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## Alternative Power

By *Guy Youngs*, Forecast & Adoption Lead

### Tesla Committing Automotive Suicide

**Company Pivoting To “Transportation as a Service”**



*Guy  
Youngs*

Following its Q4 2025 financial update, Tesla appears to be pivotally shifting away from its identity as a traditional automaker. By phasing out the Model S and X to focus on ‘Transportation as a Service,’ leadership is betting heavily on an autonomous-first business model.

And instead of building on that success, expanding into new segments, addressing affordability, competing with the flood of new EVs from legacy automakers and Chinese competitors, The company that revolutionized the auto industry is walking away from it.

**Source:** *Electrek* [Read The Article](#)

**PSR Analysis:** It’s difficult to understand why the company that led the EV revolution is now walking away from it, and what it hopes to do within the taxi market. Taxis didn’t kill vehicle ownership. Nor did Uber/Lyft. Robotaxis won’t, either. It’s a weird pipedream. And Tesla doesn’t even have any first mover advantage like they did when they started building EVs. **PSR**

### Rare Earth Discovery Could Transform NA Critical Mineral Supply Chain

First Atlantic Nickel Corp. may have made the largest nickel alloy and chromium discovery in the Atlantic region in 30 years at its Pipestone XL Nickel Alloy Project.

The discovery contains awaruite, a rare natural alloy of nickel, cobalt, and iron that is 77% pure nickel—a geological rarity that could reshape North American critical mineral supply chains.

“What makes this discovery truly revolutionary is that unlike conventional nickel deposits, awaruite possesses natural magnetic properties that enable it to be concentrated using magnetic separators, allowing the company to completely bypass the smelter bottleneck controlled by China and Russia and enabling domestic magnetic processing without reliance on overseas facilities,” writes First Atlantic Nickel.

**Source:** *First Atlantic Nickel* [Read The Article](#)

**PSR Analysis:** The key to the importance of this articles is the processing angle – most nickel processing (to refine the nickel to a usable grade) requires large amounts of energy and is thus expensive – magnetic processing is considerably cheaper. **PSR**

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## Alternative Power

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*Its conclusion is that the hydrogen strategy is not meeting these tests, despite US\$ 5.1 billion (€4.3 billion) allocated in 2024.*

## Germany's Audit Court Calls Time on Hydrogen Inevitability

The October 2025 special report from Germany's Federal Audit Court, Implementation of the Federal Government's Hydrogen Strategy, lands with unusual weight because it is not a policy critique or an academic intervention, but a statutory budgetary assessment delivered to Parliament.

It evaluates the hydrogen strategy against the legal requirements of the Energy Industry Act, namely security of supply, affordability, environmental sustainability, climate neutrality, and fiscal prudence.

Its conclusion is that the hydrogen strategy is not meeting these tests, despite US\$ 5.1 billion (€4.3 billion) allocated in 2024, more than US\$ 3.56 billion (€3 billion) in 2025, and multi-billion-euro commitments extending through the end of the decade.

**Source:** *CleanTechnica* [Read The Article](#)

**PSR Analysis:** The audit report also refers to the current plan as implausible rather than ambitious and this makes one question how countries can invest tens of billions into infrastructure of an effectively unproven technology ecosystem, at least at this scale. One might think funding a decent but "very small scale trial" might be more prudent. **PSR**

## Researchers Improve Sodium-Ion Batteries Almost 4X

The sodium-ion battery formula has some advantages over conventional lithium-ion batteries, including the use of non-flammable, abundant materials and the potential for cutting costs.

One of the areas for improvement is the anode materials. The graphite used in lithium-ion batteries is not a candidate because it can't store sodium. The consensus alternative has been hard carbon, a form of carbon that doesn't devolve into graphite under high heat. However, hard carbon can inhibit capacity during the anode formation stage, when the battery is being manufactured

A team of researchers at BAM (the Federal Institute for Materials Research and Testing) in Germany, noted that the loss of capacity during the manufacturing process is the result of a chemical reaction between the electrolyte and the anode. The BAM solution involves a customized form of activated carbon, applied over a core of sponge-like hard carbon in a thin layer. Activated carbon is commonly used as a filter, and that's what it does here, allowing sodium ions to reach the hard carbon core while keeping the electrolyte out

**Source:** *CleanTechnica* [Read The Article](#)

**PSR Analysis:** Sodium-ion batteries have been lingering around the fringes of the vehicle electrification movement for years. A breakthrough moment may have finally arrived as the hurdles to commercial application have fallen. If indeed this activated-carbon trick holds up in large-scale production, it might become the biggest news in battery tech in recent years. **PSR**

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## Alternative Power

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## Hidden Cost of Europe's Hydrogen Bus Experiment

This CleanTechnica article notes, “Arthur Bus’s collapse in Poland marks the end of a story that had been quietly unraveling for some time. A hydrogen bus startup backed by public funding, municipal orders, and a planned manufacturing footprint failed before delivering a single customer vehicle.

Twenty buses ordered by the city of Lublin were left undelivered, subsidies were put at risk, and local authorities were forced back to the drawing board.

This was not a surprise caused by mismanagement alone. It was the visible failure of a broader European experiment that tried to industrialize hydrogen buses in parallel with battery electric buses, splitting capital, attention, and learning curves in a market that never had the scale to support both.”

**Source:** *CleanTechnica* [Read The Article](#)

**PSR Analysis:** Given Poland’s dominant position within electric powered buses, if hydrogen buses struggle to make economic and operational sense here, it is difficult to argue that they will succeed elsewhere in Europe. **PSR**

## Truck Production Report

By *Jim Downey*, Vice President-Global Data Products  
and *Chris Fisher*, Senior Commercial Vehicle Analyst

### Q4 2025 Truck Production Climbs 3.7%



*Jim  
Downey*



*Chris  
Fisher*

The Power Systems Research Truck Production Index (PSR-TPI) increased from 107 to 111, or 3.7%, for the three-month period ended Dec. 31, 2025, from Q3 2025. The year over-year (Q4 2024 to Q4 2025) loss for the PSR-TPI was, 113 to 111, or -1.8%.

The PSR-TPI measures truck production globally and across six regions: North America, China, Europe, South America, Japan & Korea and Emerging Markets. This data comes from OE Link™, the proprietary database maintained by Power Systems Research.

**All Regions.** In 2026, all regions are expected to see some level of improvement in the MHCV segment. After low levels of production in Europe and North America in 2025, a slight increase in demand in 2026 is expected as both regions recover and should see stronger demand in 2027 and 2028. All other regions are expected to see improvement as well.

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## Truck Production Report

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*Globally, medium and heavy commercial vehicle production is expected to decline by 3.7% this year over 2025.*

Power Systems Research



Truck Production Index

**Global.** Globally, medium and heavy commercial vehicle production is expected to decline by 3.7% this year over 2025. A moderate softening of the global economy along with negative impacts from increased tariffs had placed pressure on vehicle demand last year but market conditions are stabilizing heading into 2026. **PSR**

[See Complete TPI Report Here](#)

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## DATAPOINT:

### North America Tractor Production

# 80,800

By Carol Turner, Senior Analyst, Global Operations

80,800 units is the estimate by Power Systems Research of the number of Ag Tractors expected to be produced in North America (United States, Canada, and Mexico) during 2026.

Ag Tractors are produced in several different types that were considered in the production of this report.

**2-Wheel Drive Tractors** are farm tractors that have a drive train that allows two wheels to receive power from the engine simultaneously. Normally, the rear axle is powered by the engine.

**4WD Articulated Ag Tractors** are farm tractors built with an articulated chassis very similar to the design used for articulated wheel loaders. Each element of the articulated chassis has a rigid drive axle, and the front and rear elements are connected by a pivoting/ articulating joint. This design uses rigid (i.e. non-steering) drive axles and is typically used for large, high-HP tractors.

**MFWD Tractors (Mechanical Front Wheel Drive)** are farm tractors which feature a rigid chassis with steerable front-drive axles. This designation applies to both full-time 4WD and front-assist-drive configuration tractors across a broad HP range. Both configurations are produced in significantly greater volume than the 4WD Articulated type tractors.

**Tracked Ag Tractors** are steerable multitrack tractors with powered rubber tracks instead of wheels to move the vehicle. The crawler-type tracks are flexible and reinforced with steel. They are usually powered by hydrostatic or completely hydraulic driving mechanisms. They can be articulated or nonarticulated.

This product information comes from industry interviews and from two proprietary databases maintained by Power Systems Research: **EnginLink™**, which provides information on engines, and **OE Link™**, a database of equipment manufacturers.

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## DataPoint Report

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**Market Share.** With combined plant totals of 68% (US & Mexico), Deere leads in production of Ag Tractors in North America. In second position is Kubota with 10%; third, with combined plant totals is Case with 6%.

### Exports:

Canada: up to 75% worldwide

Mexico: up to 60% worldwide

United States: up to 45% worldwide

**Trends.** In 2025, production of Ag Tractors in North America decreased 6.2%. Production is expected to drop by nearly 6% in 2026.

Prior declines in 2020 were attributed to COVID-19 related issues which included unusually high orders for materials and parts. Inventory levels are at the lowest level in decades and have left the supply chain a mess, according to leading tractor manufacturers and AEM.

Production of machinery and components needed to build equipment has been halted. This negatively affected demand for farm machinery and contributed to overall lower sales and profits for agricultural equipment operations.

New tractors have become very expensive and have weakened demand. Reduced demand also has been linked to lower commodity prices.

The peak of Ag Tractor production was in 2013. Expect production to remain flat with a potential 10% decline by 2035. **PSR**

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## North America Report

By *Chris Fisher*, Senior Commercial Vehicle Analyst

### Tesla Semi Lines Up for \$165M in California Incentives



*Chris  
Fisher*

Tesla reportedly is positioned to receive roughly \$165 million in California clean-truck incentives for its Semi.

***The update was initially reported by The Los Angeles Times.***

As per the Times, the Tesla Semi's funding will come from California's Hybrid and Zero-Emission Truck and Bus Incentive Project (HVIP), which was designed to accelerate the adoption of cleaner medium- and heavy-duty vehicles. Since its launch in 2009, the HVIP has distributed more than \$1.6 billion to support **zero-emission trucks** and buses across the state.

In recent funding rounds, nearly 1,000 HVIP vouchers were provisionally reserved for the Tesla Semi, giving Tesla a far larger share of available funding than any

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## North America Report

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*When the Tesla Semi voucher applications were submitted, public certification records only showed eligibility for the 2024 model year, with later model years not yet listed.*

other automaker. An analysis by the Times found that even after revisions to public data, Tesla still accounts for about \$165 million in incentives. The next-largest recipient, Canadian bus manufacturer New Flyer, received roughly \$68 million.

This is quite unsurprising, however, considering that the Tesla Semi does not have a lot of competition in the zero-emissions trucking segment.

To qualify for HVIP funding, vehicles must be approved by the California Air Resources Board and listed in the program catalog, as noted in an **electrive** report. When the Tesla Semi voucher applications were submitted, public certification records only showed eligibility for the 2024 model year, with later model years not yet listed.

State officials have stated that certification details often involve confidential business information and that funding will only be paid once vehicles are fully approved and delivered. Still, the first-come, first-served nature of HVIP means large voucher reservations can effectively crowd out competing electric trucks. Incentive amounts for the Semi reportedly ranged from about \$84,000 to as much as \$351,000 per vehicle after data adjustments.

Unveiled in 2017, the Tesla Semi has seen **limited deliveries** so far, though CEO Elon Musk has recently reiterated that the Class 8 all-electric truck will enter mass production this year.

### Article Source: TESLARATI

*The updated article was initially reported by The Los Angeles Times.*

**PSR Analysis.** Will the truck subsidies from CARB along with the other state and federal subsidies be enough to support a scale up of the Tesla semi-truck production during the next few years?

Ultimately, Tesla along with the other OEMs will need to reduce the up-front cost significantly and overcome various other barriers before mass adoption can occur. Aside from the high up-front truck cost, charging infrastructure, duty cycles and reduced battery weight to increase payload will need to be overcome to achieve mass production. At some point, the subsidies will likely end. Class 8 battery electric truck demand will need to increase significantly in order to reduce the truck cost otherwise demand will likely end when the subsidies end. **PSR**

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## Europe Report

By *Natasa Mulahalilovic*, Marine Pleasure Boat Analyst-Europe



*Natasa  
Mulahalilovic*

The superyacht industry enters 2026 in a phase of measured growth, supported by strong fundamentals. After several years of rapid expansion, the market is stabilizing and becoming more strategic, rather than slowing down. The global superyacht market reached approximately USD 21.6 billion in 2025 and is projected to grow to USD 45.16 billion by 2032, reflecting sustained long-term confidence in the sector. Today, more than 5,000 superyachts over 24 meters are in operation worldwide.

In 2025, 470 superyachts were sold globally, marking a 19.8% increase compared to 2024. Around 250–300 newly built yachts were delivered, including 10 yachts over 100 meters, a record year. Approximately 45% of market demand comes from charter activity, highlighting the importance of commercial readiness and high-quality guest experiences.

The Global Order Book for 2026 lists 1,093 projects, a 3.9% increase compared to 2025, with leading manufacturers such as Azimut-Benetti and Sanlorenzo topping unit numbers. Italian manufacturers retain 54% of total global production, followed by the Netherlands, Turkey, and Germany, which focus on larger, ultra-luxury custom builds.

Demand remains strong, driven by rising global wealth and a generational shift in ownership. The average age of superyacht owners has fallen by around 10 years over the past two decades, with the 35–45 age group becoming increasingly influential. This new generation prioritizes flexibility, advanced technology, and meaningful travel experiences over overt displays of luxury.

Engines and power systems have become central to purchasing and charter decisions. Traditional yachts rely on twin high-horsepower diesel engines for propulsion and separate diesel generators for onboard power. Hybrid propulsion systems are now gaining ground, combining diesel engines with electric motors and battery banks. These systems allow silent low-speed operation, reducing fuel consumption by 20–30% in certain cruising conditions.

Advanced energy management systems optimize power distribution between propulsion, hotel loads, and battery storage. Some new builds also explore methanol-ready engines and hydrogen fuel-cell technology, particularly for environmentally sensitive cruising areas. Engine choice is increasingly a strategic decision that affects both resale value and charter appeal.

A notable example is Feadship's Breakthrough, delivered in 2025 — a 118.8 m hybrid superyacht combining diesel-electric propulsion with a hydrogen fuel-cell system, representing one of the most advanced green propulsion approaches in

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## Europe Report

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*Sustainability has shifted from a desirable feature to an industry expectation. Hybrid propulsion, alternative fuels, and responsibly sourced materials are increasingly standard in new builds and refits.*

the industry. Currently, hybrid yachts make up around 5% of the fleet, but this share is expected to grow by 10% annually in the coming years.

Sustainability has shifted from a desirable feature to an industry expectation. Hybrid propulsion, alternative fuels, and responsibly sourced materials are increasingly standard in new builds and refits. Yachts with strong environmental credentials attract more charter clients and retain long-term value. Technology is also central to market performance: smart automation systems, AI-driven efficiency tools, and high-speed satellite connectivity are now considered essential.

As the global fleet expands, identity and presentation matter more than ever. In a market shaped by quiet luxury, cohesive design, refined detailing, and strong vessel branding are key competitive differentiators.

Overall, 2026 is defined by steady growth, evolving client expectations, and a stronger emphasis on sustainability, technology, and experience-led value. Those who adapt strategically to these shifts — across both the 30 m+ superyacht segment and the broader 24 m+ charter-ready market — will be best positioned for success in the years ahead. **PSR**

## Boot 2026 Shows Strong Shift To Outboard Power Boats

[See Complete Show Report Here](#)

**Boot Düsseldorf 2026** welcomed more than 200,000 visitors over nine days (Jan. 17-25) and hosted about 1,500 exhibitors from 120 countries. The show was about the same size as that of the 2025 event, but last year's show drew exhibitors from only about 67 countries.

Boot once again confirmed its position as the world's leading indoor boat show. The event covered the entire spectrum of the marine industry, including motorboats, yachts and superyachts, catamarans, sailing boats, outboard and electric boats, engines, power generation systems, equipment and components, as well as touristic services, charter companies, and boating clubs.

### Market Trends

Clear market trends emerged during the show. There is a strong shift toward outboard-powered boats, driven by increased usable space, lower maintenance requirements, ease of operation, and more competitive pricing. These boats are mainly used for day trips or short one- to two-day cruises, while long-distance boating currently appears less attractive to many buyers.

The luxury yacht sector continues to perform well. Interest in medium-sized boats with inboard engines remains stable, but sales are more challenging, reflecting ongoing economic and political uncertainty. Many manufacturers described 2025 as a difficult year marked by caution and observation.

Boating demand overall remains strong, particularly in the charter sector. Charter companies are performing very well, and catamaran manufacturers focused on charter fleets reported growth in their order books. Traditional sailing yachts,

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## Europe Report

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however, are under increasing pressure to evolve and adapt to the expectations of a new generation of boaters. As a result, many brands are revising their designs and introducing electric propulsion, appealing to environmentally conscious and slow-cruising sailors. **PSR**

## South America/Brazil Report

By *Fabio Ferraresi*, Managing Director - South America

### Toyota Engine Plant To Resume Production in 2028



*Fabio  
Ferraresi*

Toyota's engine manufacturing plant in Porto Feliz (SP), Brazil, will not resume full production until 2028 after suffering severe structural damage caused by a storm in September 2025. The facility, responsible for producing flex-fuel ICE engines for models such as Corolla, Corolla Cross and Yaris, was heavily damaged, requiring complete reconstruction. Only the original foundation slab will be reused, with a new industrial building designed to incorporate higher levels of automation and a more compact manufacturing layout.

During the reconstruction period, Toyota implemented contingency measures, including the installation of a temporary structure in Porto Feliz to maintain partial engine production. Part of the workforce was reassigned to the Sorocaba plant, while other employees entered temporary layoff programs. The company plans to test a new productivity and manufacturing concept by the end of 2027, with full operational normalization scheduled for 2028.

**Source:** *AutoData* [Read The Article](#)

**PSR Analysis.** Toyota has implemented a temporary multi-origin supply chain, importing fully assembled engines—mainly from Japan—while performing final assembly of semi-knocked-down units in Brazil. This hybrid model mitigates short-term production risks but increases logistics complexity and FX exposure. The use of Japan, Turkey, and Indonesia reflects global manufacturing flexibility, yet signals reliance on external capacity during the Porto Feliz shutdown. Local assembly of flex-fuel engines helps preserve partial local content and regulatory alignment. As a contingency structure, the model entails higher lead times and cost sensitivity. Its viability depends on disruption duration and exchange rate stability, with potential margin pressure if prolonged. **PSR**

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## South America Report

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### Brazil Temporary Suspends 2026 School Bus Procurement

The Federal National Education Development Fund (FNDE), part of Brazil's Ministry of Education, has revoked the public tender for the purchase of approximately 7,500 school buses under the *Programa Caminho da Escola* scheduled for 2026. The cancellation was formally published in early February 2026 to align the procurement with a new law on tax exemptions, which altered fiscal conditions for vehicles eligible in the program.

A fresh tender will be prepared only after updated studies and technical surveys; no timetable has been announced. The original procurement had been suspended in December 2025 amid industry requests for clarifications, including from Volkswagen Caminhões & Ônibus. The cancelled tender would have included 13 different bus models, with capacities ranging from 15 to 60 seats and specifications for rural and urban routes.

The *Caminho da Escola* program, established in 2007 to support school transportation for students in rural and remote areas, represents a significant source of new bus demand for manufacturers.

**Source:** *Diário do Transporte* [Read The Article](#)

**PSR Analysis.** FNDE's revocation introduces uncertainty into the bus manufacturing market by delaying a major public procurement that was expected to support fleet renewal and stable production volumes in 2026. Aligning the tender with recent tax-exemption changes will require additional technical work and may alter vehicle specifications or cost assumptions.

The lack of a defined relaunch schedule adds timing risk for OEMs and suppliers, potentially compressing order books and affecting capacity planning. While the program's eventual relaunch could restore demand visibility, interim delays may impact production forecasts and cash flow for industry players with exposure to *Caminho da Escola* contracts.

Our PSR Brazil office monitors this topic closely, since it may affect a significant portion of bus production in Brazil and all MHV segment in Brazil. **PSR**

### Brazil 2026 Truck Sales Drop Sharply in January

Brazil's truck market started 2026 in significant decline. A total of 6,379 units were registered in January, representing a drop of approximately 30% compared to January 2025 (9,131 units) and a 34% decrease versus December 2025 (9,765 units), according to data from Fenabrave (National Federation of Motor Vehicle Distribution).

Market leadership in the month was shared by Volkswagen Caminhões e Ônibus and Mercedes-Benz, each holding around 27% market share. They were followed by Volvo, Scania, Iveco, DAF and Foton.

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## South America Report

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The bus segment also posted a contraction of about 23% in January. Despite the weak start to the year, Fenabrave projects a 3.5% increase in truck registrations in 2026, with an estimated total of 114,752 units by year-end.

**Source:** *Automotive Business* [Read The Article](#)

**PSR Analysis.** The January downturn reflects a combination of high year-ago comparison base and restrictive credit conditions, particularly affecting heavy-duty trucks that depend on long-term financing and higher capital expenditure decisions. The contraction also aligns with typical seasonal effects and cautious fleet renewal behavior at the beginning of the fiscal year.

Although the OEM association full-year forecast indicates moderate recovery, market expansion will depend on improved credit availability, stabilization of interest rates, greater clarity in freight demand and the mood of the businessmen with the election upcoming. On the longer perspective, the sector remains in a transitional phase, balancing cyclical correction with expectations of gradual normalization throughout 2026. **PSR**

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## Far East: Japan Report

By *Akihiro Komuro*, Research Analyst, Far East and Southeast Asia

### Koshin Launches Hybrid Energy Storage System



*Akihiro  
Komuro*

Koshin plans to release its new “Hybrid Power Storage System” Feb. 24, 2026, to counter power outages. The system combines a portable power station (BPS-24LD) and an inverter generator (GV-18iSD). Simply connecting the two with a dedicated cable enables the system to automatically cycle between generating and storing electricity.

Unlike a standalone portable power station, which becomes unusable once its battery runs out, or a standalone generator, which is difficult to use at night or in residential areas due to its outdoor nature, this hybrid system can store electricity generated by the generator in the portable power station. This enables quiet indoor use as needed. When the portable power source's charge falls below a certain level, the generator automatically starts and shuts off once the unit is fully charged. This feature provides a long-term power supply without the need for cumbersome operation and supports household appliances such as refrigerators and heating equipment. The system also features a CO sensor and a safety function that automatically stops the generator during improper use. This system is expected to enhance household peace of mind in preparation for prolonged power outages caused by an increase in natural disasters in Japan.

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## Japan Report

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*In discussions where renewable energy and large-scale batteries are often presented as ideal solutions, Koshin's philosophy of supplying reliable power as long as fuel is available is extremely practical.*

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Source: [KOSHIN Read the Article](#)

**PSR Analysis:** First, I am struck by Koshin's sharp perspective on "practical power outage countermeasures." The company deserves credit for integrating these solutions through "automatic coordination" rather than "selective use." Portable power stations are quiet and suitable for indoor use, but they have limited capacity. Inverter generators have an extended runtime, but they are noisy and produce exhaust.

Noteworthy is the mechanism that automatically starts the generator when power reserves are low and shuts it down once charging is complete. This design significantly reduces the psychological and operational burdens during disasters. Furthermore, the inclusion of a CO sensor demonstrates the company's expertise as a generator manufacturer and its commitment to safety.

In discussions where renewable energy and large-scale batteries are often presented as ideal solutions, Koshin's philosophy of supplying reliable power as long as fuel is available is extremely practical, especially considering Japan's disaster characteristics.

Although challenges like pricing and fuel management remain, I believe this is a highly refined solution to the problem of how to survive power outages lasting several days to a week. Although explosive sales growth isn't expected, there is undoubtedly a demand for such products. **PSR**

## 極東 > 日本レポート:

小室 明大 – 極東及び東南アジア リサーチアナリスト

### コーシンがハイブリッド蓄電システムを発売

コーシンが、停電対策向けの新商品として「ハイブリッド蓄電システム」を2026年2月24日から発売すると発表した。これはポータブル電源 (BPS-24LD) とインバーター発電機 (GV-18iSD) を組み合わせたセットで、両者を専用ケーブルで接続するだけで自動的に電力の生成と蓄電を繰り返せるシステムだ。ポータブル電源単体では電池が切れれば使えなくなるという課題があり、発電機単体は屋外使用のため夜間や住宅地では使いにくいという課題があるが、このハイブリッドシステムは発電機で発電した電気をポータブル電源に蓄え、必要に応じて室内で静かに使えるようにした点が特徴だ。ポータブル電源の残量が一定以下になると発電機が自動で始動しフル充電になると停止するため、面倒な操作なしに長時間の電力確保が可能になり、冷蔵庫や暖房機器のような生活家電にも対応できる。またCOセンサーを搭載し誤った使用時には発電機を自動停止する安全機能も備えている。このシステムは日本で増加する自然災害による長期停電への備えとして、家庭での安心感を高める新たな選択肢になると期待されている。

参考:KOSHIN (一部筆者により元記事内容を改編しました)

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## Japan Report

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**PSR 分析:** まず感じるのは、コーシンの「現実的な停電対策」に対する視点の鋭さだ。ポータブル電源は静かで室内利用に向く一方、容量には限界があり、インバーター発電機は長時間使えるものの騒音や排気の制約があるという、それぞれの弱点を正面から認めたくえて、両者を「使い分け」ではなく「自動連携」させた点が評価できる。特に、残量低下時に発電機が自動始動し、充電完了で停止する仕組みは、災害時の心理的・作業的負担を大きく下げる設計だ。また、COセンサー搭載など安全面への配慮も、発電機メーカーとしての経験値が生きている部分だ。再エネや大型蓄電池が理想論として語られがちな中で、燃料さえあれば確実に電力を回せるという思想は、日本の災害特性を踏まえると極めて現実的である。価格や燃料管理といった課題は残るが、「数日～1週間の停電をどう乗り切るか」という問いに対する、ひとつの完成度の高い解答だと感じる。爆発的に販売台数が伸びることは期待できないが、確実にこのような製品の需要は存在する。 **PSR**

## Far East: South Korea Report

By *Akihiro Komuro*, Research Analyst, Far East and Southeast Asia



*Akihiro  
Komuro*

### Government 2026 Ag R&D investment Plan Prioritizes Smart Ag

South Korea's Ministry of Agriculture, Food and Rural Affairs 2026 research and development investment plan for the agricultural sector reveals a policy to allocate budget resources primarily to the “smart agriculture” field, centered on robots, drones, and artificial intelligence (AI).

The plan aims to address structural challenges in Korean agriculture, such as an aging population and severe labor shortages, while achieving increased productivity and labor savings.

A key feature of the plan is its emphasis on developing field-implementable technologies, such as autonomous agricultural machinery, data analysis for precision farming, and unmanned pest control drones. The plan also envisions advancing the sophistication of agricultural management through the development of standalone technologies, and by establishing data integration platforms and agricultural ecosystems.

These platforms are expected to promote collaboration with agricultural machinery manufacturers, ICT companies, and startups. The government also plans to commercialize research outcomes and expand exports to enhance domestic agricultural competitiveness and create new industries. This R&D enhancement is not merely a subsidy policy but part of a long-term strategy to transform agriculture into a data-driven industry

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## South Korea Report

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*In the Korean market, Japanese brands like Kubota and Yanmar have technological, reliability, and patent advantages, so a rapid reversal in mechanical core technology is unrealistic.*

**Source:** [AgTechNavigator](#) **Read the Article**

**PSR Analysis:** This is a short-term demand stimulus measure through subsidies, but it seems to be aimed at shifting the competitive axis for agricultural machinery from "machine performance" to "data and autonomous control" in the medium to long term.

In the Korean market, Japanese brands like Kubota and Yanmar have technological, reliability, and patent advantages, so a rapid reversal in mechanical core technology is unrealistic. However, a comeback is possible even as a latecomer in software domains such as AI control, autonomous driving, and agricultural data infrastructure.

If the government spearheads the development of smart agricultural infrastructure, domestic manufacturers could differentiate themselves with an integrated "hardware + data" model. Nevertheless, since farmers prioritize durability and asset value, a significant short-term erosion of Japanese brands' market share is unlikely.

A more realistic scenario is that Korean manufacturers will advance their capabilities while Japanese brands localize and adapt their smart functions. Consequently, the market will likely evolve toward intensified competition in added value rather than experience sudden shifts in market share. **PSR**

## 極東 > 韓国レポート:

小室 明大 – 極東及び東南アジア リサーチアナリスト

### 韓国政府が2026年の農業R&D投資計画を公表、スマート農業領域に重点投資

韓国の農林畜産食品部は、2026年の農業分野における研究開発 (R&D) 投資計画を公表し、ロボット、ドローン、人工知能 (AI) を中核とする「スマート農業」分野に重点的に予算を配分する方針を明らかにした。今回の計画は、高齢化や労働力不足が深刻化する韓国農業の構造的課題に対応し、生産性向上と省人化を同時に実現することを目的としている。特に、自律走行型農機や精密農業向けデータ解析、無人防除ドローンなど、現場実装を前提とした技術開発が重視されている点の特徴。また、単体技術の開発にとどまらず、データ連携基盤や農業プラットフォームの整備を通じて、農業経営の高度化を図る構想も含まれている。これにより、農機メーカーやICT企業、スタートアップとの連携が一層進むことが見込まれる。政府は研究成果の商用化と輸出拡大も視野に入れており、国内農業の競争力強化と同時に、新たな産業創出を狙っている。今回のR&D強化は、単なる補助金政策ではなく、農業をデータ産業へと転換する長期的戦略の一環と位置づけられている。

**参考:** [AgTechNavigator](#) (一部筆者により元記事内容を改編しました)

**PSR 分析:** これは短期的には補助金による需要刺激策だが、中長期的には農機の競争軸を「機械性能」から「データ・自律制御」へ移す狙いがあると見られる。

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## South Korea Report

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韓国市場ではKubotaやYanmarといった日系ブランドが技術・信頼性・特許面で優位にあり、機械的コア技術での急速な逆転は現実的ではない。しかしAI制御や自律走行、農業データ基盤といったソフトウェア領域では後発でも巻き返しが可能だ。政府がスマート農業基盤を主導すれば、国内メーカーが「ハード+データ」の統合モデルで差別化する余地はある。ただし農家は耐久性や資産価値を重視するため、短期的に日系シェアが大きく崩れる可能性は低い。

より現実的なのは、韓国メーカーの高度化と同時に、日系ブランドもスマート機能をローカライズして対応する構図だ。結果として、市場はシェアの急変よりも、付加価値競争の高度化が進む方向に動く可能性が高い。PSR

## Vietnam Report

By *Akihiro Komuro*, Research Analyst, Far East and Southeast Asia

### 2025-Year Motorcycle Sales Rank 2nd in SE Asia



*Akihiro  
Komuro*

In 2025, the Vietnamese motorcycle market experienced strong growth, with sales increasing by 14.9% year-on-year to approximately 3.4 million units. This made it the second-largest market in Southeast Asia, after Indonesia. Indonesia maintained its top position as the region's largest market with 6.55 million units sold, though its growth rate was limited to 0.6%. Meanwhile, the Philippines recorded 2.37 million units (+2.8% year-over-year), Thailand recorded 1.73 million units (+9.8% year-over-year), and Malaysia recorded 613,893 units (+3.5% year-over-year).

In Vietnam, the rapid expansion of electric motorcycles is reshaping the market structure. Alongside domestic companies, Chinese firms are accelerating investment in electric motorcycles, aided by stricter environmental regulations. Hanoi's plan to restrict internal combustion engine vehicles starting in mid-2026 is further accelerating the shift towards electric vehicles.

Amid intensifying competition, dedicated electric vehicle manufacturers are pressuring established giants. Honda, the previous market leader, experienced a modest 4.6% year-on-year increase in sales volume to 2,245,562 units, maintaining a 66.0% market share.

Meanwhile, VinFast, which is primarily focused on real estate development, experienced explosive growth. Its sales surged fivefold to 406,453 units, capturing a 12% market share and rising to second place. Other electric motorcycle manufacturers also demonstrated strong growth: Taiwan-based Dibao increased sales by 75.0%, China-based Yadea by 61.6%, and local Pega by 60.0%.

**Source:** *VietJo* [Read the Article](#)

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## Vietnam Report

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*The entry of Chinese manufacturers intensifies price competition and strengthens their influence over upstream supply chains, such as battery procurement and power electronics.*

**PSR Analysis:** This news suggests that Vietnam's motorcycle market is transitioning from a phase of mere volume recovery to one of structural transformation. The sales growth of approximately 3.4 million units, which is a 14.9% year-on-year increase, cannot be fully explained by economic recovery factors alone. The expansion of electric motorcycles is likely driving the market upward. In urban areas, overlapping factors such as environmental regulations, fuel prices, and the digital orientation of younger generations are establishing EV models as the new standard.

The entry of Chinese manufacturers intensifies price competition and strengthens their influence over upstream supply chains, such as battery procurement and power electronics. This puts pressure on Japanese and local giants, who have traditionally dominated the gasoline-powered vehicle market. However, Japanese brands still have advantages in sales networks, after-sales service, and brand trust, which limits the potential for rapid short-term shifts in market share.

The focus is shifting from “volume” to “leadership in added value.” As electrification advances, competition will shift from engine performance to battery lifespan, software control, and connectivity. If EVs become mainstream in the Vietnamese market, the country could position itself as a test market for electric motorcycles within the SE Asia. This growth should be viewed less as cyclical recovery and more as an approaching inflection point in the industrial structure.

**PSR**

## 東南アジア > ベトナムレポート:

小室 明大 – 極東及び東南アジア リサーチアナリスト

### ベトナムの25年バイク販売は東南アジア2位、電動化が市場再編

2025年のベトナムバイク市場は力強く成長し、販売台数は前年比+14.9%増の約340万台へと増加して、インドネシアに次ぐ、東南アジア第2位の規模となった。地域最大市場のインドネシアは、販売台数655万台で首位を維持したものの、成長率は同+0.6%増にとどまった。フィリピンは237万台(前年比+2.8%)、タイは173万台(同+9.8%)、マレーシアは61万3893台(同+3.5%)だった。

ベトナムでは、電動バイクの急拡大が市場構造を再編している。国内企業に加え、中国系企業が電動バイクへの投資を加速させ、環境規制の強化が追い風となった。ハノイ市が2026年中旬から内燃機関車両の制限を計画していることも、電動化の加速に拍車をかけている。

競争が激化する中、電動専門メーカーが既存大手に圧力をかけている。これまで市場をリードしてきたホンダの販売台数は前年比+4.6%増の224万5562台の小幅な増加にとどまり、シェアは66.0%となった。

一方、不動産開発を中核とするビンファストの販売台数は同5.7倍増の40万6453台と急成長し、シェアの12%を占めて、2番手に浮上した。その他の電動バイクメーカ

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## Vietnam Report

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一では、台湾系Dibaoが+75.0%、中国系Yadeaが同+61.6%、地場系ペガ(Pega)が同+60.0%と高い伸びを示した。

**Source: VietJo**

**PSR 分析:** この報道は、ベトナム二輪市場が単なる数量回復局面を超え、構造転換フェーズに入りつつあることを示していると考えられる。販売台数が約340万台、前年比+14.9%という伸びは景気回復要因だけでは説明しきれず、電動二輪の拡大が市場を押し上げている可能性が高い。特に都市部では環境規制、燃料価格、若年層のデジタル志向が重なり、EVモデルが「新しい標準」になり始めている。

中国系メーカーの参入は価格競争を激化させる一方で、バッテリー調達やパワーエレクトロニクスといった上流サプライチェーンの影響力も強める。これは従来ガソリン車中心で優位を保ってきた日系・現地大手にとっては明確な圧力だ。ただし、既存勢力は販売網・アフターサービス・ブランド信頼性で依然強みを持ち、短期的なシェア急変は限定的になるだろう。

本質的な焦点は「量」よりも「付加価値の主導権」である。電動化が進めば、競争軸はエンジン性能から電池寿命、ソフトウェア制御、コネクティビティへ移る。もしベトナム市場でEVが主流化すれば、同国はASEANにおける電動二輪のテスト市場として位置づけられる可能性もあり得る。今回の成長は循環的回復というより、産業構造の転換点に近い動きと見るべきだろう。 **PSR**

## India Report

By *Aditya Kondejkar*, Research Analyst – South Asia Operations

### India–Indonesia Auto Engagement Gains Strategic Depth



*Aditya  
Kondejkar*

The evolving automotive relationship between India and Indonesia is increasingly defined by structured, government-linked procurement and industrial collaboration rather than routine export activity. Recent transactions involving Tata Motors, Mahindra & Mahindra, and Ashok Leyland signal a measurable expansion of India's commercial vehicle footprint in Southeast Asia's largest economy.

Indonesia's infrastructure expansion, rural logistics formalization, and cooperative-based distribution programs have generated concentrated demand for light and medium commercial vehicles. Unlike fragmented retail-driven sales, these programs are characterized by bulk institutional procurement, creating predictable order pipelines and scale efficiencies for suppliers. Indian manufacturers, with established competencies in cost-optimized, durable vehicle platforms suited to emerging market operating conditions, have been able to secure sizeable allocations.

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## India Report

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Tata Motors' agreement to supply 70,000 commercial vehicles to Indonesia represents one of the largest single-country export orders for the company's commercial vehicle division. The order mix—comprising pick-ups and intermediate trucks—aligns with rural aggregation, first-mile logistics, and small-enterprise mobility requirements. For Tata Motors, the transaction improves export volume visibility and supports capacity utilization at a time when domestic demand remains cyclical. It also strengthens the company's ASEAN exposure, a region historically dominated by Japanese OEMs with entrenched distribution ecosystems.

Mahindra & Mahindra's confirmed export of 35,000 Scorpio Pik-Up units further reinforces India's competitive positioning in light commercial vehicles. The scale of the order is significant in the context of Mahindra's annual export volumes and reflects Indonesia's preference for mechanically robust, serviceable platforms. For Mahindra, the contract provides near-term revenue assurance and export diversification beyond traditional African and South Asian markets. It also underscores the commercial viability of leveraging existing platforms for overseas institutional demand without substantial incremental R&D expenditure.

Beyond direct vehicle supply, the engagement is extending into industrial collaboration. Ashok Leyland's memorandum of understanding with Indonesia's state-owned defense manufacturer PT Pindad reflects a more structural shift. The partnership focuses on joint development of electric buses and specialized defense mobility platforms, potentially involving localization and technology transfer components. If executed at scale, such arrangements could transition the bilateral relationship from pure trade flows to co-manufacturing and value-added integration.

From a financial standpoint, these developments improve export-to-domestic revenue ratios for Indian OEMs, reducing concentration risk. Institutional orders also enhance working capital planning due to defined delivery schedules and clearer payment frameworks compared to retail markets. However, margin profiles will depend on localization levels, logistics costs, and currency exposure. Sustained competitiveness will require efficient after-sales networks and parts distribution within Indonesia to protect lifecycle economics.

The broader competitive landscape remains challenging. Japanese manufacturers continue to dominate Indonesia's passenger and commercial vehicle segments, supported by long-standing production bases and supply chain integration. Chinese OEMs are also expanding aggressively, particularly in electric mobility. Indian manufacturers must therefore balance price competitiveness with compliance, service infrastructure development, and potential local assembly commitments to maintain order continuity.

For Indonesia, diversification of vehicle sourcing reduces supplier concentration risk and introduces cost-efficient alternatives into public and cooperative programs. For India, Indonesia offers scale in a geographically strategic ASEAN market with expanding logistics formalization and electrification ambitions.

**Source:** *The Hindu* [Read The Article](#)

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## India Report

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Overall, the recent wave of transactions suggests that India–Indonesia automotive ties are moving toward structured, program-linked engagement with increasing industrial depth. The sustainability of this trajectory will depend on execution discipline, localization strategies, and the ability of Indian OEMs to convert initial bulk orders into recurring institutional relationships. **PSR**

## Russia Report

***Editor's Note:** Power Systems Research has paused all research and business development activities in Russia. We maintained an important presence in Russia from 2013-2022 to bring important updates to our clients about the powered equipment markets within Russia. We are continuing to monitor the current situation and hope to again establish this presence when the conflict with Ukraine is resolved. Please contact us at [info@powersys.com](mailto:info@powersys.com) if you have questions regarding business conditions in Russia. Thank you. **PSR***

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