MARKET INTELLIGENCE STUDY

Global Commercial Vehicle Industry:

Technology Trends & 10-Year Outlook (2026–2035)

Electrification, Autonomy, Hydrogen, Connectivity & Regulatory Landscape

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1. Executive Summary

The global commercial vehicle (CV) market was valued at approximately USD 1.16 to 1.34 trillion in 2024/2025 and is projected to reach USD 2.09 to 2.31 trillion by 2034/2035, growing at a CAGR of 5.2% to 6.0% (Precedence Research, 2025; Research Nester, 2025; FMI, 2025). Global truck and bus production closed 2025 at approximately 3.5 million units (3.1 million trucks and nearly 400,000 buses), with S&P Global Mobility projecting a slow upward trajectory peaking around 2028 before moderating into a stable mid cycle (S&P Global Mobility, February 2026). Unit sales are projected at 38.33 million vehicles in 2025, growing to 40.89 million by 2029 (Statista, 2025).

The industry is undergoing its most profound transformation since the invention of the diesel engine. Six technology megatrends are converging simultaneously: electrification and battery electric vehicles, hydrogen fuel cell propulsion, autonomous and assisted driving, connected vehicle ecosystems and telematics, advanced driver assistance systems (ADAS), and alternative fuels including natural gas and e-fuels. These are not sequential transitions. They are happening in parallel, creating both enormous opportunity and complex strategic challenges for OEMs, fleet operators, regulators, and infrastructure providers.

This study examines each technology pillar, provides regional deep dives for North America, Europe, Asia Pacific, Middle East and Africa, and Latin America, and offers a sourced 10 year outlook through 2035 with verified market data and project references.

Key finding: Despite the accelerating transition, internal combustion engines (ICE) will still account for 61 to 75% of the commercial vehicle market by 2035 (Research Nester, 2025; FMI, 2025). The transition is real but gradual. Electric commercial vehicles (USD 84 billion in 2025) will grow at 10.1% CAGR to USD 222 billion by 2035 (Global Market Insights, 2026). Autonomous trucking (USD 43 billion in 2025) will reach USD 87 billion by 2032 at 10.6% CAGR (Fortune Business Insights, 2025). The commercial vehicle of 2035 will be electric or hydrogen powered, software defined, semi-autonomous or fully autonomous, and connected to fleet management platforms in real time.

2. Global Market Overview

Market Segment	2025 Value	2034/2035 Projection	CAGR	Source
Total CV Market	USD 1.16–1.34 trillion	USD 2.09–2.31 trillion	5.2–6.0%	Precedence / Research Nester / FMI
Electric CV Market	USD 84.2 billion	USD 222 billion (2035)	10.1%	Global Market Insights
Electric Truck Market	USD 5.25 billion	USD 32.1 billion (2032)	29.5%	MarketsandMarkets
Autonomous Truck Market	USD 42.9 billion	USD 86.8 billion (2032)	10.6%	Fortune Business Insights
Connected Truck / Telematics	~USD 35 billion (est.)	USD 70+ billion	~7%	Industry estimates
Global Truck Production (>6t)	3.1 million units	Peak ~3.5M (2028)	Cyclical	S&P Global Mobility
Global CV Unit Sales	38.33 million	40.89 million (2029)	1.6%	Statista

Sources: Precedence Research (2025), Research Nester (2025), FMI (2025), Global Market Insights (2026), MarketsandMarkets (2025), Fortune Business Insights (2025), S&P Global Mobility (Feb 2026), Statista (2025)

2.1 Market Structure

- Light Commercial Vehicles (LCVs): approximately 74% of market by unit volume (Precedence Research, 2025), dominated by last mile delivery, construction, and small business operations
- Heavy Duty Trucks (HDTs): fastest growing segment at 5.7% CAGR, driven by logistics infrastructure and mining demand
- Trucks overall projected to capture 87% market share by 2035 (Research Nester, 2025)
- ICE propulsion still expected to hold 61 to 75% share by 2035, reflecting the gradual pace of transition in developing markets
- Freight and logistics sector accounts for approximately 40% of total CV demand, construction 20%, public transport 15%, mining and agriculture 10% each (FMI, 2025)

2.2 Production Outlook by Region (S&P Global Mobility, February 2026)

- China: cyclical high in 2025 driven by policy incentives and export strength; expected to normalise 2026–2027 as supports unwind. Remains global export hub for trucks and buses across Central/Western Europe, Turkey, South Asia, Middle East/Africa, and Latin America.
- North America: 2026 outlook improves after softer 2025; freight markets firming, fleet replacement strengthening. EPA 2027 pre-buy effect largely removed from forecasts.
- Europe: another contraction in 2025 following steep 2024 decline; steady recovery expected 2026 onward with 5–7% annual production growth through 2028. Euro 7 and CO2 milestones will influence buying cycles.
- India: emerging as high growth node driven by scrappage policy and massive infrastructure boom.

- Middle East/Africa: growing as export destination for Chinese OEMs; infrastructure project activity driving demand.

3. Six Technology Pillars Reshaping Commercial Vehicles (2026–2035)

3.1 Electrification & Battery Electric Vehicles

The electric commercial vehicle market was valued at USD 84.2 billion in 2025 and is projected to grow to USD 222 billion by 2035 at a CAGR of 10.1% (Global Market Insights, 2026). BYD leads with over 20% market share, followed by Ford, Mercedes-Benz, Volvo, and Yutong Bus, collectively holding 43% of the market (GMI, 2026). The electric truck segment specifically is valued at USD 5.25 billion (2025) and is projected to reach USD 32.1 billion by 2032 at a CAGR of 29.5% (MarketsandMarkets, 2025).

Battery costs have dropped approximately 30% since 2020, enabling manufacturers to either extend range or reduce prices (IEA Global EV Outlook 2025). Average battery electric truck range has extended from 150 km in 2020 to over 300 km in 2024, with models like Volvo FH Electric and Tesla Semi offering 300 km and 500 miles respectively.

Key Developments

- Tesla Semi: 500 mile range, 1.2 MW Megawatt Charging System (MCS) support, USD 260,000 (300 mile) / USD 300,000 (500 mile) pricing, well below USD 435,000 average ZEV Class 8 cost. Mass production at 1.7 million sq ft Nevada factory targeting 50,000 units/year by end 2026. 37 Megacharger sites planned for 2026, 64 additional locations announced.
- Volvo FH Electric: 44 ton payload, 300 km range, active in regional transport across Europe. 300 electric heavy duty trucks supplied to DSV (August 2024), among the largest electric truck orders in Europe.
- Daimler eActros 600: optimised for heavy duty logistics with active safety suite. Amazon ordered 200+ units for UK and Germany deployment (January 2025).
- BYD: global leader, approximately 50% of global electric truck production in China (2025), Q3 model with modular 200 to 500 kWh battery packs, aggressively targeting export markets in Southeast Asia and Latin America. Testing 1,500 kW flash charger in Shenzhen.
- Scania: investing USD 2 billion in new production hub in Rugao, China (50,000 vehicles/year capacity, operations from October 2025).
- Megawatt Charging Systems (MCS): over 1,000 MCS enabled stations planned across North America and Europe by 2026. Maintenance costs for electric trucks up to 40% lower than diesel.

TCO Parity Timeline: Urban LCVs are already at TCO parity with diesel in many regions. Heavy duty long haul trucks will likely reach unsubsidised parity by 2028 to 2029, contingent on Megawatt Charging rollout and battery prices falling below USD 100/kWh (Market Minds Advisory, 2025; IEA, 2025).

10 year outlook: By 2035, electric vehicles will account for 25 to 39% of new commercial vehicle sales. Electric vans will dominate urban last mile delivery. Electric heavy duty trucks will be standard for regional haul (sub 500 km) and increasingly viable for long haul with MCS infrastructure. China will remain the volume leader, with Europe and North America scaling rapidly.

3.2 Hydrogen Fuel Cell & Hydrogen ICE

Hydrogen offers advantages over battery electric for extreme loads, continuous uptime operations, and routes where grid charging is impractical. However, battery electric trucks will remain cheaper to

operate across most use cases through 2030 (IEA Global EV Outlook 2025). Fuel cell electric trucks (FCEVs) offer 650 to 880 km driving range with 55 kg hydrogen storage at 700 bar (ICCT, 2022).

Key Developments

- Hyundai XCIENT: world's first mass produced hydrogen fuel cell heavy duty truck; new model unveiled at ACT Expo 2025 with improved range and power
- Volvo Trucks: plans for hydrogen internal combustion engines by end of decade (announced May 2024)
- Nikola: hydrogen electric truck partnership with Bosch; pilot testing in California
- EU regulatory incentive: hydrogen fuel cell trucks count as zero emission under EU CO2 standards, providing manufacturers with compliance credits
- FCEV market share in commercial vehicles: currently minimal but forecast as fastest CAGR segment (30.17% through 2031)

10 year outlook: Hydrogen FCEVs will occupy a niche but strategically important segment: long haul (800+ km), heavy payload, and off grid operations. Market share estimated at 3 to 5% of new CV sales by 2035. Hydrogen ICE technology offers a potentially lower cost path for OEMs to leverage existing powertrain manufacturing capabilities. Both hydrogen pathways depend critically on refuelling infrastructure buildout.

3.3 Autonomous & Assisted Driving

The autonomous truck market was valued at USD 42.9 billion in 2025 and is projected to reach USD 86.8 billion by 2032 at a CAGR of 10.6% (Fortune Business Insights, 2025). The autonomous long haul trucking market specifically reached USD 2.7 billion in 2024 and is projected to grow at 32% CAGR to USD 42.6 billion by 2034. Four companies are operating commercial autonomous freight services on US public roads in 2026.

Key Players & Milestones

- Aurora Innovation: launched commercial driverless freight (Dallas to Houston) in April 2025. First company to operate fully driverless Class 8 service on US public roads. Tripled route network to 10 lanes across the Sun Belt by February 2026. 250,000+ driverless miles, zero system attributed collisions. Partnered with FedEx, Uber Freight, Werner, Schneider, Volvo, PACCAR. Next gen hardware launching Q2 2026 cuts costs by 50% while doubling lidar range to 1,000 metres.
- Gatik: first company in North America to deploy fully driverless trucks at commercial scale (January 2026). Operating for Walmart across Texas, Arkansas, Arizona, Nebraska, Ontario. 60,000 orders completed incident free. USD 600 million in contracted revenue.
- Kodiak Robotics: largest fleet of driverless Class 8 trucks in industrial use (Permian Basin). 100 truck binding order from Atlas Energy Solutions. Long haul highway launch targeted H2 2026. Also developing autonomous tactical vehicles for military resupply.
- China (Inceptio Technology): "assist first, automate later" approach with Xuanyuan system; commercial pilots since 2021 scaling through mass production partnerships. Chinese logistics ecosystem enables faster scaling due to high freight density and flexible policy support.
- Einride (Sweden): Level 4 autonomous electric trucks on fixed routes across European nations; expanded to UK.
- Regulation: US Department of Transportation to release revised guidelines by end 2026. AMERICA DRIVES Act would create federal framework for Level 4/5 trucks. 20+ US states

permit autonomous trucking. Germany's L4 law enabled public road testing. California DMV revised regulations to allow heavy autonomous truck testing and deployment.

10 year outlook: By 2035, autonomous trucking will be commercially established for hub to hub long haul corridors in the US, China, and select European routes. Approximately 15 to 20% of long haul freight tonne-kilometres in the US could be served by autonomous or semi-autonomous trucks. Middle mile and last mile autonomous delivery will be widespread in controlled urban environments. The technology will coexist with human drivers, transforming the driver role from sole operator to fleet supervisor.

3.4 Connected Vehicles, Telematics & Fleet Digitalisation

Fleet digitalisation adoption has crossed 49% globally, improving efficiency and utilisation rates across transport networks (Global Growth Insights, 2025). Connected vehicle technology encompasses real time GPS tracking, engine diagnostics, driver behaviour monitoring, route optimisation, fuel management, predictive maintenance alerts, and over the air (OTA) software updates.

- Telematics penetration in commercial fleets exceeds 55% in North America and Europe, 35 to 40% in Asia Pacific
- Vehicle to everything (V2X) communication emerging as standard in new platforms
- Digital freight matching platforms (Uber Freight, Convoy, Transfix) transforming load booking and capacity utilisation
- Electric vehicle fleet management adds new data layers: battery state of health, charging optimisation, energy consumption per route
- OEMs at risk of becoming "hardware foundries" for software giants if they fail to monetise data and software layers (Market Minds Advisory, 2025)

10 year outlook: By 2035, 80%+ of commercial vehicles in developed markets will be connected with real time telematics. Software defined vehicles will enable OEMs to generate recurring revenue from data services, predictive maintenance subscriptions, and OTA feature upgrades.

3.5 Advanced Driver Assistance Systems (ADAS)

ADAS safety system penetration has reached approximately 55% in new commercial vehicles globally (Global Growth Insights, 2025). Key systems include lane departure warning, automatic emergency braking (AEB), adaptive cruise control, blind spot detection, driver drowsiness monitoring, and 360 degree camera systems.

- EU mandated AEB and intelligent speed assistance (ISA) for all new trucks from July 2024 under General Safety Regulation
- ADAS serves as the stepping stone technology toward full autonomy, with Level 2/2+ systems now standard on premium European and North American trucks
- Platooning (convoy style autonomous following) being tested by Daimler, Volvo, and PACCAR on European and US highways

10 year outlook: By 2035, Level 2+ ADAS will be mandatory on virtually all new commercial vehicles in regulated markets. Level 3 systems (conditional automation) will be available for highway driving on premium truck platforms.

3.6 Alternative Fuels: Natural Gas, Biofuels & E-Fuels

While electrification and hydrogen dominate the zero emission narrative, alternative fuels play a significant transitional role, particularly in markets where charging infrastructure is limited.

- CNG and LNG: Cummins X15N engine gaining traction in North American long haul as clean, affordable alternative
- Biofuels (HVO, biodiesel): drop in solutions requiring no vehicle modification; widely adopted in European and Brazilian fleets
- E-fuels: EU 2040 CO2 regulation includes non-binding exemption for HDVs running on e-fuels post 2040
- Electric Road Systems (ERS): catenary, inductive charging, and ground contact charging piloted in Germany and Sweden for highway electric freight

10 year outlook: Natural gas and biofuels will serve as bridge technologies through 2030. E-fuels remain niche and expensive. ERS on major freight corridors could provide a "third way" for electric heavy duty transport without massive battery packs.

4. Regulatory Landscape

4.1 European Union

- EU CO2 Standards for HDVs (Regulation 2019/1242, revised 2024): 15% reduction by 2025, 45% by 2030, 65% by 2035, 90% by 2040. All new city buses zero emission by 2035.
- Non-compliance penalties: EUR 4,250 per gCO2/tkm in 2025, rising to EUR 6,800 by 2030
- 2027 review clause could adjust targets based on market readiness; industry lobbying to bring review forward to 2025 ongoing
- Euro 7 emissions regulation impacts buying cycles and investment priorities
- EU "Automotive Package" (December 2025): first step toward more flexible, technology neutral pathway
- Scania and Volvo Trucks already met 2025 CO2 target two years early in 2023

4.2 United States

- EPA updated heavy duty vehicle emissions standards (April 2024)
- 25% tariff on imported medium and heavy duty trucks and parts (October 2025)
- California CARB aggressive on zero emission but authority contested; federal/state friction ongoing
- HVIP programme: ~USD 165 million in clean truck vouchers reserved for Tesla Semi
- AMERICA DRIVES Act: proposed federal Level 4/5 autonomous truck framework; 20+ states already permit operations
- Trump administration ended criminal prosecution of diesel "delete" modifications (January 2026)

4.3 China

- Government incentives driving electric truck production and aggressive export strategy
- ~50% of global electric truck production in 2025
- "Assist first, automate later" regulatory approach for autonomous trucking
- Chinese OEMs targeting Central/Western Europe, Turkey, South Asia, MEA, Latin America

4.4 India

- PM E-DRIVE Scheme: INR 500 crore (~USD 60 million) supporting 5,600+ electric truck sales
- National scrappage policy accelerating fleet renewal
- Tata Motors, Mahindra, Eicher, Ashok Leyland leading electrification efforts

5. Regional Deep Dives

5.1 North America

North America is projected to hold approximately 24 to 47.7% of the global CV market by 2035. The US dominates with 14.92 million unit sales projected in 2025 (Statista). The market is characterised by freight dominance, large fleet operators, and an early lead in autonomous trucking commercialisation.

- Pre-buy cycle expected 2025–2026 ahead of EPA 2027 compliance requirements
- Tesla Semi mass production launch 2026; 50,000 unit annual capacity target
- Aurora, Gatik, Kodiak operating commercial autonomous freight with expansion planned
- Megacharger network: California 18 sites, Texas 17 sites planned for 2026
- 25% tariff on imported trucks (October 2025); USMCA review summer 2026
- Electric school bus deployment: ~8,100 funded under USD 3 billion programme
- Natural gas gaining share in long haul with Cummins X15N

5.2 Europe

Europe accounts for approximately 22% of the global CV market and leads in zero emission regulation ambition. Truck production expected to grow 5 to 7% per year between 2026 and 2028 (S&P Global Mobility, February 2026).

- Most aggressive regulatory environment: 45% CO2 reduction by 2030, 90% by 2040
- Scania and Volvo Trucks met 2025 CO2 target two years early
- Daimler eActros 600 and eActros LongHaul expanding with Amazon, DHL
- Electric Road Systems (catenary) pilots in Germany and Sweden
- Einride operating Level 4 autonomous trucks across European nations
- Germany's L4 autonomous driving law enabling public road testing
- FERNRIDE secured TÜV SÜD certification for autonomous terminal tractors

5.3 Asia Pacific

Asia Pacific holds approximately 40% of the global CV market and is the fastest growing region. China leads on volume and exports, India is the highest growth node, Japan and South Korea lead on technology innovation.

- China: ~50% of global electric truck production; BYD, Dongfeng, FAW, CRRC as major players; Scania building USD 2 billion Rugao plant
- India: PM E-DRIVE Scheme, scrappage policy, massive infrastructure investment; growing at 7.5% CAGR
- Japan: METI roadmap for autonomous last mile delivery; Toyota/Hino hydrogen development
- South Korea: Hyundai XCIENT fuel cell truck global deployment
- Southeast Asia: BYD licensing in Thailand; Dongfeng expanding in Indonesia

5.4 Middle East & Africa

MEA contributes approximately 14% of global CV demand (Global Growth Insights, 2025) and is the fastest growing region for electric truck adoption at 30.23% CAGR through 2031 (Accio, 2025).

- GCC infrastructure boom: Saudi Vision 2030, NEOM, Qiddiya, UAE megaprojects driving heavy truck demand
- Chinese OEM export penetration: Dongfeng, FAW, Sinotruk, BYD expanding across MEA
- UAE: autonomous logistics pilots; electric bus deployments in Dubai and Abu Dhabi
- Saudi Arabia: emerging EV ecosystem; zero emission fleet requirements in smart cities
- Africa: dominated by used vehicle imports; limited EV infrastructure; Chinese manufacturers filling affordability gap

5.5 Latin America

Latin America's CV market is characterised by price sensitivity, freight dominance (mining, agriculture), and growing urban delivery demand.

- Brazil: TRATON producing electric "e-Delivery" trucks under VW brand since 2021; strong biofuel ecosystem
- BYD expanding electric truck and bus presence across the region
- Mexico: truck manufacturing hub under USMCA, tariff uncertainty complicating investment
- Chinese OEM exports accelerating, creating competitive pressure on European and Japanese brands

6. Competitive Landscape

OEM / Player	HQ	Key Technology Focus	Notable Developments (2024–2026)
Daimler Truck	Germany	BEV (eActros), FCEV, Autonomous (Waymo JV)	eActros 600; Amazon 200+ unit order; eActros LongHaul
Volvo Group	Sweden	BEV (FH Electric), H2 ICE, Autonomous (Aurora JV)	300 e-trucks to DSV; H2 ICE by decade end; met CO2 target 2023
PACCAR	USA	BEV, Autonomous (Aurora integration)	Class 8 electric models; autonomous platform with Aurora
BYD	China	BEV dominance, battery technology	20%+ global EV CV share; modular Q3 truck; Thailand licensing; 1,500 kW charger
Tesla	USA	BEV (Semi), MCS charging, Autonomy	Mass production 2026; 1.2 MW MCS; 50K/yr capacity; ~USD 260–300K pricing
Scania (TRATON)	Sweden	BEV, biofuels, LNG	Met CO2 target 2023; USD 2B Rugao plant; e-Delivery in Brazil
Hyundai	S. Korea	FCEV (XCIENT), BEV	New XCIENT at ACT Expo 2025; global hydrogen leadership
Aurora Innovation	USA	Level 4 autonomous trucking	First driverless Class 8 (April 2025); 10 routes; 250K+ miles
Gatik	USA/ Canada	Level 4 middle-mile autonomous	Driverless commercial scale (Jan 2026); Walmart; USD 600M revenue
Einride	Sweden	Level 4 autonomous electric pods	Commercial fixed routes Europe; UK expansion
Inceptio Technology	China	L2/L3 assisted trucking	"Assist first, automate later"; Xuanyuan system mass production

Source: KhahanA Insights compilation from company announcements, S&P Global Mobility, MarketsandMarkets, Fortune Business Insights, industry press (2024–2026)

7. Technology Adoption Timeline: 2026–2035

Technology	2026 Status	By 2028	By 2030	By 2035
Electric LCVs	TCO parity; growing urban adoption	30–40% new van sales (EU)	50%+ new LCV sales (EU, China)	Dominant in urban logistics globally
Electric HDTs	Regional models available; MCS rollout	TCO parity for <500 km	Standard from all major OEMs	25–30% of new HDT sales (developed mkts)
Hydrogen FCEV Trucks	XCIENT limited deployment; trials	5–10 models commercially available	Niche long haul (800+ km)	3–5% of new CV sales
Level 4 Autonomous (Long Haul)	Commercial in US; China scaling	Hundreds on US corridors	1,000+ trucks US; Europe piloting	15–20% of US long haul tonne-km
Level 4 (Middle Mile)	Gatik at scale for Walmart	10+ US metro areas	Standard for major retailers	Widespread in developed markets
ADAS Level 2/2+	55% penetration; EU mandate	65–70% penetration	Standard on all new trucks (EU/US/CN)	Universal; Level 3 on premium
Connected / Telematics	49% fleet digitalisation	60% globally	75%+ in developed markets	80%+ globally; software defined
Megawatt Charging (MCS)	1,000+ stations planned	Major corridor coverage	Standardised network	Dense NA, EU, China; emerging MEA
Electric Road Systems	Pilots (Germany, Sweden)	First permanent corridor	2–3 countries	Select major freight routes
Natural Gas (CNG/LNG)	Bridge fuel; X15N gaining share	Peak long haul adoption	Stable but declining	Niche; displaced by electric/H2

Source: KhahanA Insights analysis based on GMI (2026), IEA (2025), S&P Global Mobility (2026), Fortune Business Insights (2025), MarketsandMarkets (2025), industry announcements

8. Key Findings & Strategic Implications

1. The ICE era is ending, but slowly. Internal combustion engines will still power 61 to 75% of new commercial vehicles by 2035. The transition is definitive in direction but gradual in pace. Organisations planning fleet investments must balance zero emission commitment with operational realities.

2. Electrification is the dominant technology, not the only technology. Battery electric will win the volume war across LCVs and regional haul. Hydrogen serves the niche but critical long haul and heavy payload segment. Natural gas and biofuels remain valid bridge solutions. E-fuels and ERS could provide additional pathways.

3. Autonomous trucking is no longer a future concept. Four companies are hauling commercial freight without drivers on US public roads in 2026. Aurora has 250,000+ driverless miles with zero system attributed collisions. The technology works. Scaling, regulation, and operational integration are the remaining challenges.

4. China is setting the pace for the global industry. With ~50% of global electric truck production, aggressive export strategies, faster regulatory pathways for autonomous driving, and USD 2 billion+ investments from even European OEMs (Scania Rugao), China is the gravity centre of commercial vehicle innovation.

5. The "software defined truck" will reshape OEM business models. Telematics, OTA updates, fleet platforms, and data monetisation will generate recurring revenue. OEMs that fail to capture the software layer risk becoming commoditised hardware suppliers while tech companies capture high margin services.

6. Regulation is the strongest accelerant and biggest uncertainty. EU CO2 mandates (90% by 2040), US EPA standards, and China's export driven innovation push decarbonisation. Political shifts (US tariffs, EU flexibility), industry lobbying, and infrastructure gaps create uncertainty.

7. MEA represents the next frontier. The Middle East and Africa is the fastest growing region for electric truck adoption (30.2% CAGR). GCC infrastructure projects, zero emission smart city mandates, and Chinese OEM export strategies are converging. Early movers will capture significant first mover advantage.

9. Sources & Methodology

Market Data & Forecasts

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Company Announcements & Media

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- Hyundai: XCIENT at ACT Expo 2025; Aurora, Gatik, Kodiak: shareholder updates
- Volvo: H2 ICE (May 2024), DSV order (August 2024); Scania: Rugao (May 2025)
- Daimler: eActros 600, Amazon order (January 2025)

Methodology: All data sourced from published research reports, government publications, verified news sources, and academic journals. No AI generated statistics. Source credibility tiered as T1

(official/government/standards bodies/IEA) or T2 (market research firms/trade publications/company announcements).

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