



Planet ZEV – Clean Cars? OEM strategic response

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Tom De Vleesschauwer, Executive Director Transport & Mobility Practice Leader tom.devleesschauwer@ihsmarkit.com



Planet ZEV – Clean Cars?

Global clean car market drivers: Multi-dimensional pressures and challenges

- OEMs need to push EVs into the market to be CO₂ compliant
- As regulatory pressure increases more EV nameplates are likely to be offered (with different brands, segments, body styles), but it is a balancing question to offer the right EV portfolio at the right time
- OEMs set EV strategies with large scale investment programs
- Two major BEV strategies: dedicated vs. multienergy platforms
- Greater Alternative Propulsion vehicle consolidations expected to happen (e.g. PSA-FCA, VW-Ford)



Strong growth of global ZEV vehicle production/sales primarily caused by legislative forcing

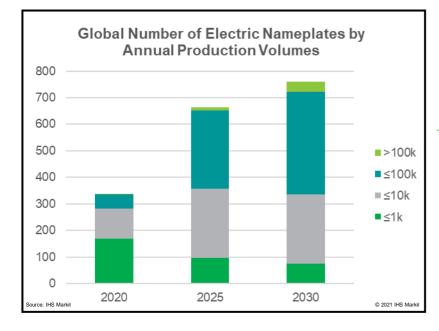
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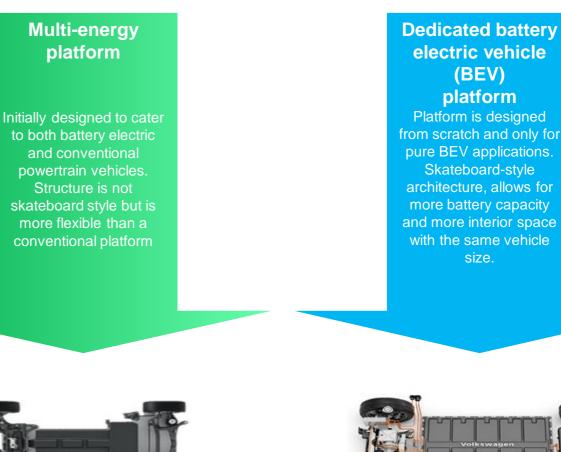


OEM strategies not all aligned... due to geographical differentiation

Electrification will be supported through different approaches and vehicle architectures

- Vehicle platforms or architectures that enable electrification vary by OEM.
- Initial approach by many OEMs was to convert conventional platforms, but these vehicles suffered from 'compromises' resulting in undesirable EVs.



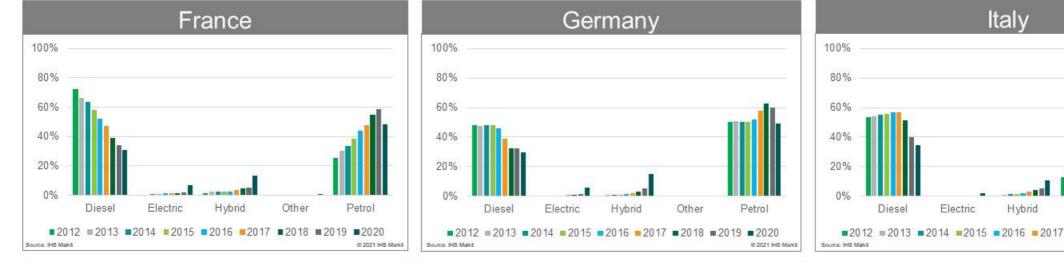


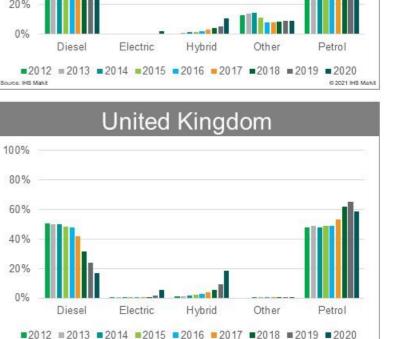


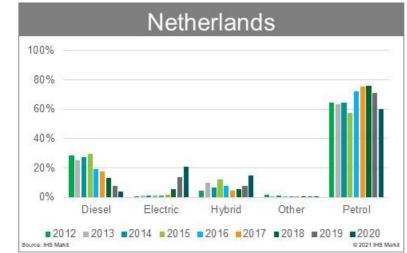


Fuel type sales trends—European Passenger Car Market

Diesel doubts roll on & EU28 fleet targets contributing to widening electrification interest







Norway 100% 80% 60% 40% 20% 0% Diesel Electric Hybrid Other Petrol 2012 = 2013 = 2014 = 2015 = 2016 = 2017 = 2018 = 2019 = 2020 E2021 #5 Math

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Latest actual data: Jan-Dec 2020 for France, Netherlands, Norway; Jan-Nov 2020 for Germany, Italy and UK

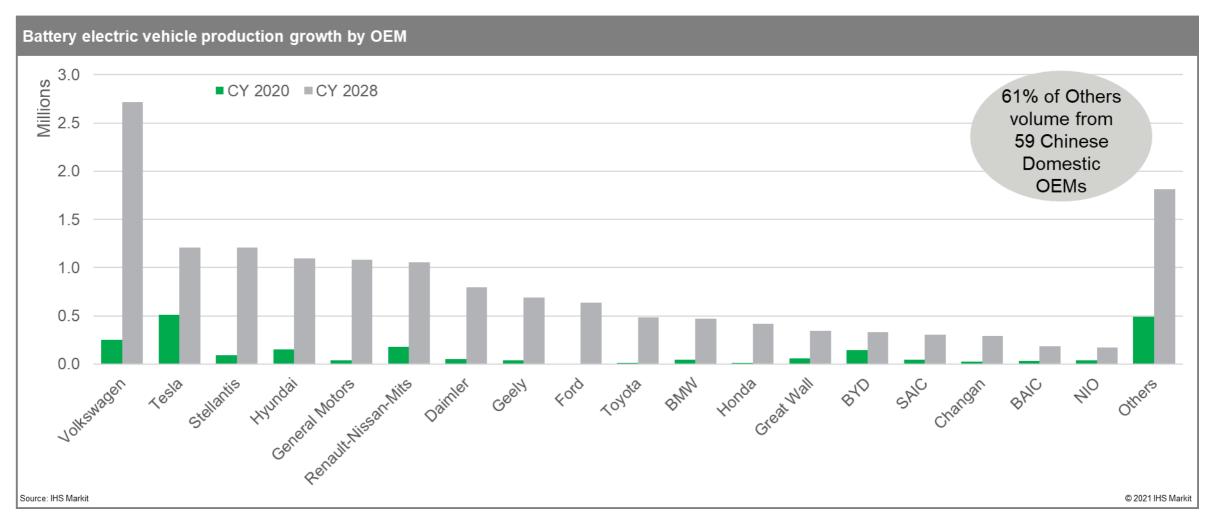
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Battery electrification likely to strengthen position of established players

Finding more than one disruptor may be difficult and consolidation is needed





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CustomerCare@ihsmarkit.com Asia and the Pacific Rim Japan: +81 3 6262 1887 Asia Pacific: +604 291 3600 Europe, Middle East, and Africa: +44 1344 328 300 Americas: +1 800 447 2273



Contact Tom De Vleesschauwer Executive Director Head of Mobility Research tom.devleesschauwer@ihsmarkit.com

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