

Task 1.1. Area Leadership

The Academy Area Leadership incorporates actions that are cross-cutting to all Academy segments. A key component of this task is the Academic Research Board (ARB), an external advisory group composed of leading experts in mobility research. While EIT UM does not conduct research itself, the ARB plays a crucial role in providing evidence-based insights to guide policy. Through comprehensive reports, the ARB identifies current research gaps in urban mobility, offering an independent perspective that informs future research directions relevant to European cities and policy agendas, including advising our education programmes in terms of topical areas to cover. The Area Leadership also covers strategic and operational planning of our EIT Label activities, including managing the EIT UM Quality System for Non-Degree Education and Training and spearheading actions and initiatives that promote the value and strategically support the EIT Label brand. The Area Leadership also oversees student entrepreneurship activities that link to all our EIT labelled programmes. In 2026-2028, the student entrepreneurship support activities will be ramped up through the following main cascading actions (open calls):

- 1.1.1 Building on successful results under BP23-25, the **Student Entrepreneurship Grant Scheme**, which supports early-stage student startups, including company registration, will continue to be a key feature of our student entrepreneurship portfolio. This scheme has proven to be relevant for our students and graduates and to deliver on EIT Label KPIs. Additionally, as listed in Annex A (FSTP) and table 3a, 12 projects previously selected through an Open Call and initiated in 2024-2025, will continue their activities under BP2026-2028 as foreseen in the original call without the need to launch an open call or a Direct award, as per the Annotated Annex 5.

- 1.1.2 The soon to be established **Student Venture Builder**, to be piloted in 2026 and scaled in subsequent years. This will improve our generation of startups by EIT UM graduates, addressing the present limited development regarding KPI EITHE05.1. The design of the SVB builds on dialogues with students presently part of the SEGS launched in 2023, and the experience from the IV external venture builder activity in 2024 and 2025. The inception of the SVB incorporates a foresight exercise to identify critical market gaps and emerging trends in urban mobility, with the goal to align with market needs and future opportunities for startup creation and ensure relevance to pressing urban mobility challenges. This programme is critical for boosting student entrepreneurship, for delivering on EIT Label KPIs, and for supporting EIT UM's strategy through a funnel of student startups to the IV's portfolio. In addition, the SVB further strengthens Academy-IV cooperation, building on the Consultancy and Training services voucher which allows portfolio startups access to top talent from the Urban Mobility Consultancy and customised UMX training in exchange of additional equity.

During 2026-2028, pushed from an increased student volume and boosted by more targeted and tailored student startup support actions, we expect to achieve 76 startups created by students and graduates from our EIT labelled programmes (EITHE05.1: 18 in 2026, 35 in 2027 and 23 in 2028). We expect to achieve 30 graduates from EIT labelled activities relating to the SVB programme, based on 10 graduates per year.

Through our student entrepreneurship activities and programmes described above, we also plan to generate a flow of de-risked, investment-ready companies, creating a funnel to Impact Ventures and be part of our startup portfolio, therefore also contributing to EIT Urban Mobility's financial sustainability with equity. In 2026-2028, we forecast approximately 50 students enrolled across our student entrepreneurship activities creating a solid base for student venture.

1.1.3 As part of the Area Leadership task, EIT UM will lead the organisation of the **EIT EdTech Conference,** an annual EIT Community event first piloted in 2023. An open Call will be launched, and the goal of this conference is to position EIT in the EdTech scene as a major European player who is already working to support education and technology, as well as to link to and support EU policy frameworks such as the Digital Education Action Plan and the Union of the Skills.

Task 1.2. Master School (MS)

The MS provides challenge-driven, pan-European 2-year EIT labelled master programmes (currently we have three master programmes), combining innovation, entrepreneurship, and technology for future sustainable urban mobility practitioners and entrepreneurs. In 2026-2028, the MS will scale through enhanced marketing and recruitment actions, expanding the number of partner universities involved, in particular those in countries not yet covered by current partners, and aligning with RIS Education activities, specifically through creating a funnel of applicants to our master programmes coming from RIS Winter and Summer Schools. These actions are naturally expected to attract worldwide students and talents, which is also vital for enlarging the pool of student/graduate entrepreneurs that create startups. This supports in delivering EIT Label KPIs, meeting our EIT UM SO2 in closing the knowledge gap and growing revenues based on MS tuition fees.
These activities will be cascaded via Direct Awards and the launch of Open Calls. During 2026-2028, we expect to achieve 380 graduates from our EIT labelled Master School programmes and related EIT labelled activities such as Summer Schools for master students, EITHE07.1 (100 in 2026, 130 in 2027 and 150 in 2028). The Master School will also support achieving the EITHE05.1 target under Area Leadership with our Master School students and graduates being startup-up founders.

Our Master School addresses several clear market needs by integrating innovation and entrepreneurship with technical knowledge in urban mobility and related fields. There is a growing demand for skilled professionals capable of developing and implementing smart, sustainable, and integrated urban mobility systems and solutions and the Master School directly targets this need by offering specialised double degree tracks whilst integrating training and practice in innovation and entrepreneurship. Shifting away from traditional academic programmes that often lack practical training and learning-by-doing approaches, the Master School meets the market need for graduates and young professionals who are not just technically strong but also possess the mindset and skills to innovate and drive change within their own professional environments.

The Master School operates on a business model that leverages world-class education offerings, supported by strong partnerships with the universities part of the Master School and deliver the programmes. Our programmes are unique and differentiated from others in the market in the sense that they offer practical learning and experiences, on top of the quality technical learning, such as the learning-by-doing summer schools, the business challenge at the kick-off event, and internships and thesis placements with industry and city partners that also contribute to network development.

This unique offering allows us to set high-priced tuition fees that are still competitive when we look at our main competitors in the market. Therefore, the business model for the Master School is based on tuition fees, invoiced to students from the EIT Urban Mobility Foundation. Already in 2025, the Master School has generated approximately 1M€ based on 165 students enrolled. In 2026-2028, we forecast approximately new 430 enrolled students with more than 1M€ in revenues per year. During 2026-2028, we will also explore sponsorships and contributions from industry partners to secure access to our student talent. The Summer Schools, a mandatory component of the Master curriculum, are also open to external participants based on a fee. Based on the EIT funding requested for the Master School for the period 2026-2028, compared with the projections for student enrolment and revenues, we see a decrease in the cost per student enrolled, with a nearly 25% decrease from 2026 to 2028, similarly to the cost per EUR, decreasing from 3.68 in 2026 to 3.52 in 2028. This shows that there is a continuous and steady improvement in our cost per EUR, therefore that the Master School is generating incrementally more value/output for every EUR spent. This is based on the following forecasts:

- Number of students enrolled (including cohorts 2024 and 2025): 205 (2026), 255 (2027), 430 (2028)
- EIT funding in EUR: 4,543,357 (2026), 4,674,757 (2027), 5,048,656 (2028).
- Cost per student enrolled in EUR: 22,163 (2026), 18,332 (2027), 11,741 (2028).
- FS in EUR: 1,050,000 (2026), 1,260,000 (2027), 1,530,000 (2028).
- Cost per EUR: 4.33 (2026), 3.71 (2027), 3.30 (2028).

Nonetheless, Master School revenues highly depend on student volume and the numbers above-mentioned are based on our best projections for new intakes, considering historical numbers, market trends and strategies in place. During 2026-2028, we will work towards increasing student enrolment, working on concrete and targeted digital marketing actions and with well-known and reputable universities lined up to join and enrol its first students in 2027, which we expect to boost student volume. Similarly, we will also start defining the Master School plan for after 2028, looking at ways of maximizing revenue whilst reducing costs.

Task 1.3. The Innovation and Entrepreneurship (I&E) Fellowship Programme

This programme will expand in 2026-2028, growing university participation and number of Fellows. With the Fellowship we support existing master programmes relating to innovation and entrepreneurship that meet the EIT Label requirements, allowing students in these programmes the opportunity to access different activities and the network of EIT UM, in essence providing them with a form of urban mobility minor. The Fellowship serves as an additional pathway to foster innovation and entrepreneurship amongst students, to tap into a community of likeminded applied universities which has proven difficult under the Master School where we have the more classical and technical type of partners, and to increase the number of startups created by having, in general, more entrepreneurial type of students. These activities support delivering on EIT Label KPIs, and will be cascaded via Direct Awards and the launch of Open Calls. During 2026-2028, we expect to achieve 120 graduates from our EIT labelled Fellowship, EITHE07.1 (30 in 2026, 40 in 2027 and 50 in 2028). The Fellowship will also support achieving the EITHE05.1 target under Area Leadership with our Fellowship students and graduates being startup-up founders.

This programme specifically addresses the needs for entrepreneurial education in a fast-changing society and for skilled people creating value by making a difference in society and creating job growth of which entrepreneurship and innovation are primary paths. In this way, the Fellowship students are different from students in other more technical master programmes. The format of the Fellowship with an on-top programme on urban mobility, focus on hands-on projects through the activities Fellows can join, such as summer schools, urban mobility and business creation courses, etc, provides the practical, interdisciplinary skills that standard university curricula often lack. Through the Fellowship, we gain access to truly entrepreneurial students, to whom we offer exclusive funding opportunities, such as the Student Entrepreneur Grant Scheme, as well as network access and international exposure, for example through Tomorrow.Mobility World Congress and the EIT Urban Mobility Alumni, directly lowering the barrier to starting a venture and providing career-launching connections that no single master programme can offer alone. As the Fellowship is a complement to existing master programmes, being the activities on offer to Fellows already part of the EIT Urban Mobility portfolio and not purposely developed, we fund participation of Fellows in these activities, therefore the cost of the Fellowship is very limited, with requested EIT funding of 315,000EUR for the three years 2026-2028. The programme was only fully rolled out in 2025, and over the coming years we will be exploring revenue streams based on participation fees for externals, similarly to what we do in the DTN, and industry sponsorship. In 2026-2028, we forecast approximately 150 students enrolled across in our Fellowship programme, of which approximately 120 are expected to complete it and obtain the EIT Label certificate, and we also expect to have startup founders coming from the Fellowship.

The programmes that are part of and that will join the EIT Urban Mobility Fellowship are financially sustainable and run already with proven record without EIT funding. Costs for delivering these programmes and continuously developing them will continue to be borne by the universities. The academic partners delivering these programmes get limited EIT funding to cover the administrative costs related to the monitoring and tracking of students enrolled in the Fellowship, alignment with EIT Urban Mobility programme branding and EIT Label compliance. The EIT funding requested is, mostly, to cover students ‘costs to participate in the Fellowship activities, such as summer schools, Tomorrow.Mobility, and others.
It is important to stress again that the Fellowship is a new scheme that we piloted in 2023, and that was fully rolled out in 2025. We have initiated the Fellowship also to overcome some weaknesses in the other parts of the EIT labelled portfolio, such as low ratio of students, difficulty to attract universities from RIS countries, and as a way to strengthen connections to local innovation ecosystems. With the Fellowship now fully established, we start to analyse and explore options for financial sustainability, as said before, such as external paying participants and sponsorships, and we expect to see the first Fellowship revenues in 2027-2028. It is also important to highlight that the universities joining the Fellowship become EIT Urban Mobility members, therefore paying the membership fees, as well as the co-funding minimum requirements for academy activities.

Task 1.4. Doctoral Training Network (DTN)
The DTN bridges research and practice through an extensive innovation and entrepreneurship programme, international placements (stays of up to 6 months), and the flagship annual event, the Annual Forum. In 2026-2028, the DTN will increase the pool of PhD candidates via 2 intakes annually, further establishing its position as Europe's largest urban mobility research network. The DTN, before exclusive to PhD students from the DTN partner universities, will accept external fee-paying PhD students. This boosts EIT brand awareness, EIT UM’s talent-to-business objectives, as well as creates a revenue stream for the DTN based on participation fees and by supplying the Urban Mobility Consultancy with PhD consultants for niche urban mobility projects that support startups and the wider EIT UM ecosystem. The Journal of Urban Mobility will continue developing as a key publication. These activities will be cascaded via Direct Awards. During 2026-2028, we expect to achieve 60 graduates from our EIT labelled DTN, EITHE07.1 (20 in 2026, 20 in 2027 and 20 in 2028). The DTN will also support achieving the EITHE05.1 target under Area Leadership with our PhD students and graduates being startup-up founders.

Traditional PhDs often lack the business and entrepreneurial skills demanded by industry and city governments. The DTN directly addresses this need through the innovation and entrepreneurship on-top programme offered to PhD students boosting their career prospects outside of pure research. The international placement, a mandatory component for completing the DTN programme, promotes stronger links to industry and city governments, addressing in this way the need for practical relevance of research. This also meets the need of organisations in getting PhD level experts who are also innovators and entrepreneurs and who can, in this way, translate complex research into market-ready solutions. Specifically, the DTN programme addresses the very important market need for stronger academia, research and industry links, effectively strengthening knowledge triangle integration. The DTN is now the largest doctoral network in urban mobility in Europe with more than 120 enrolled PhD students and 29 graduates. Although the programme has not been built with a financial sustainability focus but rather with an impact focus, we have over the past year explored revenue generation models for the DTN, being the acceptance of PhD students from non-partner universities one of them by means of a fee. In addition, our PhD students and graduates integrate the Urban Mobility Consultancy talent pool, in which we explore a fee-for-service business model, offering consultancy to partners and other customers for very specific and niche projects matching the talent pool expertise.

During 2026-2028, we will boost the revenues generated by these two streams and will explore potential sponsorships from industry partners for example for the DTN flagship event, the Annual Forum. In 2026-2028, we forecast approximately 120 PhD students enrolled in the DTN, also with some startup founders coming from here.

The requested DTN EIT funding of 2,756,000 EUR for the 2026-2028 period, reflects the scale of impact and value provided by the DTN and it is essential to support its expansion and critical strategic impact, further establishing it as Europe's largest urban mobility research network and continuing to bridge the gap between research, academia and industry. During the 2026-2028 period, we expect the DTN to generate a minimum of 50,000 EUR in annual cash revenue, coming from participation fees paid by external PhD students, consultancy services and royalties from the Journal of Urban Mobility. In addition to this, we will continue to offer consultancy services to our portfolio start-ups in exchange for equity, through the Academy voucher in collaboration with our Impact Ventures team. Already in 2024-2025, the DTN generated approximately 10,000 EUR in external participation fees and approximately 20,000 EUR in consultancy services, as well as approximately 100,000 EUR worth of equity through the Academy voucher. It is important to acknowledge that achieving full financial sustainability for the DTN will be highly unlikely. However, we will during this period assess the programme and identify potential efficiencies and work around the community and network model when looking for alternative funding to decrease EIT funding in the short and medium terms and replace it in the long run.

Task 1.5. Urban Mobility Explained (UMX)

UMX provides customised learning experiences for professionals to re- and up-skill the workforce in new technologies for urban mobility challenges, directly supporting the Union of Skills. Over the past years, the initial Competence Hub (operating under the UMX brand) funnel model strategy has yielded significant successes, namely a strong UMX asset creation, including an established community of approximately 8,000 LinkedIn followers and 6,000 newsletter subscribers, and revenue and KPI generation, with our partners delivering face-to-face courses generating between 100,000EUR-200,000EUR annually. However, over the past two years, we have experienced: 1. Market changes: the market for purely asynchronous online learning has become commoditised, making it challenging to generate substantial revenue from such offerings, despite their quality and reach; and 2. Shifting EIT strategic focus: there's an increased emphasis from EIT on achieving EIT Label compliance for non-degree educational offerings. To address these challenges, which are also opportunities, whilst capitalising on our strengths, the Competence Hub is embarking on a strategic evolution. Our primary goal is to leverage the UMX brand, our established community, and our in-house content expertise to develop and deliver UMX-owned and co-owned courses that directly generate significant revenue and number of learners in our courses. This strategic shift has four pillars:

1. Develop UMX Online EIT labelled Courses: align relevant existing e-learning content with EIT Label quality criteria and key principles, increasing our EIT Label portfolio and contributing to deliver EIT Label KPIs.
2. Optimize the Funded Partner Course Portfolio: support strategic high-performing face-to-face courses based on high commercial potential and complementarity with UMX offerings for achieving revenue and KPI targets. This will ensure continued revenue flow (aiming for approximately 500,000 EUR total UMX revenue in 2025 and more in the following years). To achieve this, we will focus on upscaling collaborations with trusted providers and industry leaders.
3. Launch Owned and Co-Owned UMX Commercial Blended Courses: introduce blended formats (asynchronous UMX content with synchronous elements) to tap into markets willing to pay for premium, interactive, cohort-based experiences, therefore expected to increase revenues. For UMX

blended courses partly owned, we aim to pilot with one course edition in 2026, scaling to two editions in both 2027 and 2028. For UMX flagship blended courses fully owned, the idea is to deliver premium learning experiences focusing on high-demand mobility topics. This will maximise brand impact and capture significant revenue from high-value offerings. The plan is to introduce one course edition in 2028.

4. Grow and Monetise the UMX Community: enhance community engagement, fostering stronger connections with the evolving course portfolio. The UMX brand is solidified as a high-quality, EIT Label-compliant and commercially viable training.

With this four-pillar approach, we expect to achieve diversified and increased revenue streams (a greater portion of revenue will be generated from UMX-owned and co-owned intellectual property), improved financial sustainability (by developing and owning high-value educational assets, the UMX will move towards greater self-sufficiency and long-term impact) and a balanced and resilient portfolio (one that leverages on the strength of UMX's assets while continuing to benefit from strategic partnerships with industry and academic partners). Based on the EIT funding requested for UMX for the period 2026-2028, and the expect approximately 2,250,000EUR in UMX revenues, we see a decrease in the cost per EUR, decreasing from 6.37 in 2026 to 4.08 in 2028. This shows that UMX's ability to generate value per euro spent is showing continuous and positive growth in our path to become financially sustainable.

A UMX Open Call will be launched to enhance the skills and capabilities of mobility professionals and organisations, fostering innovation and entrepreneurship through a lifelong learning approach, and demonstrating potential for replication and scaling up. UMX EIT-labelled projects or well-performing entities already selected via the calls might be awarded under the framework of Direct Awards and/or be fast-tracked as detailed in Annex FSTP. During 2026-2028, we expect to achieve 1010 graduates from our EIT labelled UMX courses, EITHE07.1 (340 in 2026, 350 in 2027 and 320 in 2028). Although through a smaller extent than the other programmes, UMX may also support achieving the EITHE05.1 target under Area Leadership.

EIT Label (more details in Annex EIT Label Strategy 2026-2028)
We will continue to grow our EIT labelled portfolio. All our academic degree programmes (Master School, DTN and Fellowship) are now EIT labelled and all education degree programmes added to EIT UM's portfolio in the future, including Summer Schools, must fit within the EIT Label Quality Framework, ensuring that programmes and curricula follow the key principles and EIT Overarching Learning Outcomes. In what concerns the non-degree portfolio of courses, after successfully piloting, rolling-out and streamlining our Label awarded EIT UM Quality System for Non-Degree Education and Training in 2024-2025, we have successfully delivered over 15 Label non-degree courses, primarily face-to-face as these type of course were more Label compliant.
In 2026-2028, we will continue to move towards achieving greater compliance with EIT Label requirements in our non-degree courses, so all Academy segments contribute to achieving EIT Label KPIs, supporting and raising-awareness about the EIT brand. A significant effort will be directed towards the development and delivery of UMX Label online courses, leveraging existing content creation strengths to meet EIT Label KPI requirements directly, at the same time as we gradually reduce UMX non-labelled courses. Non-EIT labelled courses will be considered and included in our portfolio when they present a high-revenue potential, so we ensure continued revenue flow through collaborations with trusted providers and industry leaders and fast reaction to market demands.

Advance Gender Equality and Inclusive Education
In alignment with the Gender Equality and Inclusion Action Plan 2025-2027, the Academy department will focus on increasing the participation of girls and women in our programmes and calls for proposals, including STEM education, and embedding gender-responsive practices in course content and programme design.
Key measures include maintaining a minimum 40% representation of either gender across all programmes; integrating gender and inclusion as standalone criteria in education-related calls and evaluations; and offering targeted financial support, such as specific allowances for doctoral candidates with childcare needs for completing the international placements. The Academy will also roll out inclusive outreach and marketing strategies to attract underrepresented groups and provide visibility of women professionals across all

education content, expert panels, and learning materials. These efforts will ensure that the Academy serves as a driver of inclusive innovation and leadership in the urban mobility ecosystem.

Artificial intelligence

To help close the AI skills gap and raise awareness among urban mobility professionals and the wider public, EIT UM offers educational content tailored to different user groups, including a free online course on "*Artificial Intelligence in Urban Mobility*", explainer videos such as "*How can AI impact urban mobility?*" as part of the Urban Mobility Explained series, or use case based learning formats, such as "*Why is Istanbul using AI to direct traffic?*", bringing real-world examples into an accessible learning format. These educational tools are part of our broader effort to build capacity, aligned with the goals of the Commission to apply AI responsibly and effectively to generate societal, environmental and economic impacts.

In 2026-2028 we will proactively integrate AI to address critical skills gaps in the urban mobility sector and support the continuing development and enhancement of our learning offer. We will aim at equipping students, professionals, and city practitioners with the skills needed to design, deploy, and govern responsible AI in mobility by promoting AI literacy across our different programmes and aligning with goals and initiatives stemming from EU policy frameworks such as the Union of the Skills and the Digital Education Action Plan.

Work package number	2
Work package title	Innovation

Objectives

The Innovation Programme for 2026-2028 significantly raises the ambition of its innovation portfolio by prioritising high-impact, collaborative projects grounded in robust market intelligence and a deep understanding of cities' challenges as they transition towards sustainable mobility systems. Enhanced impact tracking and adaptive management mechanisms will ensure solutions respond effectively to evolving urban mobility challenges, consistently delivering measurable economic, environmental, and societal benefits.

- **Drive Systemic Impact:** Drive systemic impact through ambitious, collaborative innovation projects that align with EIT UM's mission and address complex urban mobility challenges through multi-stakeholder consortia.
- **Contribute to the achievement of EU policy goals:** Specifically on competitiveness, decarbonisation, digitalisation, and equitable urban transport transformation, in alignment with the EC's Competitiveness Compass 2025, the EU startup and scale-up strategy 2025, the EU AI Continent Action Plan 2025, the EU Urban Mobility Framework & TEN-T Regulation Reform 2024, and the European Declaration on Cycling 2024.
- **Implement Unified Strategic Innovation Call:** Consolidate innovation project selection by introducing a unified Strategic Innovation Call, replacing previous Open and Targeted Calls. This objective aims to streamline processes, ensure rigorous thematic alignment, and enhance strategic coherence.
- **Simplify Processes and Boost Innovator Engagement:** Optimise internal processes to maximise efficiency and actively attract leading innovators from academia, industry, and cities, adhering to EIT Innovation Principles and enhancing the quality and relevance of innovation projects .
- **Focus on Priority Domains:** Focus on high-impact topics under our 5 priority domains with significant potential for delivering environmental, societal, and commercial value, specifically Public and Shared Transport, Sust. Urban Logistics, Mobility Data Management, Health and Mobility, and Electrification and Alternative Fuels.
- **Strengthen Business Intelligence and Market Insight:** Continuously collect and analyse intelligence on tech trends, market needs, regulations, and evolving city challenges. Collaborate with Horizon Lab (WP7) on knowledge management to capture insights from our projects and broader EU programmes. Use these insights to continuously adapt innovation activities and better support urban mobility transitions.
- **Ensure Scalability and Replicability:** Establish clear scalability and replication criteria, requiring funded projects to demonstrate viable pathways for broader adoption across diverse urban environments and seamless integration into existing mobility systems.
- **Increase Visibility and Opportunity Generation:** Strengthen project visibility and market outreach through the EIT UM Innovation Marketplace and Innovation Advisory Services within the E&S team

(WP8), proactively connecting innovators with potential customers, buyers, investors, and implementation partners.
- **Promote Active City Participation and Co-Financing:** Mandate active participation from cities and encourage co-financing and co-creation in innovation projects, reinforcing the relevance of solutions, fostering stakeholder ownership, aligning with EIT UM's FS goals.
- **Adopt Outcome-Oriented KPIs and Impact Logic:** Define and embed clear, outcome-oriented KPIs and robust impact logic frameworks to systematically measure and evaluate results across critical performance areas, including emissions reduction, public space improvements, modal shift towards public transport, shared and active mobility, effective innovation deployment and citizen engagement and acceptance.

Key data
Innovation EIT core KPIs: EITHE02.4 = 108 marketed innovations (34 for 2026, 37 for 2027 and 37 for 2028). **EITHE04.4** = 46 startups created (18 for 2026, 18 for 2027 and 10 for 2028). 15% of these targets will be EITHE2.2 and EITHE04.2 (WP4 RIS).
FS Mechanism: ROI from commercialised products/services/solutions and revenue from equity shares of new companies **2.78M€ EUR** accumulated for the period 2026-2028. Further details in section 1.1.5 and WP7.
Co-funding rate: Minimum co-funding of 35% per cascaded activity.
Cascading activities: the cascading budget will mainly be distributed through open calls and fast-track. Further details in Table 3a and in the Annex FSTP.

Description of work
Since its launch, the Innovation Programme has supported 224 projects with €66.5M of EIT funding, resulting in 124 products on the market and eight start-ups (as of end 2024). This reflects EIT UM's shift towards delivering measurable societal, environmental, and economic impact. The Strategic Innovation Call applies a balanced portfolio approach, guided by the Horizon Europe Key Impact Pathways and our Strategic Agenda, aligning project selection with EU priorities and evolving urban needs.

From 2026, a dedicated Impact Assessment Framework will enable systematic tracking and communication of results at project and portfolio levels, with the 5 priority domains structuring impact reporting. In parallel, agile projects will continue to tackle specific city challenges and help SMEs improve market readiness and scale. Post-funding monitoring mechanisms will track the performance of supported solutions beyond project completion. Using the Impact Assessment Framework, EIT Urban Mobility will combine self-reporting with external data sources to validate results on commercial readiness, replication, and societal impact. High-performing projects should be channelled into tailored scaling and investment pathways (Innovation Fast-Track, Marketplace, or Impact Ventures) to ensure long-term uptake and market growth.

To reinforce EIT UM's strategic agenda, all awarded partners will join the EIT UM community and contribute to FS through commercial agreements or equity-based mechanisms. Selected projects feed into scaling pathways such as the Innovation Fast-Track or Impact Ventures investment calls, enhancing deal flow and long-term market impact. Activities contribute to EIT Core KPIs (EITHE02.4, EITHE04.4, EITHE1.1) as well as EIT UM's internal metrics (KSN01-KSN03).

Task 2.1: Strategic knowledge & impact (Insights to Action)
This task ensures innovation activities are evidence-based, strategically aligned, and continuously optimised. It strengthens our ability to gather market insights, measure impact, and scale effective solutions and provides a comprehensive framework, beyond standard EIT KPIs, guiding impact definition and tracking.

2.1.1 Build and capitalise internal knowledge: The task develops and maintains a central base of knowledge aligned with EIT UM's priority focus areas. It continuously identifies urban mobility trends, city challenges, innovation gaps, early market signals, and policy developments to inform strategic planning, innovation and investment activities, and to ensure alignment with evolving market needs. The task strengthens EIT UM's role as a trusted advisor and connector, building on insights from current and past projects across the 5 priority domains. Collaboration with Horizon Lab (WP7) ensures market intelligence and strategic alignment, while partnerships with ALICE, CCAM, and Cycling Industries Europe advance deep-tech applications in mobility.

2.1.2 Define and operationalise impact measurement: The task implements an internal framework to systematically track and evaluate impacts beyond standard EIT KPIs. It consists of a robust project Impact Assessment Framework with tools and methodologies to assess the social, environmental, and economic impact of EIT UM activities at city and regional level, project and portfolio level, and EIT UM organisational level. Clear evaluation methods, informed by internal and portfolio feedback, enable evidence-based decision-making, improving organisational effectiveness, visibility of results and return on investment. In line with EIT Innovation Principles, the Impact Assessment framework extends beyond project duration, introducing structured post-funding monitoring to follow up on solution deployment and market performance after project completion. Results reported by partners will be cross-validated using external data sources and independent assessments, ensuring transparency and credibility. This combination of continuous learning and external validation supports more evidence-based decision-making.

2.1.3 Scale what works: The task identifies initiatives, startups, and projects with the highest potential and activates support to scale them. This includes prioritisation, fast-tracking according to the rules of the Innovation Fast-Track mechanism, connecting with partners, and recommending strategic follow-up actions. Resources are directed to proven solutions with strong demand and replicability. As a transversal activity, this task ensures that innovation supports the entire organisation. It will work closely with the Executive Management Team to shape strategic direction, increase our impact, and position EIT UM as a key voice in the urban mobility landscape.

Task 2.2 Strategic Innovation

Building on the successes and lessons learned from our consortia-led funding programmes for innovation (Main Innovation and Targeted Innovation Open calls under the previous BP), the new Strategic Innovation Programme is a flagship funding initiative to deliver high-impact solutions, products and services that accelerate the shift to sustainable urban mobility across Europe. It funds ambitious, large-scale projects aligned with 5 strategic domains: Public and Shared Transport, Health and Mobility, Electrification and Alternative Fuels, Urban Logistics, and Mobility Data Management. Informed by key urban challenges, calls are structured for impact and enriched with cross-cutting topics like AI and resilience. With 5 cut-off dates over 3 years, the Open Call provides a stable framework for co-investment and collaboration with cities. The portfolio will balance close-to-market solutions with early-stage innovations, supporting projects across Technology Readiness Levels and ensuring a clear pathway to deployment. We anticipate further targeted calls addressing urgent urban challenges, gaps in key value chains, and needs emerging from forthcoming EU legislation. Task 2.2 covers the full lifecycle from call management (application process, submission, evaluation, project selection) to project monitoring and final reporting. A structured, performance-driven approach supported by monitoring practices in line with the EIT UM Project Implementation Handbook ensures that the programme delivers on EIT core KPIs, FS for EIT UM, and impact at European scale. The programme will be informed by insights coming from Task 2.1 and benefit from upscaling activities in Task 4.1. By partnering with the City Club (WP8) and EIT UM Master School (WP1), projects gain access to expert advice on citizen engagement & user testing to foster more inclusive solutions.

Task 2.3. Agile Innovation – RAPTOR & SME Market Expansion

Launched in 2021, the Agile Innovation Programme is central to EIT UM's commitment to accelerate market readiness and adoption of urban mobility innovations. It addresses the commercialisation gap in Europe's fragmented markets, an urgent EU policy priority highlighted in the Startup and Scale-up Strategy. By bridging product development and market maturity, the programme supports innovative SMEs and start-ups through in-situ testing, market validation, commercialisation, and geographic scaling. The Agile Innovation Programme is delivered through two annual Open Calls:

2.3.1 Rapid Applications for Transport (RAPTOR) Open Call is a high-impact innovation instrument and a core element of EIT UM's value proposition for cities. It facilitates agile and fast-track deployment of SME and start-up solutions through a structured, challenge-driven approach: ***(1) Challenge identification:*** Each year, EIT UM IHs engage with European cities to identify and define urban mobility challenges, with 5 cities participating annually. ***(2) RAPTOR Open Call:*** A Europe-wide open call mobilises SMEs and start-ups to submit tailored solutions to the identified city challenges. ***(3) Pilot implementation:*** Winning start-ups receive a lump sum of up to €60,000 to deploy and validate their solutions in real-world environments over a 6-month implementation phase. (4) Post-Pilot scale support: Top-performing start-ups/SMEs may receive follow-on support via the Innovation Fast-Track or be considered for EIT UM Impact Ventures investment. RAPTOR embeds citizen engagement and user testing in solution development, recognising that involving users during pilots improves design, acceptance, and scalability. Partnering with EIT UM Master School students provides cities with structured engagement methods and gives start-ups valuable user validation to boost trust and product–market fit. These activities enhance both outcome quality and real-world relevance.

2.3.2 SME Market Expansion Open Call supports collaboration between innovative SMEs/start-ups and public or private end-clients to accelerate the expansion of mobility solutions into new markets or industry sectors. This call addresses the critical need for tailored, market-ready solutions among cities, transport authorities, and corporates. Through 7-month pilots with a €60,000 lump sum, it helps clients de-risk innovation while giving SMEs a chance to prove their solutions in a real-world context. Start-ups/SMEs submit applications on behalf of the end-client partners, a model that facilitates SMEs access to funding, aligned with the recommendations of the *Draghi Report*[3]. This empowers SMEs to innovate with existing clients or scale into new markets, while strengthening the role of public and private buyers as innovation adopters. With a focus on commercialisation, replication, and growth, this call accelerates market deployment of urban mobility innovations, and contributes directly to EIT UM's SOs.

Task 2.4: Scalability of solutions
Building on our strong track record in pilot deployment, EIT UM is entering a new phase focused on scaling impact. This task is designed to unlock the full market potential of supported solutions by creating the conditions needed for real-world adoption, commercial success, and systemic impact. The following activities will be implemented across all 3 innovation programmes, Strategic Innovation, RAPTOR, and SME Market Expansion:

- **FSM negotiation**: This task will oversee the negotiation and contracting of all FSM agreements with commercial partners from supported projects. Three types of contributions will be available: Sales pathway (addressed to companies looking for support to grow their sales pipeline); Investment pathway (addressed to startups in our equity portfolio or that look to have EIT UM as one of their investors) and new company/startup creation (addressed to projects that aim to create a startup that will then commercialise the product or service developed during the project). This task will oversee the FSM negotiations cooperating with the sales (WP8) and investment (WP3) teams and will ensure that project establishes a credible and fair contribution to EIT UM's FS objectives.
- **Visibility and market readiness support**: Commercial partners benefit from tailored support via the EIT UM Innovation Marketplace. Early-stage or newly formed companies receive a commercial readiness package to prepare for market entry and attract investment. More mature companies access tender scouting services aligned with their activities. All packages are negotiated individually by the Innovation Advisory Services (Task 3) to maximise visibility and client exposure.
- **Public procurement of innovation**: Procurement practices will be integrated within our funding programmes to allow public buyers (cities, public transport operators, etc.) to adopt EIT-funded innovations post-project. Innovation-friendly procurement mechanisms, such as PCP, PPI, design contests and negotiated procedures will be co-designed with cities in alignment with EU Public Procurement Directives. These efforts will reduce barriers for SMEs and startups seeking entry into public mobility markets.
- **City Observer Group (COG)**: A dedicated platform will connect public buyers and innovators early in the project lifecycle. Engaging cities as observers and testers increases the likelihood of future procurement, solution relevance, and long-term trust and alignment between innovators and contracting parties. This ensures EIT UM-funded innovations move beyond pilots toward real-world scaling, commercial uptake, and lasting impact.

IPR Strategy

[3] *The future of European competitiveness – A competitiveness strategy for Europe*. https://commission.europa.eu/topics/eu-competitiveness/draghi-report_en

EIT UM ensures its innovation portfolio delivers market-ready, high-impact solutions through a structured IP and knowledge management approach. Aligned with EU Recommendation 2023/499, its Code of Practice, Horizon Europe rules, and EIT KPIs (EITHE01, EITHE02.4, EITHE04.4, FSM), all projects follow IP frameworks for identifying, protecting, and exploiting intangible assets. Subgrantees must outline IP strategies in call and monitoring documents, detailing protection and valorisation plans. Support includes info sessions, legal guidance, and IP-focused workshops. A portfolio-level IP governance model monitors IP across projects, with early identification, categorisation, and tracking of assets to ensure compliance and maximise impact. Each project undergoes an IP assessment aligned with dissemination plans and Horizon Europe obligations. The strategy contributes to the FSM, tracks milestones and results, and reports to the EIT IP Working Group. IP awareness and market-oriented valorisation are embedded throughout the innovation process.

Advance Gender Equality and Inclusive Innovation

In alignment with the Gender Equality and Inclusion Action Plan 2025–2027 the Innovation Programme will increase women's participation and integrate gender-smart approaches in all programme phases. Key measures include treating gender and inclusion as standalone criteria in calls and evaluations, requiring gender-disaggregated data (especially on leadership), gender-balanced evaluation panels, and providing clear guidance for evaluators. Monitoring will be enhanced through disaggregated data and GDI indicators. The team will also strengthen outreach to women experts, promote diversity through communication, and build internal capacity to mainstream gender and inclusion. These efforts will help foster a more equitable and user-centred urban mobility innovation ecosystem.

Artificial intelligence

EIT UM has funded several successful innovation projects where AI plays a central role in improving urban mobility systems (e.g. Karos, AI-TRAWELL, IPA2X). EIT UM will scale its portfolio of strategic innovation projects to accelerate the responsible deployment of AI in urban mobility, with a focus on high-impact use cases in 5 priority domains, contributing to the objective of allocating at least €5 million across all business areas to support skills, investments and deployment of impactful AI-based solutions.

Work package number	3
Work package title	**Impact Ventures**

Disclaimer: *In this document, we describe how EIT UM supports the growth of startups through its financial support mechanisms, while allowing startups to contribute to EIT UM's long term financial sustainability. In this context, the word "investment" refers to activities that involve FSTP in which the FS mechanism is structured as an equity contribution that startups can opt to provide.*

Objectives

Impact Ventures (IV) will consolidate its position as Europe's leading impact investor in sustainable urban mobility, building on the foundations of the 2023-2025 strategy. Our key priorities for 2026-2028 are:

Enhance and Evolve Investment Strategy

- Refine and optimise the investment approach developed under BP2023-2025 to ensure all investments deliver measurable societal impact and financial return (ROI).
- Implement a next-generation strategy increasing EIT UM's equity stakes, targeting high-impact startups, and aligning with EU priorities: innovation, market access, strategic autonomy, inclusive growth, and startup scale-up via improved finance, talent, and networks. Align with the European Green Deal, Sustainable and Smart Mobility Strategy, and Horizon Europe objectives.
- Expand investment activity to include later-stage rounds, while continuing strong support for early-stage and Deep Tech startups to accelerate their journey to market and scale.

Drive High-Impact Urban Mobility Innovation

- Invest in startups and scaleups offering breakthrough solutions to key urban mobility challenges, including congestion, emissions, safety, security, and accessibility.
- Prioritise investments that support Europe's climate neutrality goals, channelling capital into ventures with measurable environmental and societal impact.

Strengthen Startup Programmes and Deal Flow

- Scale and diversify accelerator and service programmes to support pre-seed and seed-stage startups, ensuring a consistent pipeline of high-quality, de-risked investment opportunities.
- Launch and operationalise the Matrix co-invest strategy to position EIT UM as a leading co-investment platform in Europe, fostering collaboration with top-tier mobility and impact investors.

Advance the European Startup & Scale-Up Agenda

- Contribute actively to the EU Startup and Scale-up Strategy by supporting the emergence of European mobility champions through strategic investments, exposure, and growth support.
- Identify synergies with the European Innovation Council (EIC) to co-support startups, bridge funding gaps, and enhance access to services, networks, and EIT UM's broader innovation ecosystem.

Expand Ecosystem Presence and Market Reach

- Strengthen and grow EIT UM's ecosystem footprint across new European hotspots, expanding the network of investors, corporates, and experts that support portfolio companies.
- Enable portfolio startups to scale their solutions across local markets, contributing to the success of WP2 and reinforcing EIT UM's long-term FS.

Foster Inclusive and Gender-Responsive Innovation

- Promote inclusive entrepreneurship by embedding gender equality and diversity throughout all investment and programme activities.
- Implement targeted actions to increase participation of women in leadership and technical roles, and support the development of gender-balanced founding teams across the startup ecosystem.

Key data

EIT Core KPIs: EITHE06.1 = 39M EUR (investment attracted). 15% of this target will be for EITHE06.2 (WP4 RIS). **EIT KPIs:** EITHE03.1 = 350 KIC supported startups and scale-ups. 25% of this target will be for EITHE03.2 (WP4 RIS).

FS Mechanism: ROI from equity (**5.36MEUR**), Services and consulting (**4.27M EUR**) and membership from Matrix partnership. Further details in section 1.1.5 and WP7.

Co-funding is expected from some of the co-investment activities raised by our portfolio companies. Accelerator programs and ScaleUp promotion programme must have a minimum co-funding rate of 10% across the project.

Cascading activities: Impact Ventures will launch Open calls under both Tasks 3.1 and 3.2. Task 3.1 calls include startup ecosystem agents, matrix co-investment call and financial support to start-ups. Task 3.2 calls include accelerator programmes, scale up promotion programme and Choose EU. Certain high-potential financial support opportunities may be fast-tracked through an accelerated review process, allowing for quicker decision-making. Further details on cascading activities in Table 3a and in Annex A (FSTP).

Description of work

Task 3.1 Strategic Investments

Focus on high-potential pre-seed, seed, and Series A startups from Open Calls, MATRIX Co-Investment, and EIT UM programmes, evaluated by the Investment Committee. Including a Fast-Track mechanism to identify and rapidly support exceptional opportunities with strong market traction or urgent funding needs. Larger ticket sizes and follow-on rounds will support mature startups while continuing early-stage investments. These actions directly contribute to the goals of the EIT UM Strategic Agenda, particularly by accelerating market uptake of innovation, boosting the competitiveness of European mobility ventures, and reinforcing FS through a stronger and more impactful investment portfolio.

3.1.1 Strategic Lead-Generation Activities: in BP26-28, we will continue with the implementation of our Strategic Alliances activity, engaging with leading players in the European startup ecosystem. This strategy is based on 3 phases. Phase 1 (startup ecosystem agents) was successfully implemented in BP23-25 and will be further expanded in this BP. Phases 2 and 3 will be launched in BP26-28.

- Phase 1: **Startup ecosystem agents**: we will expand our engagement with these players and have 6 startup ecosystem agents located in: Paris, Tel Aviv, London, Berlin, Turin, and the Nordics to boost deal flow, co-investment, and tailored portfolio support. The activity will be implemented through an Open Call.
- Phase 2: **Investor Alliances**: we will create a network of top-performing public/private investors for market knowledge and real time insight, and co-investment opportunities.
- Phase 3: Piloting **MATRIX** co-investment call: we will launch an Open Call to establish 3 consortia focused on sourcing, investing in, and supporting Series A companies targeting specific High Impact Topics

(HITs) and aligned with capital market and investor priorities. This 3-year programme will partner with major industry stakeholders, cities, investors, and other ecosystem members, using a "VC sector deep-dive" approach to create theme-specific, mission-driven investment strategies.

This task contributes to KPI EITHE03.1, EITHE06.1 and ROI from equity.

3.1.2 Financial Support to Start-ups: financial support to top-performing startups will be provided through a competitive Open Call with 2-3 cut-off dates per year, as well as through the invitation-based EIT UM Fast-Track mechanism for IV (more details in Annex FSTP). In their proposals, applicants are invited to commit a contribution to EIT UM FS. Contributions are structured as Equity FSM Agreements (including SAFE contracts with a discount or cap component) with EIT UM, enabling EIT UM to become a shareholder by offering EITUM equity shares for a nominal price. As part of the FSM of such call, equity acquisition follows terms and conditions of lead investors. These subgrants typically support key growth areas such as hiring, product development, R&D, legal, and marketing activities. Additionally, as listed in Table 3a and further detailed in Annex A (FSTP), 4 start-ups previously selected through the Financial Support to Start-ups Open call under BP23-25 will start their activities in BP26-28 (1 of them funded through WP4). Startups from our WP1 and WP2 programs could receive support through SAFE agreements and access to our startup programs and services (Task 2).

3.1.3 Portfolio Management: Portfolio Managers play a key role in the strategic development of EIT UM's equity portfolio. Their activities focus on structured, continuous engagement with portfolio companies, enabling effective monitoring, value creation, and preparation for follow-on and exit scenarios. Core activities include: **(1) Active Portfolio Engagement:** provide ongoing hands-on support from onboarding to exit readiness, ensuring startups align with strategic goals and assessing funding needs through regular interaction and governance involvement. **(2) Monitoring and Capital Planning:** A standardized framework tracks financial and operational performance to guide follow-on investments and capital allocation decisions. **(3) Governance and Compliance:** secure EIT UM's active role in shareholder meetings and the execution of rights related to equity and convertible instruments, supporting FS**. (4) Exit Preparedness:** Returns are expected from 2026, with peak divestments between years 8-10 and work with advisors and co-investors to plan and execute exits.

Segmented Portfolio Management: Startups are managed based on performance and strategic importance, with high-potential ventures receiving intensive support and others monitored more lightly or via third parties. An Investment Portfolio Impact Report is issued annually, presenting the societal and environmental impact of EIT UM's equity portfolio startups aligned with the new Impact Assessment Framework.

Strategic Portfolio Transparency and Valuation Approach: EIT UM will make its equity portfolio more strategy-driven and aligned with market values by adopting a robust management framework based on venture capital best practices. Key actions include:

- **Thematic, strategy-driven investment thesis:** all investments will be guided by mission-aligned theses tailored to key urban mobility challenges, aligned with EIT UM HITs. This ensures portfolio coherence and strategic alignment with EU priorities.
- **Segmented Portfolio and value focus:** the transition from Portfolio I to Portfolio II (BP2026-2028) marks a strategic pivot "from volume to value," focusing on ~30–35 high-impact companies from Portfolio I selected based on defined ROI and societal impact criteria and ~50 new investments in the next Business Plan. Portfolio segmentation will guide differentiated support levels and resource allocation.
- **Transparent market valuation:** EIT UM will enhance the transparency and robustness of its portfolio valuation framework by adopting a tiered methodology based on company maturity and data availability. This approach aligns with VC industry standards and will be updated regularly to reflect evolving market conditions. The EIT UM "Valuation Policy" will follow a structured, step-by-step valuation process, selecting the most suitable method based on each company's maturity and available data. The valuation methodologies will include methods such as: i) Last Price Round: applied when a recent VC-led financing round exists; ii) Comparable Transactions: based on revenue or EBITDA multiples from similar market deals; iii) VC Method: based on projected exit values, expected returns, and risk-adjusted discounting.

- **Capital planning and exit roadmap:** This task will lead to structured exit scenario planning and define capital reallocation strategies based on valuation milestones and impact achievements, with the objective to optimise financial returns and enable reinvestment.

By 2028, this approach will yield a high-impact, strategically aligned, and financially sustainable portfolio with clear market valuations. This task contributes to KPI EITHE06.1 (alongside Tasks 2 and 4.4), with a target of €33M by 2028, and provides ROI from equity (5.36M EUR).

Task 3.2. Startup Programmes and Services
This task encompasses all core startup support mechanisms operated by EIT UM under the IV activities. It includes startup support programmes and service offerings targeting early-stage and growth-stage startups to build a consistent pipeline for investment and impact.

3.2.1 Startup Programmes: startup programmes aim to support business growth of pre-seed and seed urban mobility companies, and to create a reliable, high-quality, and de-risked deal flow to EIT UM investments. These programs will also ensure that startups created under WP1 (SVB) and WP2 can be supported.

- **Accelerator programmes (2026-2028):** an Open Call will be launched to select the following activities, which are expected to run for the entire duration of the BP. A total of 2 projects will be funded:
  (1) Strategic high-impact accelerator: Supports early-stage startups (pre-seed, seed) that have disruptive deep tech innovations addressing key urban mobility challenges like autonomous driving and V2X, Smart infrastructure and cities, AI mobility, and electrification and energy systems, etc. The focus is on strategic topics aligned with EIT UM HITs and IV investment thesis. Startups receive mentoring, product development support, access to networks, and investor exposure via events and an investor DemoDay.
  (2) Inclusive mobility accelerator: Focus on startups enhancing mobility accessibility, safety, and sustainability, supporting ventures blending social impact and innovation through business and technical mentoring, user validation, and connections with cities and transport authorities.

- **ScaleUp promotion programme (2026-2028)**: this Open Call targets top-performing urban mobility scaleups (seed to Series A) to boost their visibility and growth. It offers exposure at major events (e.g., TMWC, Slush), strategic investor matchmaking, and helps position these scaleups as European mobility leaders. Selected startups will also receive tailored support to prepare for EIC funding programs, including Accelerator and Pathfinder calls, building a strong pipeline of EIT UM startups eligible for EIC grants. Top performers can access the EIC Fast-Track, enabling direct shortlisting to the Accelerator's full application stage. The programme will collaborate closely with EIC through joint info sessions and EIC presence at key events, increasing visibility of mobility scaleups to EIC and other EU bodies like EIB and EIF.

- **Choose EU-EIT UM programme (pilot 2027-2028)**: this pilot Open Call targets high-potential urban mobility startups from key global regions (USA, UK, Israel, Canada, Japan, Brazil) aligned with EIT Global Outreach. It helps them enter and scale in European markets through strategic sprints: two intensive immersion weeks linked to major European urban mobility events. Each sprint takes place in a different European IH, providing startups with direct access to regional ecosystems, investors, public stakeholders, and mobility companies.

Subtask 3.2.1 contributes **to EITHE3.1** with a target of 100 (30/35/35 in 2026, 2027 and 2028, respectively); **EITHE06.1** with a target of 6M€ (0M€/2M€/4M€ in 2026, 2027 and 2028, respectively) alongside Tasks 1 & 4.4.

3.2.2 Startup Services: subtask 2.2 aims to create a detailed catalogue of startup services, including equity-for-service packages developed with EIT UM departments and updated annually. The catalogue clarifies service offerings, responsibilities, and processes across the organization, fostering a strong startup service culture. This subtask supports the FS mechanism with 4.27M EUR.

Task 3.3: Activity Area Leadership
This activity serves the main purpose of ensuring overall alignment and coordination across IV activities. It focuses on executing marketing actions to increase the visibility of EIT UM, its portfolio startups, and in particular the activities carried out by WP3. It also includes face-to-face deep-dive meetings and staff training.

Alignment with the EU Startup and Scale-up Strategy and EU Institutional Synergies
The EU Startup and Scaleup Strategy (May 2025) aims to make Europe a global leader in tech innovation by tackling market fragmentation, improving finance access, and accelerating market adoption. WP3 supports this by fostering innovation through strategic investments, matrix-based co-investment platforms, and tailored acceleration programs. It bridges funding gaps and attracts private capital to help startups scale in Europe. WP3 also generates high-quality deal flow aligned with EU priorities like the Green Deal and digital transition, feeding strategic EU initiatives such as the EIC. By preparing startups for business and investment readiness, it builds a pipeline of high-potential companies eligible for EIC funding. WP3 will adapt its approach annually and strengthen collaboration with EU bodies like EIC, EISMEA, EIB/EIF, and EC services, sharing scouting, co-investing, and jointly supporting startups through events and funding.

Advance Gender Equality and Inclusion Impact Ventures
This work package will promote gender equality and inclusion in investments and startup support, following the EIT Gender Equality and Inclusion Action Plan 2025-2027. It aims to boost women's participation in leadership and technical roles and encourage gender-balanced founding teams. Actions include ensuring gender-balanced evaluation panels, incentivizing gender-diverse teams in accelerators, and requiring at least 33% of accelerator applications from women-led startups. The team will also improve scouting of female founders, tailor outreach to women entrepreneurs, provide targeted training on gender inclusion, and monitor gender-related performance and economic outcomes within the portfolio.

Artificial intelligence
EIT UM's accelerator and funding programs have boosted early-stage startups by providing visibility, funding, and connections with cities and corporates. Through Accelerate2Move, focused on AI and advanced technologies, startups received financial support, mentoring, and pilot opportunities. Through its portfolio, EIT UM has contributed to the emergence of a new generation of AI-enabled companies addressing urban mobility challenges (e.g., Asistobe AS, Deeptraffic, Parabol and more). In BP26-28, EIT UM will enhance support with a strategic focus aligned to the EU's AI Continent Action Plan, including AI expertise in accelerators targeting urban operations, transport optimization, predictive maintenance, and multimodal logistics, plus living labs for real-world validation. EIT UM will also adopt a more focused investment approach, placing increased emphasis on AI-driven urban operations to align capital with key innovation trends, societal needs, and evolving market and regulatory contexts.

Work package number	**4**
Work package title	**RIS**

Objectives
The RIS programme will ensure that partners and participants established in EIT RIS eligible countries and territories increasingly participate in EIT UM's activities, moving towards the objective to increase our RIS impact in the portfolio, in alignment with the Widening Participation Policy of Horizon Europe.
Ecosystem: enhance the funnel of new organic partners, new startups created and funnelled to our programmes and equity portfolio.
Academy: Raising awareness and addressing skills and knowledge gaps in urban mobility to overcome the challenges facing RIS countries.
Innovation: Increase the participation and integration of RIS organisations into the Innovation programme.
Impact Ventures: Increase the investments in RIS startups and their footprint in EIT UM's equity portfolio by working on the Regional Innovation Booster while contributing to its geographic diversification.
Gender Mainstreaming: Ensure that the measures outlined in the organisational Gender Equality Plan are implemented across all WP tasks. Successfully support the delivery of new commercially successful start-ups from the joint programme with the regional development agency West Romania, and expand this blueprint to other RIS countries linked to WP3.

Key data
RIS EIT Core KPIs: **EITHE02.2** = 16 (15% of target for EITHE2.4), **EITHE04.4** = 14 (30% of target for EITHE04.4), **EITHE6.2 = 6** (15% of target for EITHE06.1), **EITHE7.2** (240 (15% of target for EITHE07). **EIT KPIs: EITHE4.2** (without 10k€) = 33, **EITHE8.2** = 1,500 (15% of target for EITHE08.1).

FS Mechanism: For RIS Education, RIS Innovation and RIS Impact Ventures, FS is mainstreamed with the practices from the respective area. The RIS Representatives contribution to EIT UM's FS will be indirect, through the pipeline of new organic partners (not joining through projects), new start-ups for investment and new non-EIT funded activities untapped for EITUM focusing on ERDF funds.

Co-funding: for RIS Representatives cascading activities, a 15% co-funding is requested yearly. The RIS co-funding within the 3 pillars (Academy, Innovation, Impact Ventures) is aligned with the respective portfolio requirements.

Cascading activities: RIS will continue funding existing RIS Representatives as subgrantees during this BP (multiannual projects already awarded via the Open call Regional Innovation Scheme Urban Mobility Specialists launched in 2024) subject to performance levels and alignment with EIT UM priorities (task 1). Open calls are planned for RIS Education, whereas RIS funding for Innovation and Impact Ventures is integrated into the cascading activities in WP2 and WP3. Further details in Table 3a and in the Annex A (FSTP).

Description of work

Task 4.1. RIS Ecosystem and Stakeholders
After the integration of our 11 RIS Hubs as EIT UM Representatives (called RISUM) into their country EIT Community Hub via an Open call launched in 2024, we have set their contribution to the KIC national ecosystem pipelines to our programmes in 3 main areas: new potential RIS partners for our regional IHs (WP8) in East, South, Central and North (minimum target: contribute to 33 new organic RIS partners, EITHE10.2); new start-up deal flow (minimum target: 33 new start-ups created without 10K€ revenues, EITHE4.2) to our Impact Ventures (WP3) and Innovation agile programmes (WP2) (contributions to EITHE6.2, EITHE4.4 and EITHE2.4, respectively); and new cities and private sector SME/corporates to our Innovation programme (WP2). This contribution will be subgranted and associated with core KPI and FS, as well as our gender equality plan which will be required as of 2026.

We will also work with our RIS Representatives to develop them as sales agents to get new clients and revenues from our services portfolio. The RIS Representatives will be subject to yearly performance reviews (in line with Annex FSTP and the EIT UM Project Implementation Handbook) to ensure alignment with our priorities. Our footprint in other 15 RIS countries where EIT UM does not have RIS Representatives and the alignment with RIS3S in transport and mobility is less obvious, and will be addressed thanks to the EIT Community Hubs, which will facilitate new contacts and lead to our regional IHs.

Finally, customised joint programmes with National Authorities will grow allowing to tackle new challenges like more non-EIT funded activities and core EIT KPIs like EITHE4.4. In the pipeline it is expected to continue the collaboration with GIZ (German Cooperation Agency) and develop an IPA III funded project with EIT for the EU Delegation in Türkiye to reinforce those ecosystems.

Task 4.2. RIS Education
RIS Education will contribute to addressing essential skills shortages in RIS countries' KT actors that hinder the development of positive urban mobility practices via the launch of Open calls (more details in Annex FSTP), and thus reduce their innovation capacity gap with other geographies through 6 streams of work:

- Supporting innovation & entrepreneurial capacity building through skills acquisition, with a stronger focus on the funnel from education into venture creation, to increase the number of start-ups generated by RIS learners.
- Generating education resources linked to national and local needs of the urban mobility sector in RIS countries, with a focus on female talents and underserved demographics.
- Promoting the organisation of summer and winter schools to enthuse school population (12-19 year-olds) and bachelor students about urban mobility careers and education pathways, to broaden the talent pool for local and national industries relevant to the mobility sector in RIS countries.

- Scaling up local, regional and national initiatives in close interaction with the local KT actors, to expand successful practices to other geographies within RIS at a lower cost per unit than starting from scratch.
- Supporting civil servants develop citizen engagement skills through *Citizens on the Move*, a programme successfully piloted in the past 2 years now ready for scaling up.
- Building the European City Academy through the launch of an Open Call, which will offer cities the learning resources they need to transition towards net-zero by supporting city officials and senior decision makers to develop green and digital skills needed to reach the goals of the European Green Deal and the EU's City Mission.

Task 4.3. RIS Innovation

RIS innovation activities are fully aligned with the overarching objectives of the Innovation WP. This task aims to foster stronger participation of RIS countries in EIT UM's innovation programmes by focusing on 2 core areas:

(1) Support for EIT UM RIS Representatives: We will provide targeted support to our RIS representatives (Task 4.1) to help build and activate innovation ecosystems at regional level. The goal is to empower them to develop high-quality proposals for our Strategic Innovation, RAPTOR, and SME Market Expansion calls. Support activities will include regular coordination meetings, review of proposal concept notes, and co-organised ideation workshops to stimulate local project development.

(2) Dedicated funding for RIS-led proposals: A portion of the funding in the Strategic Innovation and SME Market Expansion calls will be earmarked for proposals that support new innovations originating or implemented in RIS countries. This ensures a stronger presence of RIS actors in our funded portfolio (both in terms of participation and budget allocation) contributing to more balanced innovation outcomes across Europe.

Task 4.4. RIS Impact Ventures

This task aims to implement the Regional Innovation Booster (RIB) programme as a strategic tool to identify and support commercially successful startups in RIS countries while reducing investment risks for EIT UM and external investors. To this effect, the RIS and Impact Ventures teams will work in close cooperation with the EIT Community Regional Innovation & Internationalisation Cluster, by participating in the task force which defines the requirements for a joint investment mechanism and by coordinating one of the 4 country pilots. Further to this, this task entails the allocation of 6.8M EUR in RIS start-up and scale-up investments stemming from the RIB (5M EUR out of the total 6.8M EUR are ringfenced for this activity) and RIS IV Financial Support to start-ups Open calls and IV Fast-track activities. Piloted successfully in Poland in 2025 by EITUM and 5 other KICs, RIB provides funding, mentorship, internationalisation support to startups, and a fast-track mechanism for EITUM's investment call.

This task will replicate the model across additional RIS countries, focusing on de-risking mechanisms, investor readiness, and stronger regional engagement. Key activities include startup scouting, tailored business support for internationalisation, and facilitating access to both public and private funding. The task will also foster collaborations between EIT RIS Representatives networks (task 1), local venture networks, and regional authorities to reinforce the innovation ecosystem and align with available ERDF and structural funds as piloted with the West Romania Regional Development Agency under BP2023-2025. By enhancing the quality and maturity of startups from underrepresented regions, this task will increase the number of RIS ventures in EIT UM's equity portfolio, improve portfolio diversification, and activate other investment instruments for RIS supported startups via EIT UM strategic investments calls (WP3) and follow-on investments.

Advance Gender Equality in RIS countries

In alignment with EIT UM's Gender Equality and Inclusion Action Plan 2025-2027, all measures outlined in other WPs will be extended to activities in RIS territories. Special attention will be given to strengthening the role of the RIS Representatives network in promoting gender equality, supporting female-led startups from RIS countries, advancing gender equality within RIS education activities, increasing the visibility of women in innovation leadership, and integrating gender perspectives into Calls.

Work package number	5
Work package title	**Coordination**

Objectives

EIT UM Central Coordination covers the strategic, operational and administrative supervision and coordination of the KIC. The specific objectives of the EIT UM Central Coordination for the BP2026-2028 are:

- To align and coordinate the strategy and actions across the different areas, and the governance of the KIC.
- To align and coordinate the execution and management of the day-to-day operations with lean and transparent processes to achieve the expected impact and financial sustainability targets at the end of the period.

In addition, Central Coordination at EIT UM is tasked with ensuring efficiency across the organization in terms of resource allocation and prioritization of activities and initiatives. Among others, Central Coordination focuses on:

- Ensuring the alignment of personal and corporate goals to make sure that teams focus on priorities. This is achieved through objective setting and timely evaluation/feedback systems.
- Using technology to streamline workflows and reduce bottlenecks, implementing automation tools where appropriate.
- Conducting detailed analyses to redesign and optimize processes.
- Designing and implementing a robust procurement strategy, ensuring best value for money.
- Designing and implementing a robust cascading process, ensuring all FSTP activities comply with the EIT and EU requirements.
- Benchmarking against industry standards in terms of headcount and salaries.
- Promoting a positive work culture to improve employee satisfaction and motivation.

Key data

EIT KPIs: **EITHE11.1** = 38.4M EUR (FS revenues), **EITHE11.2** = 19% (FS coefficient); **EITHE13** = 30M EUR (Financial Assets Valuation), **EITHE18.1** = 40% (% of less represented gender).

Description of work

Through its centralized functional and operational management structure, EIT UM coordination includes (1) strategic steering, leadership and alignment of the Executive Management Team led by the CEO, (2) functional, organizational, operational and financial steering of the organization and execution and management of the day-to-day operations of the KIC led by CFO/COO, the Legal Director and the Director of People and Culture, (3) governance support and coordination of the KIC with the Supervisory Board (SB), the Managing Board (MB) and the General Assembly (GA) and (4) reporting and coordination with the EIT.

Task 5.1: Programme management office (covered by Direct costs, as it is an activity linked to the action)

- **Coordination, management and implementation of the Business Plan Cycle:** (1) Preparation and submission; (2) Implementation and monitoring of internal and cascading activities based on sound control and management processes; (3) Reporting, and (4) Amendments.
- **Ensuring compliance of the programme management processes** (call preparation, evaluation, selection, activity monitoring and reporting, etc.) with Horizon Europe (HE), EIT and EIT UM requirements to achieve excellent performance, positive EIT monitoring and a clean audit. Evaluation of proposals will be conducted by external experts working predominantly remotely and occasionally on-site.
- **KIC partnership:** 1) Engagement with EIT Community Shared Service Partners Validation service; (2) Support subgrantees during the project's contracting phase, and coordinate with the Ecosystem and Stakeholders department for the onboarding of KIC members.

Task 5.2 Legal and governance management

- **Legal services and compliance**: Implementation of the HE regulation; management of governance of IA for 2026-2028 together with Task 5; Anti-fraud Strategy implementation. IP and Privacy assessment.

- **Monitoring the alignment of KIC's activities and structure with EIT's Good Governance Principles:** during the BP2023-2025, efforts have been made to ensure that all legal entities strictly act in line with EIT's Good Governance Principles and its own legal regulations (Articles of Association and By-laws). For 2026-2028, special focus will be placed on ensuring:
  - Compliance with Article 10 of the HE Regulation and the criteria for the selection, implementation, monitoring, evaluation, in coordination with Task 1 of this WP.
  - Separate the decisions on activities, on KIC funding schemes and distribution of funding from their implementation, in coordination with Tasks 1 and 4 of this WP.
  - Separation of ownership and membership from operational management. Separation of supervision and operational roles.
  - Continued implementation of a Compliance Programme, in line with a revised Anti-Fraud Strategy and a Code of Conduct based on the EIT model, including policies on conflict of interests, ethical values and integrity.
  - An effective supervision or ownership over the entities with a CLC role.
  - A composition of high-quality members who are selected in a transparent and competitive procedure, in coordination with Task 3 of this WP.
  - Diversity, in particular with gender, geographical and professional background in coordination with Task 3 of this WP. Diversity in the composition of the KIC, in particular the balance within the Knowledge Triangle.
  - As an institutionalised European partnership, act in the EU public interest.
  - Monitor that half of the members – including the chairperson - of the body with supervisory functions are independent from the KIC partners (ensured when supporting EIT UM's governance bodies described in the next paragraph).
- **Coordination and support to EIT UM's governance bodies:**

Bodies of the EIT UM Association (KIC LE's sole shareholder):

- <u>General Assembly</u>**:** body of the Association where its members meet to discuss and approve the Strategic Agenda, appoint members of the SB, and approve financial accounts of the KIC LE, amongst others.
- <u>Managing Board</u>**:** body managing and representing the EIT UM Association.

Bodies of the KIC LE**:**

- <u>Supervisory Board</u>: body responsible for leading a strategic and non-operational governance role in the KIC LE. It monitors the fulfilment of the activities of the KIC LE and the CLCs in accordance with the Strategic Agenda. The Supervisory Board also approves the Business Plans and selects the CEO of the KIC LE.
- <u>Executive Management Team</u>**:** body executing and managing the day-to-day operations of the KIC LE.

- **Legal development and support of FS systemic management**: FS Agreements including Term Sheets, setting up legal structures to ensure FS revenues, improvement of quality of EIT UM portfolio, including measures to avoid or mitigate risks. In coordination with Task 4 of this WP.

Task 5.3. People and Culture management

- HR shared services to EIT UM areas and staff (central operational management functions, Thematic Areas management) and IHs. Implementation of HR structure and compliance with HR EIT guidelines on HR policy.
- Provide a framework to attract the right people into the right role at the right time and keeping them by developing careers and clearly defined goals and rewards for high performers.
- Create a positive work environment where staff feel valued and want to contribute to the organisation's success. Maintaining the "Great Place to Work" certification.
- Implementation and monitoring of the organisational Gender equality and Inclusion Policy and Action Plan in compliance with EIT requirements for 2025-2027, as well as the Equality Plan (*Plan de Igualdad 2024–2027*) in compliance with Spanish legislation.
- EIT UM has achieved full gender parity in its Management Team and 43% female representation on its Supervisory Board by June 2025 through targeted recruitment, transparent promotion criteria, and proactive talent development. Women now represent 62% of total staff. To ensure and maintain gender balance at all levels, our HR policies include structured, bias-aware hiring processes, prioritisation of equally qualified candidates from underrepresented genders, and regular monitoring of gender data by department and role. Leadership training and internal transparent mobility pathways support the advancement of women in

decision-making position. Actions to ensure gender equality within the organisation are guided by 4 key objectives: supporting gender equality and diversity across the workforce; ensuring transparency and fairness in recruitment, promotion, and compensation; fostering a culture of inclusion; and promoting employee well-being and work-life balance. These principles are embedded in the 2025-2027 Gender Equality Action Plan, which ensures accountability and sustained implementation.

Task 5.4. Financial, accounting and procurement management

- Central financial management & administration: Central administration of the group of entities; Statutory and cost auditing and compliance control; Financial and reporting training and skills development.
- Financial sustainability management: Financial management (including cash management), control, monitoring and reporting of the FS revenues and assets portfolio as well as resource allocation and costs versus BP.
- Central KIC financial grant management: BP budgeting and grant planning; financial monitoring and reporting. Implementation of grant assurance system: (1) delivery-based payment system; (2) control of new financial liabilities based on dynamic CFS audit; (3) dynamic grant amendment.
- Procurement coordination for the whole group ensuring (1) to scale up the EIT UM business to achieve financial sustainability targets; (2) efficient BP implementation; (3) clear audit to maximise EIT income to the KIC.
- Quarterly and annual consolidated financial reporting to Supervisory Board and Supervisory Board Audit Committee. Semi-annual FS consolidated reporting to EIT.

Task 5.5. Technology, IT systems and business intelligence management

- Central service to develop & customise key IT systems to enhance productivity and UX: Change, migration, and implementation of new EIT IT systems: Customer Relationship Management (CRM), Enterprise Resource Planning (ERP) (EIT Community Shared Services); Consolidate the company's CRM, Develop and support of EIT UM's PartnerSite and Intranet with added functionalities; Partner support with ServiceDesk.
- EIT UM "data driven" ecosystem development and maintenance: Company data warehouse (DWH) for reporting (to EIT and other Stakeholders); Business Intelligence (BI) dashboards, tools and business analytics; Build and maintain current EIT UM Servers (including DBs); Design and deploy a new Data Architecture; ensure proper data management in compliance with GDPR rules.
- IT solutions and support to ensure business continuity, cybersecurity measures and updated IT policies: Ensure that employees have the right assets; Optimal IT support service (insourced & outsourced); Up to date hardware (HW) and software (SW) catalogue; Optimize SaaS tools (standardize tools); Keep IT policies updated and relevant.

Task 5.6. Operations Management and Executive Coordination

- Executive coordination, development and communication.
- Internal operational coordination and management: HQ (Business Areas) and IH operations.

Work package number	**6**
Work package title	**Communication, Stakeholder Engagement, Dissemination and Exploitation Of Results**

Objectives

- **(Communication)** Amplify the value of EIT UM's work by increasing awareness, visibility, transparency and knowledge of EIT, EIT UM, and our partners. Making EIT UM a well-recognised brand for Europe's main community of experts in urban mobility.
- **(Marketing)** Driving lead generation for EIT UM's services and programmes. Converting interest into registrations, call proposals, course enrolments. Supports business development through targeted campaigns and positioning. Turns visibility into business outcomes.
- **(Dissemination)** Position EIT UM as a global leader in urban mobility by bringing attention on the results from our projects, success stories and good practices, and by building and intensifying relations and looking for synergies with key stakeholders.

- **(EU Affairs)** Raise EIT UM policy and political profile by engaging with relevant EU level actors and decision-makers and position EIT UM, its partners, and solutions portfolio as innovation benchmarks.
- **(Thought leadership)** Bridge between practice and policy. Building a reputation by linking up with thought leading organisations and sponsors and positioning EIT UM as thought leader, knowledge and practice community for urban mobility professionals.

Key data

EIT KPIs: EITHE16 = 45 (results disseminated through EC tools); **EITHE17 =** (a) # website visitors: 18% growth compared to 2025 by end of 2028; (b) # social media: 20% growth in followers compared to 2025 by end of 2028; (c) # of external events: 120 events organized and 18K participants by end of 2028; (d) # of external events where KIC presented: 420 events by end of 2028; (e) # media coverage: 9000 clippings and 60 press releases by end of 2028.

FS Mechanism: Revenues from TMWC event (**0.38MEUR**). Further details in section 1.1.5 and WP7.

Description of work

Task 6.1. Communication, marketing and dissemination

EIT UM will implement an integrated communication, dissemination, and marketing strategy designed to strengthen its brand, amplify its visibility in the EU innovation landscape, and increase the impact and uptake of its activities, thereby ensuring a consistent and impactful presence within the EIT Community and beyond. Building on 2023-2025 efforts, the approach will remain agile and audience-driven, using digital innovation, media partnerships, and ecosystem touchpoints to attract new stakeholders. Efforts will build on the work done in previous years. Activities include optimising owned and earned channels, supporting strategic positioning through storytelling and thought leadership, promoting results from funded projects, and reinforcing the role of IHs and Business Areas through locally tailored outreach. Formats, priorities and tools will be adapted to emerging opportunities and audience needs. Communication efforts will continue to use inclusive approaches, by reflecting gender balance and diversity, using gender-sensitive language, and actively promoting the visibility of women's leadership and entrepreneurship in urban mobility. Success stories and diverse role models will be highlighted to inspire broader engagement and support a more inclusive innovation ecosystem. The mandatory activities defined in the deliverables will be provided, including an Annual Communication Action Plan and Calendar, Impact Stories and factsheet data.

6.1.1 Integrated communication and engagement

EIT UM will consolidate and evolve its communications approach across key channels (including its website, social media platforms, newsletters, and events) to increase awareness, stakeholder engagement, and community participation and growth. Activities will include:

- **Website**: Maintaining, enriching and improving content on the revamped website, which was launched during BP2023-2025, including impact stories, solution and startup showcases, and landing pages for major campaigns.
- **Social media platforms**: Deploying cross-channel digital campaigns with both organic and paid formats, tailored to strategic audiences and platforms (e.g., LinkedIn, Instagram, YouTube), to enhance follower engagement and increase visibility of EIT UM's activities and partners.
- **Events**: EIT UM will continue organising its flagship Tomorrow.Mobility World Congress and annual Community Days (see subtask 2.2). In addition, EIT UM will actively participate in a number of key third party events within the mobility sector in Europe (e.g. Slush, UITP Summit) and in at least 3 top events at EU level, such as Urban Mobility Days, Polis Annual Conference and EU R&I Days. The organisation of EIT UM's webinar series "Mobility Talks" (4 episodes/year) will continue as a discussion platform for key mobility topics, showcasing best practices and connecting with mobility experts in Europe and beyond.
- **Media relations**: Proactive collaboration with sectorial and general media outlets to reinforce reputation and amplify messages with local hubs. Press trips or demo presentations will be hosted during the year to increase lasting relationship with journalists. EIT UM's journalist database will be expanded, especially for EU and tech media, with the objective to raise the quality of outlets targeted while maintaining the same number of clippings.
- To strengthen alignment and positioning, EIT UM will promote its **spokespeople and provide targeted training to them**. Tailored messaging will ensure relevance across key stakeholder groups, such as startups, cities, academia, investors, and policymakers, while being adapted to platform, tone, and audience. Brand

visibility will be enhanced across all channels. Internal training will ensure message consistency and compliance with EU visibility standards.

6.1.2 Strategic marketing and brand positioning

A new marketing strategy was launched in 2024-2025. For BP2026-2028 marketing will be a core enabler of ecosystem growth and impact visibility. EIT UM will continue refining its marketing funnel, messaging strategies, and campaign tools to ensure alignment with strategic goals. Key priorities include: **(1) Email marketing:** Advancing a segmented email marketing strategy and audience profiling for more targeted outreach. **(2) Digital campaigns**: Launching digital campaigns (SEO, geo-targeted ads) to support calls, programmes, and high-impact thematic areas and activities, including EIT Community activities. Various ad formats will be explored for the promotion of our calls and position EIT UM as an expert in core mobility topics. **(3) Community visibility**: Elevating the visibility of EIT UM's community through testimonials, case studies, and partner success stories. **(4) Internal alignment:** Coordinating narrative alignment across service lines and initiatives within the organisation.

6.1.3 Dissemination and exploitation of results

EIT UM will focus on strategic dissemination to maximise awareness and exploitation of results, best practices, and lessons learned from its portfolio with the wider European innovation ecosystem, promoting further exploitation for market, policy, and societal impact.

- **Owned platforms:** Utilise owned platforms such as the website, Mobility Innovation Marketplace, and impact storytelling to promote uptake and replication, highlighting how private and public partners (cities, businesses, academia, and startups) collaborate to deliver real-world urban mobility improvements.
- **Content series**: Share targeted content series of articles connecting funded results with innovation, policy, and specific mobility topics. The series focuses on different target groups and different areas within EIT UM, showcasing learning opportunities and resources offered by EIT UM.
- **Policy engagement**: EIT UM will continue to participate in high-level European conferences and policy-focused events disseminating key results and raising awareness of EIT UM and its innovation model.
- **EU dissemination tools**: EIT UM will publish a minimum of 15 key results per year on Horizon Results Platform to enhance visibility and support exploitation, by complementary use of tools such as the EIT Knowledge Centre.

Task 6.2. Community engagement and ecosystem activation

EIT UM will expand and professionalise its community engagement activities to activate its growing innovation ecosystem and foster long-term collaboration across stakeholder groups. Building on lessons from 2023–2025, this task focuses on strengthening interaction with partners, startups, cities, academia, and other actors through flagship events, IH activities, and digital platforms. These efforts support community cohesion, visibility, and implementation of the Strategic Agenda and stakeholder priorities as described in Section 2.2.

6.2.1 Tomorrow.Mobility World Congress

TMWC will remain EIT UM's flagship platform for visibility, strategic positioning and ecosystem engagement. Co-organised annually, the event brings together key players in urban mobility, including startups, cities, corporates, academia, students and policymakers, through curated sessions, exhibitions, matchmaking formats, and public outreach. Programming will spotlight co-funded innovations, foster dialogue on mobility policy, and generate visibility for EIT UM-supported stakeholders. The event will be amplified across digital channels and strategically aligned with thematic and EU priorities. TMWC will reinforce EIT UM's role as a European innovation leader, driving collaboration, visibility, and real-world impact across the community.

6.2.2 Partner community and digital engagement

EIT UM will continue to strengthen stakeholder engagement through a coordinated mix of physical and digital touchpoints. The annual **Community Days** will continue to serve as a key gathering for partners, fostering collaboration, strategic alignment and a shared sense of identity across the ecosystem. In parallel, IHs will organise regular partner outreach and regional events, ensuring local engagement and alignment with our strategic objectives. These interactions will be complemented by **Mobility Innovators**, EIT UM's interactive online community platform launched in 2025. The platform will evolve as a hub for exchange, networking, and ecosystem growth. Efforts will focus on broadening participation, including alumni, students, cities and startups, through targeted campaigns, curated content and community-led initiatives. Together, these activities will deepen ecosystem connectivity, facilitate knowledge sharing and scaling of innovations, and reinforce EIT UM's role as a catalyst for transformative change in sustainable urban mobility.

Task 6.3. EU Affairs and strategic positioning

EIT UM will strengthen its role as a trusted policy advisor and influential innovation voice in the European innovation and mobility landscape. Through enhanced advocacy, thought leadership, and institutional engagement, the KIC will align more closely with EU policy priorities, shape regulatory discussions, and amplify its impact in Brussels and beyond. This supports EIT UM's ambition to be a recognised thought leader and market shaper in urban mobility. These activities aim to position EIT UM as a credible voice in EU mobility policy and a strategic contributor to emerging EU priorities (e.g. FP10, MFF, Competitiveness Compass).

6.3.1 EU Affairs and institutional engagement

EIT UM will update and implement its EU Affairs Strategy to reinforce its presence across key European institutions and the EIT Community, coordinating structured outreach and policy monitoring, ensuring agile and informed engagement across the EU ecosystem. Planned activities will follow the Principles of Cooperation EU & Public Affairs:

- Execution of the updated EU Affairs Strategy and 2026-2028 roadmap, including priority policies, actions, and timelines. Active participation in the EIT EU Affairs Group to ensure coherent EIT Community positioning and strategic collaboration.
- Maintaining systematic engagement with EU institutions (DG MOVE, DG RTD, DG CONNECT, DG GROW, DG REGIO, DG EAC), Members of the European Parliament (e.g., TRAN, ITRE, REGI), Permanent Representations, and national authorities, supported by a regularly updated stakeholder calendar based on EU Affairs strategy and political monitoring. Alignment with emerging horizontal priorities such as FP10, the MFF 2028-2034, the Competitiveness Compass, the AI Continent Action Plan, and the Union of Skills and Startup & Scaleup Strategies.
- Annual organisation of the Policy Advisory Board (PAB) in collaboration with EIT and DG EAC, to advance alignment with EU priorities on innovation, skills, and urban transformation. Active participation in expert groups (e.g. EGUM), production of policy briefs and contribution to consultations and strategic dialogues.
- Strategic engagement with pan-European policy and urban mobility networks, including POLIS, Eurocities, UITP, ICLEI, Cycling Industries Europe (CIE), and the International Transport Forum (ITF), to align messaging and co-shape urban mobility agendas, in coordination with thought leadership.
- CEO and senior leadership representation at high-level EU events to elevate EIT UM's profile and advocate for innovation-driven urban transformation.

While the EIT UM EU Affairs Manager will implement these activities, they require substantial preparation. To ensure effective execution, additional support will be needed and subcontracted in line with the Principles of Cooperation on EU & Public Affairs. This support will cover:

- Conducting thorough research to help position the organisation on specific urban mobility topics and EU policy areas.
- Preparing briefings and materials aligned with EU policies.
- Organising and preparing for meetings with high-level stakeholders.
- Contributing to expert groups of the European Commission (e.g. EGUM), which requires careful preparation to deliver relevant and impactful input.
- Identifying and engaging the appropriate stakeholders, including facilitating introductions and building strong connections and relationships.
- Developing tailored materials to support outreach and engagement efforts.

These actions will strengthen EIT UM's credibility as a policy partner and advocate for demand-driven, future-proof innovation.

6.3.2 Thought Leadership and foresight
Thought leadership will be further positioned as a core pillar of EIT UM's EU affairs and ecosystem-building strategy. The aim is to influence the urban mobility agenda by producing evidence-based insights and translating them into practical recommendations for the market and policymakers. Planned activities include: (1) **Publication of white papers and 3-4 thematic studies per year**, co-created with city, industry or academic partners on pressing urban mobility challenges. (2) **Thematic alignment with EU and national policy agendas** (e.g. Cycling, competitiveness, EU Green Deal, inclusivity, Social Climate Fund). (3) Strategic use of study insights to support EU affairs outreach, media narratives, and public campaigns, reinforcing EIT UM's role as a trusted voice in the policy ecosystem. (4) Wide dissemination of content via the website, campaigns, media, events, and EU policy fora. (5) Enhancing narrative coherence and visibility via consistent messaging, impactful content, and strategic use of reports and insights. (6) Develop strategic collaborations with leading organisations and international strategic partners in urban mobility (e.g. ITF-OECD, Cycling Industries Europe, etc.) to enhance our positioning and create opportunities for EIT UM's programmes, in coordination with work done within the EU Affairs domain. These outputs will underpin EIT UM's broader mission to influence the European urban mobility agenda and amplify the impact of its ecosystem. From 2026 to 2028, EIT UM will continue to professionalise, consolidate, and amplify its communication, stakeholder engagement, marketing, and public affairs strategies. With stronger team coordination and EU alignment, EIT UM will scale its influence and ecosystem reach across Europe.

Work package number	7
Work package title	**Financial Sustainability**

Objectives
The main objective of this WP, led by the CFO and the Finance team, with active support from other critical areas of the Operations team (Legal, PMO, IT), is to provide guidance and support to design, implement and operationalize the different revenue streams, and track progress against the FS targets per revenue stream. EIT UM's ambition for 2026-2028 is to continue to implement the foundations needed to ensure long-term financial sustainability by enhancing its revenue generation, improving return on investment, and implementing cost-efficiency measures across the organisation. To reinforce our position as Europe's leading impact investor in sustainable urban mobility, we will scale early- and growth-stage companies, increase financial returns, and develop a robust pipeline of ventures aligned with both societal impact and financial viability. We will also expand and diversify our ecosystem-driven value creation by: (1) Strengthening engagement with cities, industry, and academia, (2) Broadening our geographic footprint, (3) Delivering tailored professional services and strategic partnerships that meet the specific needs of each stakeholder group.

A structured prioritisation process-guided by EU policy objectives, city needs, internal strategy, and programme-level insights-has allowed us to define 5 priority domains. These domains represent high-impact areas where EIT UM can deliver and obtain the greatest value and will guide our activities across innovation, education, investment, and stakeholder engagement. AI and urban resilience have also been identified as cross-cutting themes that enhance system efficiency, responsiveness, and long-term sustainability. By narrowing down our focus in the activities of all thematic areas, we can achieve a greater impact, become a relevant thought leader and policy influencer at EU level and provide critical growth support to our projects and investments. These priority domains have already begun shaping our initiatives, including the design of calls, project clustering, and communication strategies. They now form the foundation of a more focused, intelligence-led, and impact-oriented BP. This framework aligns city challenges with market opportunities and EU policy priorities, enabling us to: (1) Deliver more impactful professional services, (2) Fund high-value projects, (3) Guide future investments, (4) Build on the strengths of our existing portfolio. By aligning our activities with these strategic domains, we will allocate resources more effectively, respond to real urban needs, and accelerate the deployment of transformative mobility solutions.

This approach also supports more effective implementation and governance of the BP through improved strategic alignment, internal coordination, planning, reporting, and compliance. In terms of operational efficiency, a core shift in this BP is a stronger focus on scalable and high-quality activities, with coordinated service offer development, improved cost control, and enhanced business development capacity across areas.

This is underpinned by a more streamlined cost structure and tighter integration of revenue and accountability mechanisms. In summary, in addition to continuing our practice of rigorous budgeting processes with detailed financial plans, measurable KPIs and timely variance reports, we have already begun to implement additional cost efficiency measures driven by operational, organizational and cost structure changes (details on FS and Operational Efficiency in Annex B (FS Strategy)).

KPIs associated to FS are included in WP5 - Coordination.

Description of work

Overall FS targets are based on the Strategic Agenda, the evolution and growth potential of the different revenue generating activities, funding availability and timing. This last item is especially relevant for our equity investments **(Task 1 ROI from Equity)**, which take time to mature and scale. In the previous BP cycle, our investment thesis was based on a broad thematic approach and almost exclusively on very early stage/pre-revenue companies. The main objective of this first phase of investment was to establish EIT UM as an active and relevant mobility investor, and to gain key insights into the most relevant thematic areas where we could generate greater impact. An important change in our investment approach is that we will now reserve a portion of our funds for investment in later stage companies (scaleups seeking Series A/B funding). Although these investments may not generate the same potential financial multiples, they provide a hedge in terms of risk/return and timing of cash flow. These are companies that have already proven market fit, are generating revenues (and potentially cash), and are closer to a funding round in which we, as investors, could potentially have an option to exit. This approach strongly supports the EU Startup and Scaleup strategy which aims to make Europe a leading place to launch and grow global technology-driven, innovative companies.

Task 7.1. Revenue stream 1: Income generated by Return on Investment (ROI) and Equity

Two areas (Innovation and Impact Ventures) as well as their RIS counterparts aim to generate ROI from projects and startups identified and supported through our subgranting Calls.

ROI from Innovation projects: The FS mechanism, ROI from commercialized products/services/solutions, linked to each innovation project consortia, is negotiated and managed in conjunction with the Innovation Advisory Services team and with the Investment team (WP 3 with support from WP5) if the selected FSM mechanism is equity. Originally part of the Innovation team (WP2), this dedicated group will now operate under E&S (WP8).

Based on the experience gained during the BP 2023-2025, three main types of FS contributions will be assessed to determine the best fit:

- **Sales pathway** - addressed to companies looking for support to grow their sales pipeline.
- **Investment pathway** - addressed to startups in our equity portfolio or startups that wish to have EIT UM as one of their investors.
- **New company/startup creation** - addressed to projects that aim to create a startup that will then commercialise the product or service developed during the project.

The commercial agreements include a fixed service fee component, and a success fee linked to the qualified commercial leads generated, while the investment agreements include an equity FS component and in many cases a service for equity component. To improve FS, the following key measures have already been implemented:

- Involvement of more SMEs and EIT UM portfolio startups/scaleups as commercialisation partners.
- Risk assessment of commercial partners as part of project selection stage.
- Enhanced FS discussions, together with the Investment & Coordination team, as part of the pre-award stage to ensure strategic alignment and selection of best FS alternative.
- More thorough monitoring of project implementation and go/no-go assessments to mitigate underperforming projects, and if needed, reallocate funding to other activities.

ROI from equity: All EIT UM programmes have the capacity to feed deal flow whilst a dedicated team (WP 3), together with support from the coordination team (WP5 – CFO, Legal) is responsible for the funding and investment process and portfolio management. EIT UM acquires equity through several distinct processes:

- Equity obtained as a result of the **Financial Support to startups Open Call**: In their proposals, applicants are requested to commit a contribution to EIT UM FS. Contributions are structured as Equity FSM Agreements (including SAFE contracts which include a discount or cap component) with EIT UM, enabling EIT UM to become a shareholder by offering EITUM equity shares for a nominal price.
- Equity obtained as a result of Impact Venture's Fast-track: Follow-on financial support in equity portfolio companies and in alumni from EIT UM programmes (e.g., Accelerators, ecosystem agents) and Matrix co-investment initiatives through Equity FSM Agreements.
- Equity obtained through Equity FSM Agreements through **Innovation Calls.**

In addition, EIT UM provides a comprehensive catalogue of startup services which complement our investment, with paid support in exchange for equity. The service for equity catalogue has been developed, and is delivered, in conjunction with the rest of the EIT UM areas.

Task 7.2. Revenue stream 2: Education

The EIT UM Academy (WP1) as well as its RIS counterpart (RIS Education, WP4) generates revenues primarily based on learner participation fees from our programmes and courses. Most of the activities and programs are executed via subgranting, except for some specific elements of the UMX which are developed through commercial agreements. We collect tuition fees from MS students enrolled in our programmes, participation fees for Summer Schools participants, as well as participation fees for external DTN candidates. The UMX, which provides cutting-edge, multi-disciplinary, cross organizational learning experience for professionals, executives and city officials, generates revenue through our partner-delivered face-to-face courses.

During 2026-2028 we will continue to grow our portfolio of activities and services (MS, DTN, Professional School/UMX) which have been very successful in delivering high levels of advanced skills, provide opportunities for professionals to update and learn new critical skills, attract and retain top talent in Europe and finally facilitate recruitment opportunities across the EU. In 2026-2028, by developing and owning high-value educational assets, the UMX will move towards greater financial self-sufficiency and long-term impact by owning/co-owning our own assets and intellectual propriety. Finally, the Student Venture Builder will be piloted in 2026 and scaled in subsequent years.

Master School (MS): The EIT UM Foundation invoices tuition fees from students enrolled in our MS programmes. Fees are also collected from external participants in our master level EIT UM Summer Schools. During 2026-2028, the focus will be on scaling the MS through enhanced marketing and recruitment actions, expanding the number of partner universities involved, particularly those in countries not yet covered by current partners, and aligning with RIS Education activities, specifically through creating a funnel of applicants to our master programmes coming from RIS Winter and Summer Schools.

Urban Mobility Explained (UMX): UMX provides customised learning for professionals to re- and up-skill the workforce in new technologies for urban mobility challenges, directly supporting the Union of Skills. Revenues are generated through participation fees for face-to-face courses. These courses operate under a revenue-share mechanism with the partners delivering them. During 2026-2028, UMX will focus on developing and delivering UMX-owned and co-owned courses aimed at increasing revenue. This will allow for greater financial self-sufficiency and long-term impact by owning or co-owning assets and intellectual property. Course certification fees also contribute to the revenue generated by UMX.

Doctoral Training Network (DTN): In 2026-2028, the DTN will increase the pool of PhD candidates via two intakes annually, consolidating its position as Europe's largest urban mobility research network. The DTN, primarily focused on PhD students from the DTN partner universities, also accepts external fee-paying PhD students and supplies PhD consultants to further support revenue generation.

Student Ventures: The Student Venture Builder, to be piloted in 2026, is a new initiative aimed at fostering student entrepreneurship and the creation of new startups. In exchange for support and resources for startup creation, EIT UM will secure an equity stake in these early-stage student startups, directly contributing to our financial sustainability.

Task 7.3. Revenue stream 3: Services and consulting

During the BP 2023-2025 cycle, EIT UM launched several revenue-generating service activities within each thematic area. These include, among others, Innovation Advisory Services to provide qualified leads to help accelerate market uptake of the innovative projects led by our funded consortia *(this revenue stream is registered under **ROI on Investments** as requested by EIT)* and Access to Finance services to provide seed and series A funding support both for existing and potential portfolio companies.

During 2025 we have reassessed the entire service offering to better coordinate and unify the portfolio of services given that we had developed several similar offerings and had too many touchpoints towards the ecosystem. In addition, through sustained engagement with our ecosystem, EIT UM has identified a recurring challenge faced by different entities in our ecosystem. Building on this insight, different interventions and customised value-added support will be offered. We have also identified those service offerings which were not generating growth/scalability, and which should no longer be promoted.

Building on the new Strategic Innovation Call, which will target key gaps and evolving city and policy needs with a sharper focus on the execution of our 5 Priority Domains and larger budgets, we will be better positioned to provide more targeted and higher quality Innovation Advisory services to the consortia partners. In addition, in terms of Startup Services, Growth Lab will no longer be actively promoted, and as mentioned before, the new service for equity catalogue has been refined and developed in conjunction with the rest of the areas including Ecosystem and Stakeholders. The service catalogue intends to provide clarity and responsibility along the KIC's standard offerings and help enhance our company culture around startup service provision and a process from lead acquisition to invoice payment. During BP 2026-2028, EIT UM plans to operationalise select services – primarily those aimed at enhancing the capacity of SMEs to commercialise their innovations and extend their market reach, and we will continuously assess, refine and adapt our service offering where necessary. (See section on "Strengthening our sales approach and value delivery" under Task 7.4 below for further details)

Task 7.4. Revenue stream 4: Membership fees

Partners pay an annual fee that gives them access to the community and to specific services. EIT UM through its Ecosystem Support team (WP8) at Headquarter Level (overall commercial coordination and management) and reinforced business development team at IH level, is responsible for driving partnership growth in full cooperation with other areas/departments. As mentioned before, we have refined our value proposition and fee structure based on the main challenges faced by our ecosystem partners (Cities, Industry, SMEs, Startups, Research/Universities and students).

Through a strategically aligned partnership model, enhanced sales processes, targeted regional outreach, brand positioning, and high-value services, we will expand our network's quality and impact. Key actions include, among others:

- Enhanced sales funnel management within each IH to improve lead identification, partner qualification, and conversion rates by introducing clear Business-to-Business (B2B) sales roles and KPI tracking across the funnel.
- Actively realign geographic imbalances in the current ecosystem by prioritising representation from specific countries and regions in Northern and Western Europe.
- Prioritise new partners from sectors contributing to enriching the knowledge and expertise of the EIT UM ecosystem, in particular large industry.

Strengthening our sales approach and value delivery

In our initial years of operation, and particularly following adjustments to our partnership model in the previous Business Plan, we experienced challenges in reaching the expected growth in membership fees outlined in our Strategic Agenda. The underlying sales process and value proposition proved complex, as EIT Urban Mobility is not a traditional company offering standardised products or services. This complexity made it difficult to scale and sustain partner loyalty across our network.

To address this, in 2024 we launched a cross-functional task force dedicated to refining how we deliver value to our partners. Throughout the year, the team conducted a comprehensive analysis of our ecosystem's pain points, the full range of benefits we provide (both grant and non-grant related), and how these align with the needs of our ecosystem. The goal was to clarify and prioritize our value proposition by distinguishing between grant-related benefits and marketable services. This distinction has allowed us to streamline our sales process, improve efficiency, and focus partner engagement on the most value-adding services.

The impact is already visible. We are seeing consistent year-on-year growth in the number of "organic" partners; i.e., those who join independently of our grant programmes, attracted by the quality and relevance of our services. These partners tend to demonstrate higher engagement and retention rates, as their motivation goes beyond funding opportunities, therefore providing a stable foundation for future revenue growth. Since 2023, when we welcomed 9 such newcomers, we have tripled this figure, reaching 29 new partners in 2025.

This initiative also laid the foundation for our future value proposition, which we will further develop during the Business Plan 2026-2028 period. Our aim is to expand our portfolio of services to better match the evolving needs of our ecosystem and drive sustainable revenue growth.

Beyond refining what we offer, we have also focused on how we deliver it. Since 2024, a B2B Culture Programme have been implemented across all customer-facing and customer-related functions, ensuring a shared understanding of professional sales and relationship management in a B2B environment. This alignment ensures a consistent, high-quality experience for our partners and reinforces our transformation into a more business-oriented organization. In parallel, we have reorganized our customer-facing functions under the Ecosystem & Stakeholders Department, evolving these roles toward more specialized business profiles that better serve our strategic goals.

These measures directly address the previous limitations in fee and consulting revenue generation by introducing:

- A structured sales pipeline and partner segmentation, improving conversion and retention.
- Clear service catalogues and a base to evolve that catalogue, enabling better forecasting and scalability.
- Dedicated sales accountability, supported by regular performance tracking and reporting.

Together, these actions form the operational foundation to achieve sustainable growth in membership fees and consulting services during the 2026-2028 Business Plan period.

Task 7.5. Revenue stream 5: Alternative funding sources - Public and private (with a NEFA component)

During the past years we focused on capturing multiple sources of NEFA through all areas of the organization, both large regional projects and smaller local opportunities, which have resulted in moderate funding growth and organizational inefficiency. To enhance efficiency and strategic alignment, a central NEFA coordination process will be established. A cross-functional steering group will oversee opportunity assessment, internal matchmaking, and compliance.

- **Horizon Lab will lead on EU-level opportunities**: Horizon Lab, via the EIT UM Foundation, will lead proposal development and consortium building for Horizon Europe and other EU programmes. It will target projects aligned with urban mobility missions, focusing on public space, inclusive mobility, digital and AI policy, and systemic innovation-supporting EU goals like the Climate-Neutral and Smart Cities Mission.

- **IHs will support with national/regional sources**: IHs will support Horizon Lab with regional identification of opportunities, consortia building and dissemination activities (if applicable). They will also be able to source selected national/regional funding opportunities (including structural and recovery funding), which will be assessed and coordinated with Horizon Lab. By ensuring centralised control, this will avoid IH's pursuing non-realistic proposals.

- **The Academy Team will monitor Erasmus+ and Doctoral schemes**.
  The aim is to reduce admin workload, leverage internal expertise, avoid duplication, and align with the Strategic Agenda. NEFA funding will complement revenue from equity, education, and services, reinforcing EIT UM's impact and EU positioning. Finally, during the BP 2026-2028 period EIT UM will

continue to explore potential opportunities for Philanthropic donations, creation of Strategic Partnerships/Alliances and Corporate funding to fully finance or co-finance certain activities, especially into the 5 High Priority Domains.

Work package number	8
Work package title	Ecosystem Development

Objectives

The aim of the Ecosystem Development WP is to further develop European urban mobility ecosystems and markets by establishing strong relations with the most relevant stakeholders in the sector, thus creating new synergies and opportunities to grow partnership within EIT UM. By having a wider and diverse ecosystem across Europe, we can ensure that the impact of our actions is higher and so is their replicability and scalability. The right balance of ecosystem players across different sectors ensures that different perspectives on urban mobility topics, challenges and solutions are shared and used. The specific objectives for BP2026-2028 are:

- Diversify our network, enhancing our value proposition with strategic alliances that will allow our actions to be more powerful and impactful by capitalizing on the large industry and big players (i.e., major corporations and leading enterprises with substantial economic impact, technological capacity, and strategic influence within the sector).
- Expand and balance EIT UM's partnership in the Europe's urban mobility landscape by enhancing IH capabilities, scaling the Regional Dissemination Hub model, and ensuring broader geographic representation to build an innovative and attractive pan-European urban mobility ecosystem.
- Improve sales funnel efficiency and partner qualification across IHs to engage with strategically aligned entities, especially high-potential SMEs and large industry.
- Create a robust value offering as an addition to the current membership model to support the wider ecosystem in deploying and scaling innovative solutions that amplify impact in sustainable urban mobility. This supported by localizing the HQ marketing strategy across our markets, tailoring to local ecosystems, needs and culture.
- Promote stakeholder engagement through MoUs and strategic partnerships to build strong relationships with public authorities, thought leaders, and mobility stakeholders with the objective to position EIT UM as a trusted convener and innovation partner across sectors and regions.
- Activate the City Club and City Club Advisory Group as platforms for peer learning, strategic dialogue, and co-creation of city-led mobility innovation roadmaps while facilitating public-private-academic collaboration to align EIT UM activities with local priorities and policy landscapes.
- Drive behavioural change and inclusive urban mobility solutions by integrating citizen feedback and user insights into innovative projects, providing tools and training for cities to engage their constituencies meaningfully, and ensuring relevance and uptake of innovations in the public sphere.

Key data

EIT KPIs: EITHE10.1 = 985 (active partners) (of which 45% RIS).
Target for large industry players: 15% increase compared with 2025 figures.
FS Mechanism: Membership fees: **8.90M EUR**. To support the company in the achievement of national/regional projects (NEFAs) that contribute to the SIA rate, the IHs continue to be the source of insights into local funding opportunities, to support consortia building and facilitate relationships among the ecosystem.

Description of work

Task 8.1. Regional ecosystem development (Innovation Hubs)

EIT UM's Co-Location Centres (CLCs) –referred to as Innovation Hubs (IHs) in EIT UM – are our regional anchor points for engagement, business development, and ecosystem building. We continue to operate with five IHs, strategically located in **Barcelona (South)**, **Munich (Central)**, **Prague (East)**, **Copenhagen (North)**, and **Amsterdam (West)**. Innovation Hubs not only manage, engage and grow our network of partners and stakeholders, but they have also proven to be a key asset for EIT UM, providing deep local knowledge, market intelligence, trusted stakeholder relationships, and the ability to mobilise partners across their regions and ecosystems. The existing number of IHs is deemed sufficient to deliver on our strategic objectives, and **no additional Innovation Hubs are envisioned be opened during the BP 2026-2028 period**. Rather, we will focus on maximising the impact and reach within the local and regional networks of our current five Innovation Hubs. The IHs work in strong coordination with other WPs (WP1, WP2, WP3, WP4, WP6) to ensure that regional contexts and priorities are fully funnelled into EIT UM's activities. They enrich the pipeline of startups, consortia members, project ideas and candidates for our programmes while supporting the positioning of WP6. This close collaboration fosters alignment between local outreach and our pan-European objectives, leveraging synergies across the organisation.

This task aims to strengthen EIT UM's regional presence, diversify and deepen its partner network, and maximise impact on regional level of our urban mobility ecosystem in Europe. Through a strategically aligned partnership model, enhanced sales and marketing processes, targeted regional outreach, brand positioning, and high-value services, we will expand our network's quality and impact. Key efforts will be focused on the following paths:

- Enhance the sales funnel management within each Innovation Hub to improve lead identification, partner qualification, and conversion rates by introducing clear Business-to-Business (B2B) sales roles and KPI tracking across the funnel to enhance business development efficiency and increase the quality of new partners onboarded. This will directly contribute to a stronger revenue base from partnership fees and a more strategically aligned network.
- Actively realign geographic imbalances in the current ecosystem by prioritising representation from specific countries and regions in Northern and Western Europe. We will maintain the presence in strong countries like Spain or Germany but focus our efforts in creating capillarity across the continent. This will ensure broader EU representation for better alignment of creating a pan-European urban mobility ecosystem. We will continue to work with the Country Strategy approach initially developed in the previous BP, which allows us to focus our efforts on specific countries for a period aligning all our local activities. brand positioning, event attendance, lead scouting, MoU signing, and communication channels are all tools for us to grow our network but tackling all countries at the same time would minimize the impact for each country separately. So, by identifying 2 per Innovation Hub to focus for a period of 2-3 years and then shifting it, ensures targeted actions with tangible results as seen in 2024 and 2025.
- Prioritise new partners from sectors contributing to enriching the knowledge and expertise of the EIT UM ecosystem. In previous years priority has been given to acquiring and retaining SMEs, which has resulted in them representing 45% of our network, and we aim to maintain this strong weight in the network while expanding on crucial and innovative players in the Knowledge Triangle, in particular **large industry**. By delivering on our mission, we surface the critical gaps that hinder a unified urban mobility market and hit the large industry the most — areas where the sector is not yet prepared for emerging regulations or trends due to shortfalls in technology, knowledge, investment, or suppliers. As we evolve our offerings and partnership model, we will enable industry stakeholders and cities to play a more active role in shaping our strategy (e.g., contributing to programme themes and designing & participating in study trips), execution (e.g., co-shaping consortium invitations for HE), policy understanding and influence (e.g., providing input to policy recommendations and preparing the industry for regulatory changes), and co-investment in European or international projects in the priority areas we commit to advance.
  In 2024 we initiated a series of actions designed to attract and engage large industry actors, both as partners and through strategic collaborations. These activities aim to move beyond traditional partnerships and foster impactful, long-term collaboration. Key initiatives include:
    - **Enhancing our Innovation calls** by focusing on larger and longer-term projects that are better aligned with the interests and capacities of major industry players. This approach has already attracted several significant companies through the 2025 call.
    - **Positioning ourselves as a neutral and trusted voice** to facilitate dialogue and provide industry-informed recommendations for mobility regulations that enable rather than hinder innovation. For example, through our Special Interest Groups (SIGs), we are launching a sub-SIG that will engage industry operators and manufacturers on product and usage regulations for a specific topic (currently

confidential). The outcome will be a white paper with recommendations to accelerate regulatory progress in that area.

- **Building strategic collaborations with industry living labs**, key enablers of sustainable and innovative mobility. For instance, our recent partnership with the Johan Cruyff Area (The Netherlands) aims to test mobility solutions during large-scale events, amplifying the impact and scalability of our portfolio of solutions and startups through real-life implementation.

- Build and leverage on the existing 8 Memorandum of Understanding (MoUs) with ministries, clusters, associations, and public authorities to forge deeper, more strategic collaborations with the aim to engage with these alliances to stay ahead of local policy developments, co-develop initiatives, and unlock access and influence in regional and local ecosystems.
- Organise a series of impactful partner events (Community Days, EIT Community, and cross-Hub events) and represent EIT UM at key European mobility forums. These initiatives aim to elevate partner collaboration, knowledge exchange, and brand awareness across stakeholder communities.
- In 2025, the Mobility Innovators platform was launched with the means of being a strategic tool to facilitate structured engagement across our wider urban mobility ecosystem – not limited to our existing partner network. The platform is designed and focused on enhancing collaboration between actors of the Knowledge Triangle, enabling more effective matchmaking, knowledge transfer, and scalable impact.
- Through sustained engagement with the urban mobility ecosystem, EIT UM has identified a number of recurring challenges faced by different types of entities. Building on this insight, different types of interventions and customised value-added services will be provided, supporting our FS ambitions. During the BP 2026-2028, EIT UM plans to operationalise select advisory services – primarily those aimed at enhancing the capacity of SMEs to commercialise their innovations and extend their market reach, exploring increased collaboration with AI specific support mechanisms at EU level such as EDIHs and AI Factories.
- Special Interest Groups (SIGs) will continue to be a platform for topical exchange amongst the EIT UM community and beyond, focusing on high-impact themes in urban mobility with a strong European dimension. They will serve as collaborative spaces to create and exchange knowledge, develop shared perspectives between the public and private sectors, and promote joint positions on key challenges and opportunities in the field. Becoming the primary source for policy recommendations, enabling us to serve as a neutral voice for both industry and public authorities advancing the issues that matter most to the ecosystem, while also providing us valuable market intelligence from our network.
- The Regional Dissemination Hub (RDH) model, initially introduced in BP 2023-2025 to establish presence in countries without a physical IH, has strategically evolved. While the original RDH format proved effective for initial market entry and ecosystem mapping, its limitations in driving commercial capabilities prompted a transition in 2023 toward a "satellite" model. Under this enhanced approach, local representatives actively lead business development and stakeholder engagement on behalf of EIT UM. This shift has yielded measurable results in Italy, including new strategic partnerships and improved regional positioning. The satellite model will continue to be a key pillar of geographic expansion and ecosystem engagement for the BP 2026-2028.

Task 8.2. City Partnerships

In 2025, the City Club comprises a core of 8 cities and regions who are also Members of the EIT UM Association and additional 46 public authorities ("Leading Cities") that join this community of practice. The exact figures fluctuate year to year as public authorities may join or deactivate from the network. The City Club helps EIT UM to shape its activities around concrete city needs and sustainability objectives by defining key priorities, partnering with private and research entities to test innovations in real environments, and accelerating the scaling and replication of solutions in cities across the EU through knowledge and best practice sharing. This task focuses on:

(1) Day-to-day City Club's management, including the election of the new Chair and Deputy (2027-2028), hosting regular City Club management meetings and liaising with the EIT UM Executive Management Team.

(2) Animating the community of practice by hosting regular innovation and knowledge exchange activities among the City Club members and other partners in the KTI (e.g., online and physical meetings, city peer learning, site visits, tailored support and matchmaking for Leading Cities based on their interests), hosting joint activities with the SIGs, Thought Leadership Studies and facilitating city engagement in EIT UM's key events including Community Days and TMWC.

(3) Convening the City Club Advisory Group, a sub-set of the City Club that provides strategic advice and guidance to EIT UM, ensuring that its activities are aligned with city needs and practices.

(4) Consolidating annually key city challenges as identified through EIT UM's city network, and augmented with other sources as suitable. The consolidated challenges will be used as an input to ensure EIT UM activities are positioned to achieve the greatest amount of public impact. A great example of the usage of these challenges, is as input for the RAPTOR pipeline of projects. All of the above will continue to be led by the City Club team at KIC LE, and supported by the 5 IHs.

Task 8.3 Citizen engagement and end user insights

This task is oriented towards activities that (1) engage with local residents to educate and increase their sustainable mobility habits; (2) validate EIT UM supported projects from the perspective of citizens and other end users considering diversity of different citizen's needs; and (3) build capacity within public authorities to engage with the public on mobility topics. The goal is to facilitate stronger support and adoption of mobility innovations amongst the public, thus creating more momentum for cities to take bold action. This task focuses on:

(1) Coordinating on-the-ground activities (e.g., with IHs) that engage people in behaviour change that contributes to sustainable and active mobility.

(2) Providing guidance and strategic advice on conducting engagement activities as an added value service for EIT UM partners and network.

(3) Integrating citizen and end-user engagement into EIT UM supported activities to increase public acceptance and ensure that solutions and services are adapted to end user needs and expectations. Ultimately, this will strengthen the viability and support of EIT UM's portfolio of solutions, including allowing them to be validated by potential customers before going to market.

(4) Building capacity amongst civil servants to engage with citizens and end-users, allowing them to more effectively plan, implement and evaluate pilot actions that will contribute to their success.

(5) Identifying insights, key needs and perspectives from citizens that may support or inhibit the uptake of mobility innovations. These activities continue to be led by the City Club team ad KIC LE.

3.1.3 List of Deliverables

Number	Deliverable name	Short description	WP #	Short name of lead participant	Type	Dissemination level	Delivery date (in months)
D01-WP1 ***(Mandatory)***	KIC Label Programme implementation	Report that describes the implementation of the WP Education to particular EIT Label elements (Masters, Doctoral level, Fellowship, professional education)	1	EIT UM	R	SEN	15, 27, 39
D02-WP1	KIC Non-Labelled Activities	Report that describes the implementation of non-labelled activities	1	EIT UM	R	SEN	15,27,39
D03-WP1	Market needs analysis	Detailed report on market needs analysis	1	EIT UM	R	SEN	6
D01-WP2	Lessons Learned and Strategic Recommendations for Scaling Innovation 2028+	A consolidated report capturing lessons from the 2026-2028 innovation portfolio, summarising key insights on impact generation, market uptake, citizen engagement, public procurement integration, FS outcomes, and gender inclusion practices. The report will include strategic recommendations for future innovation programming, funding instruments, and cross-KIC collaboration.	2	EIT UM	R	SEN	26
D02-WP2	Innovation Projects Portfolio Impact Report	A comprehensive report presenting the aggregated outcomes and impacts of all innovation projects supported under WP2 during 2026-2028. It will draw on data collected through the Impact Assessment Framework and Monitoring, Evaluation and Learning (MEL) system, clustered around the 5 priority domains. The report will cover indicators such as emissions reduction, modal shift, citizen engagement outcomes, innovation deployment, and FS sustainability contributions.	2	EIT UM	R	SEN	32
D03-WP3	Impact Ventures Lessons Learned for 2028+	A consolidated report capturing lessons from the 2026-2028 Impact Investing & Ventures portfolio for future activities.	3	EIT UM	R	SEN	26
D01- WP4 ***(Mandatory)***	EIT RIS Activity Update	Information on the main activities implemented under the EIT RIS WP, with a focus on data and information to be used in external communication purposes.	4	EIT UM	R	SEN	3, 15, 27, 39
Note: EIT has confirmed that Deliverable D02-WP4 -listed in the Guidelines document as “mandatory“- does not need to be included in the Business Plan 2026-2028. RISUMs will be reported through the general RIS activity report.							
D01-WP5 ***(Mandatory)***	Data Management Plan	Short description of FAIR data, security, ethics	5	EIT UM	DMP	PU	6
D02-WP5 ***(Mandatory)***	Anti-Fraud Strategy Implementation	Report on the annual implementation of the KIC anti-fraud strategy	5	EIT UM	R	SEN	1, 13, 25
D03-WP5 ***(Mandatory)***	Updated Procurement policies	Updated procurement policies in compliance with the EIT Guidelines on KICs procurement	5	EIT UM	R	PU	3
D03-WP5 ***(Mandatory)***	Annual Gender Mainstreaming Report	Annual report on gender mainstreaming – following the EIT template with instructions provided.	5	EIT UM	R	SEN	3, 15, 27
D01-WP6 ***(Mandatory)***	Annual Communication Action Plan and Calendar	Annual Action Plan that covers the planned and foreseen tasks related to external communications and branding, stakeholders engagement, dissemination and exploitation activities as well as the channels and tools to be mobilised, including expected results and KPIs of the EIT Impact Framework for the given year. A calendar containing the key events and announcements planned by the KIC, as well as key events, meetings with institutional stakeholders at EU and Member State level.	6	EIT UM	R	PU	1, 13, 25

D02-WP6 ***(Mandatory)***	Impact Stories	Impact stories from each Member State/HE Assoc. Country where KIC is active, covering business creation & acceleration, innovation-driven research and entrepreneurial education according to given template.	6	EIT UM	DEC	PU	3, 15, 27
D03-WP6 ***(Mandatory)***	Factsheet data	EIT Factsheet template completed with communication assets for the annual update of the EIT KIC Factsheets	6	EIT UM	DEC	PU	1, 7, 19, 26
D01-WP7 ***(Mandatory)***	FS yearly report (N-a)	Yearly report based on the provided EIT template and in line with included instructions.	7	EIT UM	R	SEN	7, 19, 31
D01-WP8	Ecosystem Development Lessons Learned for 2028+	Report will incorporate analysis on capillarity of EIT UM's partnership, sales funnel efficiency, value offering, stakeholder interaction, City Club, and citizen engagement efforts.	8	EIT UM	R	SEN	26

Table 3.1c. List of deliverables.

3.1.4 List of Milestones

Milestone #	Milestone name	Related WPs	Due date (in month)	Means of verification
M01-WP1	Expanded Master School, Fellowship and DTN partner network	1	15, 27, 39	At least one new partner onboarded in each of these programmes.
M02-WP1	Expanded EIT Labelled Course Portfolio	1	15, 27, 39	A minimum of 10 existing or new courses are successfully aligned with the EIT Label quality criteria.
M03-WP1	Increased student/learner enrolment	1	15, 27, 39	Achieve a minimum of 10% year-on-year increase in students/learners enrolled across our different programmes and courses (EIT Label KPI EITHE07.1).
M01-WP2	Mid-term review and scaling pathway assessment	2	18	Mid-term review meetings completed; evaluation reports compiled for selected projects of the first 2 cutoff dates of Innovation call; shortlist of candidates for Innovation Fast-Track or Impact Ventures prepared; KPI progress assessed.
M01-WP3	Investments materialised	3	36	Regular monitoring reports, investment progress updates, and milestone achievement records confirming materialisation of investments.
M01-WP4	RIS Representatives continuation report	4	12, 24, 36	Continuation assessment report
M02-WP4	RIS start-ups investments	3-4	12, 24, 36	Selection Committee Minutes
M03-WP4	Selection of new projects in RIS Education call cut-off date	1-4	6, 18	Selection Committee Minutes
M04-WP4	Selection of new projects in Innovation call cut-off date	2-4	6, 18	Selection Committee Minutes
M01-WP5	Business Plan 2029-203X submitted	5	33	BP2029-203X submitted in eGrants
M01-WP6	Flagship event TMWC delivered	6	11, 23, 35	Event completion
M02-WP6	EU Affairs strategy	6	7	Strategy document
M03-WP6	Thought Leadership studies completed	6	12, 24, 36	Publication of the studies
M01-WP7	Yearly FS revenue targets met	1, 2, 3, 4, 7	12,24,36	Timely and accurate preparation of monthly Executive Dashboard with key financial information (revenue and costs) to drive monthly monitoring and reporting by each area
M02–WP7	Yearly operational cost targets met	All WPs	12,24,36	Timely and accurate preparation of monthly Executive Dashboard with key financial information (revenue and costs) to drive monthly monitoring and reporting by each area
M03-WP7	Target Investment strategy materialised	2, 3	12,24,36	Active Investment support and regular monitoring reports, investment progress updates, and milestone achievement records confirming materialisation of investments
M01-WP8	Assessment of Partnership model quality	8	6	Diagnosis on partnership model enhancements needed
M02-WP8	Country strategies update in line with company's objectives on market presence and expansion	8	12	10 country strategies
M03-WP8	Services to be sold on top of partnership model	8	24	Minimum 1 service to be offered on top of partnership model

Table 3.1d. List of milestones.

3.1.5 Critical risks for implementation

Description of risk (level of likelihood/level of severity: Low/Medium/High) (L/M/H)	WP Involved	Proposed risk-mitigation measures

Student / Learner cohort numbers lower than expected (M/H)	1	Enhance marketing and recruitment efforts with a global focus, utilising diverse channels and platforms. Highlight the international nature of the programmes and the benefits of studying in Europe. Develop student/learner support options, to attract top talent and participants from various backgrounds.
Low commitment and involvement from universities, other partners and providers (M/H)	1	Proactive scouting and outreach strategy targeting universities and education partners in new regions, highlighting the benefits of collaborating in the EIT UM various education programmes. Develop clear partnership frameworks and support mechanisms for new education partners.
Difficulty in meeting EIT Label KPIs, revenue targets from tuition fees and/or low commercial potential of UMX courses (M/H)	1	Continuously monitor application numbers, admissions, and student enrolment to forecast revenue. Adjust marketing strategies and recruitment efforts as needed. Explore opportunities for corporate sponsorships or external funding to supplement tuition fees. For UMX courses, implement a selection process for partner funded courses, as well as UMX owned and co-owned courses, based on clear market demands.
Limited uptake of financial sustainability mechanisms (FSM) by commercial partners (M/H)	2, 4, 7, 8	Early engagement with project consortia on FSM expectations. Tailored FSM pathways (sales, equity, start-up creation and other alternatives) to suit commercialisation partner's maturity and innovation nature and commercialisation pathway. Strong coordination between Innovation, Impact Ventures, and E&S teams to streamline negotiation and delivery of services. Use of Mobility Innovation Marketplace to maximise visibility and support post-project commercialisation.
Weak performance or under delivery by innovation projects (M/H)	2, 7, 8	Apply rigorous selection criteria and scoring for project maturity, feasibility and team capacity. Continue to enforce structured monitoring e.g., mid-term reviews, pilot visits, regular contact and check ups by innovation officers. Activate corrective actions early based on KPIs, milestones and user feedback. Prioritise scaling and visibility support only for top-performing projects
Market or regulatory changes limit uptake of supported solutions (H/M)	2, 4, 7	Continuous policy and market scanning through Horizon Lab, E&S, EU Affairs and WP2 Task 1. Close alignment with public buyers through City Club, City Observer Groups and procurement advisory. Diversification of project portfolio to ensure resilience across domains and segments. Proactive dialogue with regulators and alignment with EU-level frameworks (e.g. TEN-T, AI Act, Urban Mobility Framework).
Low number of startup applications submitted, potentially affecting programme outcomes (L/M)	3	A robust scouting plan will be required from consortia operating the accelerator programmes.
Low-quality dealflow of supported startups to the KIC strategic investments (M/H)	3	The consortia will be required to implement a rigorous pre-screening and scouting process taking into account KIC's investment strategy to target high-potential startups as potential investment dealflow.
Lack of revenue generated from KIC-funded investments and activities, due to underperforming projects (M/H)	3	Careful evaluation and selection process for portfolio projects to ensure they demonstrate strong potential for impact and financial sustainability.
Longer time to achieve (or lower valuations than expected) of startup exits (M/H)	3	Strategic, financial analysis, legal, and negotiation support (with Startups, Co-Investors) to avoid missed opportunities and ensure best conditions for EIT UM.
Decommitment or weak involvement of a key partner (e.g., city, commercialisation partner) in a RIS activity (M/M).	1, 2, 4	Tight monitoring of projects, project implementation manual protocols, and successful resolution of previous experiences ensure proper risk mitigation.
Not enough quality of RIS startups applications received (M/M).	3, 4	Regional Innovation Booster will bring more mature (therefore more quality) RIS start-ups to the portfolio, combined with follow-on investments of existing RIS equity portfolio, and larger ticket investments whenever possible.
Strategic Agenda finalising in 2027 and no new strategic agenda in place for 2028 (L/M)	5	Continuous engagement with EIT. Potential one-year extension until the end of the BP, if necessary.
Fraud. Misuse of funds on the use of grants by subgrantees caused by malpractice (M/H)	5	Implementation of Compliance Program and Anti-fraud Strategy, continuous alignment with EIT and other KICs, trainings with KIC staff, support to recipients of financial support
Privacy and Cybersecurity (M/ H)	5	Implementation of Data Governance frameworks, including appropriate security, operational, and technical measures, alongside internal procedures to ensure GDPR compliance. Also includes regular employee training, effective project monitoring, and thorough documentation of data processing activities.
Inadequate operational resources to support planned activities (M/H).	All WPs	Staff planning as part of multiannual business plan strategy; strategic review of staffing levels; and proactive monitoring with timely corrective actions.
Non-achievement of the 70% cascading ratio, due to the difficulty to shift to a new model in a short period of time and the inability to cascade budgeted funds (M/ H)	All WPs	Good planning and active control of budget execution. Active and proactive support from Operations in call design and implementation to avoid bottlenecks and ensure eligibility
Inability to maintain non cascading costs within the defined target (L/H)	All WPs	Timely and accurate preparation of monthly Executive Dashboard with key financial information (revenue and costs) to drive monthly monitoring and reporting by each area.

Decommitment or weak involvement of a key partner (specifically city) in an activity (M/L)	8	Extend duration of activity to ensure correct completion and performance by replacing partner. In case of cities, ensure possibility multiannual commitment in partnership and/or project.
Change in developments and attitudes towards urban mobility by citizens, institutions and stakeholders caused by misinformation and or changing political priorities on EU level. (M/M)	8	Drive initiatives which engage citizens and also help educating/debunking any misinformation. Commit to an impartial diffusion of information through scientific evidence and engage with local, regional, and national actors regardless of political agenda.
Global/regional macroeconomic volatility, including changes in interest rate policies, potential fiscal crises or trade tensions, may reduce the availability of public and private investment in innovation and mobility-related initiatives. This could also affect the capacity of partners to co-invest, and limit access to skilled professionals, especially if talent mobility is constrained by economic or policy factors. (M/H)	All WPs	Engage proactively with EIT and EU institutions to ensure alignment with evolving funding frameworks and macroeconomic guidance. Diversify the funding base by strengthening collaboration with both EU and non-EU partners, and exploring new co-funding mechanisms (e.g., mission-aligned corporate sponsorships). Monitor key economic indicators quarterly to anticipate potential impacts and adapt implementation accordingly. Maintain flexible financial planning and contingency buffers within the BP to absorb short-term fluctuations. Prioritise activities with high strategic value and resilience to market downturns.

Table 3.1e. Critical risks for implementation.

3.1.6 Summary of staff effort

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	Total PMs per Participant
EIT UM	504	468	432	180	180	396		396	**2556**
IHub North		36	72					180	**288**
IHub Central		36	36		36	36		216	**360**
IHub West		36	108			36		144	**324**
IHub East		36	36	36				216	**324**
IHub South		36	36					216	**288**
Foundation	36	36	0						**72**
Total PMs	**540**	**684**	**720**	**216**	**216**	**468**	**0**	**1368**	**4212**

Table 3.1f. Summary of staff effort. Number of person/months over the whole duration of the planned work, for each work package and participant.

3.1.7 Description and justification of costs

"Subcontracting costs" items

	Description of tasks and justification	Cost (EUR)
EIT UM	**WP1:** Subcontracted activities 1.83M€: thereof: 1.72M€ under **Task 1.5** UMX explained Commercial and EIT labelled courses, videos, and digital marketing, 0.11M€ under **Task 1.1** EIT label platform and process updates. The technical expertise to produce the courses and building the EIT Platform has been externalised through subcontracting while retaining the UM knowledge in house. **WP2:** Total of 1.15M€. **Task 2.1** for 0.3M€ for HITs discovery, while fostering talent acquisition in-house, networking is a must to align with the market. **Task 2.2** external independent audits for 0.18M€ to assess technical validity, compliance, and financial accuracy of the projects complementing internal supervision. The service is limited to the audit function—no management or coordination will be subcontracted. **Task 2.3** 0.14M€ for website, marketing and city/startup engagement This cost refers to external digital-communication and web-management services supporting the start-up and city engagement for the RAPTOR programme and related Innovation activities. **Task 2.4** 0.48M€ Marketplace platform. This cost covers specialised technical and analytical services for the EIT Urban Mobility Marketplace, including platform maintenance, scalability benchmarking, and the integration of tools that enable automation of Commercial Readiness Level (CRL) assessments of commercial partners in the innovation portfolio. The CRL process is implemented by the EIT Urban Mobility team but relies on the Marketplace platform to collect relevant data from commercial partners and to support the automated assessment of their market maturity and scaling potential The subcontracting is limited in scope, fully aligned with EIT principles, and directly supports the Marketplace's role as a key instrument for portfolio management, commercialisation and market impact. **WP4:** Total of 0.677M€. **Task 4.1** Contracting RIS representative In Lithuania 0.3M€.	**7.252.000**

	Task 4.2 European City Academy (ECA) and Citizens on the move (COTM) total subcontracting for 0.369M€. This budget is devoted to two actions: a) 0.219k€ Learning platform: European City Academy set up, launch and tailor its learning platform (where all courses funded by the ECA will be hosted) and develop community features to ensure active participation and involvement from the ECA's target audience. b) 0.150k€ Experts for every year we work with external experts to deliver the training modules. External subcontractors needed for specific in-depth knowledge to deliver best quality education for participants.. **WP5: Task 5.1** Independent Experts evaluators for Calls for proposals (3 years, 145M€ funding cascaded) for 0.89M€. **WP6:** Total of 1.98M€. **Task 6.1** Community platform for Mobility innovators 0.2M€ and general external technical support for graphic design 0.28M€. **Task 6.2** 0.06M€ to subcontract external support for event logistic While we have a strong internal team, their responsibilities span planning, logistics, content, and reporting for major flagship events (such as Tomorrow.Mobility World Congress and partner-facing events), as well as our participation in multiple external events. **Task 6.3** -EU affairs advocacy 0.6M€ While most of these activities will be implemented by the EIT UM EU Affairs Manager, additional support will be needed and implemented in line with the Principles of Cooperation on EU & Public Affairs: -Collaborations with strategic partners 0.25M€: these collaborations typically include co-production of studies, joint events, and access to their expert networks. Outsourcing is necessary here because the service we receive is not just logistical support, but the unique added value of the partner's reach, credibility, and expertise -0.28M€ is intended for day-to-day operational capacity to complement the single FTE we have in this area. Activities supported by this freelance resource include: (1) Preparing meeting briefings, background notes, and stakeholder, dossiers, (2) Drafting updates, summaries, and communication materials on policy files (3) Coordinating logistics and follow-up for advocacy meetings and EU events (4) Tracking stakeholder engagement activities and ensuring timely reporting. This ensures the in-house FTE can remain focused on strategic engagement and representation, while the freelance support secures the necessary operational work. Thought leadership studies 0.3M€. **WP8:** Total of 0.715M€. thereof: **Task 8.1** digital activities: collaboration platform, CRM and advisory services for 0.4M€ The CRM is a unique platform, devoted to keep trace of engage and grow our network of partners and stakeholders, providing deep local knowledge, market intelligence, trusted stakeholder relationships, and the ability to mobilise partners across their regions and ecosystems. and such. is strictly related to the development of the task. **Task 8.2** cities and citizens engagement support 0.114MThis requires specialised expert knowledge that we do not have in-house, Additionally, a contractor will support with the delivery of citizen engagement activities, where we require specialist knowledge not available in our team (e.g., delivering cycling training lessons). **Task 8.3** User engagement for city pilots for 0.2M€, the budget will allow us to contract specialised expertise to engage citizens and end users to gain insights on the adoption and acceptance of sustainable mobility solutions, including our co-funded innovation projects. This specialised expertise includes user testing, quantitative and qualitative research methodologies, participant recruitment and on-the-ground, in-language interviews that we do not have internally. Subcontractors will be requested to define and deliver detailed plans to conduct citizen and end user engagement, recruit participants, implement the activities and develop final recommendations based on the findings. We request to contract these activities due to their technical nature, as well as the requirement of local knowledge, language skills, on the field availability to cover all the projects (i.e., the projects can be in any of the EU and HE Associated Countries, and citizen engagement is most effective when done in the local language (e.g., Romanian) which is not available in our team.	
IHub North	All subcontracted tasks related to **WP8, Task 8.1**. Communications and PR: 0.11M€ <u>Subcontracting of a local press agency in Denmark</u>: translation and distribution of press releases in Denmark with a special focus on Nordic market.strategic PR advice upon request. Support related to events like AV, PR 0.11M€, Marketing and promotion, as brochure design 0.02M€. These tasks are externalised to preserve a lean structure in the Hub.	**240,300**
IHub Central	All subcontracted tasks related to **WP8, Task 8.1**. Communications and PR: 0.05M€ <u>Subcontracting of a local Press Agency in Germany</u>: to ensure that journalists in the German-speaking media, specifically in relation to urban mobility cities-related topics, Events support 0.075M€ such as booth design and construction photography and video, audiovisuals translation, Marketing and promotion 0.042M€, Support for regional dissemination 0.45M€.	**623,250**
IHub West	All subcontracted tasks related to **WP8 Task 8.1**. Total of 0.25M€ Communications and PR: 0.06M€ Press relations, content creation, external visibility, media cooperation (ELBAREC, Promedia, etc.), Events support 0.120M€, such as booth design and construction photography and video, audiovisuals translation, Annual event execution, Discovery Days, Amsterdam Supercluster Intertraffic Amsterdam, Technoport and local partner events. Marketing and promotion 0.074M€ These tasks are externalised to preserve a lean structure in the Hub, while keeping control of the Hub man goals and internalising knowledge.	**253,500**

IHub East	All subcontracted tasks related to **WP8.Task 8.1** Communications and PR: 0.09M€ Subcontracting of a local Press Agency in Czechia and Press Agency in Poland and Romania. Distribution of press releases across the V4 market (Czechia, Slovakia, Poland, Hungary). Preparation of opinion pieces and articles reflecting local trends and EIT Urban Mobility priorities. Invitations and follow-up with local and regional media for events and demo project presentations. Local PR support during flagship events, Events support 0.12M€ such as booth design and construction photography and video, audiovisuals translation, Marketing and promotion 0.05M€. These tasks are externalised to preserve a lean structure in the Hub while keeping control of the Hub man goals and internalising knowledge.	**335,841**
IHub South	All subcontracted tasks related to **WP8 Task 8.**1 Communications and PR: 0.26M€ Subcontracting of a local Press Agency in Spain, France and Portugal:; PR services supporting EIT Urban Mobility in getting in touch with local and national governments. Monthly update of what is happening in the Spanish/French/ Portuguese mobility ecosystem , Events support 0.09M€ such as booth design and construction photography and video, audiovisuals translation, Marketing and promotion 0.095 M€. These tasks are externalised to preserve a lean structure in the Hub while keeping control of the Hub man goals and internalising knowledge.	**455,240**
Foundation	Nothing to report	**0**

Table 3.1g. "Subcontracting costs".

EIT UM	Cost (EUR)	Justification
Travel and subsistence	**1,056,659**	**WP1:** 0.278M€, 350 travels at 800€ (average cost) **Task 1.1**: 206 travels for staff members. Academy planning activities, Academic Research Board travel to TMWC for annual meeting and ARB event and to Transport Research Conferences to represent the ARB0. **Task 1.2**. 22 travels for staff member to Master School Kick-off, Master School graduation, Master School Management Group meeting, Summer Schools **Task 1.4** DTN 20 travels for staff members and collaboration agreements with experts Annual Forum, DTN F2F meetings **Task 1.5** UMX travels for UMX video shootings, UMX F2F courses **WP2**: 0.117M€, 1travels for staff membersTravels related to: **Task 2.1** Market and business Intelligence: Participation in strategic meetings and events with partners, as well as EIT cross-KIC exchanges, TRA, TRT and if relevant to innovation attendance to Community Days and Hub events such as the IH North Summit, to gather market intelligence and align innovation priorities **Task 2.2** Strategic innovation: travels for attendance at project monitoring and review meetings for a selection of projects e.g. highly innovative or in need of technical and pilot site visits across Europe to ensure quality, compliance, and progress follow-up for funded projects. **Task 2.3** Agile innovation: travels related to visits to RAPTOR pilot cities and participation in regional innovation events with start-ups, SMEs, and city partners to strengthen engagement. **WP3:** 0.226M€, travels **Task 3.1** travel to Slush, IAA, EIC Summit, VivaTech, Brussels, EIT panels, Investor meetings **Task 3.2** travels Startup meetings (A2F), Consortium meetings, Slush, Programme meetings, F2F meetings **Task 3.3** travels to Slush, VivaTech, Web Summit, Ecosytem agent meetings & events, Regional Startup meetings, F2F meetings **WP4:** 0.138M€, travels to monitor projects, participate in events and internal activities; **Task 4.1** RIS ecosystem: travels to RIS Summits, TMWC, RIS Representative visits **Task 4.2** RIS Education travels Citizens on the MOve, travel to project sites, RIS SUmmits, TMWC **Task 4.3** RIS Innovation: travels to project demo sites; travel to RIS Summits, TMWC **WP5**: 0.030M€ PMO team travels for planning meetings, participation in EIT meetings (TFS, etc.) and expert evaluators kick-offs. **WP6**: 0.119M€, travels to participate in events and internal activities. **Task 6.1:** EIT meetings, Brussels meetings, F2F meetings, TMWC, key conferences such from as ITF, UITP, Polis, Eurocities, among others. **Task 6.2** Community Days, EIT/EIT Community events, F2F meetings, key third party events where we have a booth (UITP, ITS, etc). **Task 6.3** Brussels meetings, meetings with key stakeholders, through leadership work meetings, TMWC, key conferences such from as ITF, UITP, Polis, Eurocities, among others. **WP8:** Total of 0.146M€ **Task 8.1** events to generate leads and represent our commercialization partners: across 10 countries across Europe (besides the Innovation Hub's offices), events like Global Mobility Call, Salon des Maires, World Hydrogen week, Cities Impact Forum, i-Mobility, Kongress Klimaschutz im Verkehr, IAA mobility, Power2drive

		Task 8.2 City events (approx. 1/month): Eurocities Mobility Forum, European Urban Initiative, POLIS, Urban Mobility Days, this area manages the Special Interest Groups-SIGs, which also require trips for the ~3 f2f workshops for 3 active SIGs Includes 4 Biz & Strategic reviews for 1 person in the team/year, TMWC participation & Community Days. **Task 8.3** 4 Biz & strategic reviews + 1 Community days + RIS Summit/year rotating across hubs (Munich, Prague, Copenhagen & Amsterdam) for the team, events across EU: UITP, ITS, IAA + quarterly events as speaker.
Equipment	0	
Other goods, works and services	**6.653.498**	**WP1:** Total of 0..705M€, thereof **Task 1.1**: 0.102 M€ Academic Research Board, print and dissemination of the report.design and printing of the annual report (approx.2000€ yearly cost), but mostly to dissemination concerning participation in different events such as: Transport Research Arena, RTR Conference, World Conference on Transport Research, the International Transport Forum, etc. The list is non-exhaustive. We plan for two events per year which will be selected based on relevance of content and programme, in alignment with the annual report of the ARB, as well as reputation and credibility of the event for the visibility of the ARB and EITUM. It is estimated at a cost of approx. 5,000€ per event, (approx. 10.000€ yearly cost) which includes registration, venue space, catering, and cost of displaying materials. Participation in these events is also a way to engage industry, SMEs and policymakers in the work of the ARB. In addition, it covers the ARB side event at TMWC, at a cost of approx. 3,500€ for venue space and catering. As well as meeting room for the annual working meeting of the board at approx. 1000€, **Task 1.2:** 0.133M€ MS school platform management, recruiting and dissemination. **Task 1.4**: 0.04M€ Journal of UM printing and DTN promotion materials. **Task 1.5:** 0.430M€ UMX materials for dissemination **WP2:** total of 0.451M€, thereof **Task 2.1** Total of 0.271M€: Task 2.1 objectives on market intelligence, ecosystem collaboration, and impact development. participation in key industry events and partnerships (0.077M€) for Urban Mobility's participation and representation at major European and global mobility events (e.g. UITP Summit, Busworld, Eurobike, ITS Congress) and collaboration with relevant associations and partnerships. These engagements generate valuable market intelligence, strengthen industry relations, and help align EIT Urban Mobility's innovation agenda with evolving European mobility priorities. Services to identify and shape scalability opportunities (€0.045 M). Covers external services supporting the identification and shaping of scalability activities for top-performing innovations and solutions within the EIT Urban Mobility portfolio. These services help assess market potential, explore opportunities for replication across cities, and define follow-up actions in collaboration with relevant partners and investors. The activity ensures that successful innovations progress towards market adoption and directly contributes to Task 2.1 objectives on impact generation, scalability, and portfolio management External research and mobility expertise (€0.090 M) Funds access to specialised studies and analytical services on mobility technologies, regulatory developments, and emerging market trends. The insights inform the design of innovation calls, priority topics, and strategic decisions under the five domains of the Business Plan, reinforcing evidence-based planning and impact assessment. Videos and content for innovation projects (€0.004 M) Covers small-scale production of communication materials and videos that highlight top-performing and high-impact solutions within the innovation portfolio. These materials provide additional visibility and dissemination support to selected projects, showcasing results and promoting uptake among cities, investors, and industry partners. The activity strengthens the visibility and impact of the most promising EIT Urban Mobility-supported innovations Covers costs related to strategic partnership development and engagement with leading industry and innovation players across the five priority domains of the Business Plan. Activities include convening targeted discussions, exploratory meetings, and joint sessions to identify emerging opportunities, align innovation priorities, and strengthen EIT Urban Mobility's strategic positioning. Strategic build-up opportunities with industry and innovation partners (€0.055 M).Covers costs related to strategic partnership development and engagement with leading industry and innovation players across the five priority domains of the Business Plan. Activities include convening targeted discussions, exploratory meetings, and joint sessions to identify emerging opportunities, align innovation priorities, and strengthen EIT Urban Mobility's strategic positioning. This activity supports Task 2.1 objectives on market intelligence, ecosystem collaboration, and impact development. **Task 2.2:** 0.075M€ Ad hoc support for project implementations and legal structural check service. implementation occasionally requires specialised expert input in areas such as autonomous mobility, artificial intelligence, battery systems, and data-driven mobility services. This support is essential when projects face technical challenges or when the viability of specific solutions must be reassessed. While EIT Urban Mobility staff cover urban mobility domains, they cannot provide **deep expertise** in every niche technology, emerging business models or regulatory fields. The allocated budget enables the engagement of external specialists to provide authoritative technical or legal advice, ensuring that decisions are well-grounded and that project oversight remains robust. This targeted subcontracting safeguards the quality, compliance, and credibility of the innovation portfolio and remains limited in scope and proportionate to the overall WP2 activities **Task 2.3:** 0.09M€ Cities observers group meetings and summits.

		Task 2.4: 0.015M€ Scalability upskilling. Covers the development of commercial and visual materials that EIT Urban Mobility–supported solutions can use in their go-to-market activities. These materials also provide a hands-on learning opportunity for start-ups and SMEs to strengthen their communication and market-entry skills. The team uses this activity to enhance the capabilities of innovation partners and increase the scalability and market uptake of supported solutions. External design and communication services ensure professional quality and consistency with EIT Urban Mobility's brand. The cost is limited and proportionate, directly supporting Task 2.4 objectives on scalability and portfolio impact. **WP3:** total of 1.10M€ thereof: **Task 3.1** Total of .819M€ ad hoc legal support for the investment legal team for due diligences of investment projects,. This estimate includes legal fees related to the transaction in accordance with the applicable jurisdiction, as well as financial and legal due diligence, and fees for administrative acts. In BP2026–2028, larger support to start up is planned, additional legal support will therefore be required in the required jurisdiction. The specialisation in the local jurisdiction makes it impossible to internalise these services. 0.183M€ software related to startup monitoring and deal making. The SW platform is providing ad hoc support mechanism to identify and rapidly support exceptional opportunities with strong market traction or urgent funding needs, reinforcing our FS. This SW platform will exclusively be dedicated to the activities foreseen in this BP and Grant agreement. **Task 3.3** 0.282M€ marketing material for dissemination. The MarComms activities aim to position EIT Urban Mobility as an impact investor, attract applicants for the Financial Support to Start-ups open call, and enhance the visibility of our portfolio start-ups. The majority of the budget is allocated to event tickets, booth and related event costs, paid media Team development activities previously included have been taken out of the budget. **WP4:** 0.210M€ thereof **Task 4.1** 0.06M€ Ris Summits for RIS Ecosystem and Stakeholders, events purchases (venue, etc) and dissemination materials **Task 4.2** 0.15M€ ECA (European city academy) and COTM citizen on the move For COTM, a closing event (Field trip) will be organized every year for a yearly cost of 0.03M€ for venue, catering and other costs of dissemination. For ECA similar dissemination material will be purchased, with a yearly costs of 0.02M€ **WP5:** 0.074M€ PMO software: improvements to enhance the functionality and performance of the Evaluation Tool used for assessing and selecting proposals funded exclusively under this Business Plan. **WP6:** total of 3.245M€, thereof: **Task 6.1**: 0.294M€ for materials for marketing campaigns, 0.09M€ Photo/video repository infographics and videos for EIT UM's studies, and a series of interviews and photos with key personalities, initiatives and projects linked to EIT Urban Mobility's activities and our Innovation Hubs. The results stored ina repository will help raise awareness of EIT Urban Mobility's activities and are used for our impact stories, success stories, press and media publications, highlights report, etc. 0.3M€ press and media. 0.219M€ Videos, sponsored articles, (Meltwater) Media monitoring, promotional activities, various tools (Notion, QR Tiger, Google Drive, Flickr, etc) **Task 6.2:** 1.9M€ with the following details: 534k€ related to participation in third-party events (booth, venue, catering ticket purchase, etc.) with an average of participation at 3 small events for approx. 10k€ per year and 3 High level participation events for approx. 50k€ per year. EIT UM is working on the list of events. For 2026, the following events might be targeted: ITS European congress Istanbul, Polis Network annual conference, Tra2026 conference, Velo city 2026, ITF summit. 90K€ covering the hiring of digital platform, paying the moderation of the event and digital organisation for MobilityTalks 6k€ for event platform for EIT UM event management (only related to this BP) 780k€ for organisation fees, own booth and startup booths as well as meeting venues during TMWC 492k€ for Gala dinner, Get Together networking and side events during TMWC (venue and catering) **Task 6.3:** 0.120M€ opinion publications, EU policy events. **WP8:** total of 0.867M€, thereof **Task 8.1** 0.7M€ Community day (partnership flagship event) **Task 8.2** Cityclub meetings 0.015M€ and 0.1150M€ Internal/External events to Animate the community of practice by hosting regular innovation and knowledge exchange activities among the City Club members and other partners in the KTI (e.g., online and physical meetings, city peer learning, site visits, tailored support and matchmaking for Leading Cities based on their interests), hosting joint activities with the SIGs, Thought Leadership Studies and facilitating city engagement in EIT UM's key events including Community Days and TMWC.
Remaining purchase costs (<15% of pers. Costs)	**2.574.500**	Purchase costs < 15% of personnel costs
Total	**9.227.998**	

IHub North	Cost (EUR)	Justification
Remaining purchase costs	254,469	Purchase costs < 15% of personnel costs
Total	**254,469**	
IHub Central	**Cost (EUR)**	**Justification**
Remaining purchase costs	297,524	Purchase costs < 15% of personnel costs
Total	**297,524**	
IHub West	**Cost (EUR)**	**Justification**
Remaining purchase costs	370,269	Purchase costs < 15% of personnel costs
Total	**370,269**	
IHub East	**Cost (EUR)**	**Justification**
Other goods, works and services	21,789	Marketing material for promotion
Remaining purchase costs	348,303	
Total	**370,092**	
IHub South	**Cost (EUR)**	**Justification**
Remaining purchase costs	277,426	Purchase costs < 15% of personnel costs
Total	**277,426**	
Foundation	**Cost (EUR)**	**Justification**
Total	**0**	

Table 3.1h. "Purchase costs" items.

"Other cost categories" items

	Cost (EUR)	Justification
Financial support to third parties		
EIT UM	141,859,398	Financial support to the community to develop the actions described in the relevant WPs. Details are included in Table 3a and in the Annex A (FSTP).
Foundation	3,283,100	Financial support to the community to develop the actions described in the relevant WPs. Details are included in Table 3a and in the Annex A (FSTP).

Table 3.1i. "Other costs categories" items.

3.2. Capacity of participants and KIC Partnership as a whole

3.2.1 The KIC Partnership

EIT UM has achieved in 2024 a network of 165 paying partners across 35 countries covered by our 5 IHs. We continue to work on ensuring a diverse network in terms of organization type and sectors they cover. Is worth to highlight the achievement of one of the main objectives in the previous BP from the Ecosystem perspective: increase the number of SMEs supported. Almost half (45%) of our network across Europe are SMEs as shown in Figure 3.17 below. They are complemented by players from industry, research centres, universities, NGOs, cities and regions providing a strong basis for excellence in transforming urban mobility together.

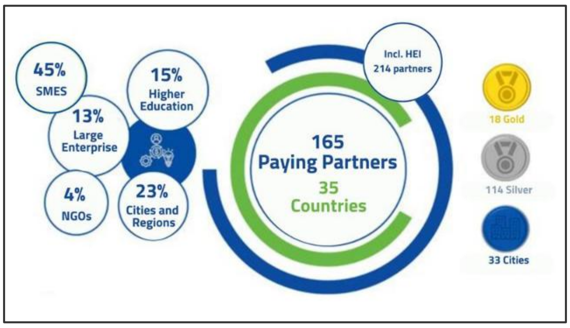

Figure 3.1. EIT UM partnership composition as of closing 2024.

The cross-functional collaboration between Business Areas and IHs in 2024 yielded strong results in 2025. This outcome clearly demonstrated how the coordinated efforts under the previous Business Plan to jointly build a robust pipeline of consortia led to the selection of high-quality projects and attracted a significant number of new partners with whom we will continue to work beyond the call.

Regarding our current value proposition, it has its roots in the programmes we deploy, as it was described in our previous BP documents. We provide access to:

- **Network:** connect and collaborate with peers, key stakeholders, policy makers, potential customers, and partners.
- **Market:** pilot and scale your solutions in cities, increase your market visibility and create.
- **Knowledge**: obtain new skills and insights and be informed about what's new and relevant in urban mobility.

However, as we evolve, we understand better the pains and challenges our ecosystem is facing to advance towards more sustainable urban mobility, while ensuring that innovation is relevant and scalable. Our partner engagement focus will continue to be in fostering public-private dialogue, connecting the dots between pains, solutions, co-creation possibilities, city peer learning and much more.

For this, we will continue to rely on the partnership model that was introduced during BP 2023-2025, which included 3 partnership categories: Gold, Silver and Cities. This has allowed us to make our activities more accessible to a wider range of entities, in particular SMEs, as reflected in the numbers above. However, as we move into the next chapter of our company's maturity process, we will explore an enhancement of this current model. On one hand, we know that the membership fee has been key in building an ecosystem, a family of like-minded organizations who are eager to work with and for each other in this path towards sustainability and competitiveness. On the other hand, we also realized that not all entities have the same needs with the same intensity, meaning that a 2-tier model for a private partnership may be limiting our capability to add value and generate FS. The best example for this is how we serve the needs of the large industry, which are quite different from what start-ups and SMEs are looking for. Among other things, they lack visibility over cities' needs to align their business strategy, have limited capacity to monitor ongoing news and policy developments and access timely updates on EU resolutions and changes, or need to be represented by a neutral voice at the EU level. We will continue to study different possibilities that will allow us to deliver value and increase our revenue, creating improved value offerings and adapting the partnership model to them during the BP 2026-2028.

3.2.2 Partners' access to Innovation Hubs and RIS Representatives

EIT UM's IHs and RIS Representatives (formerly called RIS Hubs) will play a critical role in delivering on the objectives of Business Plan 2026-2028. These regional actors serve as amplifiers of impact, ensuring partner access to strategic resources, targeted support, and high-value services aligned with the KIC model. Specifically, partners will benefit in the following ways:

- Partners will be actively engaged through IHs and RIS Representatives to foster inclusive participation across geographies and sectors in the KIC's activities. This diversity will strengthen the reach and relevance of grant-related activities, attracting new actors and amplifying outcomes at both local and European levels.
- IHs and RIS Representatives also contribute actively to promoting gender equality and inclusion across regions. In line with the 2025-2027 Gender Equality and Inclusion Action Plan, the measures (such as scouting, supporting women-led start-ups, and inclusive peer learning) applied at HQ level are similarly implemented locally. Within the IHs' activities, priority is also given to foster gender balance in locally (co)organised events, panels, and stakeholder engagement activities whereas such influence can be exerted. Moving forward, IHs will continue intensifying efforts to build strategic partnerships with local actors committed to gender equality, and proactively support women's participation in urban mobility activities and leadership roles within regional ecosystems and on national levels. Leveraging the ecosystem proximity of IHs and RIS Representatives, opportunities for peer learning will be created among partners. This includes disseminating lessons learned from pilot activities and promoting exchanges that support capacity-building and innovation scaling within the ecosystem.
- IHs will act as strategic platforms which support the commercialisation of sustainable urban mobility innovations by connecting solution providers with potential customers – particularly municipalities and public transport operators – driving deployment of innovation and FS.
- RIS Representatives will continue to play a pivotal role in enriching the pipeline of high-quality candidates for grant-related activities and long-term partnerships, with the collective aims to ensure ecosystem capillarity, brand visibility across underrepresented regions, and an expanded base of contributors aligned with EIT UM's mission.

3.2.3 KIC Partnership diversity

Partnership diversity is fundamental for EIT UM to delivering impactful, market-driven innovation across the full urban mobility value chain – from ideation and education to pilot implementation and commercialisation.

This diversity enables a system-wide response to the societal challenges related to urban mobility and ensure that innovation is both relevant and scalable. Key mechanisms include:

- The IHs, City Club, and RIS act as the eyes, ears, and arms in local markets by feeding into the rest of EIT UM the pains, evolving needs, markets gaps, policy trends, and user expectations. This intelligence defines the strategic focus of EIT UM's activities to achieve impactful innovation and respond to real-world challenges.
- Through strong MoUs, partnerships, and relationships with national, regional, and sectoral actors – including ministries, innovation agencies, and clusters – actionable insights are gathered and distributed into concrete outputs such as pilots, solution providers, educational content, and capacity-building resources. This creates a two-way channel in which local actors have access to a broader European innovation ecosystem and for EIT UM to engage and bring solutions to local and regional stakeholders.
- The City Club and City Development and Funding Officers (CDFO) in the IHs are central to identifying, articulating, and prioritising urban mobility challenges faced by cities and regions. Their continuous engagement with the public sector ensures that innovation pipelines remain demand-driven and are aligned with societal and on-the-ground needs.
- The five IHs in Munich, Prague, Copenhagen, Barcelona, and Amsterdam play a key role in amplifying the voice of EIT UM's ecosystem and the solutions sought to accelerate by providing visibility in high-value channels such as roundtables, media interviews, press releases, though leadership studies, and keynotes. This ensures that innovations are heard by, and adopted by, those with the means to scale and replicate across diverse geographies.

3.2.4 Changes to KIC legal structure, governing and executive bodies

Compared to the SA, the following changes were pursued for the implementation of this BP:

- Following a strategic recommendation from the EIT Governing Board, the KIC defined a strategy to ensure full compliance with the EIT good governance principles, in particular having efficient and effective governance and management structures as well as ensuring separation of ownership from operational management. To facilitate this task, meetings with members of the Managing Board of the EIT UM Association, Supervisory Board of the KIC LE and members of the Executive Management Team have been organised during the BP implementation.
- With regard to improve the partnership -as European Public Partnership-, the EIT UM Association (sole owner of KIC LE) and the KIC LE agreed to convey a new type of meetings since December 2023 fostering communication and alignment on tackling common challenges: it is known as the Shareholder Meeting, the forum where said parties can share their visions and make decisions for the best interest of the KIC. The results are positive for the entire EIT UM Community. Such meetings also improve the consolidation of the partnership model started in 2022, with a sound affiliation, to ensure proper decision-making in the KIC and, as a result, boost the KIC partnership.
- During the current BP, the Intellectual Property Ancillary Board composition was changed with 2 members with strong IP background to improve its efficiency and provide the required support on IP matters to the SB.
- Anti-fraud agenda has been successfully implemented. EIT UM agreed a Compliance Programme to ensure EIT principles on fraud prevention. In this regard, EIT UM created the Compliance Officer new position and launched a Whistleblowing Channel, accessible on EIT UM's website. EIT UM has been actively involved in the EIT's Anti-fraud Working group.