

# The Future of European Buses: Competing in a New Era

FIAA International Bus & Coach Trade Fair

Madrid, September 23<sup>rd</sup> 2026



# The European bus industry is navigating through key trends

**A**

**Increasing vehicle electrification**

**51%**

ZE city bus sales share in Europe 2025

**B**

**Competition from Chinese players**

**28%**

ZE bus market share of Chinese OEMs in Europe 2025

**C**

**Rise of autonomous transportation**

**>100**

Roboshuttles deployed in pilot tests through Europe in 2025

**Tightening regulatory environment**

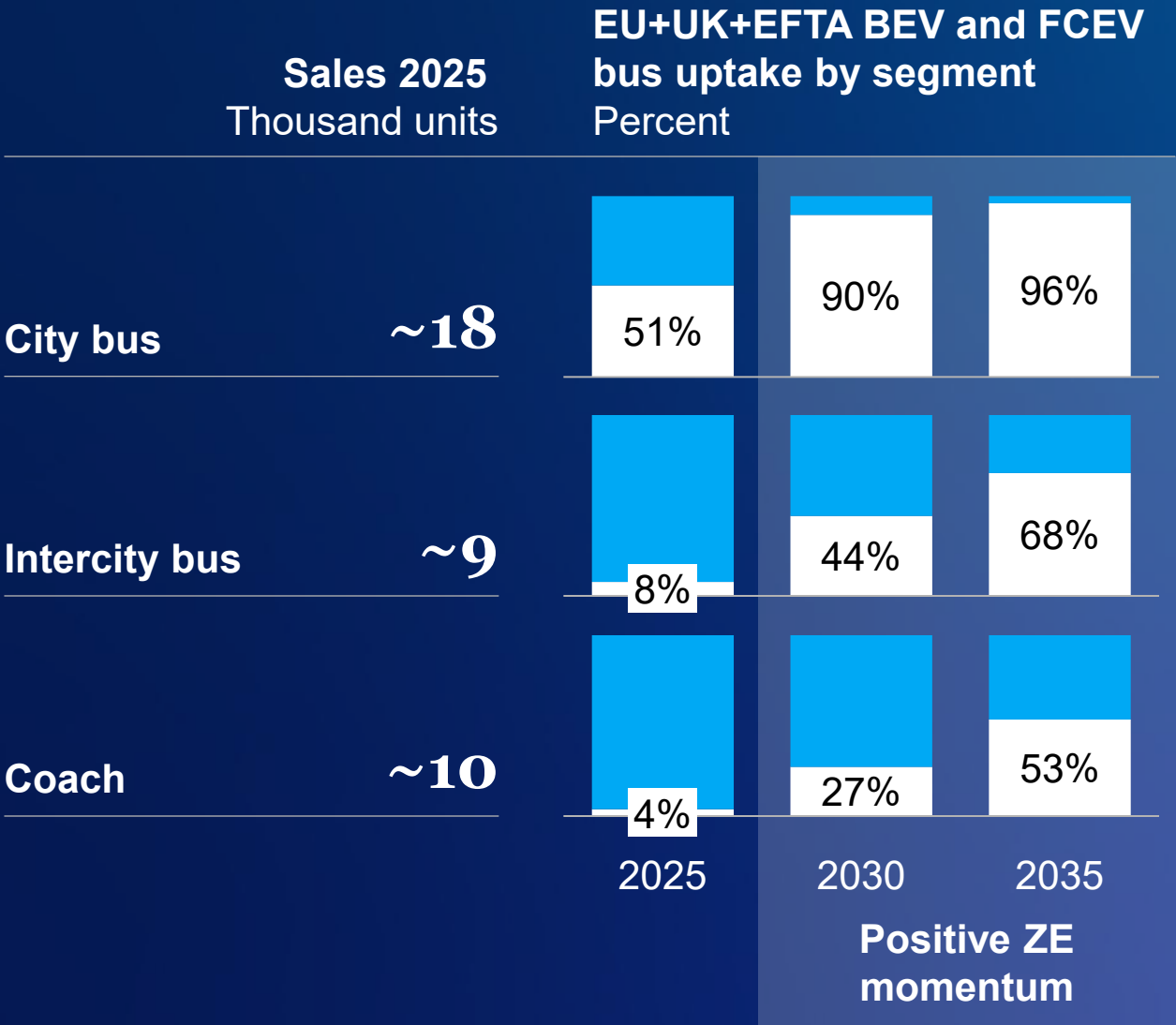
**2X**

increase in ZE bus sales vs. 2024 required to comply with CO<sub>2</sub> emission reduction targets 2030

# A Zero-emission bus transition in Europe depends on regulation, financing options and vehicle supply



ICE Zero-emission



## Signposts

### Regulation

Consistency in 2030 regulatory targets after 2027 review, ZE vehicle purchase incentives extended

### Finance

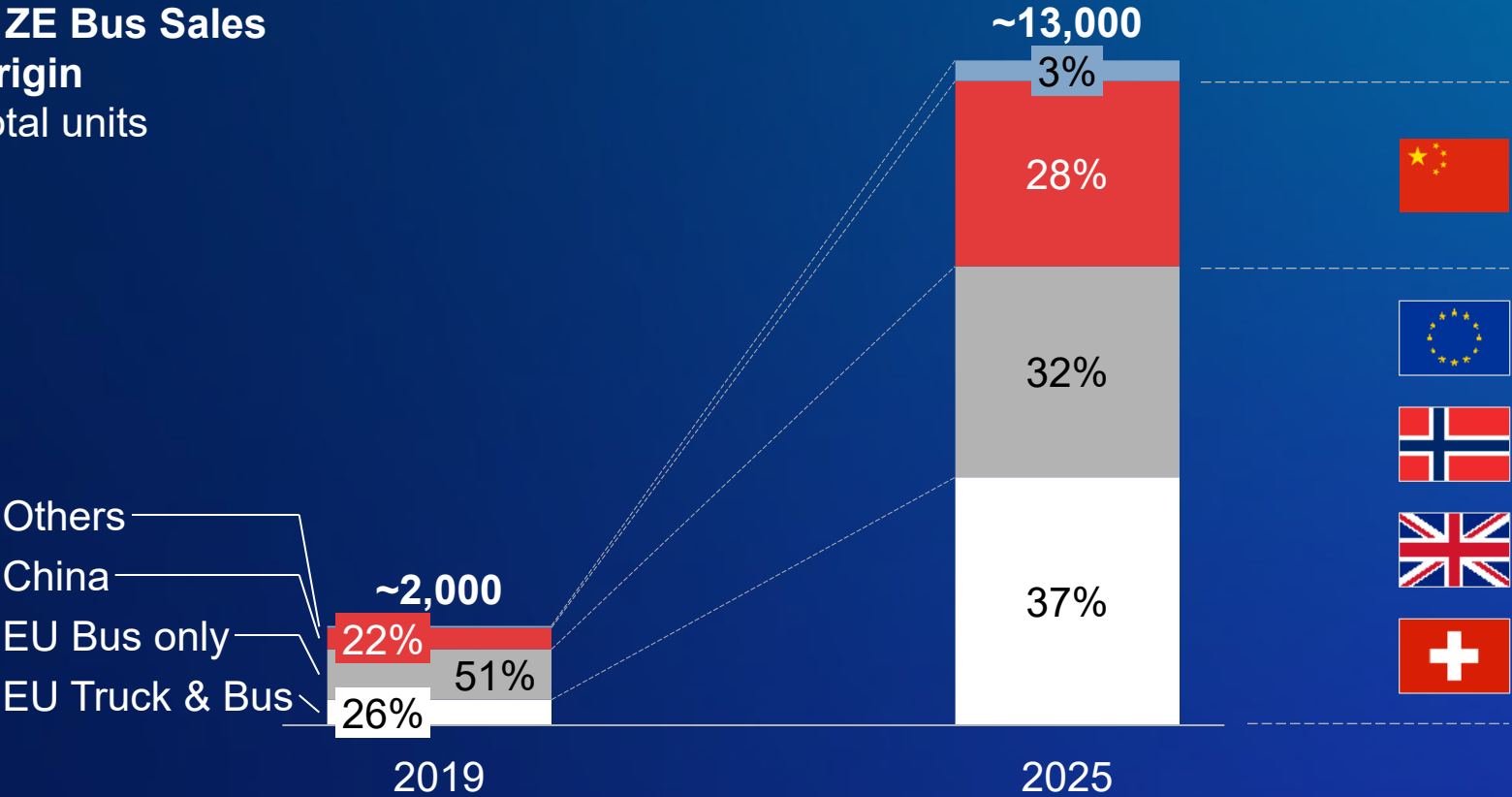
ZE bus financing a priority for public transportation companies, available fiscal support programs for vehicle Capex

### Vehicles

ZE intercity and coach bus model launches 2026/27, BEV city bus supply meets demand

**B By 2025, non-EU OEMs hold roughly one-third of the ZE bus market while the share of EU Truck & Bus OEMs increased**

European ZE Bus Sales  
by OEM origin  
Share of total units



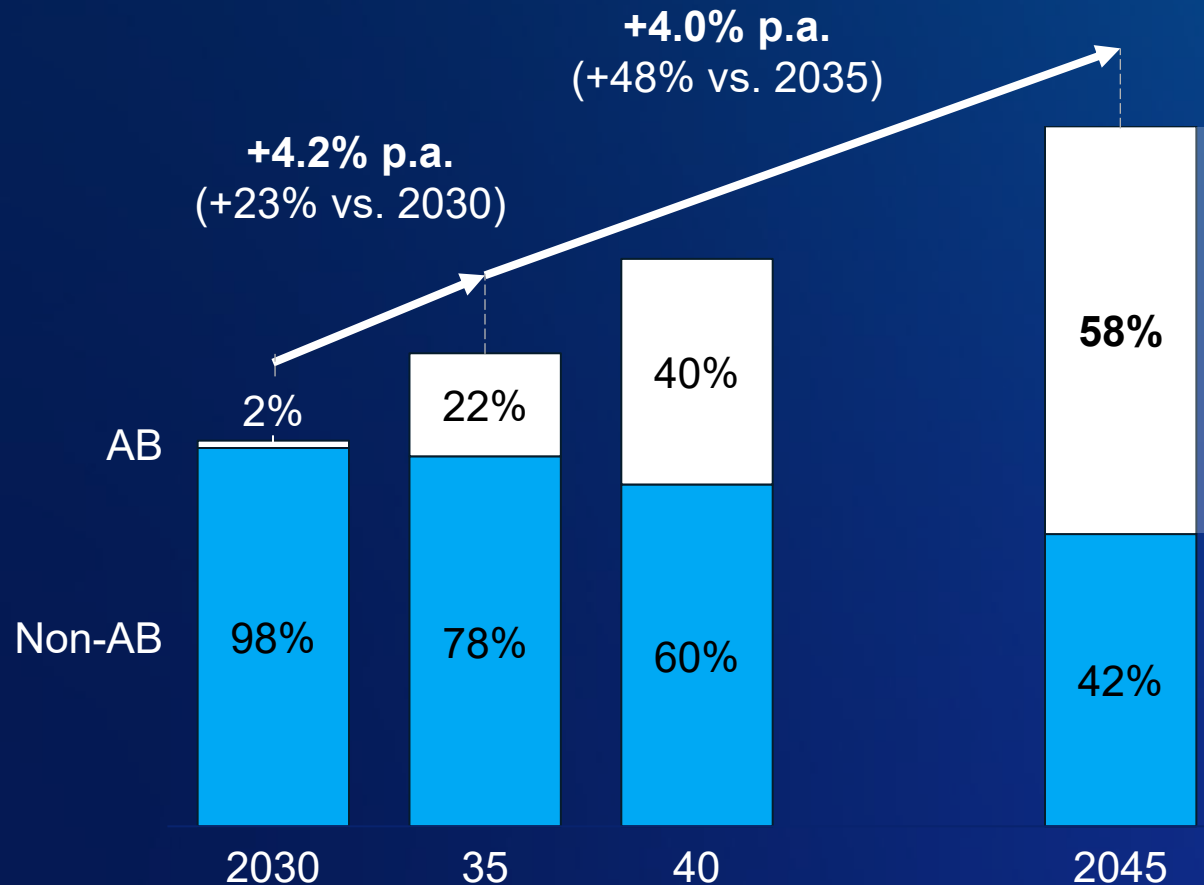
China OEM market share  
across all powertrains



# C Autonomous city buses will be the key market driver post-2030 with ~60% AB market share in 2045



(Non-)Autonomous city bus sales  
(fixed route & on-demand)  
Thousand units sold



~65% Mini-bus



~10% Midi-bus



~20% Solo bus



~5% Articulated bus



# C Autonomous city bus revenues are expected to reach EUR ~5bn in 2035



Total autonomous city bus revenue pools  
EUR billions

EBIT margin



## How to win

**European bus manufacturers need three concrete actions to boost competitiveness**

### **1 Clear USP & right to win**

Assess latest customer needs and sharpen USP accordingly – for instance by adding relevant digital services

### **2 Reduce price to compete to win**

Achieve economic competitiveness by learning from Chinese competition to reduce vehicle costs up to 50%

### **3 Consider partnerships & adjust go-to-market**

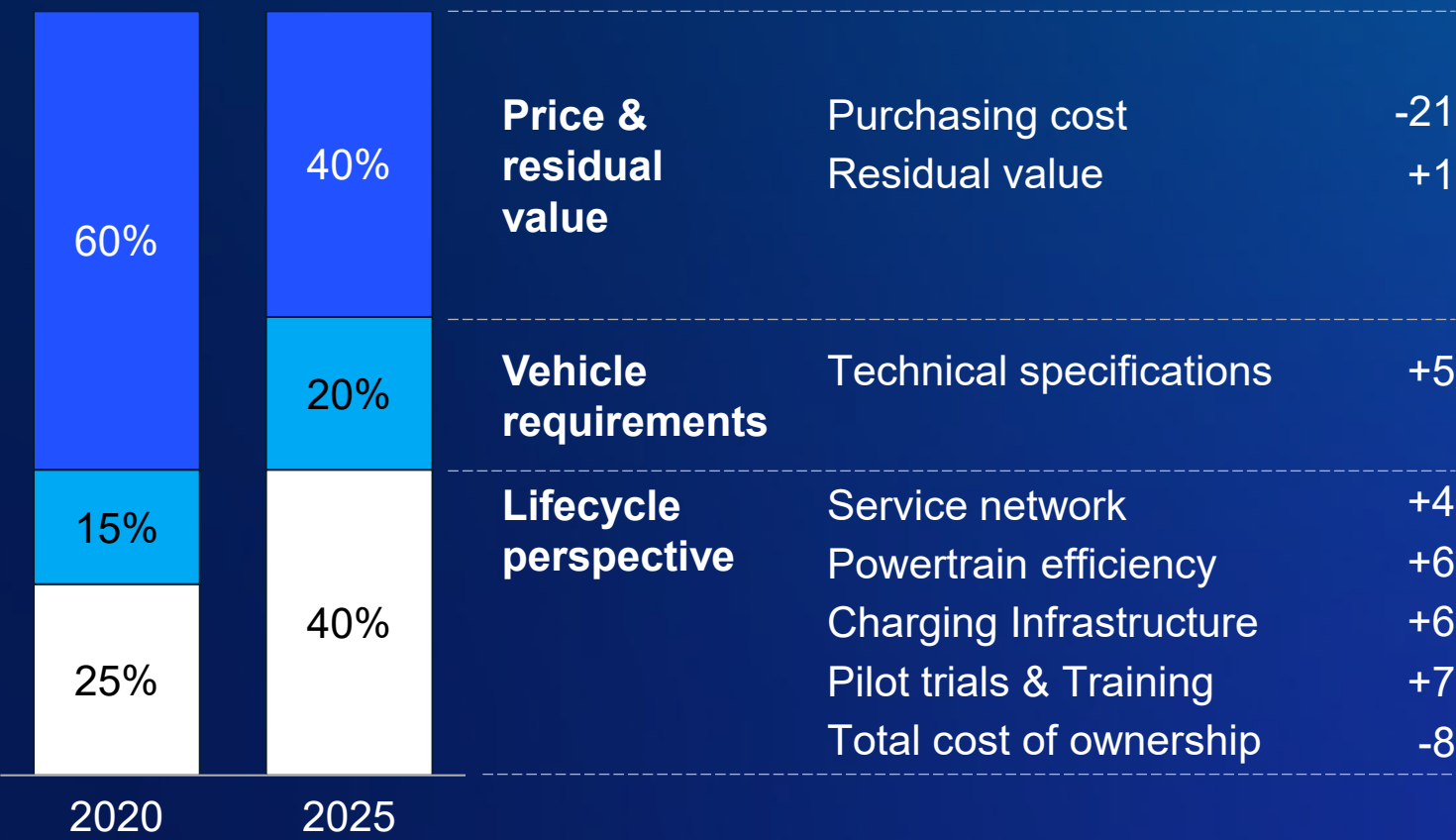
Evaluate potential synergies with adjacent or competing companies across entire bus value chain



1 Clear USP & right to win

# Tender analysis reveals increasing importance of awarding criteria covering bus lifecycle services

Importance of awarding criteria in public bus tenders  
n = 30; share of total (100% = importance) Change pp



## New emphasis on awarding criteria

- Operators increasingly value service network & uptime agreements
- Charging Infrastructure proposal often tied to tender
- Pilot trials required to test range and reliability
- Staff training for transport operator for driver and maintenance staff

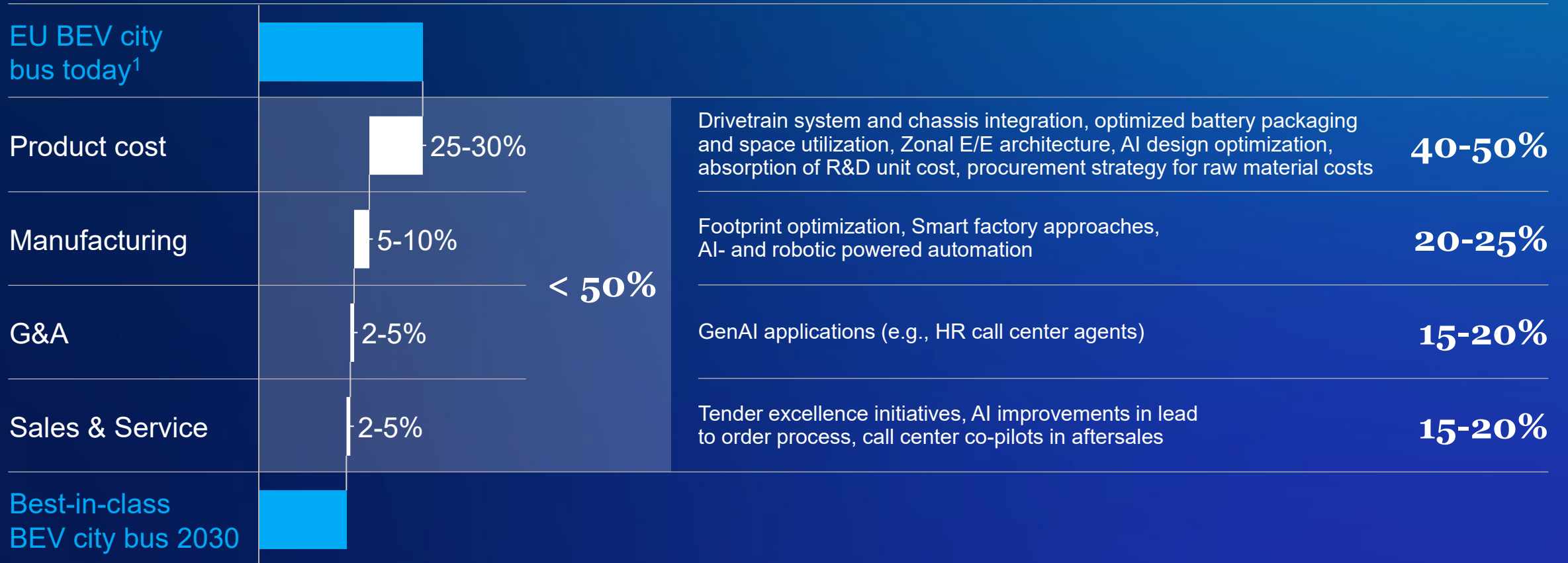
## 2 Compete to win

# Cost disruption along best-in-class competitors across the full vehicle value chain is possible

Rough estimate

### Radical cost disruption scenario 2030

Cost reduction



# Key implications for Bus ecosystem players

## 1 Clear USP and right to win

Build-out an USP that differentiates in product offering, incl. autonomous bus strategy

Expand offering towards new (digital) services and infrastructure

## 2 Reduce price to compete to win

Clear focus on product cost, leveraging best practices from best-in-class players

Improve sales and administrative processes & customer-centricity via agentic AI tools (tender excellence, lead-to-order process)

## 3 Consider partnerships & adjust go-to-market

Explore potential collaborations to enable & speed-up industry transformation on the powertrain and autonomy side

# Contact us for more insights and discussion



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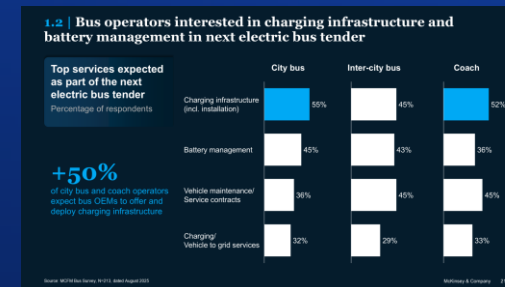
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## Our latest thinking

### Publications



## EU Bus customer survey



## Survey in the EU among 200+ bus & coach fleets with insights on:

- Purchase behavior and KBFs
- New market entrants
- ZEV adoption
- Autonomy
- Brand perception