ZEV-UP

Project deliverable D6.2

Exploitation and Roll-out Plan

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Co-authors	Ali Eren (FEV)				
Peer reviewers	Rim Rejeb (VEDECOM), Elif Umay (Coşkunöz)				
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EXECUTIVE SUMMARY

This deliverable (D6.2) presents the preliminary exploitation and roll-out plan of the ZEV-UP project, developed under **Task 6.5** (led by **FEV**) within the broader **Work Package 6 (WP6)** framework, coordinated by **ERTICO**.

It summarises key technological outcomes such as:

- Vehicle platform modularity,
- Scalable chassis systems,
- Lightweight components for L7e vehicles,
- Battery swapping and second-life usage,
- Solar panel integration for off-grid charging.

The document introduces early exploitation intentions from consortium members, outlines initial deployment phases, and provides an overview of intellectual asset governance and performance indicators.

It serves as a foundation for transforming R&D results into impactful market solutions.

LIST OF ABBREVIATIONS AND ACRONYMS

Abbreviation/ Acronym	Definition
AC	Alternating Current
BAT	Battery
CA	Consortium Agreement
CERTH	Centre for Research and Technology Hellas
DC	Direct Current
DoA	Description of Action
D6.2	Deliverable 6.2 (Preliminary Exploitation and Roll-Out Plan)
EC	European Commission
EGVIA	European Green Vehicles Initiative Association
ESP	Engineering Service Provider
ERTICO	ERTICO – ITS Europe
EU	European Union
EV	Electric Vehicle
FEV	FEV Türkiye Araştırma ve Mühendislik A.Ş.
GA	Grant Agreement
IP	Intellectual Property
IPR	Intellectual Property Rights
KER	Key Exploitable Result
KPI	Key Performance Indicator
L7e	European Classification for Heavy Quadricycles

Abbreviation/ Acronym	Definition
OEM	Original Equipment Manufacturer
PV	Photovoltaic
R&D	Research and Development
R&I	Research and Innovation
TRL	Technology Readiness Level
V2G	Vehicle-to-Grid
VUB	Vrije Universiteit Brussel
WP	Work Package
ZEV	Zero-Emission Vehicle
ZEV-UP	Zero Emission Vehicle – Urban Platform (project title)

1 INTRODUCTION

This deliverable, **D6.2 - Preliminary Exploitation and Rollout Plan**, provides an initial strategic framework for the exploitation and deployment of key innovations developed within the ZEV-UP project. Positioned under **Task 6.5 (Exploitation and Rollout Plan)** of **Work Package 6 (Business models, policy, and sustainability)**, this document outlines early efforts to prepare for the post-project uptake of project results, with a specific focus on exploitation pathways, stakeholder engagement, and market deployment strategies. Task 6.5 is led by FEV, with WP6 coordinated by ERTICO.

ZEV-UP aims to deliver a **scalable, locally adaptable, zero-emission vehicle (ZEV) concept** tailored to diverse European urban contexts. The project integrates innovations across multiple domains including vehicle architecture, battery and propulsion systems, manufacturing approaches, digital services, and regulatory frameworks. As such, the exploitation of project outcomes must take into account a complex and interdependent innovation ecosystem.

This preliminary plan builds upon technical and research outcomes produced across several WPs and seeks to connect them with realistic exploitation scenarios:

- From **WP2 (User needs, use cases and requirements)** and **WP3 (Vehicle architecture and technologies)**, the definition of core technological assets and system components has provided a basis for identifying exploitable results.
- **WP4 (Demonstrators and pilot testing)** has started to validate these innovations in real-life environments, informing the market readiness of solutions.
- Insights from **WP5 (Impact assessment)**—especially regarding environmental, economic, and social impacts—support the development of exploitation strategies aligned with EU policy goals and Green Deal targets.
- WP6 itself also contains strong ties to **policy and regulatory alignment**, which is essential for successful market rollout and stakeholder acceptance.

The purpose of this deliverable is not to finalise exploitation commitments but to initiate a structured process that will mature over the remaining project duration. It sets out:

- Key exploitable results (KERs) identified so far
- Initial roles and responsibilities for partners regarding exploitation
- Potential business models and early commercialisation pathways
- Plans for engagement with external stakeholders (e.g. municipalities, fleet operators, policymakers)
- Synergies with sustainability goals and regulatory trends.

This early exploitation and rollout framework will be revisited and refined in subsequent deliverables and tasks, particularly in the light of evolving technical results, stakeholder input, and market conditions.

By laying this foundation, D6.2 ensures that exploitation planning is integrated into the broader ZEV-UP roadmap and supports the consortium's mission to foster impactful, long-term deployment of sustainable urban mobility solutions.

2 KEY EXPLOITABLE RESULTS

A Key Exploitable Result (KER) refers to a concrete outcome developed within a research and innovation project that holds the potential to generate future impact—whether commercial, societal, environmental, or regulatory. KERs can include new technologies, software, service models, methodologies, or patentable inventions.

In the context of the ZEV-UP project, KERs represent the innovative outputs related to the various components of the ZEV concept—such as modular chassis design, energy management systems, production techniques, and digital integration tools. These results are not only indicators of technical success but also form the foundation for future market uptake and real-world transformation in urban mobility systems.

Identifying and tracking KERs at an early stage is crucial for protecting intellectual property and for shaping timely business development strategies. For this reason, in ZEV-UP, KERs are treated as strategic assets that guide collaboration among partners and form the core of the exploitation and rollout planning carried out under Task 6.5.

Table 2.1: Introduction to Key Exploitable Results

KER ID	Description	Lead Partner	Potential Impact
KER1	Vehicle platform modularity	FEV	Enables flexible vehicle configurations for different use cases
KER2	Scalable chassis	FEV	Supports custom vehicle sizes and local adaptation
KER3	Lightweight materials for L7e vehicle	COSK	Increases energy efficiency and performance
KER4	Reduced material usage	FEV	Improves environmental footprint and cost-effectiveness
KER5	Local production strategy for spare parts	AKKA	Enhances sustainability and regional economic benefit
KER6	In-wheel direct drive propulsion system	ELAP	Simplifies drivetrain and reduces weight
KER7	Swappable batteries at service station	ASPI	Increases vehicle uptime and user convenience
KER8	Modular battery pack	ASPI	Supports flexible energy configurations
KER9	Second usage of the batteries	ASPI	Extends battery lifecycle and reduces waste
KER10	Solar panel charging	ASPI	Adds renewable energy dimension for off-grid charging

Table 2.2: Technology Readiness Level (TRL) definitions

	Technology Readiness Levels (TRLs)	
TRL	Stage	Brief Description
1	Basic Principles Observed	Scientific research identifies fundamental principles.
2	Technology Concept Formulated	Concept and potential applications are outlined.
3	Experimental Proof of Concept	Laboratory-based validation of key functions.
4	Technology Validated in Lab	Component validation in a controlled lab environment.
5	Technology Validated in Relevant Environment	Testing in a simulated or relevant (non-lab) setting.
6	Technology Demonstrated in Relevant Environment	Prototype tested in conditions close to real-world.
7	System Prototype Demonstration in Operational Environment	Near-final system demonstrated in operational context.
8	System Complete and Qualified	System proven to work in its final form and under expected conditions.
9	Actual System Proven in Operational Environment	Technology deployed successfully in real-life use.

3 EXPLOITATION STRATEGY

The exploitation strategy of the ZEV-UP project is designed to guide the transformation of the project's R&D outcomes into real-world impact—commercial, societal, and environmental. As this deliverable is preliminary, the focus is on defining early exploitation intentions, identifying individual and joint pathways, and mapping how the project aligns with current and emerging mobility market needs.

3.1 Individual Exploitation Plans

Each partner in the consortium has begun developing their individual exploitation strategies, based on the KERs identified to date. These strategies are aligned with each partner's capabilities, market position, and long-term objectives. Current directions include:

- **Component manufacturers** plan to commercialise outputs such as scalable chassis designs, modular battery packs, and lightweight material systems for L7e vehicles.
- **Technology providers** aim to integrate propulsion innovations (e.g. in-wheel motors) and solar panel charging solutions into future product lines.
- **Engineering and consultancy partners** are preparing to use knowledge gained from the project to support clients in implementing similar sustainable mobility solutions.
- **Research and academic partners** intend to use the technical outcomes to feed into future research proposals, capacity-building efforts, and knowledge dissemination through publications.

All individual exploitation plans are currently being refined through internal partner assessments covering market readiness, regulatory context, and IP positioning.

3.2 Joint Exploitation Opportunities

Some innovations being developed under ZEV-UP offer high potential for joint exploitation. These cases typically involve:

- **Modular vehicle platform** design, where multiple partners collaborate on standardised yet customisable vehicle architectures.
- **Local production and spare part strategies**, particularly in regions where decentralised manufacturing models can offer economic and sustainability advantages.
- **Joint roll-out strategies**, especially for pilot regions where coordinated efforts across industrial and public sector partners will ease market entry.
- **Cross-consortium engagement** in regulatory and standardisation discussions on battery-swapping systems and second-life battery use.

A framework for joint exploitation, including co-ownership, licensing models, and revenue-sharing principles, will be developed in later stages of the project and governed by the Consortium Agreement.

3.3 Market Relevance and Value Proposition

ZEV-UP's innovations respond to key market needs across Europe and globally:

- **Cost-efficient, adaptable vehicles** for dense urban areas, where electric L7e-class solutions can reduce emissions and congestion.
- **Alternative charging models** such as battery-swapping and solar charging, addressing infrastructure limitations and operational downtime.
- **Frugal innovation** and **modularisation**, enabling flexible deployment in both mature and developing markets.
- **Circular value chains**, including second-life battery usage and reduced material consumption, aligning with the EU Green Deal and Fit-for-55 climate targets.

The project's outcomes are particularly relevant for:

- Municipal fleet operators
- Urban logistics providers
- Local manufacturing SMEs
- Energy and infrastructure companies
- Policymakers and regulators.

These segments will be further engaged through WP6 activities, including exploitation workshops, bilateral interviews, and feedback loops during pilot phases.

4 ROLL-OUT PLAN

The roll-out plan defines the early roadmap for the deployment of ZEV-UP innovations, including the modular vehicle platform, battery systems, and renewable charging concepts. While still at a preliminary stage, the strategy outlines phased implementation to ensure a structured, scalable, and regionally adaptable market entry.

4.1 Deployment Phases

The deployment is expected to follow four overlapping phases, aligned with the technical and stakeholder readiness levels of the project:

Table 4.1: Phased Roll-Out Plan

Phase	Description	Timeframe	Target Regions
Phase 1	Technical validation through pilot vehicles: Initial real-world testing of modular vehicle architecture, battery swapping stations, and solar charging systems.	M12–M24	Italy, Germany, Netherlands
Phase 2	Stakeholder engagement and feedback: Interaction with early adopters (e.g., municipalities, fleet operators) to gather operational insights and align system	M18–M30	EU-wide
Phase 3	Pre-commercial strategy development: Definition of business models, identification of production partners, and refinement of the value chain.	M24–M36	Key European markets
Phase 4	Post-project scale-up and industrialisation: Market entry, localisation, and commercial deployment through partner-specific exploitation plans.	Post-M36	Europe and selected international markets (e.g.,

Table 4.2: Deployment phases definitions

Phase: Sequential steps in the exploitation and rollout plan, aligned with project progress.
Description: Main objectives and activities within each phase.
Timeframe: Indicative timing based on project months (Mx) and post-project milestones.
Target Regions: Geographic focus for each phase of deployment and stakeholder engagement.

Each phase will inform the next through data, insights, and stakeholder feedback.

4.2 Key Milestones and Outputs

The following intermediate outputs are expected throughout the roll-out process:

- Validated prototypes in pilot sites
- Stakeholder and user feedback reports
- Preliminary business models and go-to-market plans
- Exploitation roadmaps tailored to partner capabilities
- Feasibility assessments for non-EU expansion.

4.3 Target Regions and Market Priorities

Initial roll-out efforts will focus on two primary geographical segments:

- European Urban Areas: Especially those with active low-emission zones and electromobility policies. Pilot activities in cities such as Budapest and Istanbul will serve as reference cases for replication in similar urban environments.
- Emerging International Markets (post-project): Regions with rapidly growing mobility demands, limited charging infrastructure, and openness to decentralized/local production, such as selected areas in Africa and Southeast Asia.

These markets are considered strategic for the scale-up of affordable and modular ZEV solutions.

4.4 Adaptation and Integration Strategy

The roll-out process will be designed to adapt to regional and regulatory realities, supported by:

- Compliance with local **L7e homologation** and certification requirements
- Assessment of **infrastructure readiness**, particularly for battery swapping and solar charging
- Development of **public-private partnerships** for early adoption
- Alignment with **standardisation** initiatives to promote interoperability and long-term scalability
- Consideration of **local spare parts production** models to reduce costs and increase resilience.

5 IPR & KNOWLEDGE MANAGEMENT

Effective management of Intellectual Property Rights (IPR) and knowledge assets is essential for ensuring both protection and exploitation of the innovations developed within the ZEV-UP project. Given the modular and collaborative nature of the project, clear frameworks are required to define ownership, protection, and access, while promoting responsible knowledge sharing.

5.1 Ownership of Intellectual Property

All foreground intellectual property (IP) generated during the project is owned by the partner(s) that create it, as defined in the Consortium Agreement. In cases where joint development occurs, joint ownership will be applied, with detailed co-ownership terms and responsibilities to be agreed upon.

An IPR mapping process has been initiated to document and track ownership of emerging results such as:

- Modular and scalable vehicle architecture
- In-wheel direct drive propulsion system
- Modular battery interfaces and swappable battery systems
- Localised spare parts production methods

This mapping will be updated regularly as innovations reach higher maturity (TRLs).

5.2 Protection Strategy

The protection of project results will be based on both their technological maturity and commercial potential, in alignment with the exploitation strategies of each partner.

Key aspects include:

- Patentability assessments for core hardware components (e.g., propulsion systems, battery modules)
- Consideration of design rights for vehicle structures or UI/UX elements
- Exploration of trademarks for branding any commercial spin-offs or products
- Possibility of open innovation models or licensing schemes for non-core components.

An internal IPR tracking sheet has been established under WP6 to monitor progress and will be reviewed quarterly. This tool supports decision-making on protection timing and filing strategies.

5.3 Access Rights and Knowledge Sharing

Access to both background and foreground knowledge is governed by the Grant Agreement and Consortium Agreement:

- Royalty-free access is granted for research and internal project use
- Fair and Reasonable Terms (FRAND) apply for any commercial use beyond the project scope
- Partners retain the right to limit access where justified by confidentiality, competitive sensitivity, or third-party obligations.

Internally, knowledge sharing is facilitated through:

- Regular WP6 and WP-level meetings
- Shared documentation platforms (e.g., internal repositories, version-controlled deliverables)
- Confidentiality protocols to ensure sensitive data remains protected.

For external dissemination, a balanced approach will be followed—ensuring openness where appropriate, while safeguarding innovation with potential market value.

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6 MONITORING & KPIS

To ensure effective oversight and successful delivery of the ZEV-UP project's goals particularly regarding exploitation and roll-out a robust monitoring framework has been established under WP6. This framework facilitates structured tracking of innovation progress, partner engagement, and exploitation readiness across the project lifecycle.

6.1 Progress Tracking

Project progress is monitored through:

- Regular reporting cycles (once 6 weeks ideally) and deliverable reviews
- Milestone-based assessments to track achievement of technical, commercial, and dissemination objectives
- Data collection from all work packages, focusing on innovation maturity, exploitation plans, IPR status, and stakeholder involvement.

This process supports early risk identification, adaptive planning, and cross-partner coordination. WP6 acts as the focal point for monitoring exploitation-related outputs, in collaboration with technical and administrative WPs.

6.2 Key Performance Indicators (KPIs)

To measure progress towards exploitation and knowledge management objectives, the following preliminary KPIs have been defined:

Table 6.1: Key Performance Indicators (KPIs) for Exploitation Monitoring

KPI	Description	Target	Responsible
KPI1	Identified Key Exploitable Results (KERs)	≥ 10 by M18	WP6 Lead
KPI2	Collection of individual partner exploitation intentions	≥ 10	All Partners
KPI3	Number of exploitation workshops or structured interviews	≥ 3 by M24	WP6 + WP2
KPI4	IPR applications initiated (e.g. patent, design rights)	≥ 2	Relevant Partners
KPI5	Stakeholder engagement interactions (external)	≥ 5	WP6 + WP7

These KPIs will be reviewed biannually and refined based on project evolution, especially as TRLs increase and market engagement deepens.

6.3 Responsibilities

Monitoring and evaluation responsibilities are coordinated by the WP6 leader, in collaboration with:

- Work Package leaders, who provide technical input and progress updates

- All partners, who contribute data on exploitation actions, IP status, and stakeholder contacts
- Project coordination team, which ensures compliance and reporting towards the European Commission.

Monitoring outcomes will be presented at consortium meetings and shared with the Project Officer via periodic progress reports, ensuring transparency and collective decision-making support.

6.4 Partner Inputs

Throughout the development of this deliverable, inputs were gathered from all relevant consortium partners. These contributions include:

- Individual exploitation plans and strategic intentions
- Feedback from WP6 (Exploitation) and WP7 (Innovation Management)
- Technical content from WPs involved in the modular vehicle platform, propulsion system, battery design, and solar integration
- IPR declarations and access rights clarifications from partners owning protectable results.

These inputs have been essential to ensure the deliverable reflects a cross-functional, multi-stakeholder perspective.

7 CONCLUSION

This deliverable (D6.2 – Preliminary Exploitation and Roll-Out Plan) outlines the initial framework for the exploitation of ZEV-UP project results and the phased deployment of its innovations. It reflects the current status of partner strategies, technology readiness, and market alignment as of the mid-point of the project.

While several exploitation pathways and rollout concepts have already taken shape—particularly regarding the modular vehicle platform, swappable batteries, and localised production models—many components remain in a dynamic development stage. Therefore, the plans presented herein will continue to evolve and will be updated in subsequent project deliverables.

Key next steps include:

- Consolidating individual exploitation plans through structured workshops and interviews
- Advancing IP protection for mature innovations, especially propulsion and energy systems
- Refining the deployment roadmap as pilot feedback and technical validations become available
- Strengthening engagement with external stakeholders and policy actors in target markets.

The monitoring of KERs, exploitation KPIs, and roll-out milestones will continue under WP6 and will be reported in upcoming deliverables and review meetings. The project remains committed to delivering sustainable, scalable, and market-relevant zero-emission mobility solutions aligned with European and global policy goals.

8 REFERENCES

The following internal and external sources were consulted during the preparation of this report:

- ZEV-UP Grant Agreement and Consortium Agreement
- ZEV-UP D6.1 – Communication and Dissemination Strategy
- ZEV-UP D7.2 – Innovation Plan and Process
- European Commission policy documents (e.g. Fit-for-55, European Green Deal)
- Market reports from relevant platforms and partnerships (e.g. 2ZERO, EGVIA, CLEPA).

These references provide contextual grounding for the exploitation and roll-out strategies outlined in this document.

9 ANNEXES

This section provides complementary materials that support the main content of the deliverable. The annexes aim to increase the transparency, traceability, and depth of the exploitation and roll-out planning processes, while offering useful reference material for follow-up activities within WP6 and other work packages.

The following documents are included to support the findings and methodologies presented in this deliverable:

- **Annex 1** – Draft KER template outputs
- **Annex 2** – Summary of stakeholder mapping and interview outcomes
- **Annex 3** – Raw data from the partner survey on exploitation interests
- **Annex 4** – Relevant EU mobility policy references and market trend data
- **Annex 5** – Templates for ongoing exploitation reporting by partners
- **Annex 6** – TRL self-assessment summaries for selected innovations
- **Annex 7** – Preliminary risk matrices related to exploitation and roll-out.

These annexes form the basis for continuous monitoring, partner alignment, and strategic decision-making.

Annex 1 Draft KER Template Outputs

An exploitable tracker document on the project's SharePoint portal (accessible to partners) is used for monitoring the KERs. An excerpt of the file is embedded below.

IN-X	Exploitable Result	Added value	IPR ownership & management	TRL initial / TRL final	Exploitation route: Execution & Market Launch	Exploitation route: Market penetration & Consolidation	IPR mechanism	Main Exploitation Partners	Exploitation Result Manager	Main Target Users	Target Market(s)
INO-A1	Vehicle platform modularity	Increase impact based on cost efficency, flexibility, scalability and sustainability that modularity brings wuth the use of standardised components for the vehicle manufactures and OEM stakeholders in the ERTICO Partnership	Collective	TRL1 to TRL9	•Methodology development during project duration •Sample implementation for a demonstrator •Concept development during project duration •Implementation for a lab/desktop demonstrator	•Presentation of concept demonstration to an exhibit or during the final consortium general assembly •Publication/conferences/exhibits •Presentation of concept demonstration to an exhibit or during the final consortium general assembly •Publication/conferences/exhibits	1.Methodology development during project duration 2.Sample implementation for a demonstrator 3.Presentation of concept demonstration to an exhibit or during the final consortium general assembly 4.Publication/conferences/exhibits 5.Patent registration 6.Publication only after patent registration 7.SW copyright 8.Trade secret	ERTICO		OEMs Tier1/Tier2 Suppliers Regulatory Authorities Traffic and Transport Industry Patners/ Vehicle Manufacturers	ERTICO Partnership
INO-A2	Scalable chassis	Enhanced service delivery improving the quality of service for our partner organisations, show more impact on innovative solutions	Collective	TRL1 to TRL9	•Methodology development during project duration •Sample implementation for a demonstrator •Concept development during project duration •Implementation for a lab/desktop demonstrator	•Presentation of concept demonstration to an exhibit or during the final consortium general assembly •Publication/conferences/exhibits •Presentation of concept demonstration to an exhibit or during the final consortium general assembly •Publication/conferences/exhibits	1.Methodology development during project duration 2.Sample implementation for a demonstrator 3.Presentation of concept demonstration to an exhibit or during the final consortium general assembly 4.Publication/conferences/exhibits 5.Patent registration 6.Publication only after patent registration 7.SW copyright 8.Trade secret	ERTICO		Traffic and Transport Industry Patners/ Vehicle Manufacturers	ERTICO Partnership

Annex 2 Summary of stakeholder mapping and interview outcomes

Stakeholder Group	Organization/Name	Role in ZEV-UP	Interest Level	Key Needs/Expectations	Feedback Summary
OEM	FORD	Vehicle manufacturer	High	Adoption of modular EV platform	Positive, interested in pilot
Tier-1 Supplier	FEV	Component supplier	Medium	Integration of lightweight chassis	Requests further testing data
Local Authority	Budapest Municipality	Pilot site host	High	Emission reduction, mobility improvement	Supportive, requests user training
Energy Provider	Enel X	Charging infrastructure provider	Medium	Battery swapping integration	Requests detailed rollout plan

Annex 3 Raw data from the partner survey on exploitation interests

The survey is being prepared to obtain Raw Data from the Partner Survey. Survey Respondents will be selected from the list of partners (e.g. FEV, FORD, ERTICO, AKKA, etc.).

The survey questions are as follows:

Survey Questions:

- Which KERs are relevant for your business?
- What exploitation pathways are you considering?
- Planned timelines for commercialization?
- Any IP considerations or concerns?
- Interests in collaboration?

Annex 4 Relevant EU mobility policy references and market trend data

Policy / Report Name	Issuing Body	Date	Key Points Relevant to ZEV-UP	Link/Reference
Fit-for-55 Package	European Commission	2021	Targets 55% emission reduction by 2030, EV incentives	https://www.consilium.europa.eu/en/policies/fit-for-55/

Policy / Report Name	Issuing Body	Date	Key Points Relevant to ZEV-UP	Link/Reference
2ZERO Partnership	European Commission	2022	Focus on zero-emission commercial vehicles	https://www.2ZEROemission.eu/wp-content/uploads/2021/12/2021-2ZERO-SRIA-FINAL-1.pdf
EGVIA Market Report	EGVIA Association	2023	Market growth forecast for L7e vehicles	https://www.egvia.eu/

Annex 5 Templates for ongoing exploitation reporting by partners

Partner	Reporting Period	KER(s) Exploited	Exploitation Activities	Status/Progress	Next Steps
FEV	Q1 2025	KER1, KER6	Patent filing preparation, pilot testing	In progress	Finalize patent filing
FORD	Q1 2025	KER2, KER7	Integration planning, business modeling	Planned	Start pilot deployment

Annex 6 TRL self-assessment summaries for selected innovations

Innovation	Lead Partner	Current TRL	Assessment Date	Notes / Next Steps
Vehicle Platform Modularity	FEV	4	May.25	Improve integration with battery pack
In-wheel Propulsion System	FORD	3	May.25	Additional field testing required

Annex 7 Preliminary risk matrices related to exploitation and roll-out

Risk	Likelihood (Low/Med/High)	Impact (Low/Med/High)	Mitigation Measures	Responsible Partner
Delay in homologation process	Medium	High	Early engagement with certification bodies	FEV
IP disputes between partners	Low	High	Clear IP management and agreements	ERTICO
Market acceptance slower than expected	Medium	Medium	Pilot user engagement, targeted communication	FORD