SBD

Q3 2025 2210-25-Q3

Quarterly Wrap-Up

Summary and insights of the top trends from the last three months

About SBD Automotive

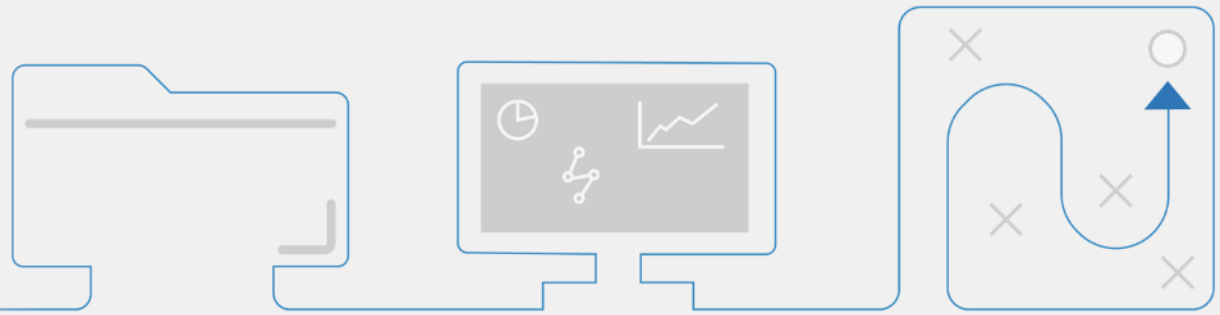
Management & technology consultants to the automotive industry for over 20 years

Our expertise:

- Connected
- Autonomous
- Shared Mobility
- EV
- Cybersecurity
- Anti-theft

Our role:

As our industry faces... **Uncertainty** ▶ We provide our clients with... **Data** ▶ **Insight** ▶ **Advice**



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2210 - Quarterly Wrap-Up

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	Executive Summary	**Top themes** in this edition
LEARNING & ACTION	Report Catalogue	 Overview of our **2025 Reports Catalog** titles
	Top Trends	 • Trends organized within SBD's **Trend Radar** and categorized by **CASES** • **Related news** explained for each trend along with **data** and **insights**
	Major Movers	 • **Five organizations** picked based on their **impact** over the last quarter • **Announcements** relating to each of the companies **analyzed**
CORE INSIGHTS	Everything Else	 • Complete list of every **major news article** and **announcement** from the last quarter • Articles organized by **CASES**

"**SBD's Quarterly Wrap-up** helps you quickly catch-up on **CASES + SDV trends** from the **past few months**, providing **insights** from our analysts on the impact of **major announcements**.

Trump's One Big Beautiful Bill impacts the USA Automotive Industry

EV Tax Credit Expiration

- The Inflation Reduction Act (IRA) passed under the Biden administration, established in two sections a tax credit of up to $7,500 for new EVs and $4,000 for used ones. Eligible vehicles had to satisfy other specific requirements such as sourcing rules for battery materials and components and also the assembly location (that has to be in North America).
- With the One Big Beautiful Bill, signed in July 2025, the new administration set an expiration date for both federal tax credits on the 30th of September 2025 effectively repealing the two sections of the IRA.

Key outcomes

- The direct consequence of this measure expected in the months to come is a further drop in EV sales in the USA. Some media outlets reported a partial increase earlier in the year driven by buyers taking advantage of the credit before right before the expiration.
- At the beginning of October, Tesla raised lease prices for all its vehicles to reflect the loss of the subsidy.

CAFE Penalties for Passenger Cars and Light Trucks

- The One Big Beautiful Bill Act adopted under the Trump Administration on July 4, 2025, removes penalties for noncompliance with Corporate Average Fuel Economy (CAFE) standards with passenger cars and light vehicles.
- The Section 40006 of the Bill sets the penalty for exceeding the established standards for fuel efficiency to $0. Previously these stood at $17 per vehicle for each tenth of a mile per gallon that a company's vehicles came short.
- Similar penalties for heavy-duty trucks remain in place, as do the ones for failing to accurately report fuel economy averages based on the CAFE compliance standards.
- Also, other regulatory requirements like the standards for Greenhouse Gas emissions established by the EPA remain in place as well.

Key outcomes

- A key expected consequence is the loss of importance of the compliance credit system for companies that overdelivered and could use them for years in which they underdelivered instead or even sell them creating an additional source of revenue.

Tariffs

Along with the new Bill, the "Reciprocal tariffs" took effect on August 1st, 2025, after some delay and amendments. In the automotive industry, tariffs imposed on vehicles and components imported from the EU were reduced from 25% to 15%, similar to those from Japan, and South Korea. The UK's tariffs went down to 10% after a bilateral deal. Others for countries such as China, Thailand, and Turkey remained at the same 25% baseline.

EREV Coming to the USA

China Leads the EREV Market

In 2025, China leads globally in EREV sales (BEV vehicles with little ICE range extender), as it does in the BEV market. Sales in 2024 already exceeded 1 million units and are expected to grow another 20% in 2025. These are mostly driven by Seres and Li Auto with models such as Aito M8 and Aito M7, or Li L7 and L6.

While in Europe and USA this alternative to BEV is not popular yet with only a few thousands vehicles sold, there are OEMs planning to focus their upcoming strategies around this powertrain. So, the trend is expected to change soon.

**2025 Figures include forecast for the second half of the year*
Source: Global Data

Volvo Building EREV in the USA

With expected slowing BEV sales in the US due to the end of the federal tax credit, Volvo announced the production of an EREV for the market.

The vehicle, also called a 'second-generation hybrid', will be a large SUV explicitly produced for the US market.

The development will be conducted in multiple countries but made for the US market and produced in the South Carolina plant, where other cars of the same Group, such as EX90 and Polestar 3, are produced.

The strategic choice of a different powertrain is specific for the USA as some places are considered not yet ready for fully electric vehicles. The new vehicle fits in Volvo's "Build where we sell" strategy that is expected to be increasingly regionalized to cater more efficiently to local consumers.

In an automotive market that is increasingly diverse due to geopolitics and consumers preferences and needs, OEMs like Volvo are expected to adopt localized strategies.

More OEMs are launching EREVs in the USA

HYUNDAI · Scout · Ford · NISSAN · RAM

Executive Summary

High-level summary of what's changed from the last quarter

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Executive Summary

	Trending companies	Top themes
C Connected	Qualcomm, Tesla, Google, Google Cloud	**Partnerships and technological advancements in AI and smart tech prioritize personalization and in-vehicle experience.**
A Autonomous	Audi, BMW, Mercedes-Benz	**Big German brands are opting for a ‘China for China’ strategy rather than replicating the global ADAS roadmap.**
S Shared	pony.ai, Tesla, Zoox	**Dedicated app launches takes robotaxi operations one step closer to commercialization.**
E Electric	Leapmotor, Volkswagen, Honda	**Complex and uncertain geopolitical conditions affect the electrification market and forcing OEMs to regionalize their strategies and look for strong partnerships.**
S Secured	JLR, Motility, Stellantis	**The growth in digital platforms and future of SDVs gravely demand high-level cybersecurity to address experiencing data breaches.**
SDV Software-defined Vehicles	Volkswagen, Hyundai Mobis, aws, WNDRVR	**The Automotive SDV market showcases that partnership is key for industry growth.**

Overview of our 2025 Reports Catalog titles

SDV Software-Defined Vehicles

- **401** - Software-Defined Vehicle Guide
- **402** - Software-Defined Vehicle Forecast
- **407** - **Automotive OS for SDV Deep Dive**
- **408** - **Scaling the SDV Deep Dive**

Digital Connected Service

- **526** - Connected & Digital Services Guide
- **528** - Connected Car Legislation Tracker
- **536** - Connected Car Forecast
- **546** - **LCV Fleets Connected & Digital Services Guide**
- **638** - FOTA & Software Delivered Features Guide
- **712** - Digital Key Guide

Cockpit & Infotainment

- **531** - Automotive Smartphone Companion App Guide
- **616** - Digital Cockpit & Infotainment Guide
- **628** - China Head-Unit Tracker
- **644** - Digital Cockpit & Infotainment Forecast
- **651** - **Automotive Cockpit App & Ecosystem Guide**
- **656** - **In-Car VPA & Voice Guide**

Electrification

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- **218** - EV & Sustainability Legislation Tracker
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ADAS & Autonomy

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Highlights

- **2210** - Quarterly Highlights
- **3000** - Event Flash Report

New for 2025

Updated Edition Q3 2025

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Top Trends

The key trends fuelling the automotive innovation

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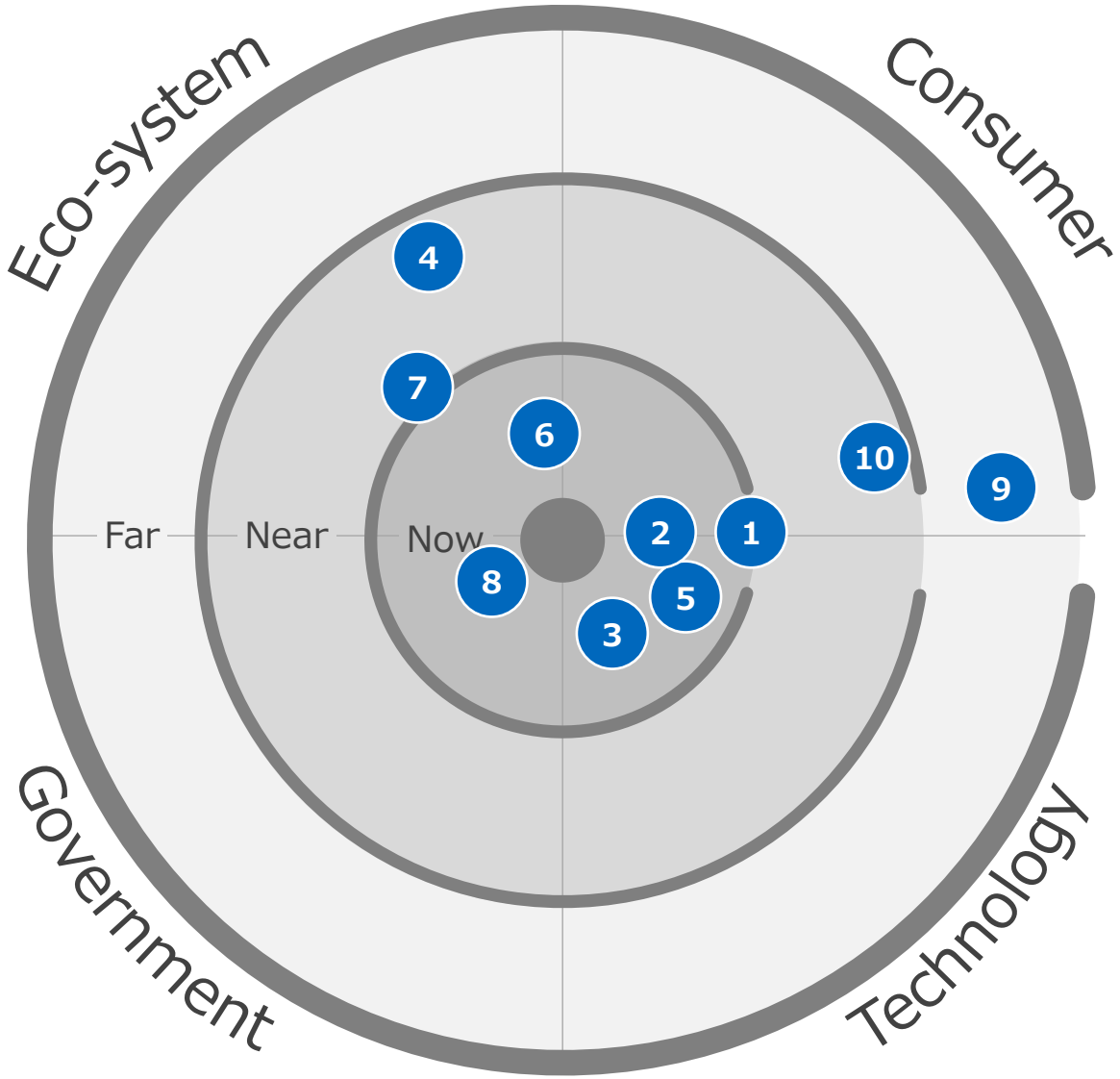
Q3 2025 Trend Radar



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   AI integrations across voice assistants & OS drives UX
2. **Partnerships for innovation in connectivity and smart features**
   Automakers and tech companies are intensifying partnerships to drive rapid innovation

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3. **OEMs are increasingly launching major ADAS feature upgrades through OTA**
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   Charging initiatives push toward standardization and seamless experience
8. **Setbacks in the EV industry delay new model release**
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SDV and Cyber

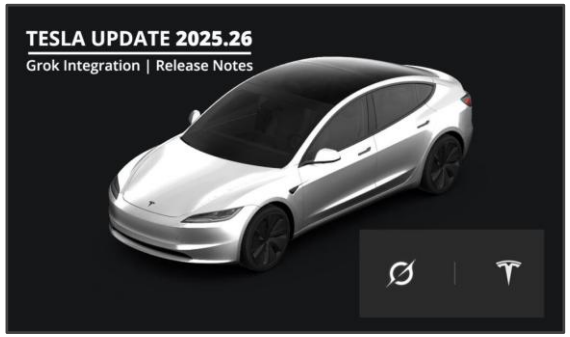
9. **SDV stakeholders setting up joint ventures and alliances**
   Partnerships revamp traditional process to agile integrations
10. **Automakers gear up to ramp up cybersecurity amid data breaches**
    Multiple OEMs accelerate cybersecurity measure to address recent data breach

1 AI is making in-car interactions more conversational and personalized: In the news

- **AI features are significantly on the rise across various OEM adoptions, with interactive voice assistants playing a crucial role in improving in-vehicle user experience.**
- **OEMs integrate advanced AI systems in their operating systems, chatbots, and apps, to improve AI exposure in vehicles.**

Tesla's Grok integrations give in-vehicle conversations a hype

- Powering Musk's in-house expedition is the latest integration of Grok – the generative AI software chatbot created by Elon Musk's company xAI.
- The beta version of Grok will be released with OTA update 2026.26 on newer Tesla models, while Tesla cars with older Intel Atom GPUs are expected to have a longer waiting period.
- While Grok co-exists with existing in-vehicle voice assistants, Grok is designed to answer questions and hold conversations using natural language, based on tailored personalities.



Tesla integrates Grok AI chatbot across its vehicles through the 2025.26 release of OTA update

The new Electric GLC MBUX Hyperscreen is powered by the MB.OS AI Superbrain

The MB.OS Superbrain personalizes the new GLC experience

- MB's newly unveiled all-electric GLC, amidst other highlights, comes with the Mercedes-Benz Operating System (MB.OS) AI-driven Superbrain. The system is based on multiple high-performance computers and leverages the extensive ADAS equipment of the vehicle.
- The AI-driven OS is meant to adapt to driver habits and surroundings to support various aspects of infotainment, comfort, ADAS, and EV charging functions, while relying on vehicle sensor data aswell as data from Microsoft & Google. It also enables real-time decision making.

LG Innotek's automotive 5g broadband satellite communication module

- Google is partnering with the AI-based mobility tech company Driver Technologies to bring personalization across its app range.
- Google has integrated the new Driver: Driving & Dash Cam App into the Google-built-in platform with Android Automotive Operating System (AAOS).
- Besides capturing trip and vehicle information, the app uses an AI driving copilot based on LLM to analyze driving behavior and provides natural language AI feedback, and to further offer tailored coaching for each trip.

1 AI is making in-car interactions more conversational and personalized: Going Deeper

SBD PERSPECTIVE:

- **OEM integrations of AI-driven voice assistant advancements use natural language, LLM, real-time decision making, and emotional intelligence to drive an impactful user experience.**
- **Partnering or engaging with high-level AI-enabled systems(in-house/ 3rd party) across all in-vehicle actions is the key to delivering a unique and reliable brand exposure.**

Multimodality & Conversational models lead AI for VPA applications

(Source: 215 – AI for Automotive Guide)

AI Vendor	Conversational AI	OEMs
OpenAI, perplexity, 科大讯飞 iFLYTEK, deepseek, cerence, 思必驰 AISPEECH, Google, SoundHound AI	Unified ASR + TTS or voice-native LLMs that turn raw audio ↔ text/speech	DS AUTOMOBILES, HONDA, MINI, KIA, GMC, HONGQI, VINFAST, JAC MOTORS, Volkswagen, FIAT, CUPRA, CITROËN, ROEWE 荣威, LYNK&CO, HYUNDAI, smart

Dialogue Management & LLMs		
amazon, SoundHound AI, OpenAI, Baidu 百度	Text-centric conversational cores (classic NLU/NLG or chat-style LLMs) that track context and intent	ACURA, 长安汽车 CHANGAN, BMW

Multimodal Perception & Generation		
ZHIPU·AI, OpenAI, 科大讯飞 iFLYTEK, Alibaba, Google, deepseek, Microsoft, HUAWEI, tomtom, Baidu 百度, SoundHound AI, Qualcomm, 商汤 sensetime, cerence, ByteDance	Models that jointly process voice, vision (cabin/road cams), touch, and even gaze; align representations across modalities	LEXUS, PEUGEOT, OPEL, LINCOLN, SEAT, ROEWE 荣威, xiaomi, LEAPMOTOR, XPENG, SKODA, Cadillac, Li Auto, GEELY, smart, VOLVO

Agentic Reasoning & Tool Invocation		
OpenAI, MEIZU, xAI, deepseek, Alibaba, Baidu 百度	Planning-oriented layers that chain calls to APIs (navigation, HVAC, media) or external knowledge to achieve user goals.	Trumpchi, ALFA ROMEO, TESLA, AION 埃安, smart, 长安汽车 CHANGAN, BMW, LEAPMOTOR, ZEEKR, BAOJUN, LYNK&CO, Li Auto, WULING

2 Partnerships for innovation in connectivity and smart features : In the news

- **Automakers are teaming up with tech companies to add AI, cloud, and location-based connected services to enable smarter, more seamless in-car experiences.**
- **These collaborations bring advancements across connected car features such as real-time navigation and parking, emotionally-aware and adaptive interfaces, and multimodal AI assistants that respond seamlessly to voice, touch, and gesture.**

Mercedes-Benz advances innovations through partnerships

- Mercedes-Benz is partnering with Microsoft to integrate Microsoft 365 Copilot and MS Teams into its vehicles. These productivity features will debut with the new CLA, which is powered by the fourth-generation of MBUX running on MB.OS.
- Mercedes-Benz partners with ByteDance: These two companies have collaborated for smart vehicle domains like assisted driving and intelligent cockpits, with the new CLA being planned to include ByteDance's Doubao AI assistant.

Stellantis partners with 4screen to enhance In-Car convenience

- Stellantis teams up with 4screen to integrate real-time, location-based mobility services into its vehicles in North America and Europe.
- The "Smart Location Services" provide access to nearby restaurants, stores, places, parking, gas/charging stations, and dealerships, all from the infotainment screen.
- Personalized and tailored recommendations are integrated directly into the vehicle for a distraction-free experience.

Qualcomm and HARMAN bring generative AI to connected car cockpits

- Snapdragon Cockpit Elite platforms combined with Harman's ready portfolio deliver intelligent, contextual, and empathetic interactions for drivers and passengers.
- The car's AI will continuously monitor both the surrounding environment and the occupant's awareness, and enables advanced, context-aware assistance whenever needed.
- Interfaces and notifications are designed to adapt dynamically to show AR visuals or personalized recommendations based on the situation.

Qualcomm and Google Cloud collaborate to bring Genetic AI to auto industry

- The collaboration combines Google Cloud's Automotive AI Agent, enabled by Google's Gemini model with Qualcomm's technologies suit of Snapdragon Digital Chassis solutions, to help and enable automakers build and deploy, hybrid edge to cloud AI models.
- The integration of both solutions enables automakers to offer branded, interactive experiences powered by Google's Gemini and other AI models across the car and the cloud. This hybrid setup increases flexibility by combining on-device and cloud-based processing.

2 Partnerships for innovation in connectivity and smart features: Going Deeper

SBD PERSPECTIVE:

- **The automotive industry is undergoing a digital revolution with connected and digital services becoming an increasingly important factor. This transformation can be catered with different strategies in partnership to accelerate the connected and digital services experience.**

'Expertise' remains to be the keyword across partnership strategy
(Source: 526 – Connected & Digital Services Guide HY2 2025)

Technology suppliers are integral part of connected services as they require seamless integration of the connectivity. With more of cloud content-based connected features being pushed into today's vehicle, the dependency of the automakers relies upon the following strategies.

On-board Services	Connected Service Platform	Cloud Content provider
Expertise dependency	**Hybrid partnership (Tier 0.5 supplier)**	**Simplifying Complexities**
Mature and continuous innovation by the MNOs and TCU suppliers will continue to be an essential reliance for the automakers due to standardization, cybersecurity, and cost-effectiveness.	Automakers co-design & develop bringing in custom and differentiated service enhancement rather than the traditional 'build scale and license' model	Automakers are turning to cloud content providers due to the complexity and cost of development and infrastructure, allowing them to offer a wider range of services at a lower cost.

3 OEMs are increasingly launching major ADAS feature upgrades through OTA: In the news

- **Automakers are announcing upgrades to their existing ADAS platforms in a piecemeal fashion. These upgrades not only introduce new features but also enhance the existing ones by adding more sub-functionalities, which makes them more appealing and potent.**
- **This is increasingly becoming a standard practice, especially for the brands that can push ADAS-related OTA software updates.**

NIO's Firefly upgrades ADAS suite via OTA update

- Following a major OS update in August 2025, Nio's sub-brand Firefly rolled out its latest OTA update (Aster 1.2.0).
- The new update brings more ADAS features, for example, Rear Collision Warning will be available, which alerts drivers to potential hazards.
- Additionally, some ADAS, such as ACC, can now operate even in poor weather conditions. The brand also fixed the driver monitoring system to "reduce false alarms caused by factors like seating position or driver height.

FireFly's compact city EV (Nio's sub-brand)

Xpeng introduces 'human-machine' copilot through XOS 5.8.0 OTA update

- XOS 5.8.0, the third major OTA release of 2025, preceded by XOS 5.4.5 in January and XOS 5.6.0 in May, all of which brought major upgrades in safety, personalization, and ADAS.
- With XOS 5.8.0, XPENG becomes the first and only automaker in Europe to offer the 'co-pilot' feature.
- In the co-pilot, when lane centering is engaged, the system now shares control with the driver. Rather than disengaging when the driver steers, LCC remains active.

Lucid's DreamDrive Pro gets hands-off driving

- Lucid Air and gravity owners get a major OTA update in July 2025 that adds Hands-Free Drive Assist and Hands-Free Lane Change Assist to the DreamDrive Pro ADAS platform.
- The ADAS platform is powered by an in-house software stack and a comprehensive suite of 32 sensors.
- DreamDrive Pro is an optional upgrade for Lucid vehicles featuring lidar, radar, visible-light cameras, surround-view cameras, and ultrasonic sensors.

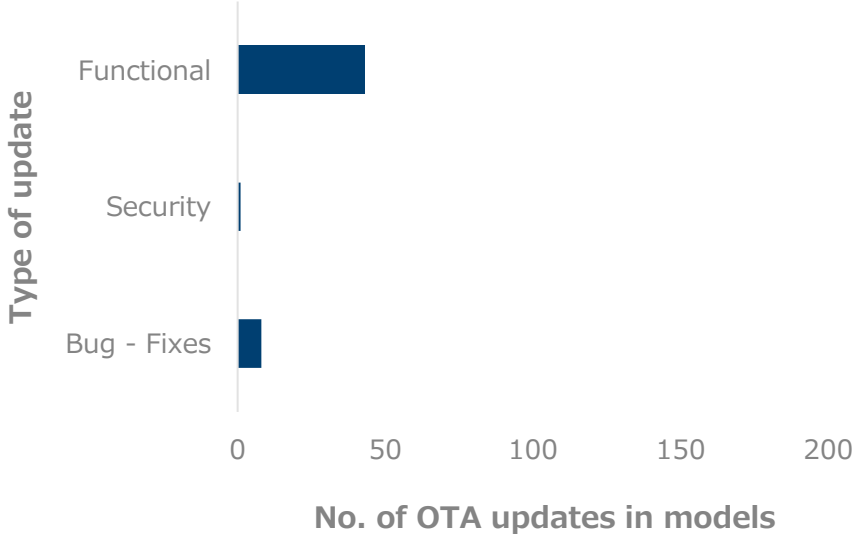
3 OEMs increasingly launching major ADAS feature upgrades through OTA : Going Deeper

SBD PERSPECTIVE:

- **ADAS upgrade through OTA is no longer just about the convenience of avoiding the dealer visits. Instead, it's a structural shift toward continuous safety validation and customer-centric evolution.**
- **Automakers that are ahead in this OTA race are the ones treating their vehicles as dynamic platforms, where intelligence and software define a long-term value and not the hardware.**

OTA updates are key for ADAS 'improvements' over time (Source: 638 – FOTA & Software Delivered Features Guide)

ADAS over-the-air updates enable the enhancement and refinement of a vehicle's autonomous capabilities. These updates modify the software that controls the sensors, cameras, and processing units responsible for ADAS features. Given the safety-critical nature of these updates, they must undergo rigorous testing and validation to avoid unintended consequences, which adds complexity to the process. Some examples of systems affected by these updates include vehicle detection, headlight control, and various driving assistance functions.



A majority of OTA updates in the ADAS category were 'functional' rather than minor fixes (Europe, Q3 2025)

Challenges

- **Rigorous validation** of correct function and requirement fulfillment under diverse conditions.
- **Regulations (e.g., UN-ECE R157) is required** to ensure OTA updates adhere to safety requirements and type approvals.

Future possibilities

- **Expansion of the operating envelope (ODD)** of the existing systems
- New safety features to **enhance ADAS capabilities will be gradually improved** by OTA updates (Like Intelligent Feed assist)

4 German premiums hint at their China-specific ADAS roadmap: In the news

- **The cost pressures and local regulatory hurdles are pushing the German/American brands to adopt "China-for-China" software, rather than rely solely on their global supply chain. For example, BMW is offering SAE L2+ and SAE L3 together on one model, neither of which is approved for commercial use in China. So BMW, despite being technologically capable of tapping into the potential of higher levels of autonomy, can't replicate this strategy in China.**

Mercedes-Benz CLA gets China-specific ADAS features

- In collaboration with Chinese AV startup Momenta, Mercedes-Benz will launch a new ADAS built on Momenta's Flywheel Big Model on the China-made CLA model.
- The new CLA will get point-to-point assisted driving across highways, city streets, and parking environments.
- As per both companies, the system was trained entirely on local data, incorporating extensive driving behavior from experienced Chinese motorists to ensure relevance.

Audi A5L is the first ICE model with Huawei's ADAS platform

- Audi A5L Sportback has been launched in the Chinese market and is the world's first traditional ICE model with Huawei's Qiankun ADAS suite.
- It gets two long-range lidar, 11 cameras, six mm-wave radars and 12 ultrasonic radars, allowing parking assist, highway and urban navigation on autopilot.
- Most Huawei-equipped models only get one lidar sensor.

BMW Neue Klasse ADAS set to debut in China in 2026

- BMW is reportedly working with Momenta to integrate its ADAS technology into its upcoming Neue Klasse models, which is due for launch in China in 2026.
- The new i3 and iX3 will be the first Neue Klasse models in China that will enter mass production.
- Momenta's proprietary end-to-end large model will also be integrated into these new vehicles. These models will feature point-to-point navigation-assisted driving across urban and highway scenarios.

A robotaxi in China equipped with Momenta's AV stack

4 German premiums hint at their China-specific ADAS roadmap : Going Deeper

SBD PERSPECTIVE:

- **When targeting the Chinese market, brands need to figure out what is the most reasonable choice for them, rather than making SAE Level 3 as a prime goal just because it has worked in other markets. This may include an immediate launch of hands-off assisted driving (when regulations allow) or 'door to door' navigation (which is already quite common in China).**
- **While on the contrary, some may choose to bypass the SAE L3 to target SAE L4 in the future.**

Lack of regulations are holding SAE L2+/L3 deployment in China
(Source: 534 ADAS Guide (China edition)

1 Less enthusiasm

Although not opposing the idea, the brands don't seem to be overly vocal about the plans to launch 'conditional automation' as much as they are ***about 'hands-off' and 'address to address' assisted driving***

2 Upfront investments

The use-cases for SAE L3 piloted driving do not quite justify the technology upgrades it requires (lidar, HD maps), hence it is not in the scheme of things for brands, except for a few established premiums and BEV startup brands (NIO, Zeekr, Li Auto)

3 Regulatory overhang

Although Chinese authorities are slowly allowing SAE L3 pilot testing (Hangzhou, Beijing, Shenzhen) but there is no blanket regulations to allow the system taking control of driving in the hands-off mode

SAE L3 capability

5 Mobility operators release dedicated robotaxi apps: In the news

- **Since the start of 2025, there have been significant developments in the autonomous mobility space. The pilot trials are no longer limited to developed markets like the US/EU and China, but are expanding into the Middle East, APAC, and other new regions.**
- **Additionally, robotaxi operators are launching smartphone apps that allow any user to join the watchlist or book future rides as and when they are available.**

Tesla launches app for robotaxi service

- Tesla, which has been operating its robotaxi services in Austin and San Francisco, launches an iOS robotaxi app (Android version to follow soon).
- The app displays two maps showing the service's availability in Austin and San Francisco.
- It lets users join the watchlist and gives access to autonomous rides when available.

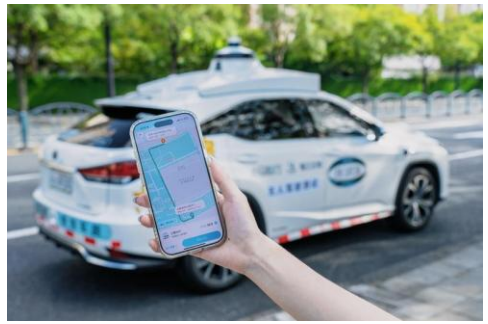
Zoox launches Robotaxi service in Las Vegas with its own dedicated app

- Zoox autonomous ride-hailing service is live in Las Vegas (w.e.f. 10th Sept). The rides are free and can be booked via a dedicated ZOOX app.
- After downloading the Zoox app, riders can select from several destinations, such as Resorts World Las Vegas, AREA15, Topgolf, and other resort and entertainment properties, with more destinations to be added in the future.
- Riders can also join the Zoox waitlist for San Francisco (more details awaited).

App allows users to book robotaxi rides in Shanghai

- From Aug 01, 2025, Pony AI's robotaxi service is available within a designated area in Shanghai's Pudong New Area.
- Operating Monday to Friday from 7:30 am to 9:30 pm, users can hail a driverless ride via Pony AI's dedicated mobile app or ride-hailing mini-program.
- The routes cover key destinations such as the Pudong New Area government, Lalaport shopping mall, Century Park, and Pudong Football Stadium metro station.

Zoox robotaxi in Las Vegas



User accessing Pony app in Pudong

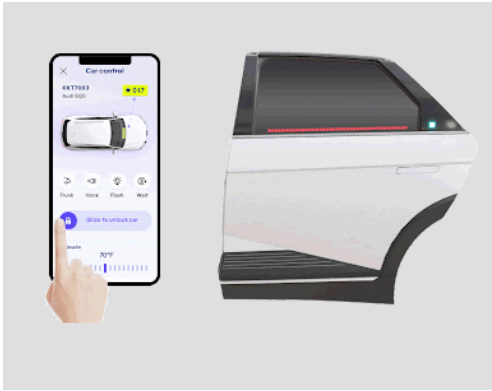
5 Mobility operators release dedicated robotaxi apps: Going Deeper

SBD PERSPECTIVE:

- **Robotaxi operators are moving from R&D/pilot phase to semi-public rollouts, and the recent app launches symbolized this significant move. Robotaxi's reached the phase of entering the initial stages of robotaxi commercialization with more users joining these rides in selected areas.**
- **The next couple of years could see service area expansion, dynamic pricing, increased ride volumes and more nighttime operations.**

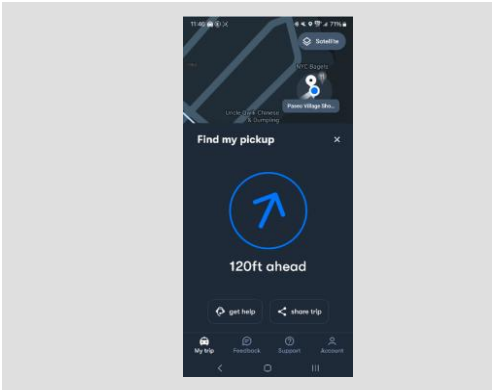
Positive best practice examples for robotaxi apps

(Source: Upcoming SBD's benchmarking report on best UX practices for robotaxi services)



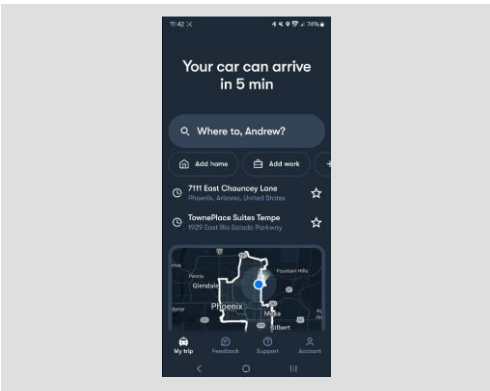
Flexible System solution

The doors of the Hyundai IONIQ 5 robotaxi can be opened with a swipe gesture on the mobile app. Additionally, passengers can unlock the door by pressing a button next to the windshield, which is particularly useful if the phone battery dies or if someone else booked the ride on behalf of the passenger.



Accessibility Feature

Waymo implemented a compass function that shows passengers the way to the pick-up location. The arrow moves like a compass needle: if the smartphone moves, the arrow adapts. This feature not only simplifies finding the robotaxi but also supports accessibility for customers with visual impairments.



Personalization

The option to save a home and work address as a drop-off location makes the booking process more efficient and convenient for the customer. Additionally, it adds a level of personalization to the service. This feature by Waymo makes booking a ride more pleasant and enhances the user experience.

6 OEMs actively strategize and expand beyond native boundaries: In the news

- **Key announcements reflect the growing importance of large developing markets in an ecosystem that is becoming increasingly consolidated and competitive.**
- **The move from Leapmotor shows, in a way, the other side of the coin, highlighting the commitment newcomers need to make to ensure a successful entry in a developed market.**

Leapmotor launches in the European market at IAA in Munich

- At IAA in Munich, Leapmotor launched its long-range SUV B10 with deliveries in the European market starting immediately.
- Leapmotor's strategy moves from product export to quality export. The new model for international markets will focus on setting a new quality benchmark for the brand.
- Leapmotor seems to understand the potential challenges of a competitive European market strategically. Its product, priced at around €29.900 (with partial variation in different national markets), is competitively positioned in the current EV market.

VinFast inaugurates EV assembly plant in Tamil Nadu, India

- Vinfast's establishment of a new EV assembly plant represents a major strategic milestone. It reinforces the OEM's commitment to expansion and long-term focus on the Indian market.
- The large plant should create up to 3,500 new jobs and even more in a developing supply chain.
- Initial production is planned at 50,000 units, with potential expansion to 150,000 for VinFast's premium SUVs, the VF6 and VF7. This move reflects the company's renewed focus on emerging markets after its losses and withdrawal from Europe and the USA.

GM and Hyundai announce plan for five Co-developed Vehicles

- The news from the two OEMs is an expansion of a collaboration announced last year for vehicles, supply chain, and green technologies' development.
- The new models will be focused on the Central and South American markets. Vehicle class will include compact SUV, regular vehicle and two pick-ups. All will be offered both as regular ICE vehicles and HEVs. A commercial EV will instead be developed for North America.
- GM will develop the truck platform, while Hyundai will handle the EV platform. Both platforms will be shared between the two OEMs.

Leapmotor presentation at IAA Munich

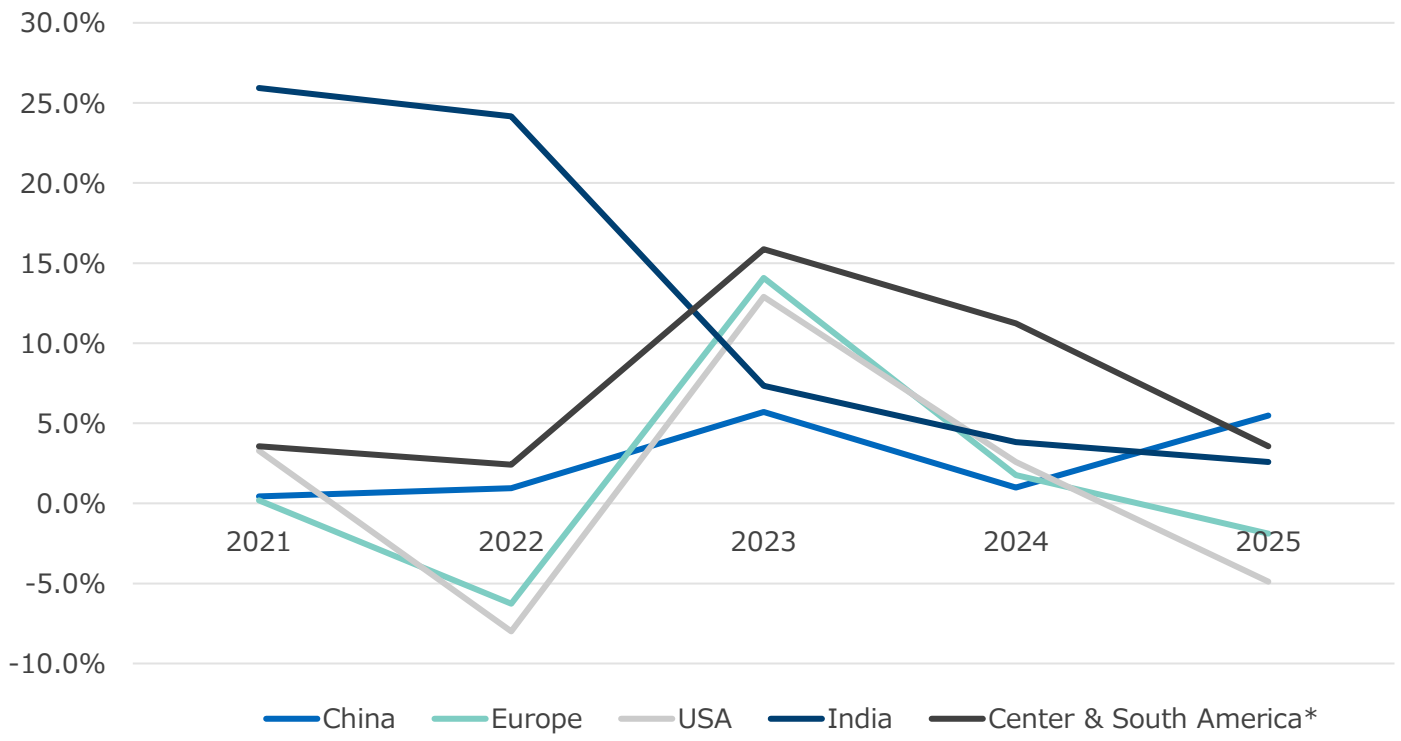
GM & Hyundai alliance ceremony

6 OEMs actively strategize and expand beyond native boundaries: Going Deeper

SBD PERSPECTIVE:

- **Several OEMs, both legacy and newcomers, are struggling due to significant losses caused by uncertainty and the difficult development in the electrification market.**
- **Europe and the USA remain as competitive as ever, with small growth margins expected for the foreseeable future. This makes emerging markets even more attractive and potentially crucial to ensure a strong future.**

Sales Growth in key Automotive Markets
(Source: Global Data)



*Center & South America includes only available data for Argentina, Brazil, and Mexico

The growth rate for vehicles sales in the 5 key regions included in this graph reflect well the current automotive market.

1.**Europe & USA:**

After a strong recovery in 2023 from semiconductor shortages, the markets stagnated in 2024 and are expected to contract in 2025 due to economic and geopolitical challenges.

2. China:

Despite similar trends, China shows stronger overall growth. However, market entry remains difficult for foreign OEMs, as domestic EV brands dominate through better pricing and consumer alignment.

3. Developing Markets (India, Central & SA)
These regions continue steady growth, driven by price-sensitive consumers and stronger ICE/HEV presence. This offers legacy OEMs an opportunity to expand and gradually introduce EVs.

7 Partnerships & collaborations bolster EV charging experience: In the news

- **Charging initiatives are numerous and varied; however, there is an ever-growing push toward standardization that could soon ensure a simpler, more seamless, and convenient experience.**
- **Along with cooperation, new technical solutions like V2X and automation, despite the limited adoption, have the potential to boost affordability, seamlessness, and sustainability further.**

Zeekr Auto and TELD (特来电) have enabled the plug-and-charge function

- Chinese EV brand Zeekr, under the Geely umbrella, recently announced a partnership with Chinese EV charging equipment supplier and charging network operator TELD, a subsidiary of TGOOD.
- The cooperation will enable the plug-and-charge function for Zeekr owners, that will be able to unlock a new charging experience simply through the Zeekr APP.
- The two companies will also cooperate in further development of urban and ultra-fast charging networks, through resource and equity sharing.

Volkswagen joins 'Task 53' program for bidirectional charging

- VW joined the program run by the International Energy Agency aimed at improve V2G interoperability as the first automotive OEM.
- Task 53 is a consortium supported by 15 countries promoting interaction between EVs, charging infrastructure, and power grids.
- VW has enabled bidirectional DC charging on its vehicles based on the MEB platform, that uses a 77kWh battery, although it is rarely used.
- The increasing cooperation and the promotion of interoperability will be key for the viability and scalability of any V2X application in the coming years.

Honda and Acura EV owners can now use Tesla superchargers

- Honda Group is giving access to the Tesla supercharger network to owners of Honda Prologue and Acura ZDX.
- The two models will need the approved CCS to NACS adapter that is sold at Honda and Acura dealers or online.
- While charging will yet need an extra step of using the Tesla app, it is still a measure that will ease the EV experience and at least partially reduce charging anxiety.
- The gradual shift toward a more uniform charging standard is crucial for a better ownership experience and EV adoption, along with other factors.

BMW's Automatic Charging Robot Completes Concept Validation

- BMW has completed validation of its automatic charging robot, which marks a major step toward fully intelligent and seamless charging, complementing services like automatic valet parking and streamlined payment.
- The system adopts AI vision and visual recognition for accurate port location and positioning. Once the charge is completed, the system also disconnects by itself.
- This initiative could soon complement IONCHI's developing charging network, with Mercedes-Benz set to establish itself well by 2026.

7 Partnerships & collaborations bolster EV charging experience: Going Deeper

SBD PERSPECTIVE:

- **As observed previously, partnerships and collaborations consolidating an initially fragmented market can lead to several benefits for both OEMs and consumers.**
- **The table below shows an ongoing trend with OEMs extending their charging network coverage in the USA (and other regions) to offer a better and more relaxed user experience to their customers.**

Automotive OEMs and Charge Point Operators and key objectives
(Source: 217 EV Charging & Infrastructure Guide - HY1 2025)

Automaker	Charge Point Operators				
	chargepoint	EVgo	electrify america	TESLA SUPERCHARGER	Others
Audi			✓		blink
BMW	✓	✓	✓		Shell Recharge, Mercedes
Cadillac	✓	✓			
Chevrolet	✓	✓			
Ford			✓	✓	Shell Recharge, blink
GM	✓	✓		✓	Shell Recharge, evconnect, Mercedes, blink
Genesis			✓	✓	
Honda		✓			Mercedes, blink
Hyundai	✓	✓	✓	✓	Shell Recharge, Mercedes, blink
JLR	✓				
Kia	✓	✓	✓	✓	Mercedes

Automaker	Charge Point Operators				
	chargepoint	EVgo	electrify america	TESLA SUPERCHARGER	Others
Lucid				✓	
Mercedes	✓		✓	✓	
Nissan		✓		✓	evconnect
Nissan (alt)	✓		✓	✓	
Porsche	✓		✓		
Rivian	✓			✓	
Subaru		✓			blink
Toyota	✓	✓			
VinFast			✓		
VW	✓		✓		
Volvo	✓		✓	✓	blink

Key collaborations benefits for OEMs...

Faster network growth, Standardized experience, Shared cost and resources, Revenue generation opportunity, Compatibility of the charging standards

8 Setbacks in the EV industry in form of models delay & discontinuation: In the news

- **The current regulatory environment, paired with a slowing demand driven by issues related to pricing, charging, and user experience, is affecting OEM' strategic choices in EV development.**
- **While the Chinese market grows, OEMs in Europe and even more in the USA are facing wearying demand, which forces them to delay or cancel planned EV launches.**

Honda scraps EV SUV development due to decreased US demand

- Honda has abandoned plans for the development of its new EV SUV for the US market. The decision was driven by weakening demand in the region, along with policy headwinds removing key incentives.
- The decision falls into a broader EV investment plan restructuring process, which sees spending going down from JPY10 trillion to JPY7 trillion ($69 billion to $48 billion), while partially redirecting the investment to HEV development instead.
- This decision, however, does not affect the development of the other vehicles teased for the '0 Series'.

Alfa Romeo is one of the brands affected by Stellantis temporary closure

Honda EV SUV 0 Series scrapped

Stellantis to halt production in two plants due to weak demand

- Stellantis has temporarily halted production in two of its plants in France and Italy, Poissy and Pomigliano, because of low demand in Europe.
- Tariffs imposed by the USA are also having a significant impact, especially for Alfa Romeo.
- Closure should last around 3 weeks for the 3,800 workers in the plants, and the time should serve to adapt production rate to the current market conditions.
- Activities in both plants should revolve around optimization and resource efficiency while also involving training for the staff.

Honda to discontinue Acura EV assembled by GM in the US

- Honda is halting the production of the Acura ZDX SUV, which GM assembled for the US market at the Spring Hill plant in Tennessee.
- This is the latest step taken by the Japanese group to limit the potential effects of the current EV market conditions in the region. Additionally, several other delays in battery production by other manufacturers are highlighted owing to the removal of tax credits for EV buyers.
- Strong regional changes will likely force OEMs to further diversify their strategies to succeed in each key automotive market.

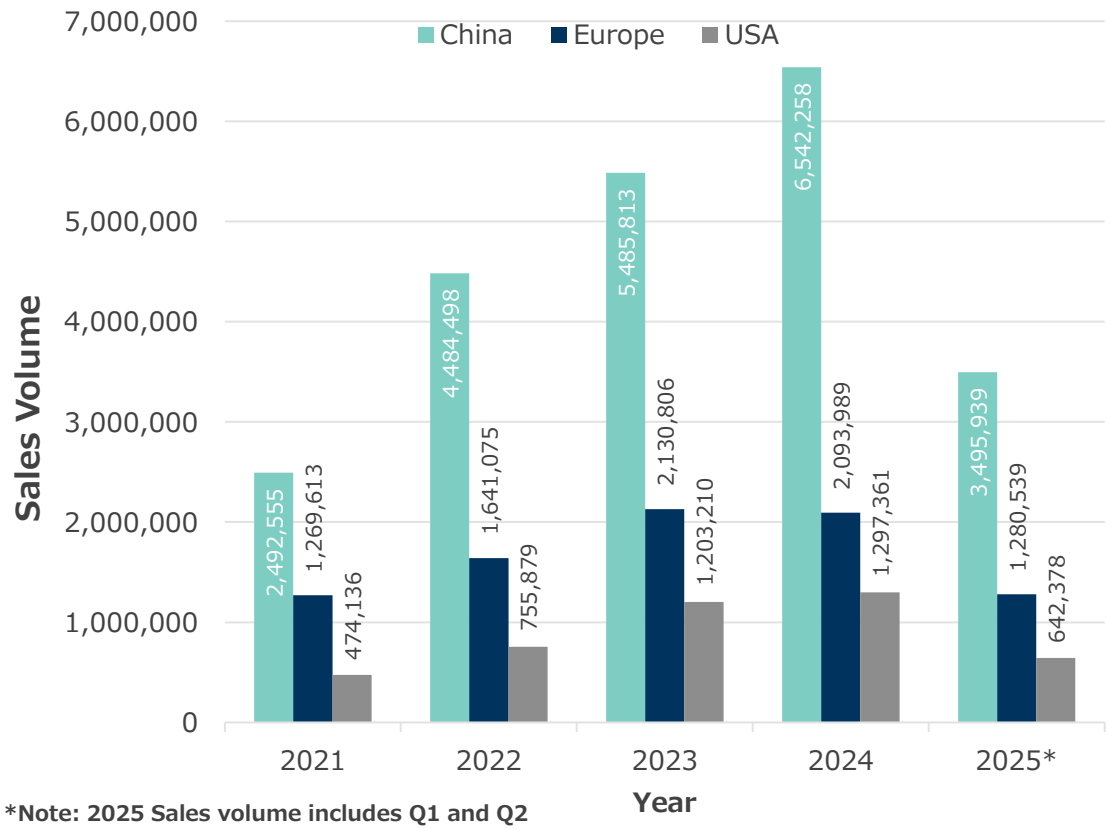
8 Setbacks in the EV industry in form of models delay & discontinuation: Going Deeper

SBD PERSPECTIVE:

- **After a quick recovery from the 2020 drop and the 2021 stagnation due to supply chain disruption, the current political climate and regulations amendments are often making the EV market development in Europe and the USA much slower than that of China.**
- **2025 is expected to reach similar levels to 2024 with no significant improvements.**

EV regional sales and key regulatory contributors to the current uncertainty

(Source: 623 - Electric Vehicle Guide – HY2 2025)



*Note: 2025 Sales volume includes Q1 and Q2

China

- In September 2024, the government issued a policy requiring central and state agencies to adopt EVs covering at least 30% of newly purchased or replaced.
- In March 2025, a new safety inspection for batteries will be introduced assessing their health, insulation, and thermal runaway risk.
- In HY2 2025, various provincial governments in China introduced "trade-in" programs to encourage vehicle upgrades, offering higher subsidies for purchasing EVs.

Europe

- Sales have plateaued in 2024 due to the European Union's CO_2 rules. An amendment adopted in May 2025 allows OEMs to average their fleet emissions over 2025–2027 and loosens short-term compliance, perhaps postponing the adoption of EVs.
- New EV registrations fell because of reduction or termination of EV purchase incentives in several major European markets (Germany, France, Sweden, the UK).
- Additional uncertainty is created by the taxes on Chinese-made EVs (and potential US tariffs on European exports), which result in higher costs for imported vehicles.

USA

- Trump's administration enacted measures to relax fuel efficiency standards, promote the use of fossil fuels. Most notably, it suspended nearly $5 billion in funding for the National Electric Vehicle Infrastructure (NEVI) program, which aimed to fund a national EV charging network by 2026.
- IRA is being stopped. Buyers can claim up to $7,500 for new EVs and up to $4,000 used EVs if they purchase and take delivery before September 2025.

9 SDV stakeholders setting up joint-ventures and alliance: In the news

- **OEMs and suppliers are partnering to accelerate their SDV development while maintaining control over their brand experience.**
- **Automotive software development is adopting a shift-left approach, which is essential for SDV development and demands expertise in both automotive systems and software engineering.**

Volkswagen unveiled their SDV strategy at IAA 2025

- Volkswagen announced its new semiconductor procurement strategy, aiming to reduce costs, secure supply for future models, and accelerate SDV development.
- Volkswagen's SDV architecture uses automated driving functions from CARIAD, co-developed with Bosch.
- Volkswagen Group also showcased its scalable platforms, which can help to scale the development of SDVs across all segments and across its other brands.

XPENG–Volkswagen Group partnership to accelerate SDV strategy

- Volkswagen and Xpeng partnered to expand the application scope of the E/E architecture consolidation within the Volkswagen Group.
- The expanded technical collaboration will further accelerate the Volkswagen Group's SDV strategy execution.
- The cross-platform and cross-powertrain consolidation of the E/E architecture will enable the Volkswagen Group to achieve faster software iterations and OTA updates, while reducing the vehicle development cycle.

Wind River and Hyundai Mobis partner for SDV development

- Wind River and Hyundai Mobis jointly developed Mobis Development Studio, a cloud-based, web-integrated platform designed to accelerate SDV development by combining Hyundai Mobis cloud-based vehicle development infrastructure with Wind River Studio Developer.
- The platform offers automation, high-speed builds, and shift-left testing to improve software quality, lifecycle management, and development efficiency, in order to deliver a scalable SDV development environment.

Here and AWS jointly develops SDV software development platform

- AWS and HERE Technologies introduced SDV Accelerator, a cloud-based open architecture platform designed to help OEMs accelerate SDV development by integrating AWS cloud and AI capabilities with HERE's mapping and location technologies.
- The SDV Accelerator offers 70% faster development cycles, 30% lower R&D costs, and 7 times more testing capabilities through virtualization, automation, and shift-left testing.
- The platform unites to provide curated solutions, sample code, and development guidance through AWS Marketplace.

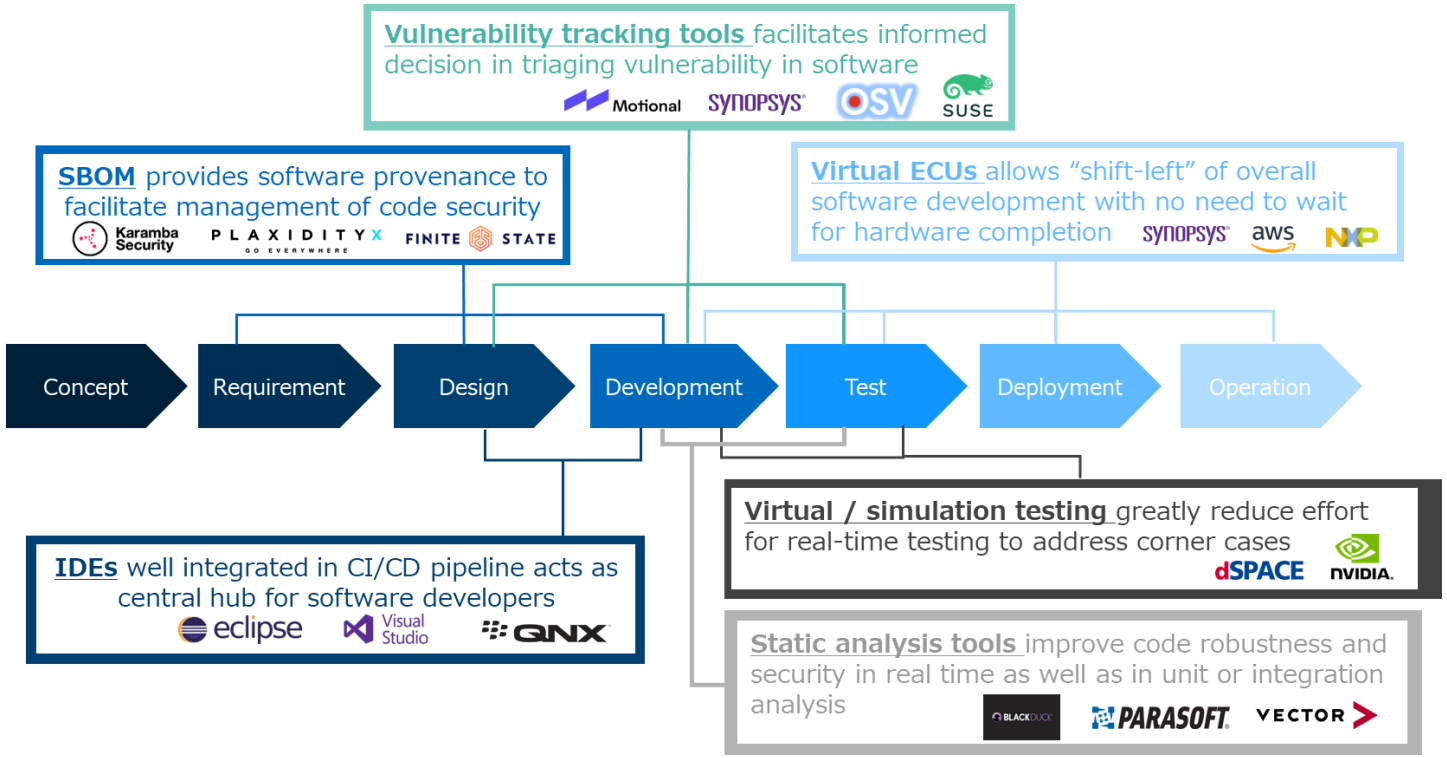
9 SDV stakeholders setting up joint-ventures and alliance: Going Deeper

SBD PERSPECTIVE:

- **Traditional partners and processes are changing as OEMs advance toward SDV development. Conventional development processes, such as Verification and Validation, are being replaced by more agile processes, like DevOps, which is one of many unfamiliar yet inevitable changes for OEMs in the SDV future. For this transition, OEMs and software development companies can leverage their respective strengths, ultimately benefiting both in the long run.**

Modern toolchains accelerate the lifecycle of OS development
(Source: 407 Automotive OS for SDV Deep Dive)

Automotive software development is shifting towards DevSecOps and "shifting left" to minimize the engineering overhead that has been a pain in the automotive software. Adopting a virtualized and more streamlined development process is becoming a key differentiator for an automotive OS through partnerships and JVs.



10 Automakers gear up to ramp up cybersecurity amid data breaches: In the news

- **Cyberattacks via software service provider platforms are on the rise. JLR, Stellantis North America, and Renault UK were among the OEMs that faced cyberattacks between August and October 2025.**
- **Renault UK experienced a customer data breach in October, similar to Stellantis, resulting from a cyberattack on a third-party service provider, leading to unauthorized access to sensitive customer information. This demands OEMs to be cautious with growth in digitization.**

Jaguar cyberattack recovery complicated by a major oversight

- On 31st August 2025, Jaguar Land Rover faced a cyberattack, but the exact details have yet to surface.
- JLR halted production on September 1, 2025, and operations have not yet been fully restored. The attack affected JLR's global production.
- Reports suggest that JLR did not have cyber insurance at the time of the attack.
- More than a month's worth of worldwide production was lost with estimated loses of around £50 million per week.

Ransomware group PEAR lists Motility Software Solutions on its data leak site.

Stellantis confirms data breach exposing North American customer info

- Stellantis faced a cyberattack on its Salesforce managed system that exposed their customer contact information of its North American clients. Although no financial or sensitive data was compromised, the incident pointed out the vulnerabilities in the Salesforce system which is used for customer management.
- Confirmed by the company on September 22, 2025, the breach was initiated from an unauthorized access to a third-party service provider's platform, exposing data for an undisclosed number of North American customers.

Auto dealership software company notifies data breach

- Automotive dealership software company Motility Software Solutions confirmed that 766,670 people's data has been breached in a cyber attack in Augut 2025.
- Ransomware group PEAR took did the cyber attack and demanded ransom. Motility's parent company Reynolds & Reynolds, saying it stole 4.3 TB of data.
- Motility is providing eligible victims with 12 months of complimentary credit monitoring and identity theft protection through Norton LifeLock.

⑩ Automakers gear up to ramp up cybersecurity amid data breaches: Going Deeper

SBD PERSPECTIVE:

- **As vehicles become more connected and move towards SDVs, cybersecurity both in the vehicle and at the organizational level should be a top priority for OEMs.**
- **SBD helps OEMs identify and address cybersecurity vulnerabilities and challenges across both vehicle and backend systems.**

KIA web portal vulnerability (Source: 905 Cyber Intelligence Guide)

Security researchers found a weakness in Kia's dealer portal. The weakness could allow vehicles to be controlled, even if the vehicle did not have a Kia Connect subscription. The weakness also allowed sensitive personal information to be obtained.

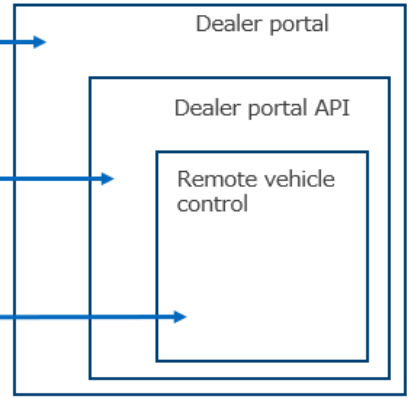
The attackers registered an account on kiaconnect.kdealer.com dealer portal and generated a valid access token to allow them to gain access to backend dealer APIs and vehicle ownership details.

Dealer portal allows any registered user to manage remote vehicle functions if the VIN is known and they have a dealership token. The VIN number can be obtained from license plate number. Attackers can use a third-party service to convert a license plate number into a VIN. The Kia dealer portal did not verify or authenticate registration data.

1. Register a dealer account on Kia dealer portal

2. Generate Valid Access token and retrieve it from HTTP response. This allows access to dealer API.

3. Entering a vehicle VIN into dealer API gives access to remote track, unlock and start functions for that vehicle



Attack Target	Attack Vector
Vehicle	Remote
Attack Point/Interface	**Attack Feasibility**
Internet	High
Impact	
Safety / Financial / Operational / Privacy	
Attack Maturity	
Practical	Experimental / Theoretical

Major Movers

The market participants that have left a significant impact on the industry last quarter

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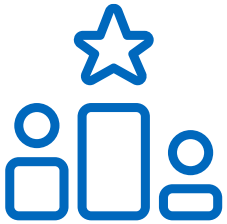
Introduction

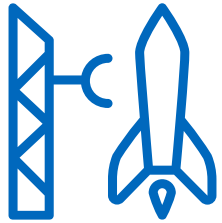
Top Disruptor

An organization that has had an outsized influence on the direction of mobility



Top Performer

An organization that is outperforming competitors within the mobility market



Top Newcomer

An organization that is either new or that is new to the mobility market

Top Innovator

An organization that has found a creative new way of solving a mobility pain point

Top Communicator

An organization that has been successful at clearly articulating its vision or plans

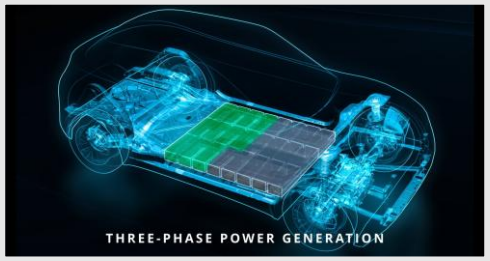
Top Disruptor: Stellantis

Stellantis, in collaboration with Saft's battery invention and the expertise of top-tier French research institutes, promotes new ways of thinking about energy, sustainability, and future mobility systems by introducing the Intelligent Battery Integrated System (IBIS) technology. Their collaborative strategy, rooted in both business and academia, positions them at the forefront of disruptive change and establishes them as a benchmark for forward-thinking mobility.

Why are they Major Movers?

- The IBIS architecture combines the battery, inverter, and charger into a single unit, setting a new standard for simplicity and integration in electric vehicle (EV) design.
- This approach effectively addresses longstanding barriers to widespread EV adoption by making EVs lighter, more compact, and easier to manufacture.
- Improvements in efficiency, performance, and charging speed have the potential to transform consumer expectations for electric vehicles globally.

Prototype Peugeot E-3008 featuring IBIS technology



- The IBIS-equipped prototype, built on the Peugeot E-3008 platform, enhances energy efficiency by up to 10% and generates 15% more power using the same battery size.
- It reduces weight by approximately 40 kg and increases interior space, which enables better aerodynamic designs and a longer driving range.
- Using standard AC charging stations, the charging time is cut down by 15 percent, making electric vehicle ownership more practical for everyday users.
- The system's modular design simplifies maintenance, extends battery life, and facilitates easier battery replacements or repurposing for second-life applications.

Image Source: Stellantis

SBD Perspective

- Stellantis and its collaborators are showcasing true leadership in electric mobility by not only rethinking their products but also fundamental technical principles.
- By embracing modularity and future-proofing battery packs, Stellantis is preparing for significant advancements in materials science and battery chemistry.
- The efforts to reduce costs, weight, and maintenance complexity make EVs more accessible and practical, and ensures their ongoing relevance as the world moves toward electrification.

Top Performer: Xpeng

Xpeng, having already entered over 30 countries, is continuing its aggressive expansion with a target of over 60 by the end of the year. Further expansion in Europe and Africa is planned. The strategy is complemented by establishing local R&D centers and production in Europe.

Xpeng also remains at the forefront of EV innovation by showcasing its application of AI in vehicle development for autonomy, robotics, and airborne vehicles.

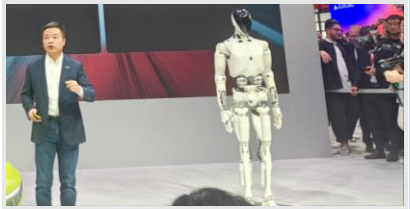
Why are they Major Movers?

- Xpeng's substantial expansion started a while back and goes on in the face of an uncertain international EV market and continues to do so in emerging markets in Africa.
- Xpeng is also fully committing to this strategy by establishing a proper presence in Europe with production at the Magna assembly plant and R&D activities in Munich.
- The brand is also diversifying its offering in terms of performance with different battery suppliers, allowing them to cater to various consumer segments.
- Major activity is also going into autonomy development.

Technology Developments and announcements

- The OEM has announced the start of localized production at Magna assembly plant in Austria for its G6 and G9 models.
- Through partnerships with public bodies Xpeng announced also expansion in Morocco and Tunisia.
- At IAA in Munich, Xpeng has a strong showcase with announcements including its upcoming model Next P7, the global adaptation and release of the Navigation Guided Pilot (NGP) autonomy system, expansion plans including the mass-production of L-4-capable models by 2026, and further AI applications to expand its mobility ecosystem with the 'Land Aircraft Carrier' and even a humanoid robot prototype.
- Expansion in Asia will also focus on charging infrastructure expansion with additional 3,800 public chargers.

Xpeng Next P7 at IAA



Xpeng Humanoid robot IRON

Xpeng expanding charging network in APAC region

SBD Perspective

- Xpeng has attracted the attention of the industry for quite a while with its innovation potential. However, it has not yet established a consistent presence in Europe. The recent announcements imply a firm commitment, although risky, that could lead to substantial growth in one of the most competitive markets globally.
- The expansion strategy is made more convincing by the strong technological positioning with on-board features, autonomy development, and an eye on the charging ecosystem.

Top Newcomer: Slate Auto

Slate Auto, a newcomer to the EV sector, is revolutionizing the design and manufacturing of affordable electric vehicles. This ambitious mobility player, founded in 2022 and headquartered in Michigan, combines industry senior leadership with deep-pocketed supporters, notably Jeff Bezos, to advance in the market for electric utility vehicles. With a bold vision for affordable, infinitely customized pickup trucks, Slate is set to democratize electric mobility for new groups of American drivers.

Why are they Major Movers?

- Slate Auto is targeting affordable electric utility vehicles with a base price of roughly $25,000, which is lower than most contemporary EVs and particularly unique among pickups.
- The leadership and investment backing, which includes Jeff Bezos and veterans from major automakers, combine extensive industry expertise and significant financial commitment, lending credibility and operational muscle that is uncommon in new market entrants.

Model announcements by Slate Auto

- The first model is a modular, two-seat electric pickup that can be transformed into various body styles, such as a five-seat SUV, using add-on kits.
- It features composite plastic body panels, manual windows, no built-in entertainment, and relies on off-the-shelf components to lower production costs.
- Slate is pioneering the direct-to-consumer concept and plans to offer a wide range of accessories, driving profit through customization rather than basic car pricing.
- The pickups will include modern safety features, two battery options with ranges of approximately 150 and 240 miles and will have DC fast charging capability.

Slate Auto model with basic version of EV pickup truck at $25,000

Interior without built-in Infotainment

SBD Perspective

- Slate could enable scalable electric transportation for rural customers and first-time car buyers.
- There is potential for global influence: the simplicity, affordability, and modularity could be adapted to other countries, especially as economic challenges cause car buyers to seek greater value and flexibility.
- Concerns still exist about how quickly consumers will embrace a "build-your-own" mindset and if they will accept limited features for lower prices.

Image Source: Slate

Top Innovator: Fraunhofer

Fraunhofer is a leading innovator at the intersection of mobility and technological advancement. Their strong commitment to interdisciplinary research and solutions that cater to sustainability ensures direct attention to emerging issues in sustainability, connectivity, and user-centric mobility experiences. Fraunhofer not only shapes the existing transportation landscape but also establishes the foundation for a resilient and forward-thinking mobility ecosystem.

Why are they Major Movers?

- Fraunhofer projects promote cross-industry collaboration, bridging the gap between traditional automotive innovation and digital transportation change.
- The emphasis on sustainability addresses pressing global problems about emissions, resource consumption, and urban congestion, establishing benchmarks for responsible innovation in the field.
- Illustrates how advanced analytics, AI, and IoT can be leveraged to increase traffic efficiency, safety, and user convenience by integrating digital technologies into mobility platforms.

Innovations of the Fraunhofer Transport Alliance at the IAA 2025

The Hearing Car This demo vehicle features AI-based technologies for acoustic scene detection, such as, an approaching emergency vehicle.	**AktiMeter** The system uses AI-based video analysis to detect, classify, and track people and actions – contactless and GDPR-compliant.	**goCRASH3D** With goCRASH3D, the team innovated a new system that records 3D data during crash tests inside the test vehicle.
Infrared camera Developed a novel infrared camera that operates precisely the same range in which thermal radiation emitted by humans is found.	**Exterior lighting** IOF's solid-state lighting system enables the realization of an adaptive high beam and an efficient low beam.	**Dynamic Indicator** Developed a dynamic indicator light that guarantees maximum visibility in a compact form, even under daylight conditions.
SensAI The system creates a cognitive digital twin of the driver – enabling smarter, safer cars that know when you're not truly present.	**Motion sickness prevention** Using interior cameras and real-time 3D pose recognition, the system enables adaptive countermeasures.	**DAKIMO project** The project, which focuses on interdisciplinary mobility research, traffic modeling, simulation, and AI for intermodal travel.

SBD Perspective

- Fraunhofer is a driving force for progress, developing technologies that influence how people move in dynamic urban areas.
- Soon, the ongoing emphasis on user-centered innovation is likely to push the boundaries of transportation, from electrification to autonomous mobility ecosystems.
- The organization's collaborative concept aims to open new value chains, enabling long-term growth and adaptation across the mobility environment.

Top Communicator: Porsche

Porsche has redefined its product strategy after facing difficulties, particularly related to its electrified lineup. In its market segment, Porsche has been for a long time an innovator that has embraced new trends before its competitors. However, the electrification has brought challenges in multiple forms: brand identity, consumers acceptance, and a new wave of competitors approaching a market with lowered entry barriers.

Why are they Major Movers?

- Porsche ranks as a major mover with the realignment of its product strategy, looking far ahead from 2030 onwards for the substantial shift in its approach to a changing market. This considers the expectations an established and well-recognized brand like Porsche must meet in its niche, while also looking ahead at evolving demand and needs.
- The strategic development is very well defined, highlighting how the set measures aimed at going back to strong growth after two difficult years will likely lead to additional depreciation and provisions in the short term.

Porsche's key steps for establishing the future vision

Strategy for the future

- New SUV above Cayenne planned as an EV will be initially offered as ICE and PHEV.
- Other models planned for change or replacing like Panamera and Cayenne will instead remain ICE and PHEV well in the 30s.
- New successors for the likes of Panamera and Cayenne have been added to the cycle plan.
- The existing EV model range will be continuously updated. Along with Taycan and Macan, Cayenne and 718 will also be offered as EVs.

Delays

- Delayed launch of planned EV models
- Delayed plans for the development of a new platform for the next generation of EV models, to be redesigned along with other brands in the VW Group.

Reviewed figures for the year 2025 following the new plans are:

- Similar sales revenue at €37-38 billion
- Return lowered from 5-7% to just 2%
- Similar cash flow margin at 3-5%
- Lower automotive EBITDA margin at 10.5-12.5%
- Similar share of BEVs across the product line at 20-22%

SBD Perspective

- Porsche detailed a very comprehensive strategy aimed, in the words of CEO Oliver Blume, at "achieving a very balanced portfolio" and " meeting the entire range of customer requirements".
- Going back on the original plan established as one of the stronger and faster innovators in the European market, Porsche is opting for a more diversified offering that, while initially more expensive, can, in the long term, allow it to act more quickly to address changing consumers' needs and redirect their strategy based on any new market trend.

Everything Else

Relevant news articles from the last quarter

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Connected News from the last 3 months

Source	Title	Date	Link
Absolute Geeks	Polestar 3 and 4 receive OTA updates in the UAE with improved features	25/09/25	Link
TelematicsWire	Mitsubishi teams up with AMS and Intelematics to launch connected safety services in Australia	24/09/25	Link
Automotive Interiors World	App with personalized AI coaching integrated into Android Auto by Driver Technologies	19/08/25	Link
Futubull	Xiaomi Auto Responds to OTA Recall: Aiming to Further Enhance the Reliability of Assisted Driving Functions	19/09/25	Link
Automotive Interiors World	Electric Mercedes-Benz GLC debuts with Sensual Purity, MB.OS and largest MBUX Hyperscreen yet	10/09/25	Link
Harman	Qualcomm and Harman collaborate on AI personal assistant	10/09/25	Link
Cartoq	Tata Motors Fixes Bugs On Harrier.EV Through An OTA Update: All You Need To Know	10/09/25	Link
Qualcomm	Qualcomm and Google Cloud collaborate to provide enhanced in-car experiences through AI	08/09/25	Link
Autocar	Audi to launch first cars with full Rivian software stack in 2028	05/09/25	Link
Xpeng	XPENG Launches Global OTA 5.8.0 Update: Delivering refined experiences for diverse user demands	25/08/25	Link
Autoevolution	Rivian's Latest Software Update makes the Infotainment System's Interface Buttery-Smooth	20/08/25	Link
Drive Tesla	Tesla integrates DeepSeek into Voice Assistant in China	21/08/25	Link
The Wall Street Journal	GM Raided Silicon Valley to Build Its New AI Team.	20/08/25	Link

Connected News from the last 3 months

Source	Title	Date	Link
WebProNews	GM Mandates OTA Updates in 45 Days to Avoid Warranty Void	02/08/25	Link
Stellantis	Stellantis and 4screen Enhance In-Car Convenience with Real-Time, Location-Based Mobility Services	24/07/25	Link
Mercedes-Benz	Mercedes-Benz expands collaboration with Microsoft to boost in-car productivity with Enhanced Meetings for Teams app, Intune integration and Microsoft 365 Copilot	16/07/25	Link
Hyundai	Hyundai integrates Google Places for a smarter and more powerful navigation experience	14/07/25	Link
Teslarati	Tesla debuts hands-free Grok AI with update 2025.26	12/07/25	Link
EV	Onvo Says L90 to Feature AI-Powered Predictive Suspension via OTA Update	12/07/25	Link
EET-China	Mercedes-Benz teams up with two major technology partners from Geely: jointly creating a new generation of intelligent cabin experiences	11/07/25	Link
Stellantis	Stellantis Introduces Simplified, Value-packed Connected Services for US Customers	08/07/25	Link
NFON	NFON business telephony integrated into Apple CarPlay	-	Link

Autonomous News from the last 3 months

Source	Title	Date	Link
CNEVPOST	Mercedes, Momenta tie up to develop driver-assist system for China	25/09/25	Link
Gasgoo	Mercedes-Benz, Momenta to launch China-tailored ADAS system debuting on new all-electric CLA	25/09/25	Link
Automotive News Europe	Qualcomm sees strong interest in ADAS codeveloped with BMW	25/09/25	Link
Nissan	Nissan unveils next-generation ProPILOT featuring AI ahead of FY27 launch	22/09/25	Link
Forbes	Waymo plans launch in London for 2026	22/09/25	Link
Electrek	The Ford F-150 Lightning can now handle more of the driving for you	23/09/25	Link
Repairer Driven News	NHTSA delays ADAS features in five-star safety rating (NCAP)	23/09/25	Link
CarNewsChina	China introduces mandatory safety standards for L2 driver assistance systems	17/09/25	Link
Zoox	Zoox launches Robotaxi Service in Las Vegas with own dedicated App	10/09/25	Link
Yahoo	SaverOne Signs Agreement with a Leader in ADAS Vision Solutions for Collaborative Development	09/09/25	Link
MarkLines (paywall)	Valeo partners with Momenta to advance ADAS and Autonomous Driving technology	08/09/25	Link
Business Insider	Tesla Robotaxi app appared in the app and is made available to everyone	04/09/25	Link
Team BHP	ARAI to build India's first ADAS testing track in Pune	04/09/25	Link

Autonomous News from the last 3 months

Source	Title	Date	Link
TechCrunch	Waymo expands to Denver and Seatllet (+ Test license for Newyork + Dallas in 26)	02/09/25	Link
Yahoo	Valeo inaugurates new ADAS manufacturing hub in China	01/09/25	Link
InsideEVs	Stellantis Slows Down On Autonomy After Falling Behind In Electric Cars	26/08/25	Link
Businesswire	Helm.ai and Honda Motor Co. Agree to Multi-Year ADAS Joint Development for Mass Production Consumer Vehicles	20/08/25	Link
CarNewsChina	Audi A5L Sportback launches as the first fuel model featuring Huawei's ADAS	06/08/25	Link
CarNewsChina	BMW embraces Chinese ADAS in upcoming Neue Klasse lineup	15/07/25	Link
AUTOCAR	Stellantis axes level-three autonomous driving system	26/08/25	Link
Reddit	Waymo Working on "My Car" Tab for Controls & Settings to improve user experience	-	Link

Shared News from the last 3 months

Source	Title	Date	Link
Thaiger	Thailand rolls out stricter ride-hailing rules from October	24/09/25	Link
Grab	Alipay+ and Grab Make Ride Hailing Services Available to Global Digital Wallet Users via Alipay+ Voyager	16/09/25	Link
First Online	Luiss Green Mobility, Rome inaugurates Europe's first electric university car sharing program with Acea and Renault	16/09/25	Link
Automotive Powertrain Technology International	Toyota hydrogen taxis to roll out across Tokyo	04/09/25	Link
SCMP	Proposed Hong Kong ride-hailing rules cover licensing, vehicle age and insurance	04/09/25	Link
The Straits Times	Ride-hailing app inDrive Malaysia reinforces geo-restrictions to prevent trips within S'pore	28/08/25	Link
Tech in Asia	Japan gov't to boost joint ride-hailing support	24/08/25	Link
Just Auto	WeRide launches one-stage ADAS developed with Bosch	22/08/25	Link
Innovation Village	Zimbabwe expands tax net to include e-hailing and short-term rentals	29/07/25	Link
ARAB News	inDrive brings transparent ride-hailing to Riyadh	28/07/25	Link
Chosun Biz	SOCAR introduces customized B2B car-sharing for corporate mobility needs	16/07/25	Link
Newswire	SWTCH and Kite Mobility Demonstrate Grid Benefits of Intelligent EV Charging and EV Car Sharing	03/07/25	Link

Electrification News from the last 3 months

Source	Title	Date	Link
Acura	Acura RSX Prototype EV to Debut Globally at Monterey Car Week	08/05/2025	Link
Afeela	AFEELA 1’s Production Journey Begins in Ohio	30/07/2025	Link
Aptera	Aptera’s Next Validation Vehicle Is Here	01/07/2025	Link
Faraday Future	Faraday X Unveils the FX Super One EAI-MPV, the FF Super EAI F.A.C.E. System, and the FF EAI Embodied Intelligence AI Agent 6x4 Architecture	18/07/2025	Link
Ford	Ford’s $5B Bet on America: Innovation Meets Efficiency in New EV Platform, Assembly Process and Midsize Truck	11/08/2025	Link
Lexus	Five Things to Know About the Thoroughly Enhanced 2026 Lexus RZ	01/08/2025	Link
Nissan	NISSAN ENERGY Marketplace, powered by Electrum, launches to help customers install home energy solutions	31/07/2025	Link
Automotive News	Subaru to keep new EVs coming, despite end of federal tax credit	27/07/2025	Link
Subaru	Subaru Corporation today unveiled the all-new 2026 Subaru Uncharted (U.S. model) in New York City.	18/07/2025	Link
BMW	BMW Neue Klasse iX3 - Introduced	05/09/2025	Link
Hyundai	The new Kia EV5: Compact electric SUV with plenty of space and innovative technologies	07/08/2025	Link
Mercedes-Benz	The all-new electric GLC Introduced	07/08/2025	Link
Porsche	Porsche Wireless Charging: Inductive charging for a convenient energy supply	04/09/2025	Link
Volkswagen	Volkswagen Group strengthens its position as Europe's leading electric vehicle manufacturer with its family of small electric cars	09/08/2025	Link

Electrification News from the last 3 months

Source	Title	Date	Link
Buick	Buick unveiled its new extended-range system "Buick Zhenlong EREV"	07/08/2025	Link
CATL	Geely and CATL have signed a strategic cooperation agreement to deepen collaboration in areas including power battery technology synergy, product platform integration, and supply chain system development.	04/07/2025	Link
IM Auto	IM unveiled its "Stellar" super range-extender technology, boasting a combined range of over 1,500km and a fuel-electricity consumption of 2.07L/100km.	01/08/2025	Link
Weineng	NIO and CATL have signed a cooperation agreement to collaborate on battery asset management and battery technology innovation.	11/07/2025	Link
Heise Online	Renault and A1 test V2L for emergency power supply to mobile phone masts	24/09/2025	Link
InsideEVs	The Second Generation Of Hybrids:' Volvo Will Build EREVs In America	23/09/2025	Link
InsideEVs	Hyundai’s Big 2027 Launch: An EREV With 600 Miles of Range	18/09/2025	Link
Automotive Powertrain Technology International	CATL unveils Shenxing Pro with latest LFP battery technology	18/09/2025	Link
Rimac	Rimac Technology Unveils New Solid-State Battery Tech and Next-Generation e-Axles at IAA Mobility	08/09/2025	Link
Automotive Powertrain Technology International	Stellantis discontinues hydrogen fuel cell technology development program	23/07/2025	Link
Automotive Powertrain Technology International	SK On launches all-solid-state battery pilot plant ahead of 2029 rollout	25/09/2025	Link

Electrification News from the last 3 months

Source	Title	Date	Link
Toyota	Toyota and Mazda Start Tests of Energy Storage System Using Electrified Vehicle Batteries	21/08/2025	Link
CarNewsChina	Nio cuts 100 kWh battery price by 2,800 USD, offering insight into current EV battery costs	19/08/2025	Link
CarNewsChina	Weltmeister, an early EV startup, relaunches production	08/09/2025	Link
Mitsubishi Motors	Mitsubishi Unveils All-New Eclipse Cross BEV for Europe	18/09/2025	Link
Stellantis	Stellantis unveils prototype vehicle featuring intelligent battery with power electronics integrated system	19/08/2025	Link
Electrive	Moon Power introduces second-life application for MEB batteries	19/09/2025	Link
BBC News	VW introduces monthly subscription to increase car power	15/08/2025	Link
AC Mobility	AC Mobility and Shell Unite to Expand National EV Charging Network	16/09/2025	Link
Interesting Engineering	Chinese EV maker BYD unveils record 14.5 MWh DC battery block for grid-scale storage	20/09/2025	Link

Secure News from the last 3 months

Source	Title	Date	Link
Tech Africa News	NTI and SEITech Launch Advanced Training in Automotive Cybersecurity and AIoT	25/09/25	Link
Telematics Wire	Sasken & VicOne join forces to boost automotive cybersecurity	22/09/25	Link
IPO Central	C3iHub, IIT Kanpur, and ARAI Join Forces to Bolster Automotive Cybersecurity	10/09/25	Link
Business Wire	Stellantis Joins GlobalPlatform to Advance Global Automotive Cybersecurity Standards	04/09/25	Link
The Manila Times	Fescaro, TUV Nord join forces on auto cybersecurity compliance	19/09/25	Link
TCS Newsroom	TCS Accelerates Software-Defined Vehicle Innovation in Europe with Launch of Three New Hubs	20/06/25	Link
Marklines	Valeo expands collaboration with Qualcomm on scalable ADAS and safety-centric systems for SDVs	09/09/25	Link
Automotive News	Valeo books €9 billion in orders for products aimed at software-defined vehicles	26/09/25	Link
PR Newswire	Hyundai Motor Group Hosts Pleos SDV Standard Forum to Drive Software-Defined Vehicle Era through Collaboration	20/08/25	Link
Automotive News	Software-defined vehicle innovation stalled by EU overregulation, lawyer says	10/07/25	Link

Contact SBD Automotive

Do you have any questions?

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