Thu, 5 June 2025
Weekly Newsletter

DVN
Interior

NEWSLETTER #264

Editorial

Shorter Dev Times: Blueprint For Product Planning

IM MOTOR LS6 AT AUTO SHANGHAI 2025 (DVN IMAGE)

EAC 2025 started yesterday at the Hangzhou Grand Convention Exhibition Center, southwest of Shanghai. Clearly DVN partnered with the right organization on this, with an incredible opportunity to meet so many interior technologies, companies and experts in China. We'll report on it in the coming weeks.

Meanwhile, the DVN Lighting Workshop is in Tokyo, Japan, next week on 11 - 12 June, including an interior lighting session with speakers from Nissan, Marelli, Nichia, Inova, Brightek Optoelectronics, NISSHA and TactoTek. Find more information here.

This week's in-depth piece brings you a perspective on the interior market, with revenue broken out by supplier for interior and seating. It is interesting to understand market dynamics in term of product and technology content.

To compare the Chinese market with others, it is important to understand the influence of product planning and development timing. Regardless of development costs, which are of course utterly crucial, shorter development time becomes more important as the industry grows more reactive. Product planning is no longer about hypothetic prediction, but about executing what is needed.

Enjoy the reading! Can't see the content yet? Then come subscribe to DVN Interior here.

Philippe Aumont
DVN-Interior General Editor

In Depth Interior Technology

The Market for Interior Components and Systems

ENGINEERING LEARN IMAGE

The automotive interior components market is experiencing steady growth, driven mostly by comfort and entertainment features, but also by regulations, including safety and vehicle end-of-life. A sustainability trend is also ongoing, reflected in the introduction of bio-based materials, recycled materials and lightweight materials.

Overall electrification is influencing interior materials and technologies with the goal of improving car autonomy and making the interior look-and-feel consistent with a new age of cars. As stated weekly in your DVN Interior Newsletter, there is a major rise in smart(phone) functions built into in-vehicle infotainment systems.

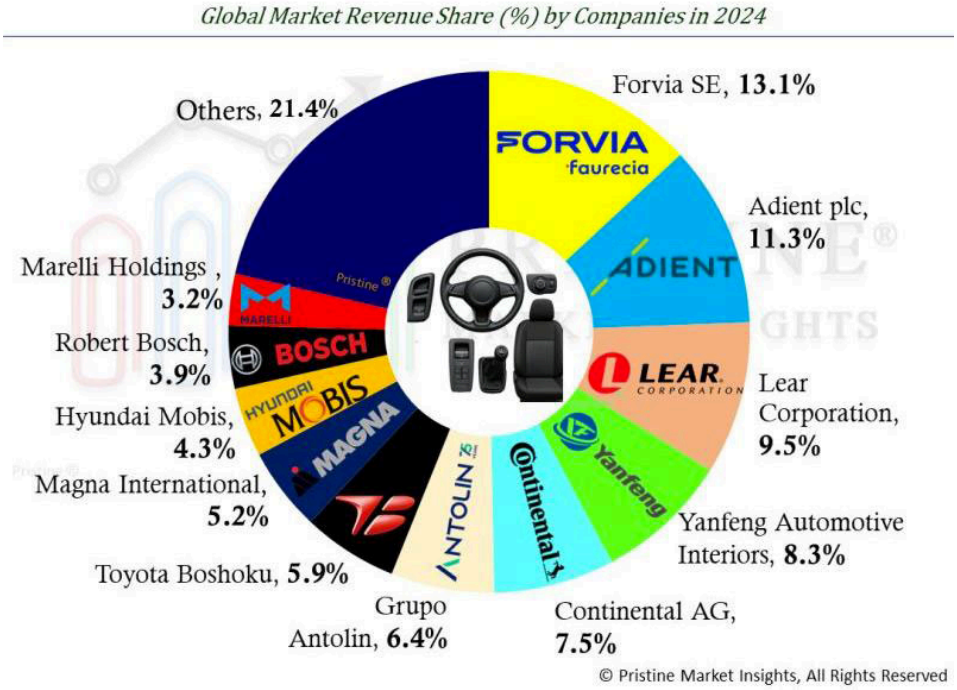
Market Growth

MERCEDES EQS 2019 CONCEPT (MERCEDES IMAGE)

According to market research, the automotive interior market is estimated to be worth around USD $180bn in 2025, and is projected to reach $220bn to $270bn by 2032, at a CAGR of 2 to 5 per cent over the same period. These figures should include seats, dashboards, door panels, headliners, carpets, and trims, and also display, HUD, instrument cluster, rear seat entertainment, interior lighting, and the like. These use a wide array of materials of almost every category — metals, leathers, textiles, vinyls, plastics, woods, GF or CF composites…

Within this total interior market, seating represents about $50bn to $60bn, with a CAGR of 1 to 2 per cent. Displays and cockpit electronics are worth about $20bn with a CAGR of 3 to 4 per cent.

Market Share



INTERIOR MARKET SHARE (PRISTINE MARKET GRAPHIC)

Pristine Market Insights has published this market share chart. The three biggest seat suppliers are Lear, Adient, and Forvia, and seats are a major chunk of the interior business, with a market much more concentrated than the rest of the interior. And, within seats surface materials represent a high percentage, mainly because of leather costs.

This review doesn't cover the overall market volume forecast, especially nowadays with high level of uncertainty. However, our purpose is much more to anticipate which type of features and technologies could be expected for car interiors.

Key influencing factors

MAZDA 6 (MAZDA IMAGE)

The three major influencing factors are:

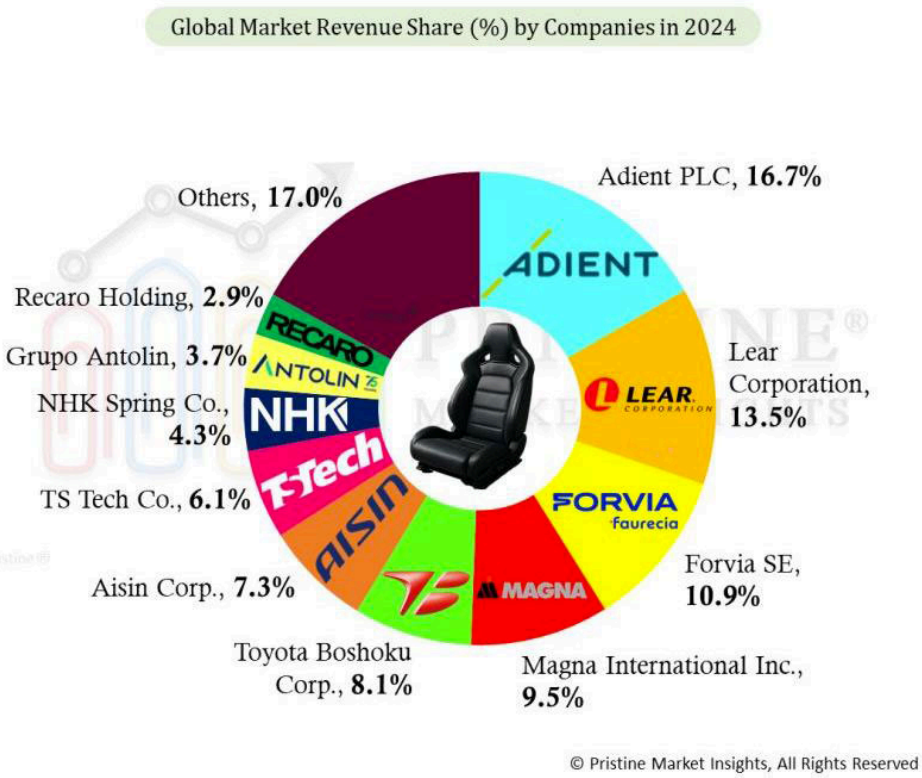
- Need for more affordable vehicles, reflecting also cost reductions
- Integration of digital technologies, also named 'smartification' or 'smartphone-on-wheels'
- Lightweighting and car length reduction to support energy efficiency and city/traffic compatibility

Of course, these aren't the only factors. There's electrification, safety, and everything around sustainability and environmental regulations.

Interior Trends

- Gesture and touchscreen controls are replacing physical dashboard buttons.
- AR displays are being integrated into 'smart' dashboards.
- 'Smart' surfaces with haptic feedback, replacing traditional controls or displays.
- Driver monitoring with camera, to be extended to mood monitoring
- Entertainment anywhere, anytime; especially when recharging
- Sustainable and recycled interior materials.
- Natural, recyclable, and biomaterials
- Vegan materials, no leather? And leather alternatives
- Interior lighting systems
- Lightweight composite materials are reducing overall vehicle interior weight.
- NVH control is more important, in EVs with less powertrain sound.
- Comfort features, like seat massage
- Cabin hygiene and safety (child), such as COV reduction, air purifier, antimicrobial surface coatings etc.

Seating



SEATING MARKET SHARE (PRISTINE MARKET IMAGE)

Seating Trends

- Lightweight seat structures, or at least with several components with light metals (Al), composites.
- Power seats with memory function
- Sensors integrated to monitor occupant posture (self-adjusting seats), safety, and mood.
- Ergonomic designs enhancing comfort and driver health support.
- Massage features
- Ventilated and heated and climate seats
- Audio systems, per seat
- Sustainable, eco-friendly materials for seats, emphasis on PU Polyurethane alternatives
- Modular seating systems allow flexible interior configurations, thanks to new use cases in automated scenarios (180° swivel?, full flat comfort for nap?).
- Rear-seat enhancements focus on entertainment and passenger experience
- Longevity of seats will be crucial as car sharing becomes more popular.

What does it mean for Interiors?

BYD SEA LION 7 (BYD IMAGE)

Lightweighting boosts demand for interiors made from composites and polymers that reduce overall vehicle weight without compromising durability or aesthetics. Seating is the most impacted system

Affordability also means development in materials and electrical components to reduce production costs, and features such as basic infotainment systems, Bluetooth connectivity, and user-friendly interfaces - enhancing value without compromising price sensitivity.

Premium brands like BMW, Mercedes, Audi, and Volvo will continually invest in enhancing cabin aesthetics, comfort, and technological features to maintain brand value and customer loyalty? It goes with high-end interiors, coupled with the demand for noise insulation, advanced infotainment systems, and high-grade upholstery, and it will significantly contribute to market expansion.

The replacement of buttons with displays was the HMI revolution in vehicles. We've seen in many recent product plans that it is not that simple, and then a balance is necessary. Voice commands are coming up, and cars begin to learn from their drivers. HMI are designed to give drivers a variety of ways to interact with vehicle features. Manufacturers are now collaborating with the digital world to develop more innovative and disruptive HMI. Passengers will also be mentioned in HMIs. In-car infotainment systems will be able to provide everyone in the car with the activities they want while also connecting them to the outside world; continuity with home/office world is key.

Noise insulation has impact on headliners, cockpit modules, door panels, seats, and which must be specifically designed to provide comfort, grip, and to improve noise absorption.

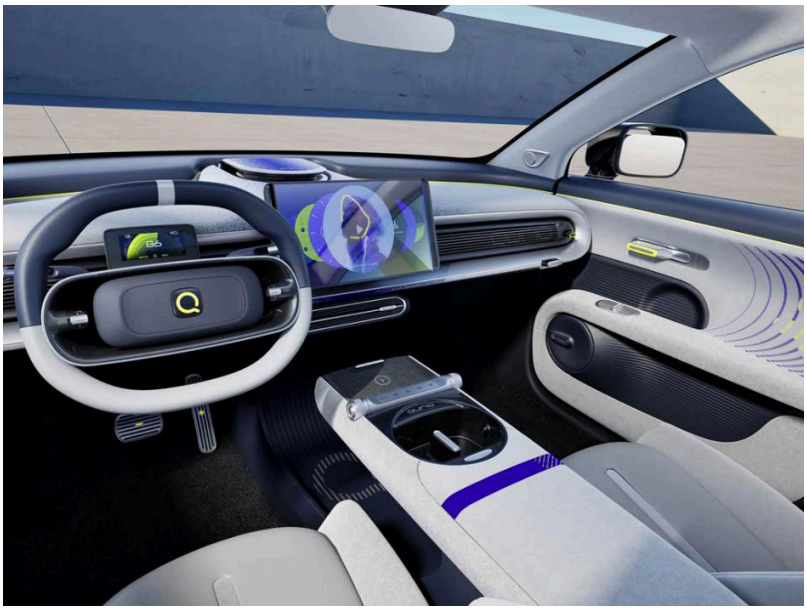
Environment

VOLVO EX30 (VOLVO IMAGE)

Regulatory frameworks around sustainability and safety are accelerating innovations in automotive interiors. Stringent emission norms have pushed the industry to prioritize lightweight and eco-friendly materials, driving demand for bio-based fabrics, recycled plastics, and natural fibers.

Cities and local authorities are more and more trying to reduce the impact of vehicles, resulting in taxes and limitation on CO_2 emissions.

Costs

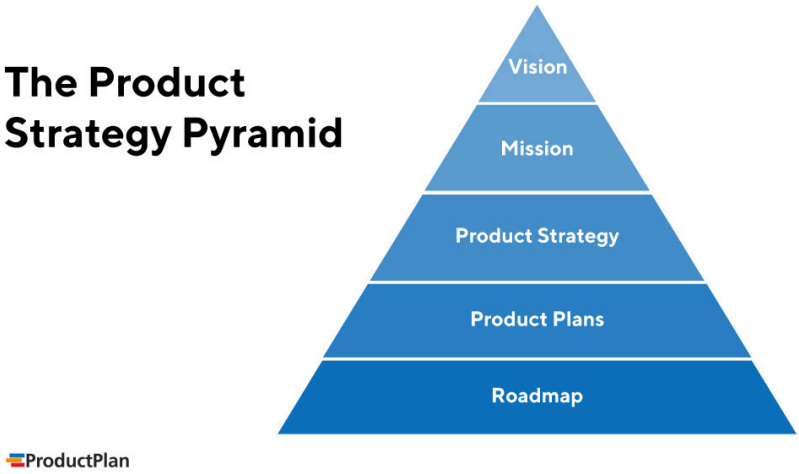


CHERY QQ (CHERY IMAGE)

Although the prices of interior materials market are going up and down, reflecting petrol erratic fluctuation, impact of digital and electronic components remain significant. Share of a vehicle's electronic system was only 1 to 2 per cent of the total vehicle cost, but due to the rising trend for UX, smartfication, and convenience features, the share of such systems has now increased to upwards of 12 per cent of the total cost. As a result of the high cost, high-tech solutions and features are currently only available in high-end luxury vehicles. For instance, Power front row seats 8-/10-way adjustable, middle row or rear captain seats with reclining function, big display, and infotainment system with cameras, gesture controls, dual-zone climate control, ventilated seats, and massaging seats, all represent major costs.

All these comfort and convenience features are pushing the car cost envelop far out what affordability means. Let see where we'll land?

Conclusion – (Product Planning)



To ensure that the vehicle has the right features to succeed in the target markets, interior components must be developed 2-3 years ahead of SOS – start of sales. It a costly and time-consuming process, wherein product planners must be accurate enough to predict what should be done ahead of time. .

And if the feature (as an option) doesn't sell, investment is not that expensive, and development of an alternative feature is not such a challenge, cost and time wise.

That is the whole story of the Chinese industry, named fast-fashion for the clothing industry or consumer electronics; their short development time drives high reactivity, and the ability to develop when needed, and not when planned within a hypothetic planning process.

Learn more:

https://www.mordorintelligence.com/industry-reports/automotive-interior-market

https://www.pristinemarketinsights.com/automotive-and-transportation-market-insights

https://greyviews.com

https://www.globalgrowthinsights.com

https://www.wiseguyreports.com

Interior News

EAC Enmore in Hangzhou, China Kicked Off Yesterday

INTERIOR NEWS

DVN IMAGE: DVN TEAM IN HANGZHOU, FROM L-TO-R, PHILIPPE AUMONT, PAUL HENRI MATHA, ERIC AMIOT, DANTE SULLI

EAC Enmore conference started on Wednesday June 4 in Hangzhou, southwest of Shanghai, with DVN Interior and Sensing support. Report to come in next editions, stay tuned!

Cockpit Trends: UX-Driven?

INTERIOR NEWS

MERCEDES-BENZ IMAGE

In the face of fierce, relentless, cutthroat competition, Chinese vehicles are now more packed with technical and intelligent functions than ever before, despite falling prices. This is according to the consulting firm Berylls in their market study, "Quo Vadis China 2025", which was published shortly before the Auto Shanghai trade fair.

The increasingly intense competition is evident in all areas of technology, but particularly in the smart cockpit. Screens are a key topic: central control screens paired with passenger displays, which can of course be rotated and moved. There are also entertainment screens for passengers in the rear and screens in the sun visors for the front passengers.

German car manufacturers are determined to keep up with this techsplosion in the cockpit. Audi, for example, has launched their audi sub-brand with the help of Chinese partner SAIC. The first production model, the E5 Sportback, was presented in Shanghai with a spectacular interior, including a 60-inch display and high tech content right up to the roof.

Mercedes presented their Vision V prototype in Shanghai and made a big impression, the highlight of wshich was the 'Private Lounge' interior with a 65-inch retractable cinema screen featuring split-screen function, which is located under the floor.

BMW takes a more discreet approach: The cockpit is rather reduced, and you will look in vain for a screen of record-breaking dimensions. Instead, with the involvement of Huawei and Alibaba, BMW has tailored the Panoramic iDrive system developed for the Neur Klassr vstd entirely to the preferences of the Chinese market. In Shanghai, BMW announced they will incorporate AI functions from DeepSeek into the Intelligent Personal Assistant in China before the end of the year.

While German manufacturers are determined to catch up with the technology leaders in China, the wheel continues to turn there. Manufacturers such as Nio, the Huawei (through their Aito brand) and Xpeng are in the process of tapping into new revenue opportunities through personalized and AI-supported avatars.

The importance of infotainment, intelligent interface concepts and cockpit design in China is reflected in the study "Software Revolution: Rethinking Cars" by Capgemini and the Center of Automotive Management (CAM).

It shows a trend towards intensifying the digitalization of the cockpit. CAM Director Stefan Bratzel identifies the pronounced expectation of car buyers in China to design the car cockpit as a place of experience and leisure as a driver. In line with this expectation, there is an "increasing dominance of Chinese OEMs in the area of infotainment and cockpits" in terms of innovative strength.

Forvia Seating Trends: Integration and Biometric Systems

INTERIOR NEWS

FAURECIA IMAGE

Biometric technology could enhance safety and infotainment, and at the same time it represents a further challenge for vehicle design.

A seat is more than just a place to sit; It can house advanced technologies and functions. "We can now remove the boundaries between digital technology products and traditional instrument panels, doors, seats, etc. and enable user interaction across the entire user interface, whether it's a screen or a seat part," says Andreas Wlasak, Vice President of Industrial Design at Faurecia. "Product boundaries are disappearing."

Forvia/Faurecia's Cockpit of the Future portfolio not only includes the integration of control elements into the seat surfaces, but also the coordination of safety-relevant sensor technologies. Infrared cameras that capture biometric indicators such as heart rate and facial temperature to detect drowsiness are connected to actuators in the seat that trigger haptic vibrations to alert the driver. Facial recognition can be used to automatically adjust the seat position. Radar sensors can detect body mass to calculate the weight and type of occupant - not only to optimize seatbelt tension, for example, but also to collect information and pass it on to the emergency services in the event of an accident or to raise the alarm if a child (or animal) is left unattended in a car that is too hot.

Volvo Integrates Google Gemini

INTERIOR NEWS

VOLVO IMAGE

Volvo is expanding their partnership with Google: The AI assistant Gemini enters the model range and Volvo becomes the reference platform for Android Automotive. The aim is a more intuitive, safer driving experience through smart voice control.

For many search queries, Gemini spits out answers directly. This is said to work impressively quickly and accurately in many cases. The situation is often different with the voice assistants in modern cars. Their answers are very rarely as precise and satisfactory. To finally change this, Volvo is deepening their partnership with Google and bringing the AI-based voice assistant Gemini in.

Google Gemini will be included in all vehicles with an integrated Google infotainment system. In addition, Volvo will serve as a reference platform for the further development of Android Automotive OS.

The service, which is based on multimodal AI, parses natural language significantly better than previous systems. In future, drivers will be able to dictate messages while driving, call up translations in real time, query vehicle functions via the manual or receive location-based information - all using natural language. Gemini will replace the previous Google Assistant in Volvo vehicles over the course of the year.

Another aspect of the expanded cooperation concerns Volvo's role as a reference partner for Android Automotive OS. In future, Google will first test new functions and updates on Volvo vehicles before they are incorporated into the Android code base. This will make Volvo the central hardware and software platform for Google's automotive development. According to Patrick Brady, Vice President "Android for Cars" at Google, the intensified partnership should not only improve the customer experience at Volvo, but also set "new standards for the entire automotive industry".

With this step, Volvo is underlining its claim not only to build vehicles, but also to help shape a digital ecosystem. "We strive to offer technology that puts people at the center," emphasizes Alwin Bakkenes,

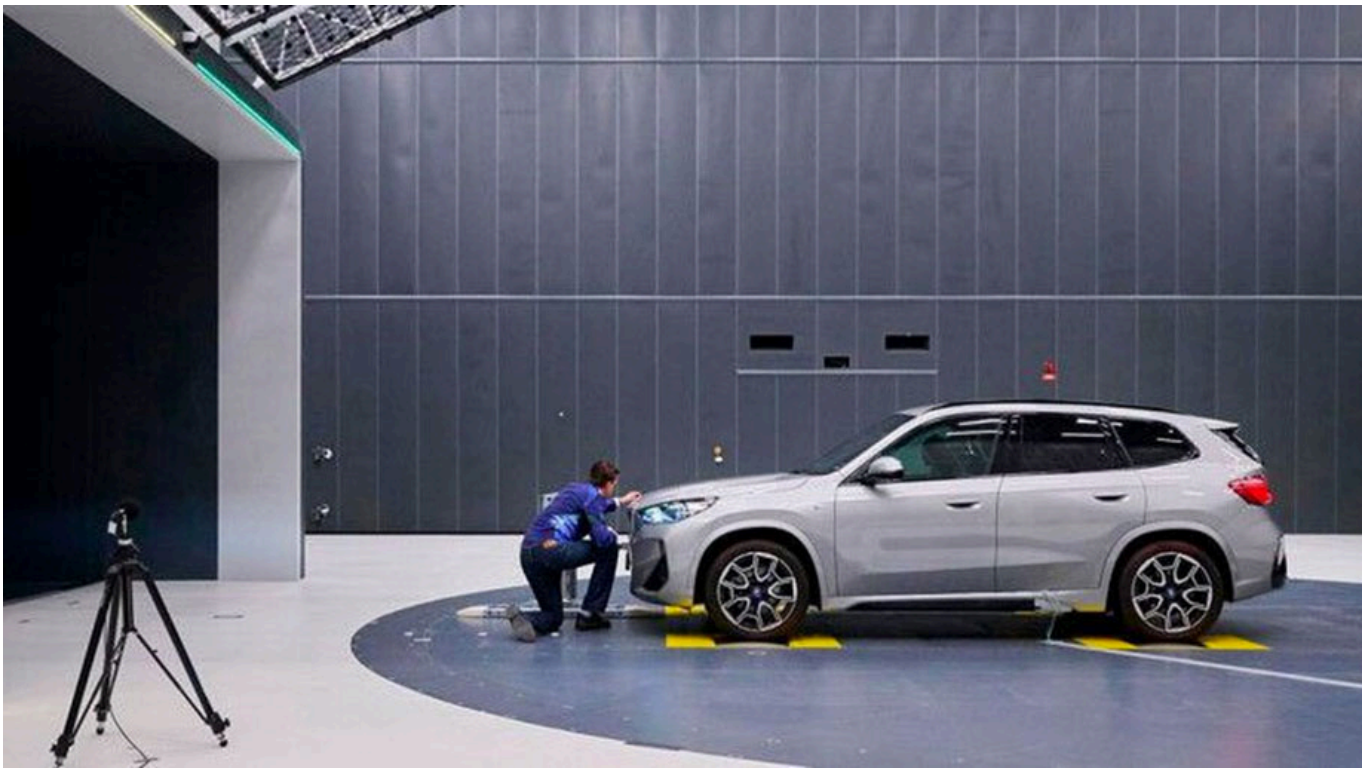
Head of Global Software Engineering at Volvo . The Google partnership makes it possible to bring innovations to series models at an early stage.

This development fits in with Volvo's radical reorientation towards software-centered vehicle architectures, as already initiated with the "Core Compute Platform". The technical streamlining of electric vehicles, for example in the centralized control unit design or the separation of infotainment and safety-critical systems, is intended to create the basis for agile software development and more frequent over-the-air updates.

This approach is also reflected in the design. The uncluttered operating concepts of current Volvo models - such as the new EX90 - rely on reduced input options in favor of intuitive voice control. The integration of Gemini follows this line and strengthens the claim of combining technological minimalism with functional depth.

BMW's New Acoustic and E-Drive Center

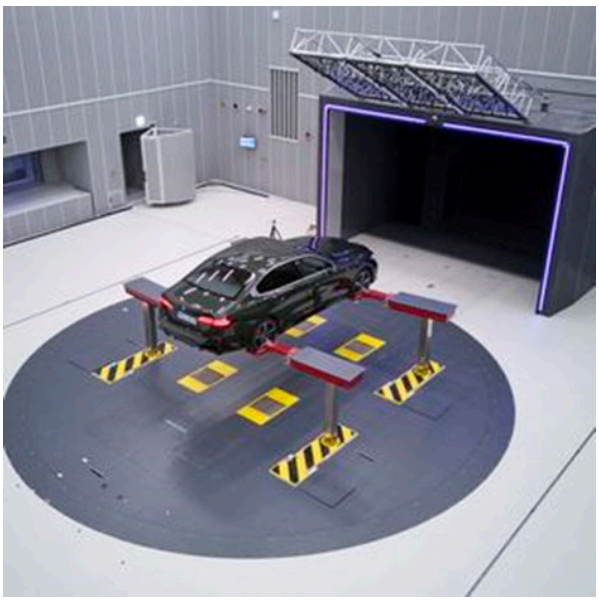
INTERIOR NEWS

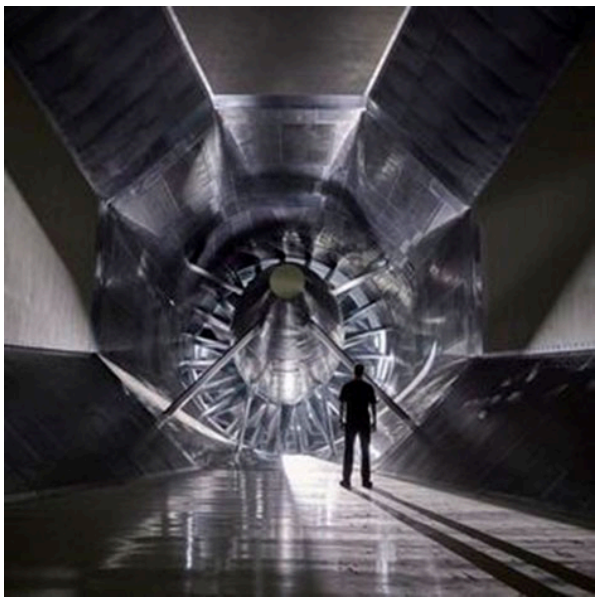


BMW's new aeroacoustics and e-drive center has started operations at the Research and Innovation Center (Munich).

The new building consists of two halves: In addition to a multifunctional part with workshop, testing and measuring facilities as well as a prototype construction for high-voltage batteries and inverters, the Aeroacoustics and E-Drive Center (AEZ) houses a technically and structurally new wind tunnel. According to the manufacturer, it is "the world's largest acoustic wind tunnel with a vertical design and also the quietest".

This means that the noise generated by the vehicle's airstream can be precisely measured in the new wind tunnel. The facility is powerful enough to realistically test large vehicles such as the Rolls-Royce Phantom or the X7 luxury SUV. The wind tunnel is designed as an acoustic semi-free-field room. This means that, apart from the reverberant floor, there are no sound reflections. This makes it possible to realistically simulate the situation on the road. The frequency range for the semi-free-field conditions from 30 Hz covers the entire audible spectrum.





BMW IMAGES

The acoustic wind tunnel is equipped with modern measurement technology to advance vehicle development. A 216-microphone acoustic camera enables the precise localization of disturbing noises with an accuracy of less than one centimeter. In addition, the wind tunnel has a laser vibrometry system with which the mechanical vibrations of the entire vehicle surface can be measured synchronously and without contact. A fully-fledged acoustic all-wheel roller test bench is also available.

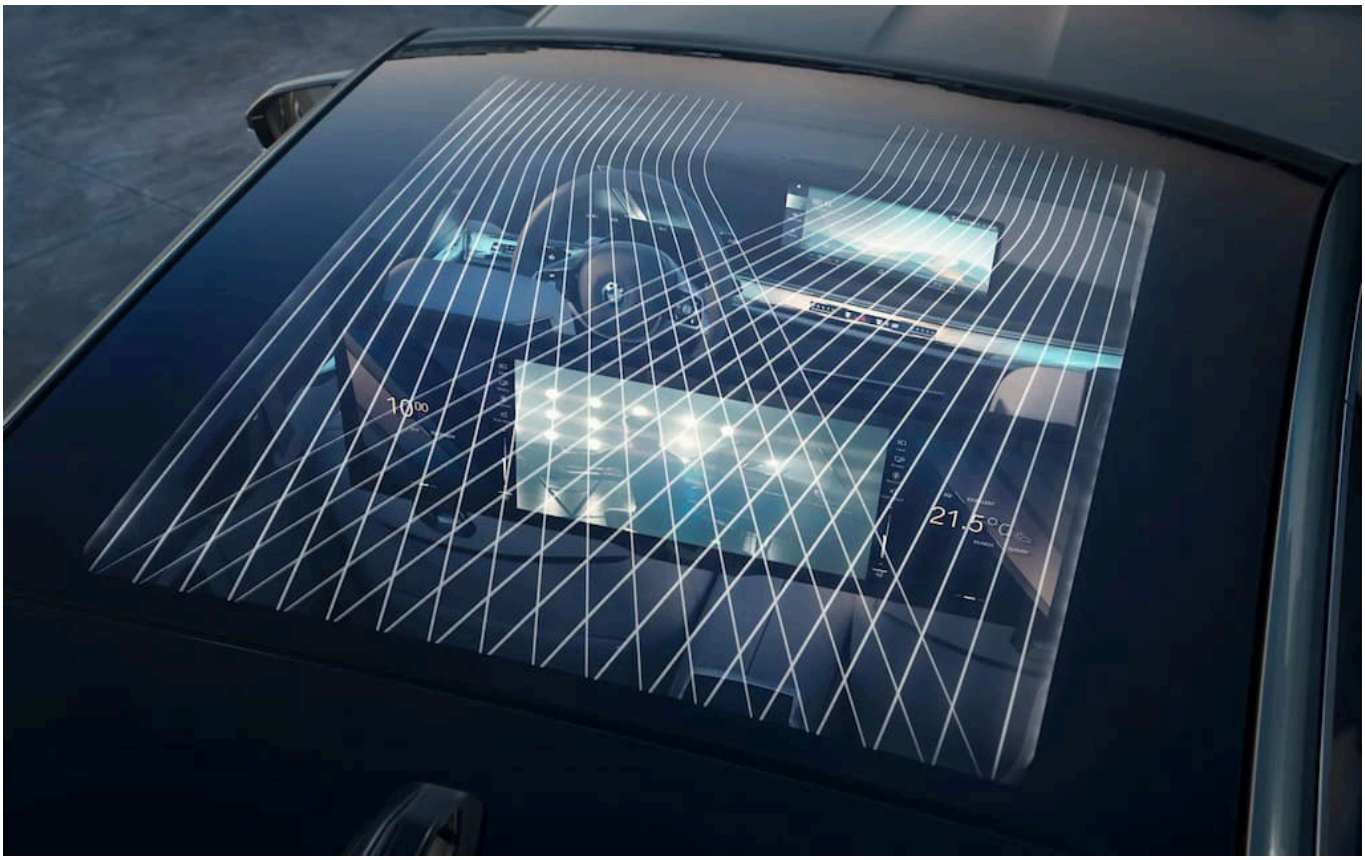
The wind/rolling noise system makes it possible to separate the phenomena of rolling and wind (wind on/off, roll on/off). In addition, various modules such as a vehicle-accessible glass floor or a vehicle scale for motorcycles can be exchanged in a short time without having to move the vehicle. This allows developers to test different configurations quickly and efficiently.

The entire building, from the three-meter-thick base plate to the façade, is acoustically insulated against noise from the surroundings. The wind tunnel was designed to be upright so that the building site is used efficiently. This was the only way to fully meet all the requirements for both buildings and realize them on the available space.

The AEZ houses workshops, test and measuring stands as well as prototype lines. The focus here is also on electromobility. The company builds and tests prototypes of future high-voltage batteries for electric vehicles here. In another area, inverters for future electric motors are produced on a pilot line under clean room conditions.

Panoramic Roof Puts On Light Show

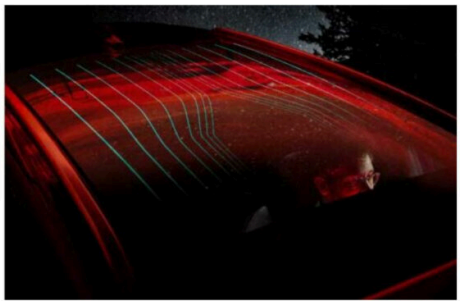
INTERIOR NEWS



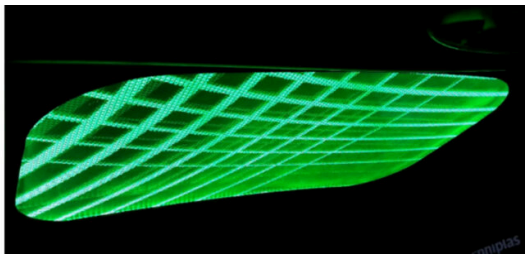
BMW I7 LIT ROOF (BMW IMAGE)

One current example of lit transparent roof can be found on BMW i7. DVN took time during Auto Shanghai '25 to visit French supplier Saint-Gobain Sekurit to learn more.

The glass is used as a light-diffusing surface, reproducing the desired pattern design. LEDs are placed along the edges to inject light into the glass through an optical system laminated within it.



IMAGES COURTESY OF SAINT GOBAIN SEKURIT



WEIDPLAS IMAGES

For example, Weidplas has integrated ambient lighting in different panoramic roofs. With a special technology the company is able to laser invisible microstructures into the volume of transparent materials, which are hidden until lit.

DVN IMAGE

When autonomous driving vehicles become rolling offices and living rooms then it makes sense that the panoramic roofs become more and more areas for natural, ambient and functional lighting.

Audi E5 Sportback Has Premium Digital Interior

INTERIOR NEWS

AUDI IMAGES

The new E5 Sportback is an EV developed specifically for the Chinese market. Its interior is a carefully designed space that blends technology, comfort, and emotion. There's a 27-inch ultrawide display spanning from door to door. It brings together the driver's information, media system, and a passenger screen, all in one monolithic panel. It learns from your habits to anticipate what you need next.

The entire cabin is designed to feel like a personal retreat. Ambient lighting shifts gradually and naturally with the time of day, hidden air vents keep the design minimal, and there's a built-in fragrance system. Digital mirrors are seamlessly integrated into the dashboard.

There's a virtual assistant which evolves over time; it recognizes specific-driver preferences, adapts the lighting, and adjusts the navigation style based on routines.

? Learn more: Audi Media Center – Audi E5 Sportback Launch

ScreenHits TV infotainment for Ford, Lincoln, Renault

INTERIOR NEWS

RENAULT IMAGE

ScreenHits TV has been chosen as the in-car TV portal and user interface for Ford Expedition, Lincoln Navigator and Renault Grande Koleos vehicles in certain markets. The TV platform and app enable access to popular streaming services and other premium content from providers such as Peacock, Lionsgate, Bloomberg, the BBC, and ITV.

This adds to ScreenHits's current list of automaker users, having been previously implemented in Porsche models, including the 911 and Cayenne, as well as Nio vehicles.

ScreenHits TV founder and CEO Rose Hulse says in-car entertainment is emerging as the second most important screen for consumers. "It's a significant achievement to bring ScreenHits TV's technology to some of the world's most reputable car manufacturers. This partnership marks a milestone for in-car entertainment".

ScreenHits has been integrated into Lincoln Voxx's rear-seat entertainment systems as the main media hub. The Lincoln Navigator will also integrate ScreenHits, rolling out in the USA, as well as Bahrain, China, the Dominican Republic, Kuwait, Mexico, Puerto Rico, Qatar, Saudi Arabia, South Korea and the United Arab Emirates. ScreenHits will also be introduced to the Expedition model in 43 countries, including the USA and Mexico.

Pat Lavelle, president and CEO of Voxx, said, "ScreenHits TV is a true global provider for streaming content in our rear-seat entertainment products. We expect this to be a great launch for our customers."

Renault Korea is initially introducing ScreenHits in its Grand Koleos in South Korea before the partnership expands to international markets.

The Design Lounge

Ford Expedition: UX with New Cockpit Architecture

THE DESIGN LOUNGE

FORD IMAGES

The New Ford Expedition is full of features aimed at comfort, convenience, and connectivity. The interior is roomy enough to seat up to eight passengers in flexible configurations. The interior is light, airy, with a moving console, premium materials, heated and ventilated seats, and a panoramic sunroof .With all these luxurious materials, advanced technologies and attention to detail, it has raised this Expedition to a higher level.

For tech, this Ford Expedition SUV has a big touchscreen infotainment system featuring SYNC 4, wireless Apple CarPlay, Android Auto, and multiple USB ports. Rear-seat entertainment options are designed to keep passengers entertained for long trips. Advanced safety features such as adaptive cruise control and a 360-degree camera make one feel safe on the road. Thoughtful design and smart upgrades create the perfect synergy between practicality and innovation.

The Ford Expedition has gone through a metamorphosis in 2025. The previous utilitarian interior based on the F-150 pickup has been transformed into one that resembles a luxury vehicle ready to compete with high-end SUVs within the 100 000$ range

Cockpit architecture has been changed, from a vertical center stack screen shared with the F-150 to a 24” horizontal display pushed forward to the edge of the windshield. This placement is the latest thinking in UX design and makes the screen visible from any seat height and enables the driver to always keep eyes on the road.

Ford designers say pushing screens forward on the instrument panel eliminates the need for head-up displays. That’s a big deal from an industry standpoint because HUD projectors represent costs and take up real estate inside the instrument panel.

However, it offers Ford's newest SYNC 4 infotainment system, which seamlessly integrates smartphone integration, voice commands, and navigation. Among other added safety features, advanced adaptive cruise control, lane-keeping assist, and blind-spot monitoring give extra peace of mind. It is also important to notice premium interior materials such as Salt Crystal Gray leather-trimmed seating with attractive channeled quilting, a textured metallic trim on the instrument panel and stylish faux wood trim on doors, as well as a 13.2” center-stack display that’s easy to see, thanks to a new steering wheel design that also improves maneuverability.

News Mobility

Autonomous Driving, Where It Is Going?

NEWS MOBILITY

T-SYSTEMS IMAGE

Autonomous driving is set to revolutionize mobility over the last mile in the city. People have been talking about it for more than ten years and companies have invested billions. Despite all the positive reports, the question arises as to whether too much is still being promised for PR reasons. Waymo, a subsidiary of Alphabet, is considered a pioneer and, according to recent reports, plans to deploy 2,000 new robotaxis by 2026. Mercedes and BMW are also working intensively on further developing autonomous driving functions for premium vehicles. In the USA, Tesla is pursuing an aggressive strategy and always promises a lot with its "Full Self Driving" system - but so far the results have fallen short of expectations.

The reality is more complex than many investors would like it to be. The spectacular difficulties at Cruise, General Motors' former hope in the field of autonomous cabs, illustrate just how wide the gap is between ambition and reality. After several serious incidents and regulatory problems, Cruise had to abandon its ambitions. Such incidents put pressure on the entire industry and make investors increasingly impatient.

In China, the situation is particularly exciting and challenging at the same time. Companies such as BYD and Xiaomi are investing heavily in autonomous technologies and have so far benefited from less restrictive framework conditions. However, China has recently tightened the regulations significantly following a number of accidents. The regulatory hurdle for autonomous vehicles has been raised, which poses new difficulties for start-ups and technology-driven companies such as Xiaomi in particular. China is trying to steer the growth of autonomous vehicles in a safer direction, which could create trust on the one hand, but could slow down innovation on the other.

Another area of tension is the high financial requirements. The cost of developing autonomous systems has risen enormously and there is still a lack of profitable business models. Waymo's cab rides have so far been a purely subsidized business, and investors are becoming impatient. The billions invested in research, technology development and infrastructure should soon deliver results. However, reality shows that there is still a long way to go before autonomous vehicles can be used safely on a mass scale.

The technology continues to struggle with fundamental challenges. AI systems must be able to handle complex and unpredictable traffic situations safely at all times - and with an almost zero error rate. Accidents such as those involving Cruise or the sometimes unpredictable actions of Tesla's systems show that autonomous systems do not yet offer the necessary reliability. Such problems increase the pressure on companies to formulate their promises more realistically.

Although the data can be analyzed more easily and quickly with the help of AI, an AI is not yet able to move a vehicle safely. The use of autonomous vehicles in poor weather conditions is also unclear. The sensors can be heated during snowfall, but even that is sometimes not enough when driving on the highway.

It is currently clear that autonomous driving not only has to overcome technological challenges, but also regulatory, economic and social ones. The immense financial pressure caused by high investments is set against a technology that is making impressive progress but still harbors considerable risks. Whether it will be Waymo, Tesla, Mercedes, BMW or a Chinese company such as BYD or Xiaomi that ultimately achieves the breakthrough remains to be seen. What is clear, however, is that the road to truly autonomous driving remains rocky - and more expensive than many investors had expected.

General News

Marelli Plan for ‘China Speed’

GENERAL NEWS

MARELLI BOOTH AT AUTO SHANGHAI (MARELLI IMAGE)

Marelli wants to bring “China Speed” to the rest of the world with a new development strategy that cuts three-year product lead-times to 12 months. In parallel, there is speculation swirls about the Italian Japanese supplier about a buyout bid from India's Motherson.

Many opportunities arise from Chinese automakers' rapid shift toward electrification and intelligence, especially in the form of SDV vehicles, which are setting new benchmarks for speed, scale and innovation.

"At Marelli, we see this not just as a trend, but as a strategic imperative. China ranks among our most important markets and serves as a strategic hub for innovation, talent and global collaboration," said David Slump, the group's president and CEO.

The country's advanced supply chains also allow the company to localize core components, from electronics to lighting modules, with flexibility and cost-efficiency, he added.

Eager to seize more market share in China, Marelli further advanced its "China for China; China for Global" strategy by upgrading its R&D Center into the Asia Pacific Innovation Hub for Automotive Lighting in Shanghai in March, after relocating its global center for display R&D and production to Guangzhou, Guangdong province in late 2024.