

Building Europe's electrification infrastructure

A neutral, procurement-grade backbone
connecting fleets, cities, and suppliers.
Accelerating zero-emission logistics.



*Avoiding or embracing the CapEx challenge in electrification?
This requires a new way of financial engineering. What are the levers, enablers and risks? What are good practices?
And how does EUlectrify enable smooth matching and sourcing?*

Heavy CAPEX is mostly a planning problem.

Make financial engineering broad and strategic.

THE PRIZE

€246 bn

OPEX savings unlocked by European fleet electrification by 2030

Plus ~1 Gt of CO₂. Six in ten new EU vehicles are bought by fleets. The prize is sitting on the operator side of the table.

EY–Eurelectric, Fleet Forward, Mar 2026

THE REALITY

3.6%

ZEV share of new EU medium- and heavy-duty truck registrations (H1 2025)

Must reach 35% by 2030 — in 56 months. ~400,000 trucks. From ~1,000 HDV-suitable chargers today to ~50,000 needed. 500 new chargers per month, every month.

ACEA, State of the Enabling Conditions, Oct 2025

THE GAP

€7-40 bn

European truck-charging investment needed by 2030

Less than a quarter publicly committed. €40 bn through 2040. >90% of near-term spend is depot/semi-public — corridor charging yields only ~€200m EBIT to 2030.

McKinsey, Building Europe's e-truck charging, Sept 2024

Take-away: *we are pricing the wrong asset, in the wrong configuration, on the wrong balance sheet, under the wrong assumptions.*

Five levers to turn CAPEX into something the CFO will sign.

None require new policy. All are in commercial use today.

01	Segment the fleet — and the asset	No fleet-wide electrification decision. Route-by-route, depot-by-depot. ~80% of HDV charging today happens at depots (ACEA). Capture the 15–25% of routes at TCO parity today; do not wait for a 100% answer that does not exist.
02	Bundle vehicle and infrastructure financing	One contract: truck + charger + energy management + telematics. One amortisation curve, one counterparty. Separating them costs 12–18 months of project drift.
03	Pay-per-use (per km, per kWh)	Smooths cash flow, yes — but more importantly puts battery, charger and software risk where it is actually understood: with the lessor or OEM, not with the carrier. Especially interesting for customers who demand flexibility due to eg seasonality. 7Gen: “Mind you: risk will be priced in! Cost of Capital may rise from 7-9% to 12-15%”.
04	Share residual-value risk	Nobody knows what a 5-year-old BEV tractor is worth in 2030. Co-investment, OEM buy-backs, RV insurance. EY–Eurelectric: OEMs must build residual confidence through standardised data and buy-back programs. 7Gen: “Easier for vans, harder for heavy duty. Insurance not available or expensive. The issue is not the technical lifecycle of the truck but the speed of technology and pricing of the trucks. This risk needs to be quantified, understood and shared until we have the data to make better decisions”
05	Hybrid CAPEX / OPEX	Term loan for long, predictable life (glider, depot, grid connection). Operating lease for what will be obsolete in 5 years (battery, software, charging hardware). The power is in the mix.

Two enablers, two risks.

Recurring across 2024–26 work by Roland Berger, McKinsey, BCG, EY, PwC Strategy&, KPMG and Deloitte.

ENABLERS

Risk-sharing partnerships

Move balance-sheet exposure off the operator and onto the party best able to price it. EY–Eurelectric (Mar 2026): "financiers and leasing providers must scale bundled and risk-sharing models that reduce balance-sheet exposure." McKinsey: finance & leasing = ~23% of new value pool by 2035. KPMG: 94% of energy-transition investors actively seek risk-sharing partnerships.

Control demand

No lender prices an asset with unknown utilisation. McKinsey: >90% of European truck-charging investment to 2030 is depot/semi-public — because demand is contractually anchored. EY: "align vehicles with real duty cycles and maximise depot-based smart charging." ACEA: ~80% of HDV charging today already happens at depots. BCG: best capital plays are "owner" and "E2E integrator".

RISKS

Underutilization

The chicken-and-egg problem on chargers, plus no functioning BEV truck second-hand market. EY: upfront cost gaps + RV doubts slow investment. Roland Berger: US fleets cannot self-fund \$620bn in infra at 5% industry margins without freight rates absorbing it. BCG: Europe on track to waste €3 trillion in cost overruns and delays.

Regulatory inconsistency

ACEA: only 2 EU member states fully exempt ZEVs from road tolls (BE, DE); 15 do nothing. ETS2 at projected €55–92/t in 2027 is "too low to close the TCO gap." McKinsey: charger access requires grid capacity that is not there. KPMG: 78% of energy-transition investors cite regulatory/policy risk as their top concern — above credit and tech combined.

The binding question is no longer financing.

It is who in the value chain bears which risk, at what price — and who will actually pay for green (and compliant) logistics.

What we still do not have

- A shipper–carrier–OEM contracting model that prices green logistics honestly.
- A grid-operator–fleet relationship that does not make the charger the bottleneck.
- An honest conversation about residual values that does not need a government guarantee to function.
- An e2e view of the value chain, including OEMs, Real Estate, Cities. How to line everyone up behind the financing and execution challenge.

Five questions for the room

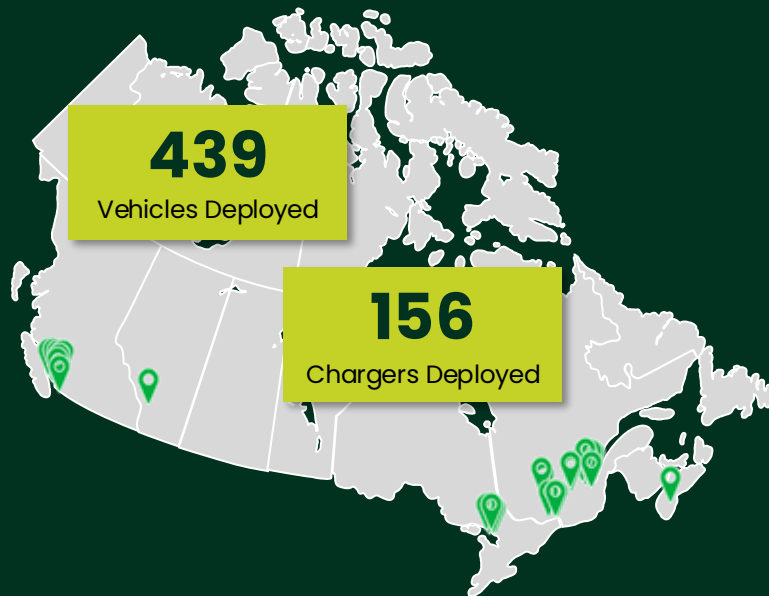
- 1** Real or perceived? Is heavy CAPEX the binding constraint — or is something deeper (RV, willingness to pay, grid lead times)?
- 2** Financing or policy? EY says the prize is real and needs financing innovation. ACEA says the policy framework is too incomplete. Which binds first in your business?
- 3** Shared risk. Are you willing to share residual-value or utilisation risk in your contracts — or do you still want a clean buy-and-own asset?
- 4** The shipper question. Is there contractual willingness to pay for green transport in your customer base — or is scope 3 still PR?
- 5** Coopetition. Would you co-invest in shared depot or corridor charging with a direct competitor? Why or why not?

Chatham House rule applies in the room · Outcomes shared via F&L and SFC channels

EXAMPLE : 7GEN & ZENOBE

Fleet Electrification, Simplified

Remove the biggest barriers &
lower the **Total Cost of
Operating** for commercial fleets



**Vehicle
Leasing**



**Charging
Infrastructure**
Onsite/Offsite



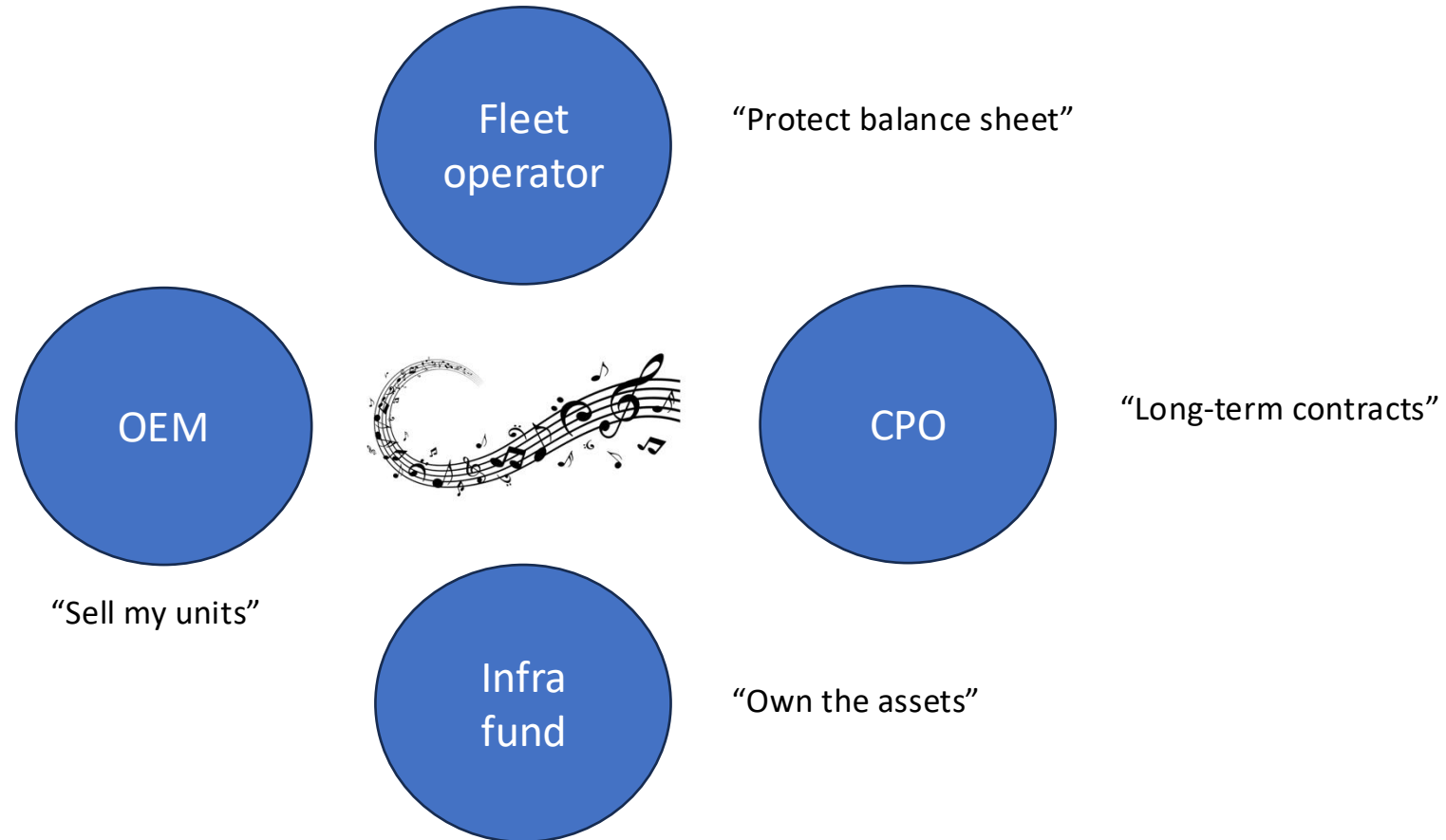
**Telematics &
Charging
Software**



**Carbon Credits
Processing**

One monthly bill

Financial engineering is like ROCE Musical Chairs (dancing together)



"Every company needs a Chief Energy Officer"

Join building Europe's electrification infrastructure

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EUElectrify is a joint venture between 3XVentures Amsterdam & Solvoz.tech