>> INSIDE: DIESELGATE SHAKES UP AUTO SHARES IN Q3 <<

Automotive News Europe

NOVEMBER 2015 I VOLUME 6, ISSUE 11 I

How VW Group will put the shine back on its tainted image

UNDER CONSTRUCTION

ALSO INSIDE

- PSA CEO outlines next steps in automaker's revival ▶
- Toyota Europe boss van Zyl shares profit-boosting plan
- Which models are winning in the compact premium class
- Why Opel believes it has created its best-ever Astra
- Audi makes A4 more agile to regain ground lost

Carlos Tavares

Dieselgate aftermath

The Dieselgate emissions scandal has hit the auto industry like a tsunami, damaging the reputations of Volkswagen Group, Made-in-Germany quality and the diesel engine.

While many key questions remain unanswered – the main one being: Who knew what and for how long – our cover story looks at how VW could use the biggest scandal in its 78-year history to improve its corporate culture, cut costs and energize profits **(Pages 6-9)**.

We also outline the key challenges facing the VW, Audi, Seat and Skoda brands and identify the key new executives who will tackle the tasks **(Pages 8 & 9)**.

Dieselgate, along with overall volatility in the global financial markets, had a big effect on the shareholder value at VW as well as at most of Europe's publicly traded automakers and suppliers. The latest *Automotive News Europe*/PricewaterhouseCoopers Transaction Services Shareholder Value Indices show that in the third quarter European automakers as a whole lost 27.9 percent of their value and partsmakers lost 12.5 percent **(Page 38)**. While there were a lot of losers as a result of Dieselgate there were also quite a few winners. We reveal a few of them in our Final Word column **(Page 39)**.

From Germany to France, where PSA/Peugeot-Citroen reported stronger-than-expected first-half financial results. CEO Carlos Tavares is convinced that the good times at the once cash-strapped automaker have only just begun. He said the French automaker's success comes from its focus on efficiency over volume, which helps it avoid selling vehicles at a loss. He explained why he thinks PSA's competitors should follow the same strategy **(Page 10)**.

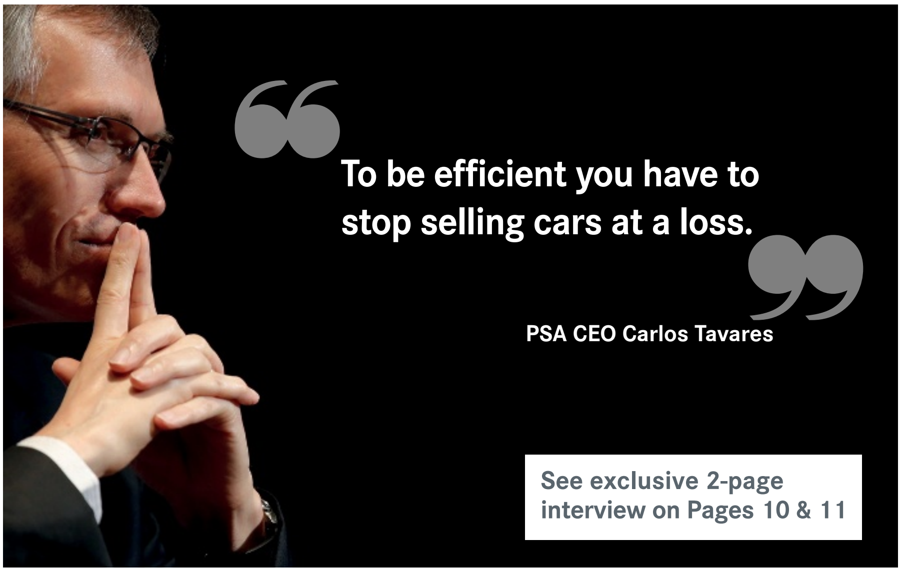


Photo: Reuters

Johan van Zyl, the new CEO at Toyota Europe, told us he is working to boost the efficiency of the automaker's dealer network in Germany, where Toyota's sales were down 8 percent through September **(Page 12)**.

Design similarities between the new Alfa Romeo Giulia premium midsize sedan and its chief rival – the BMW 3 series – are evident, but the man responsible for the look of the Italian model defends the originality of his work **(Page 13)**.

Could new entrants such as the Alfa Giulia and the Jaguar XE steal market share from the established German players in Europe's hotly contested premium midsize class? Audi CEO Rupert Stadler doesn't think the additional players will be a problem **(Page 14)** because his company is convinced that the ninth-generation A4 has features that make it stand out in the sector **(Page 18)**.

This month we look at two other important models: the Toyota Mirai **(Page 16)** and the Opel Astra **(Page 19)**.

The Mirai is the world's first mass-produced fuel cell car but its adoption will be slowed by Europe's limited infrastructure of hydrogen fuel stations.

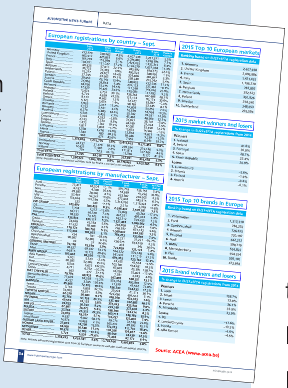
The new-generation Astra has been made lighter and more high tech to win sales from the Volkswagen Golf as well as compact premium rivals such as the BMW 1 series.

By doubling processor performance and using faster graphics, Audi has been able to create a three-dimensional user experience in its vehicles. Electronic development boss Ricky Hudi explained how Audi was able to do this much faster than its competitors **(Page 20)**.

Enjoy the issue!

Luca Ciferri, Editor

Europe's sales momentum continues in September



European new-car sales increased by 9.8 percent in September with all brands, including Volkswagen, showing solid gains. September was the 25th consecutive month of growth as demand was up in all major markets driven by ongoing scrappage schemes, strong incentives and by the economic recovery in southern Europe. Over the first nine months, sales were up by 8.8 percent, an addition of almost 900,000 vehicles that boosted total volume to 10.8 million **(see tables, Pages 24-28)**. ANE

CONTENTS

3 **Issue highlights**

COVER STORY

6 **Cleaning house**
How VW stumbled so badly and what it needs to do to recover

Q&A

10 **Ready to attack**
CEO Tavares outlines PSA's product and technology offensive

12 **Market makeover**
Toyota Europe boss outlines plan to end brand's struggles in Germany

AUTOMAKERS

13 **Not a clone**
Alfa says Giulia's design was inspired by 156 despite BMW-like looks

14 **Shaky segment**
Premium midsize sales forecast to dip on rising SUV demand

LATEST LAUNCHES

16 **Wait a minute**
Toyota Mirai fuel cell is here, but is Europe ready?

18 **Key new arrival**
Audi sees A4 shaking up premium midsize class

19 **Quantum leap**
Opel wants leaner Astra to race past rivals

Toyota Europe CEO Johan van Zyl

CONNECTED CAR

20 **Fast company**
Audi speeds up in-car innovation with assist from multiple partners

SUPPLIERS

21 **Select group**
Autoliv strengthens position in crash prevention with key acquisitions

22 **Cutaway**
See who has parts in the new BMW 7 series

FINAL WORD

39 **Dieselgate's winners & losers**
A judge rises while a CEO falls

INSIDE THE SEPTEMBER & 9-MONTH NUMBERS

24 **European sales by country and brand**
Italy, Iceland, Ireland were big monthly winners

25 **European top 50**
Nissan Qashqai, Toyota Yaris make solid gains

26 **European sales by model**
BMW 2 series, Volvo XC90 help lift their brands

29 **European production by brand**
Jaguar, Land Rover, Seat make double-digit gains

32 **Turkey sales**
September sales dips 3.6%
9-month volume up 40%

33 **Russia sales**
September sales fall 29%;
9-month volume down 33%

35 **U.S. sales by model**
9-month volume rises 5% to 13 million

Automotive News Europe
@autonewseurope
www.autonewseurope.com

KEITH CRAIN
Publishing Director

KC CRAIN
Group Publisher

EDITORIAL

LUCA CIFERRI
Editor
+ 39 348 274 00 40
lciferri@autonews.com

DOUGLAS A. BOLDUC
Managing Editor
+ 49 (0) 171 424 6373
dbolduc@ autonews.com

PAUL MCVEIGH
Managing Editor
+ 49 (0) 176 7835 3951
pmcveigh@ autonews.com

GEORGIA CHAPMAN
Design & Art Direction
+49 (0) 89 5795 9137
gchapman@autonews.com

KARIN VOLLMER
Layout
karinvollmer@designtotal.eu

James Clark (UK), **Jennifer Clark** (Italy), **Christiaan Hetzner** (Germany), **Nick Gibbs** (UK), **Olive Keogh** (Ireland), **Mary Raetz** (U.S.), **Heather Rowe** (U.S.), **David Sedgwick** (U.S.), **John Stanley** (Ireland)
Correspondents

ADVERTISING

EUROPE
THOMAS HERINGER
Commercial Director Europe
+ 49 (0) 8153 907 400
theringer@craincom.de

GEORGIA CHAPMAN
Director of European Marketing and Events
+ 49 (0) 89 5795 9137
gchapman@autonews.com

USA
RICK GREER
Sales Director
+ 1 313 446 6050
rgreer@crain.com

KOREA
JUNG-WON SUH
Sinsegi Media Inc.
+ 82 2 785 8222
sinsegi-2@sinsegimedia.info

CIRCULATION

JAMIE TUNISON
Marketing Coordinator
+ 1 313 446 1642
jtunison@crain.com

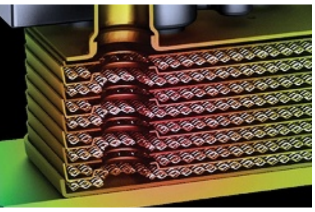
SUBSCRIPTION SERVICES

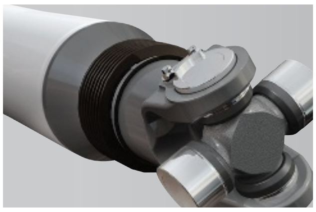
International number + 1 313-446-0450
Toll free from the US + 1 877-812-1584
customerservice@autonews.com

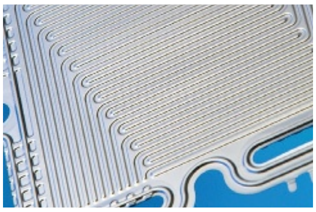
Published by
Crain Communications Inc
1155 Gratiot Ave. ▮ Detroit MI 48207. USA

Correction
The new generation of the BMW 7 series is shown. The sedan was misidentified in two photos on Page 16 of the October print issue.

crain
COVER DESIGN: Steve Massie
COVER ART: Reuters (building)







Cleaning house

How VW stumbled so badly and what it needs to do to recover

CHRISTIAAN HETZNER
chetzner@autonews.com

This should never have happened at Volkswagen. The automaker says it has a well-known, frequently used internal system that encourages employees to "prevent damage to the finances and reputation of the entire Volkswagen Group" by reporting violations.

Last year more than 50 reports by whistleblowers were forwarded to VW through its two independent ombudsmen. Separately, nearly 90 cases were brought to the group's anti-corruption officer. During local audits, an average of one report of suspected fraud was submitted a day. Despite all this internal policing at the VW Group, senior management claims it never spotted a deliberate and systematic manipulation of nitrogen oxide emissions for 11 million diesels sold around the world.

The scandal hit the carmaker like an enormous tsunami in September, revealing a criminal deception that remains difficult to comprehend because of its massive scale and its recklessness.

Insiders and experts agree that the heart of the problem is the lasting influence of VW's long-revered – and much-feared – leadership duo of former CEO Martin Winterkorn and ex-Chairman Ferdinand Piech. For more than two decades VW was a hierarchically managed company dominated by those two perfectionists.

Fear and obedience

Although both men have resigned from VW, they left behind an atmosphere of pervasive fear mixed with unquestioning obedience. VW's insular and authoritarian corporate culture led in extreme cases to mistakes being hidden, problems compartmentalized and accountability viewed as a foreign concept.

Only by tackling this legacy and breaking with the past can VW move forward, its new CEO, Matthias Mueller, said.

"Structures only are of value when they 'live and breathe' so I can only repeat (...) we need to reform our culture and leadership philosophy," Mueller said during a meeting of 400 high-ranking managers in Leipzig, Germany, last month. "Personally I would wish for a new culture of openness and cooperation but I cannot make this an order." As if to underscore the carmaker's lack of transparency, a

Photo: Reuters

New VW Group CEO Matthias Mueller recently told his top managers that the company must reform its culture and leadership philosophy to become more open and cooperative.

key director on Volkswagen's supervisory board, Lower Saxony Premier Stephan Weil, expressed his frustration and astonishment to the state's parliament about first learning of the affair in the news.

Moreover, the scandal is expected to cost Volkswagen tens of billions of euros in part because the company also chose not to inform investors of the deceit until after it was already made public by the U.S. government.

By the time it officially acknowledged the problem on Sept. 20, roughly two days had passed since the U.S. Environmental Protection Agency published its notice of violation and more than two weeks had come and gone since VW admitted its guilt behind closed doors to the EPA on Sept. 3.

Mixed messages

In the 17 days between those two events, the company celebrated its "reinvention" at the Frankfurt auto show as an industry leader for digital connectivity and electromobility. It even bragged about being named the world's most sustainable auto group by Dow Jones and RobecoSAM, saying it received top marks in compliance and anti-corruption among other categories. (VW has since been stripped of the honor).

When investors finally learned that millions of VW Group diesels included so-called "defeat devices" to cheat emissions tests, a third of its market value was vaporized within two days.

If VW is forced to raise additional capital, for example through a dilutive share sale, to pay for expected fines and lawsuits, the carmaker could find it much more difficult now that it undermined its own credibility through the late admission. Nordea Asset Management, the Nordic region's largest retail fund provider with 174 billion euros in assets under management, has put its VW holdings under quarantine and refuses to invest more in the company's stocks or bonds. In the meantime, state prosecutors in Germany, France and Italy have raided offices and homes of VW employees.

Few answers

The list of unanswered questions related to the scandal is long. Mueller has said only a few people in Wolfsburg were likely to have been involved, although even his own U.S. chief, Michael Horn, said he found that hard to believe. At press time no culprits had been named and VW asked for patience because it expects the investigation to take months. "It's not as if they strike upon a goldmine every day," said one person close to the investigation. "They have to sift through a decade worth of emails and documents, and in some cases wait until the public prosecutors release some of them back into the hands of the company." State prosecutors in Germany took terabytes of data and several large moving boxes filled with documents during raids of VW's offices last month.

Despite the mounting problems, so far there is little evidence that the emissions scandal will result in lasting damage to the company, either in terms of sales or profit margins, according to investment bank Bernstein. "We believe VW's long-run earnings power will not be impacted significantly," wrote Bernstein's Max Warburton after his team interviewed more than 40 dealers, senior retail executives and fleet buyers in major European markets. "Fears about a big and sustained hit to VW volumes and profitability are overdone."

Continued on Page 8 ➩

Safeguards failed

After Volkswagen Group was hit by a scandal involving slush funds for labor leaders in 2005 it created safeguards to alert the company to corporate wrongdoing, including an ombudsman system for whistleblowers.

Anyone – a VW employee, supplier or customer – can anonymously report their suspicion of a white-collar crime in 10 different languages. Since 2011 VW has had a chief compliance officer who reports directly to the group CEO. When it made this change then CEO Martin Winterkorn said: "Volkswagen's good name is our most valuable asset. There can be no compromises as far as complying with our code of conduct."

As he spoke those words four years ago, the automaker had likely already built millions of vehicles with illegal emissions-control systems.

"The crazy thing is there appears to have been warnings in the past through both the internal auditing and compliance departments, as well as from external suppliers," said

Photo: Reuters

Andreas Novak from the German chapter of advocacy group Transparency International. "This is no classic case of corruption, this appears to simply be a failure in compliance that is historic in its dimensions."

In short, VW had the institutions in place, but they failed when they were needed most.

– Christiaan Hetzner

⇨ Continued from Page 7

3 recommendations

Corporate governance and oversight expert Christian Strenger, who is academic director of the Center for Corporate Governance in Leipzig, feels three things need to be done before VW can salvage some of its credibility. First, a comprehensive investigation of the scandal in which the findings are confirmed by neutral experts. Second, top executives must serve as role models within a new corporate culture.

The third recommendation is the trickiest. VW needs "a considerable change in the supervisory board to serve as a convincing counterweight to the large shareholders and unions that so far have proved hapless in this issue," Strenger told *Automotive News Europe* in an email reply to questions. He added: "Since the previous board at least shares in the responsibility, it would be only proper if the large shareholders surrender one of their two mandates each, freeing up four or five seats to go to convincing figures with expertise and the necessary stature to achieve the needed change in the boardroom as well."

VW's 20 person supervisory board currently has only one external member, Annika Falkengren, the CEO of Swedish lender SEB. All others are either Porsche or Piech family members sent by Porsche SE, politicians from Lower Saxony or emissaries of Qatar. Like all German boards, half of all directors are appointed by labor and unions.

VW, however, appears to be making some headway. Last month it announced that former German federal judge Christine Hohmann-Dennhardt will become its first management board member for integrity and legal affairs. She starts on Jan. 1. Hohmann-Dennhardt will join VW from Daimler, which agreed to release her from her contract a year early.

Additionally, VW stakeholders are becoming more involved. Rather than report to the management board, Jones Day, which VW hired to conduct an independent investigation, is accountable only to the supervisory board. It reports regularly to a subcommittee headed by key director Wolfgang Porsche.

VW exec needs to help rebuild trust in U.S.

Affected cars: 5.6 million

The fallout: The image disaster falls squarely on VW, which developed the EA189 diesel engine family at the center of the controversy for the entire group. The VW brand fell to fifth place from third in brand value among global automakers, losing an estimated $10 billion due to its fraud, according to UK-based Brand Finance.

Key new executive: The resignation of Winfried Vahland, who decided to leave VW Group just before he was set to become North America chief, makes things tougher for new VW brand global sales boss Juergen Stackmann (right). He needs to rebuild VW's credibility in the eyes of consumers, especially in the U.S. Stackmann already has proved he can handle a big challenge. The former CEO of VW Group's Spanish subsidary, Seat, has put the automaker on track for its first annual profit in years.

New Audi sales boss faces Mercedes test

Affected cars: 2.4 million

The fallout: VW Group's highly profitable premium brand cannot afford to slow down. Mercedes-Benz overtook Audi in August as the world's second-largest premium brand by unit sales. Audi's image as a technology leader takes a hit just as it is rejuventating a number of its key models such as the Q7 and A4.

Key new executive: New sales boss Dietmar Voggenreiter (right) arrives at Audi headquarters in Ingolstadt with almost a decade of experience running the brand's operations in China, its biggest market. But he will also have to find a strategy to narrow the gap with BMW and Mercedes in the U.S. market.

Evercore ISI auto analyst Arndt Ellinghorst sees a silver lining for VW. He argues that Mueller should use the crisis to its advantage: “VW has a huge opportunity to fix the diesel issues, tackle its morbid culture, cut costs and return revitalized,” he said in a note to investors.

Lower Saxony’s Weil, who acts as a trustee for his state’s 20 percent voting stake in its biggest employer, urged VW to find a place for people who in the past might have been viewed as troublemakers: “Responsible workers who internalize corporate principles are not disruptive – they are desirable.” To be fair, the company was tackling some of the problems when the scandal hit. Winterkorn was finishing a comprehensive management reshuffle prior to his resignation. “You can think of the crisis as a kind of accelerant,” said one company source. “The culture change already had begun, but it’s now being sped up enormously.”

‘Future at stake’

Other German automakers such as Mercedes-Benz and BMW and key suppliers such as Robert Bosch are sure to be watching the developments closely after VW damaged the reputation of clean diesel technology in the U.S. market. All three insist that diesels are absolutely vital for reaching strict CO_2 emissions targets in 2020 and beyond. “The Volkswagen crisis could have far-reaching implications,” said Frost & Sullivan Automotive Senior Research Analyst Arun Chandranath, citing the very real possibility of the scandal speeding up the adoption of even more stringent emissions regulations, which would hit all automakers. “Volkswagen may be standing trial, but everyone’s future is at stake.” ANE

For up-to-the minute coverage of the latest developments in the VW scandal visit: autonews.com/VWDIESELCRISIS

Forthcoming SUV key to brand’s future

Affected cars: 700,000

The fallout: After racking up more than 1.5 billion euros in losses over the past nine years, VW Group’s chronic underperformer is a brand with little equity and an even lower profile. Many financial analysts would love the group to close down or sell the Spanish brand.

Key new executive: CEO Luca de Meo’s (right) No. 1 challenge is to turn Seat into a brand that can survive and grow on its own. At least the new CEO will have the help of a key new model next year when the brand debuts its first SUV, which will give it access to a growing segment in Europe of roughly 1.5 million units in annual sales.

Diesel dependence could cause trouble

Affected cars: 1.2 million

The fallout: The Czech value brand is very dependent on diesels to reach Europe’s 2020 CO_2 emissions target so reduced demand for the powertrain could pose serious problems. Skoda’s customers are highly price sensitive and are unlikely to spend extra for alternative powertrains such as plug-in hybrids.

Key new executive: New CEO Bernhard Maier (right) inherits a brand that former boss Winfried Vahland made a sales and profit driver for the group. Nevertheless, Skoda has an extremely ambitious volume target of boosting sales 50 percent by 2018, which will be tough as sales slow in China and continue to collapse in Russia.

Q&A Ready to attack

CEO Tavares outlines PSA's product and technology offensive

Meet the boss

- **NAME:** Carlos Tavares
- **TITLE:** PSA/Peugeot-Citroen CEO
- **AGE:** 57
- **MAIN CHALLENGE:** Offsetting weaker profits from China and losses in Russia with a strong push into the fast-growing crossover market.

PSA/Peugeot-Citroen had a strong first half but CEO Carlos Tavares is convinced that the good times at the once cash-strapped automaker have only just begun. Next year Europe's second-largest automaker after Volkswagen will start a product and technology offensive – led by a new family of compact crossovers and its first plug-in hybrids. Tavares believes the company's model and powertrain expansion will help PSA counteract any negative effects from Russia's sales slump and China's slowdown. He shared his views with *Automotive News Europe* Editor Luca Ciferri.

Next year PSA will debut four models from its three brands in the fast-growing compact crossover segment. Which model will come first?

In 2016 we will start a product blitz that will last through 2020. We have a huge amount of new product coming out. It won't be only a product offensive, but also a technology offensive, including gasoline plug-in hybrids and second-generation electric powertrains. I'm quite excited because from a product perspective the next few years will be really fun. In terms of crossovers, the concepts we showed are a good indication of the direction and the sequence of the first two products to appear.

The Peugeot Quartz [concept that appeared at the 2014 Paris auto show] is sharper, more rigor-oriented while the Citroen Aircross [concept unveiled at the 2015 Shanghai auto show] is more comfort- and feel-good oriented. It's a different way to express crossovers and I'm happy that both are very attractive and very different. It will be the same with the one for DS.

China was PSA's biggest growth driver last year and in the first half. What effect will the market's slowdown have on your recovery?

Compared with the Western world, the motorization rate of China, which is below 100 cars per 1,000 people, shows there is still huge room for improvement. As China's growth potential is there, we should not panic because we have a bump in the road or because we have a plateau. We may have some consolidation as well as more competition from the Chinese automakers, but we should not destroy the pricing power of our industry [through discounts and incentives]. Secondly, because we face a plateau and because in the last few years, if not decades, everybody was preparing for growth in China, it is obvious we will find huge potential for cost improvement. We should focus on efficiency, reducing costs, making sure that we protect the margins of our joint ventures in China and that we use the local supplier base more effectively.

Has discounting intensified in China?

Yes. We could have sold more had we increased discounts, which we didn't. Even though our pricing power in China is not paramount, we try to keep ourselves reasonably steady against the other guys, but some automakers pulled pricing down by panicking and increasing incentives, which I don't think is something that helps anybody.

What are PSA's operating margins at its joint ventures in China?

Our JVs made 7.6 percent in 2014 and our target – which is unchanged – is to get to 10 percent in a couple of years.

PSA, like most automakers, is struggling in Russia. What will it take to end the prolonged slump and when will we start to see a rebound?

There are two problems in Russia. One is that Russia and the EU need to find a compromise that will make everybody reasonably happy because they cannot afford to be in a dispute forever. There is too much at stake for both. The second problem is probably even more challenging: When will the Russian economy start to grow again? Oil and gas prices need to go up, but I don't see how that can happen in the near term.

That being said, we still think that Russia will rebound and there is potential for profitable growth. Currently, it's a little

PSA CEO Carlos Tavares says the automaker's compact crossover offensive will begin next year with production versions of the Peugeot Quartz (above) and Citroen Aircross concepts (inset).

painful because we have right sized our operations there to a minimal level, and we are losing a small amount of money. But we want to keep our manufacturing activities and network running to be able to benefit from the rebound.

Your initial operating-margin target from your Back in the Race revival plan was 2 percent by 2018, but the company already delivered a 5 percent margin in the first half. Did you under-promise or has the speed of PSA's recovery surprised you?

Different things converged to create this result. When I came to PSA in December 2013 I saw how much potential there was – and how much pressure there already was on the company. At that time, it would have been counterproductive to add more pressure by making bold promises. To be honest, I didn't realize how efficient the company could be in the implementation of a very simple plan, because Back in the Race is a simple plan. Secondly, we benefited from some tailwinds, such as the low oil price that helped on raw material costs, the fact that all the currencies were in the sweet spot [for us] and that at the beginning of the year China was still growing quite nicely.

What message did you give your team after announcing first-half results?

Delivering a 5 percent operating margin in the first half was very rewarding for everyone at PSA, but we should remain focused because in the second half some tailwinds may become headwinds.

PSA dramatically improved its margins in the first half despite a very modest 0.4 percent increase in unit sales. You have said you want to avoid selling cars for a loss. Does doing this really make such a difference or are there other factors?

The auto industry has some thinking that will need to evolve. The thinking that being bigger is better may have some limitations because we operate in a very chaotic world. We could easily say that the chaos is the norm and chaos is growing. We can ask ourselves: What is best in a very chaotic world, to be efficient and agile or to be big? Being big, of course, has many benefits such as purchasing power and diluting your engineering costs.

That's a plus, but at the same time, being big doesn't exclude you from the need to be efficient and agile. Being not so big is a better starting point to become efficient and agile in the chaotic world we are operating in. I think that efficiency is going to rise on the priority list of automaker CEOs. To be efficient, you have to stop selling cars at a loss. Why would someone still not do this? Perhaps because they are too driven by volume and size rather than by efficiency.

What is your goal at PSA?

Deliver great products to our customers and meet their expectations, making sure that we improve our quality, have the right technology and make our customers happy. As a consequence of this, you may eventually become the biggest, which is fine, but targeting being the biggest has a lot of traps, not only on quality but also on efficiency and agility.

What is the right balance between size and agility?

Frankly, I don't know. Looking at the first-half operating margins at all automakers it is very surprising to see that some big companies don't have a very good ranking. The biggest company [Toyota] has the highest ranking. Some companies are rebounding, like us, and we are far from being the biggest. But, many companies who are bigger in size than us deliver lower profitability.

How did PSA improve its efficiency?

I am always very surprised when financial analysts ask me if we are spending enough in r&d and on capital expenditures or if we are compromising the future for a short-term win. My answer is: In the past two years we didn't cancel programs and products, we just dramatically improved the efficiency of the money spent on r&d or cap-ex. My teammates are not asking me for more money because they have discovered how to make significant improvements in terms of efficiency despite the limited resources I gave them.

How long will it take to turn DS into a full-fledged premium brand?

Less than 30 years. That's the time Audi needed to become what they are now. It is fair to say that to establish a premium brand takes time. But we have time because DS models already are quite profitable. The per-unit margins are good. We make sure to keep the price point where it should be and we protect the residual values. We also bring the appropriate features and content to the product. I'm very confident that the attractiveness of the new products will improve sales [which were down by 18 percent in Europe after nine months]. We should be very patient and make sure that we do the right things. ANE

Q&A

Market makeover

Toyota Europe boss outlines plan to end brand's struggles in Germany

New Toyota Europe CEO Johan van Zyl, who took over in April, inherited a business that is on track to sell more hybrids than diesels by 2020 or sooner. His immediate task, however, is to improve the automaker's business in Germany, where sales were down 8 percent through September in a market that is up more than 5 percent. He shared his plans during an interview in September with *Automotive News Europe* Editor Luca Ciferri and Correspondent Jennifer Clark.

Would you say that Germany is a problem for you?

We are not performing how we would like to perform in Germany. We must roll up our sleeves in that market. It's the most challenging market in the world. Mercedes-Benz, BMW, Audi and Volkswagen are well-established brands. We are rebalancing and reducing our German dealer network to 384 sales locations [from 533], moving from a two-tier to a one-tier structure. We are weeding out the sub-dealers to have direct contact with all dealers. We need a dealer network in Germany that can deliver our services to our customers in a convenient way. What you find in Germany is a very spread out network. We need to make sure we have an efficient network to achieve that.

How is pricing in Europe? We're hearing that sales in southern Europe are made at a loss.

There has been a 1.2 percent increase in self-registrations and a decline in the corporate fleet market. So yes, there are some self-registrations happening. I think more than usual. We are saying we don't see sustained growth in the future. We see modest volume growth next year.

In terms of pricing, has 2015 been better than 2014?

The market is extremely competitive this year because of channel mix. It's terrible in Germany.

Diesels have become more expensive because of the technical additions needed to reach Euro 6 emissions standards. Who is paying the extra cost, you or are customers? Are diesels becoming too expensive to offer?

When it comes to the improvement of technology, if it's visibly adding value we pass on the cost. If not we share it. When it comes to diesel technology and the improvement of the environment, in terms of sharing of the cost it is difficult to decide what the real value is to the customer. It is not a tangible kind of value for the customer – but it is for the environment and society. Also, if you are asking me: Are you still going to use diesel? At the moment I cannot comment on that. Our focus is on hybrid and on improving the efficiencies of gasoline engines.

By 2020 you want to reach 400,000 hybrid sales, up from about 250,000 now. Close to a quarter of your current sales in Europe are hybrids and 30 percent are diesels. When will hybrids overtake diesels?

We believe that by 2020 we will sell more hybrids than diesels, but exactly in which year this will happen is hard to say. Our share of hybrids went to 24 percent this year from 20 percent in 2014. Our average conquest rate from gasoline for our hybrid Yaris and Auris models is 58 percent, which is 10 percent above our conventional conquests. If you look at hybrid sales, it took more than 10 years before they really took off globally. You have to sell a hybrid car. It's a different sales process. Customers don't understand the technology at first. It takes a lot of explanation.

When will Europe get the new Prius?

Early next year. The plug-in hybrid is in the second phase. We don't know when it will come. With the RAV4 hybrid and the [production version of the] C-HR [due in 2017], Toyota's hybrid model lineup in Europe will go from six to eight.

You inherited a solid business. Do you plan to make any changes?

Meet the boss

- **NAME:** Johan van Zyl
- **TITLE:** Toyota Europe President & CEO
- **AGE:** 57
- **MAIN CHALLENGE:** Turning around slumping sales in Germany.

I arrived on April 1 [after 12 years at key Toyota posts in Africa] so I am still studying the European situation. In terms of overall direction, I will continue to ensure sustainable growth in Europe. That means that I am not going to chase market share. We must continue to differentiate ourselves and we are using hybrids to do that. From an overall business point of view, you cannot rely anymore on just selling cars. We also need to make sure we generate maximum value from our value chain. By that I mean aftersales, service parts, and finance and insurance. We need to ensure we give customers excellent service so they keep on coming back. ANE

Not a BMW clone

Alfa says Giulia's design was inspired by 156, touts racetrack-tested interior

LUCA CIFERRI
lciferri@autonews.com

The chief designer of the Alfa Romeo Giulia (top) says that despite some obvious similarities the Italian company did not try to copy its chief competitor from BMW, the 3 series (above).

Design similarities between the new Alfa Romeo Giulia premium midsize sedan and its chief rival – the BMW 3 series – are so evident that the man responsible for the look of the Italian model defends his work without being asked. "We did not copy a BMW. We took inspiration from our past, specifically from the 156," Alfa Romeo design chief Alessandro Maccolini said.

Maccolini made the comments during a speech he made to the car design community in Mantova, Italy, last month. Alfa would be pleased if the Giulia could match the success of the 156 model line, which in 2000 peaked at 120,000 global sales. Alfa's 2014 global volume was less than 70,000. Alfa's sales have been declining for years as parent Fiat Chrysler has shrunk its lineup to two volume models, the Giulietta compact and MiTo subcompact, and the limited-production 4C sports car. Alfa is counting on the Giulia to be the catalyst that sparks a rebound that increases the brand's global sales to 400,000 by 2018.

Top-down approach

Alfa previewed the Giulia's top-performing variant, a 510-hp V-6 version from its Quadrifoglio trim line, in June and gave the car its public debut at the recent Frankfurt auto show.

The automaker is scheduled to start Giulia sales before the end of the year led by a high-specification Quadrifoglio launch edition that will start at 95,000 euros in Italy. This variant, which has a top speed of 307kph, is aimed at the BMW M3 and Mercedes-Benz C class AMG. The standard Giulia from the Quadrifoglio trim line will go on sale in early 2016 starting at 79,000 euros. Lower-cost versions of the car, which will be equipped with either a 2.0-liter gasoline engine or a 2.2-diesel, will go on sale after debuting at the 2016 Geneva auto show next March. Alfa has not revealed pricing yet. The automaker also has not announced any volume targets for the Giulia, which analyst IHS Automotive predicts will achieve peak production of 49,500 in 2017, up from a forecast output of 49,000 in 2016.

High-speed interior

Alfa knows that to achieve those sales results it will need to stand out from rivals such as the recently launched ninth-generation Audi A4 **(see story, Page 16)**. That is why Alfa strived to make the Giulia's interior unique. One way it made sure that every interior detail was truly functional was by having test drivers use each feature while driving on a racetrack. If the features passed the high-speed testing the design department could sign them off for production, Inna Kondakova, interior design chief for the Giulia, said at the Mantova conference.

"Expectations for the Giulia were very high, so we decided to take a no-compromise approach," she said, adding that every interior part was designed specifically for the Giulia.

Another thing Alfa did was reduce the diameter of the Giulia's steering wheel to make it easier for the driver to see the instrument panel and the car's controls.

Two of eight

Fiat Chrysler has allocated 5 billion euros toward Alfa's revival. So far it has spent 2 billions euros to create the Giulia and to prepare the brand's first SUV, which FCA CEO Sergio Marchionne says is finished.

The midsize crossover, code-named project 949, is based on the Giulia, supplier sources told *Automotive News Europe*. Production of the SUV, which will rival the Audi Q5 and BMW X3, will begin in late 2016.

Marchionne wants Alfa's lineup to grow to eight models and its global sales to increase to 400,000 by 2018. ANE

Shaky segment

Premium midsize sales forecast to dip starting in 2020 as SUV demand rises

NICK GIBBS
ngibbs@crain.com

New entrants from Jaguar and Alfa Romeo in Europe's premium midsize class will find it tough to steal market share from the established German players as pressure from SUVs slowly shrinks one of Europe's core high-end segments, analysts say. IHS Automotive predicts the premium midsize sector will dip more than 6 percent by 2020 compared with today.

The sector is dominated by the Mercedes-Benz C class, BMW 3 series and Audi A4, which accounted for a combined 80 percent of the segment's 277,712 first-half sales, JATO Dynamics figures show. The segment as a whole, however, was overtaken in the first half by the premium compact SUV class' 282,101 sales because of high demand for models such as the Audi Q5 and Volvo XC60, according to JATO's numbers.

"The traditional midsize segment is shrinking a little in Europe because the trend toward SUVs is really rising. But it's still very stable," Audi CEO Rupert Stadler told journalists on the sidelines of the recent Frankfurt auto show.

C-class success

In the first half, sales in the premium midsize segment grew 11 percent, largely because of the arrival of the new Mercedes C class. Six-month sales of the C class were up 50 percent and through eight months the car's volume increased by 48 percent **(see table, right).** The sales surge pushed the C class to the top of the segment, which is a big turn around from the first half of 2014 when the car ranked third behind the 3 series and A4. "Mercedes has exceeded their projections and most forecasts too," IHS Automotive analyst Tim Urquhart said referring to the strong performance of the C class.

Part of the reason for the success is that Mercedes has become much more aggressive on finance deals for business and private customers, Urquhart said.

The new Mercedes C class (shown) has surged to the top of the premium midsize segment after finishing second to the BMW 3 series last year.

"In the UK you get the C class for 220 pounds ($335) a month. BMW can't match those deals," he said.

IHS believes the 3 series, which has just been refreshed, will fall to No. 3 in the segment next year following the launch this autumn of the new Audi A4 **(see Latest Launches, Page 18)**, which sits on Volkswagen Group's MLB platform rather than the MQB architecture that underpins the VW Passat. The danger Urquhart foresees for Audi is that buyers might be reluctant to switch to the new A4 because the changes, compared with its predecessor, are subtle. He said the A4 is "not the styling step change that the C class was" for Mercedes.

Overall, IHS predicts the premium midsize sector will stay stable at about 640,000 units a year for the next three years but decline to 600,000 by 2020.

The leaders

Europe's top-selling premium midsize models in the first 8 months of 2015; change from Jan.-Aug. 2014

1.	Mercedes C class	116,493	+48%
2.	BMW 3 series	90,923	-21%
3.	Audi A4	86,990	+3.9%
4.	Volvo V60	26,653	-1.3%
5.	Jaguar XE	6,146	(new)
6.	Lexus IS	4,993	-26%
7.	Volvo S60	6,146	-18%
8.	Infiniti Q50	2,084	+29%

Source: JATO Dynamics

'Who is Alfa Romeo?'

The lack of growth for the sector is bad news for new entrants such as the recently released Jaguar XE and the Alfa Romeo Giulia, which is scheduled to go on sale next year. In addition, Audi's Stadler doesn't consider the two newcomers as his primary concern. "Who is Alfa Romeo?" he joked at the Frankfurt show. "I'm sorry, but we have to define the landscape of competition." For Stadler, that landscape includes only Mercedes and BMW.

IHS believes Alfa Romeo will sell 22,000 Giulias in Europe during its best year, forecast to be 2018, compared with 150,000 C-class units, 140,000 A4s and 92,000 3 series in the same year. The Fiat Chrysler Automobiles subsidiary will offer the standard Quadrifoglio version of Giulia in early 2016 at a starting price of 79,000 euros in Italy. Fiat Chrysler CEO Sergio Marchionne described the Giulia as "better than a German car" during a recent interview with *Automotive News Europe* sister publication *Automotive News*. However, Christoph Stuermer, a Frankfurt-based analyst at PwC Autofacts, disagrees with that analysis, saying the Giulia has "basically nothing the German premium carmakers can't offer."

Quick start for XE

Through August, Jaguar had sold 6,146 XEs in Europe, which put the sedan in the segment's top five. Jaguar Land Rover believes it will persuade those loyal to the German brands to switch and also bring new customers to the segment. "It will be a bit of both. I think there's still opportunity for modest growth but I don't think there will be substantial growth. We just want to carve out a nice share for ourselves," Bob Grace, JLR's head of Europe, told *ANE* at the Frankfurt show. The UK-based automaker is helped by the fact that premium midsize cars sell well in its home market. The UK is Europe's No. 2 market after Germany for premium midsize models and far ahead of the other countries that round out the top five. IHS data shows that in 2014 UK sales of the C class, A4 and 3 series beat the combined sales of the markets ranking third, fourth and fifth. While demand for the German models was strong in the UK it was even stronger in the cars' home market **(see table, right).**

The BMW 3 series is forecast to slip from second to third in the premium midsize sector next year.

Tough to compete

Smaller players in the segment find it difficult to compete with the engine variety offered by the three German brands, which further expanded their powertrain portfolios on their most recent models by adding efficient options for those wanting to move away from diesels. BMW's 3-series lineup now includes an entry-level three-cylinder gasoline unit and will soon have a plug-in hybrid variant. Meanwhile, Audi plans to launch a version of the A4 station wagon that will use compressed natural gas together with its 2.0-liter turbocharged gasoline engine, resulting in CO2 emissions below 100 grams per kilometer. Despite the growing number of alternative powertrains in the segment – and the backlash from VW Group's admission that it cheated on diesel-emissions tests – the market share for diesels in this vehicle class will remain at "upward of 80 percent," predicts Al Bedwell, powertrain analyst for LMC Automotive. "The mix will change a bit in favor of non-diesel, but not significantly." ANE

The recently launched Jaguar XE already ranks among Europe's top-selling premium midsize sedans.

Dynamic duo

Germany and the UK ranked Nos. 1 and 2 for European sales of the Mercedes C class, Audi A4 and BMW 3 series last year

C class

1.	Germany	60,380
2.	UK	31,525
3.	France	7,545
4.	Spain	6,111
5.	Italy	5,151

Audi A4

1.	Germany	41,374
2.	UK	21,800
3.	France	7,365
4.	Italy	6,940
5.	Spain	6,364

BMW 3 series

1.	Germany	47,208
2.	UK	35,445
3.	Italy	10,855
4.	France	8,170
5.	Belgium	7,540

Source: IHS Automotive

Toyota initially will aim the Mirai fuel cell car at European countries with a sufficient hydrogen-fuel infrastructure.

Toyota rolls out fuel cell, but Europe not ready yet

Toyota's European rollout of the Mirai, the world's first series-production fuel cell vehicle, this month will be limited to the few countries in the region with a sufficient infrastructure of hydrogen fueling stations. That means the first 50 to 100 units of the Mirai designated for Europe in 2016 will be available only in Germany, the UK, Denmark and Belgium. The bulk of those models will go to Germany and the UK, Toyota said. Germany's hydrogen fueling network is expected to rise to 50 by year-end and reach 400 by 2023. The UK is expected to expand its network to 15 this year and to 65 by 2020. For the next two years just 3,000 Mirai sedans will be built annually for global distribution, said Toyota, which aims to increase output to about 30,000 fuel cell vehicles a year by 2020.

The Mirai has a 550km range and gains power from electricity generated in its fuel stack. The electricity is the result of a chemical reaction between hydrogen and oxygen from the outside air. The Mirai has a longer range when driven in stop-and-go traffic because its battery gets a boost from the regenerative braking. Current global annual hydrogen production is 50 million tons, which Toyota said would be enough to power 250 million Mirais so that each could be driven 20,000km a year.

– Luca Ciferri

Fast facts

- **Performance:** The Mirai's 113-kilowatt/154-hp electric motor accelerates the car from 0 to 100kph in 9.6 seconds and gives it a top speed of 178kph.
- **Emissions:** The Mirai generates about 8.1 liters of water (mainly as vapor) per 100km. The water, which exits the tailpipe, is a non-toxic by-product of creating electricity to power the car. This electricity comes from the chemical reaction between the hydrogen fuel and oxygen from outside air that takes place in the fuel cell stack.
- **Refueling:** In Germany it costs 45 euros and takes less than 5 minutes to fill the Toyota Mirai's 4.7kg hydrogen tank.
- **Size:** The car is 4890mm long and 1815mm wide, putting it in the midsize segment, and has a trunk capacity of 361 liters.
- **Target buyers:** The car is expected to appeal to early adopters of new technologies, environmentally conscious buyers and companies that produce and distribute hydrogen fuel.

The Basics

- **Launch date:** Late 2014 (Japan); November (Germany, UK, Denmark and California); first half of 2016 (Belgium)
- **Base price:** 66,000 euros before tax in Germany but car is currently only available for lease at about 1,200 euros a month for 4 years
- **Where built:** Boshoku, Japan
- **Lowest CO2 emissions:** Zero-emissions vehicle
- **Main rivals:** Honda FCV that is due next year

REAL DRIVING EMISSIONS (RDE) – EFFICIENT TESTING

AVL M.O.V.E iS – mobile measurement and testing solution for RDE

The introduction of the EU6c legislation in 2017 will require compliance with emission limits also under real driving conditions. The AVL M.O.V.E iS system represents an accurate and reliable solution for RDE testing, specifically designed for mobile operation mounted on passenger cars.

- Execution and evaluation of RDE tests in compliance with legislative requirements
- Accurate and reliable acquisition of RDE data
- Quick and easy installation inside or outside of the car
- Robust design combined with lowest maintenance effort

RDE READY

www.avl.com, info@avl.com

Audi says the A4 offers a level of quality and engine efficiency that was previously not available in its segment.

Audi sees A4 causing segment shake-up

Audi executives are optimistic the arrival of the new A4 will give the Volkswagen Group subsidiary the boost it needs after being overtaken by Mercedes-Benz for second place in global premium car sales. "We are very confident that the car will do very well in the market," Audi sales boss Luca de Meo said. De Meo, who took over as CEO of VW Group's Seat brand this month, said the ninth generation of Audi's best-selling model line has features that make it stand out against rivals in the premium midsize sector. "It has a level of quality we have never seen in this segment; one of the most efficient engine ranges; a great interior and it is one of the first cars into which we have put a lot of technology for digitalization," he said. The A4 offers seamless smartphone connectivity via either Apple Car Play or Android Auto. The car also adds a head-up display for the first time. In addition, approximately 30 different driver assistance systems can be added, including Audi's predictive efficiency assistant, which responds to features in the road ahead even before the driver sees them.

– Christiaan Hetzner

The Basics

- **Launch date:** November 2015 (Europe); spring 2016 (U.S.)
- **Base price:** 30,650 euros (Germany)
- **Where built:** Ingolstadt and Neckarsulm, Germany; Changchun, China
- **Platform:** MLB Evo
- **Main rivals:** BMW 3 series, Mercedes C class, VW Passat
- **Lowest CO2 emissions:** 95g/km (2.0-liter TDI ultra)

Fast facts

Infotainment options:

The A4 is available with Audi's award-winning virtual cockpit, which debuted in the TT coupe last year. The digital instrument panel can be configured to show everything from the navigation map to the music list to incoming telephone calls. Removable Audi tablets for backseat passengers are also available **(see photo, above, left)**.

How does the predictive efficiency assistant work?

Drivers don't always see areas where they have to slow down until very late, so the A4 uses route data to recognize bends, roundabouts or downhill stretches even when they are not immediately visible. An icon in the head-up display signals when it is best to take the foot off the accelerator.

Powertrains:

Seven different engines are available at launch. Audi says its 215-hp 3.0-liter, six-cylinder diesel requires 4.2 liters per 100km, making it the most efficient engine of its kind. Audi believes the engine's low fuel usage will help maintain interest in six-cylinder units at a time when many automakers are phasing them out of this segment.

Aerodynamics:

Audi says the A4 sedan's drag coefficient of 0.23 is tops for models of that body style in the premium midsize segment. Audi engineers even added small contours on the side mirrors to improve airflow. Along with boosting fuel economy the better aerodynamics reduce the A4's interior noise to a level comparable to Audi's A8 flagship.

Opel made the new Astra lighter by reducing the weight of its engine, chassis and body.

Opel wants leaner Astra to leap over rivals

Opel hopes to win sales from the Volkswagen Golf as well as compact luxury models such as the BMW 1 series by positioning its new-generation Astra as a near-premium offering that boasts improved fuel economy, a quieter ride plus a wide range of high-tech safety and comfort features. Those options include matrix LED headlights, which improve night driving on poorly lit roads, ergonomically optimized seats with a massage function and personalized concierge service OnStar with a built-in 4G WiFi network.

"These options are absolutely unique to the compact segment, so that gave us the idea for our advertising slogan: The Astra upsets the luxury class," Opel Chief Marketing Officer Tina Mueller said. The ad Mueller referred to shows an Astra vaulting over five premium cars in a stunt jump. "Opel has really made a quantum leap between the old Astra and the new one," Mueller added. Executives at the money-losing General Motors subsidiary have repeatedly said the new five-door hatchback is crucial to meeting its target of becoming profitable in 2016. This goal has been made more difficult by its departure from the Russian market, its sixth largest worldwide, which accounted for 65,000 Opel sales last year. The car is 120kg to 200kg lighter than its predecessor, depending on the version, in part because of a revised family of lighter engines. Opel received about 30,000 orders in Germany for the Astra between June and its Oct. 10 market launch, that is roughly equivalent to 13 percent of the model family's global volume last year.

– Christiaan Hetzner

Fast facts

- **Special seats:**
The car's driver seat offers massage functions, ventilation and also hugs the occupant's body with the help of inflatable air bladders behind the leather fabric. Opel says this comfort feature also improves safety by ensuring the driver is less tired and distracted during longer trips.
- **Weight loss:**
Opel cut 50kg from the chassis by using smaller wheels, a move that also helps improve the car's aerodynamics. In addition, Opel slashed 77kg from the body by integrating more lightweight steel and trimmed the weight of engines by 10kg.

- **Quieter engines:**
The Astra will use Opel's new family of so-called "whisper diesels."

The Basics

- **Launch date:** October (Europe)
- **Base price:** 17,260 euros (Germany)
- **Where built:** Ellesmere Port, England; Gliwice, Poland
- **Lowest CO2 emissions:** 90g/km (1.6-liter CDTI)
- **Main rivals:** VW Golf, Ford Focus, BMW 1 series, Audi A3

Q&A Fast company

Audi speeds up in-car innovation cycles with assist from multiple partners

Audi's head of electronic development, Ricky Hudi, says the company's innovative electronics architecture has dramatically shortened the time the brand needs to introduce more powerful processors for in-car infotainment and driver assistance systems. By doubling processor performance and using faster graphics, Hudi says Audi has been able to create a three-dimensional user experience in its vehicles well ahead of its competitors. Hudi explained the advantages in an interview with *Automotive News Europe* Managing Editor Douglas A. Bolduc.

Connected car guru

- **NAME:** Ricky Hudi
- **TITLE:** Audi Executive Vice President of Electronic Development
- **AGE:** 47
- **MAIN CHALLENGE:** Maintaining Audi's time advantage over its competitors in connected car and autonomous driving technologies.

Shortening innovation cycles to compete better with consumer electronics makers is crucial in the roll out of connected cars. How has Audi sped up this process?

By introducing our MIB (modular infotainment platform) concept that separates the slow-moving parts of the system such as the radio, amplifier and diagnostics from fast-moving parts like the graphics processor, computing power, navigation and connectivity. We put the fast-moving parts on a small board called MMX – multi-media extension. Before MIB we got the complete infotainment system from a Tier 1 supplier and did the HMI (human-machine interface) in-house. At that time we had cycles from seven to eight years. In 2012 we launched the first generation MIB in the new Audi A3 and Volkswagen Golf. Eighteen months later we launched the next version with the virtual cockpit in the Audi TT. A year later came the next generation in the Audi Q7 and in 2015, with the new A4, we have the virtual cockpit and the Audi tablet that are based on the concept. At the end of 2016 or early 2017 we will launch MIB-2+. With every generation we upgrade and update the hardware and software.

What is the key part of this process?

As software is very important we develop it with our joint-venture company e.solutions. We work together to integrate the software stacks that come from all parts in the world and to create the HMI. Of course, we still have Tier 1 suppliers but they are doing the slow-moving parts and the integration on the mechanical and hardware sides. You can tell how revolutionary this approach is because in about one year we have a new generation on the road – not in a PowerPoint presentation – no other company has been able to achieve this up until now.

How important are partnerships for autonomous driving?

Partnerships are very important. Autonomous driving is complex. You cannot go to just one Tier 1 supplier and get everything you need. It requires a competent and experienced team. With our zFAS [the central driver assistance control unit], for example, we use multiple high-performance computers – one each from Mobileye, Nvidia, Altera and Infineon. Of course the software is crucial and we work on this with TTTech in Vienna, which is a specialist in deterministic ethernet and real-time safety-related software. For piloted driving you need to guarantee that information is where it should be. If one processor makes a miscalculation it is immediately recognized.

What do you need to take the next steps in piloted driving?

Tremendous computing power. Our revolutionary zFAS has 750 gigaflops of computing power. That is roughly what the world's fastest supercomputers had in 1996. The zFAS, which serves as the brains of Audi piloted driving, uses only 30 watts of power. If you compare this to the 5 to 8 megawatts for the older supercomputers, you can see the breathtaking speed of the progress.

Does all of this computing power take up a lot of space?

Not anymore. Significant technological and engineering advancements in size and efficiency of the zFAS result in a module that is the size of a tablet. In the past it would have taken a football field to accommodate all this computing power. The partner who integrates all of this from the systems side is Delphi – so multi partnering is required once again. Metaphorically speaking we're like the conductor of the orchestra.

How do you put a price on this?

Today, across our complete range, the value of electronic components in the car is between 30 to 35 percent [of the value of the car]. This will rise to 50 percent in the coming years due to more connectivity and driver assistance systems. It will also exceed 50 percent in electric vehicles like the Audi e-tron. ANE

Q&A Select group

Autoliv strengthens position in crash prevention with key acquisitions

Autoliv, the world's top producer of airbags and seat belts, is trying to muscle its way into the small group of megasuppliers that design collision-avoidance systems for autonomous cars. The Swedish supplier has increased sales of radar, cameras and night vision systems. Now, CEO Jan Carlson says he may make some acquisitions to expand the company's technology portfolio. Carlson hinted that lidar and vehicle-to-vehicle communications might prove useful but declined to name specific targets. Carlson spelled out his plans in an interview with *Automotive News Europe* Correspondent David Sedgwick.

Autoliv says it's the world's No. 2 producer of collision-avoidance technology. How did you determine this figure?

It's not easy to estimate market share. In active safety, you have radar, brakes, vehicle-to-vehicle communications. ... It's the sum of a lot of things. But if you limit your definition to components that Autoliv produces, like radar, cameras and night vision, we believe our market share is about 20 percent.

Autoliv sells a lot of radar?

Radar is the bulk of our active-safety sales. That comes from the acquisition we made in 2008 [of Tyco Electronics' radar unit]. We had sold radar before, but that's when it took off.

Is radar Autoliv's core product for active safety?

I wouldn't say that. We use radar together with vision and other components and integrate that data in our main controller. That's what we see as "core." Of course, we would like to sell all the sensors that we develop ourselves. But we can integrate other suppliers' sensors if that's what the customer wants.

This year, Autoliv formed a joint venture to produce brake systems and acquired a company that makes GPS modules. Are additional acquisitions being considered?

We are looking at it on a case-by-case basis. We have a strong balance sheet. When a new deal might happen is hard to say. But we are definitely looking for more acquisitions. Vehicle-to-vehicle communications and lidar are two areas that could be of interest.

Autoliv sells collision-avoidance systems to Mercedes-Benz, BMW and Audi, right?

We are a supplier to Daimler for some systems – like radar – and we sell a vision system to BMW. We also sell night-vision systems to Audi and Daimler. We work with all three of them. They are driving the technology.

In September, Autoliv formed a joint venture with Nissin Kogyo to produce brake systems. How does this expand your collision-avoidance portfolio?

We did a little bit with brake controls in the past. We [integrated] electronic stability control with airbag actuation. But this joint venture will do it in a much better way. This gives us some know-how.

In July, Autoliv bought Macom Technology Solutions, a startup that produces GPS modules. What will this do for Autoliv?

It provides interesting technology to track the electronic horizon in front of the car. You need data from vehicle-to-vehicle communication, navigation systems, radars and cameras [to create] a virtual map of the road in front of the vehicle. It's a building block for us.

Autoliv has opened a track in Sweden to test autonomous vehicles. What is its progress?

It's not only ours. There are a number of participants. Scania, Volvo Trucks and others are doing this. The purpose is to have a full-scale track to simulate normal roads – rural roads where you can see the car behaving. It's a big track.

In July, Autoliv said it could produce 20 million replacement airbag inflators in 2015 and 2016 for Takata customers. Are you sticking with that forecast?

Meet the boss

- **NAME:** Jan Carlson
- **TITLE:** Autoliv CEO
- **AGE:** 55
- **MAIN CHALLENGE:** Finding acquisition targets to boost supplier's lidar and vehicle-to-vehicle communications expertise.

Yes, up to 20 million units is our best estimate for the time being. It's a fluid situation. Where this is going is hard to say.

Is Autoliv gaining market share from Takata, the world's No. 2 airbag maker?

It's a little bit early to say. Of course, we hope to get market share. We are seeing more orders for frontal airbags. In our earnings call, we said that we have seen 50 percent of frontal airbag contracts coming our way. That's higher than our global market share, and we believe it may play out this way. It takes time. We will see. ANE

Suppliers to the new BMW 7 series

ACTIVE GRILLE SHUTTER [UPPER & LOWER]
ROECHLING AUTOMOTIVE

B-PILAR REINFORCEMENT [BIW]
GESTAMP

IDRIVE TOUCH CONTROLLER
PREH

SOUND DEADENERS
FAIST CHEMTEC

ENGINE INSULATION
IAC

UNDERHOOD SEALS
HENNIGES

GRILLE ASSEMBLIES
SRG GLOBAL

CYLINDER HEAD
NEMAK

HVAC MODULE
MAHLE

INTERIOR AMBIENT & CONTOUR ILLUMINATION
GRUPO ANTOLIN

ALUMINIUM-PIVOT BEARING [SUSPENSION]
HIRSCHVOGEL

REAR SEAT ENTERTAINMENT CONTROLLER
MARQUARDT

POWERISE + TENSION SPRING TAILGATE
STABILUS

8-SPEED AUTOMATIC TRANSMISSION
ZF FRIEDRICHSHAFEN

REAR SEAT INTERIOR CONSOLE
INTEVA PRODUCTS

ELECTRIC POWER STEERING
BROSE

TRIM FASTENERS
TRW AUTOMOTIVE

SUNROOF
WEBASTO

Image source: BMW

DRIVERS AIRBAG
TAKATA

AIR SUPPLY UNIT
WABCO

AIR DUCT PAVILLON
REHAU

LEATHER SEAT COVERS
BADER

INSTRUMENTAL PANEL
NOVEM

CYLINDER-HEAD GASKET
ERINGKLINGER

AIR SPRING MODULES
TRELLEBORGVIBRACOUSTIC

HIGH & LOW-PRESSURE EGR-VALVES
KSPG AUTOMOTIVE

FUEL TANK SYSTEM
PLASTIC OMNIUM

TRANSMISSION BEARINGS
LUK

SEAT ASSEMBLY
JOHNSON CONTROLS

FRONT & REAR SIDESHAFTS
GKN DRIVELINE

LOCK SETS
HUF HÜLSBECK & FÜRST

EXHAUST SYSTEM COLD END [DIESEL]
EBERSPÄCHER GROUP

4WAY PNEUMATIC LUMBAR SUPPORT [TIER 2]
KONGSBERG

SIDE DOOR LOCKING SYSTEM [SOFT CLOSE AUTOMATIC]
KIEKERT

Suppliers wanted! If you are a supplier and have questions or want your information considered for our cutaway features, contact James Clark at automotivenews@supplierbusiness.com or visit www.supplierbusiness.com

IHS SupplierBusiness

European registrations by country – Sept.

	Sept. 2015	Sept. 2014	Percent change	9 mos. 2015	9 mos. 2014	Percent change
Germany	272,479	260,062	4.8%	2,407,938	2,281,671	5.5%
United Kingdom	462,517	425,861	8.6%	2,096,886	1,958,196	7.1%
France	164,769	151,089	9.1%	1,421,435	1,337,315	6.3%
Italy	130,071	111,027	17.2%	1,196,270	1,037,388	15.3%
Spain	69,826	57,010	22.5%	783,892	640,673	22.4%
Belgium	36,725	36,383	0.9%	392,522	388,095	1.1%
Netherlands	35,277	29,807	18.4%	301,826	284,047	6.3%
Poland	27,255	23,565	15.7%	258,240	245,042	5.4%
Sweden	29,653	26,142	13.4%	248,653	222,636	11.7%
Austria	25,966	24,863	4.4%	237,193	237,363	–0.1%
Czech Republic	18,056	15,775	14.5%	171,010	141,470	20.9%
Denmark	17,829	14,423	23.6%	155,083	141,992	9.2%
Portugal	12,625	9,707	30.1%	138,268	107,408	28.7%
Ireland	4,775	3,899	22.5%	121,103	93,151	30.0%
Finland	8,513	8,402	1.3%	82,727	83,087	–0.4%
Greece	5,125	5,055	1.4%	58,184	53,845	8.1%
Slovakia	5,969	5,367	11.2%	57,008	53,254	7.0%
Romania	5,752	5,561	3.4%	56,839	51,564	10.2%
Hungary	6,270	5,480	14.4%	55,302	49,381	12.0%
Slovenia	4,546	4,426	2.7%	45,468	40,569	12.1%
Luxembourg	3,376	3,582	–5.8%	36,027	38,147	–5.6%
Croatia	2,123	1,934	9.8%	28,349	27,394	3.5%
Bulgaria	1,872	1,567	19.5%	17,081	15,150	12.7%
Estonia	1,817	1,848	–1.7%	15,662	15,964	–1.9%
Lithuania	1,530	1,276	19.9%	12,864	11,071	16.2%
Latvia	1,184	980	20.8%	10,286	9,239	11.3%
Cyprus	968	674	43.6%	7,559	6,343	19.2%
Total EU28	**1,356,868**	**1,235,765**	**9.8%**	**10,413,675**	**9,571,455**	**8.8%**
Switzerland	24,137	21,878	10.3%	239,594	219,136	9.3%
Norway	12,421	11,585	7.2%	111,811	107,104	4.4%
Iceland	797	553	44.1%	11,586	8,170	41.8%
Total EFTA	**37,355**	**34,016**	**9.8%**	**362,991**	**334,410**	**8.5%**
Total EU28+EFTA	**1,394,223**	**1,269,781**	**9.8%**	**10,776,666**	**9,905,865**	**8.8%**

Note: Excludes most commerical vehicles; data for Malta is currently not available.”

European registrations by manufacturer – Sept.

	Sept. 2015	Sept. 2014	Percent change	9 mos. 2015	9 mos. 2014	Percent change
Audi	75,411	68,504	10.1%	590,719	558,158	5.8%
Porsche	6,187	4,108	50.6%	53,849	40,220	33.9%
Seat	29,385	28,061	4.7%	263,307	246,905	6.6%
Skoda	57,497	52,247	10.0%	472,648	443,815	6.5%
VW	156,694	147,189	6.5%	1,313,310	1,218,324	7.8%
Other	323	349	–7.5%	2,614	2,359	10.8%
VW GROUP	**325,497**	**300,458**	**8.3%**	**2,696,447**	**2,509,781**	**7.4%**
DS	7,734	9,272	–16.6%	57,078	69,264	–17.6%
Citroen	50,171	46,720	7.4%	422,591	401,443	5.3%
Peugeot	78,930	74,125	6.5%	642,212	599,255	7.2%
PSA	**136,835**	**130,117**	**5.2%**	**1,121,881**	**1,069,962**	**4.9%**
Dacia	28,699	26,184	9.6%	288,850	277,651	4.0%
Renault	81,422	78,608	3.6%	720,197	657,132	9.6%
RENAULT	**110,121**	**104,792**	**5.1%**	**1,009,047**	**934,783**	**7.9%**
FORD	**110,306**	**102,035**	**8.1%**	**784,252**	**733,095**	**7.0%**
Chevrolet	224	701	–68.0%	2,721	37,221	–92.7%
Opel/Vauxhall	98,907	92,881	6.5%	726,675	683,610	6.3%
Other	49	37	32.4%	433	342	26.6%
GENERAL MOTORS	**99,180**	**93,619**	**5.9%**	**729,829**	**721,173**	**1.2%**
BMW	78,827	69,337	13.7%	554,822	509,148	9.0%
Mini	24,815	19,173	29.4%	141,533	111,019	27.5%
BMW GROUP	**103,642**	**88,510**	**17.1%**	**696,355**	**620,167**	**12.3%**
Alfa Romeo	5,001	5,123	–2.4%	43,495	45,564	–4.5%
Fiat	60,585	52,684	15.0%	503,101	454,781	10.6%
Jeep	8,546	3,675	132.5%	65,695	25,390	158.7%
Lancia/Chrysler	4,711	6,762	–30.3%	48,326	55,873	–13.5%
Other	863	677	27.5%	7,281	6,943	4.9%
FIAT CHRYSLER	**79,706**	**68,921**	**15.6%**	**667,898**	**588,551**	**13.5%**
Mercedes-Benz	77,639	68,568	13.2%	554,354	492,891	12.5%
Smart	8,227	3,565	130.8%	71,879	41,542	73.0%
DAIMLER	**85,866**	**72,133**	**19.0%**	**626,233**	**534,433**	**17.2%**
Lexus	5,165	3,893	32.7%	29,274	21,511	36.1%
Toyota	56,905	52,691	8.0%	429,286	404,512	6.1%
TOYOTA MOTOR	**62,070**	**56,584**	**9.7%**	**458,560**	**426,023**	**7.6%**
NISSAN	**63,764**	**51,154**	**24.7%**	**437,187**	**362,485**	**20.6%**
HYUNDAI	**49,555**	**45,125**	**9.8%**	**355,423**	**325,946**	**9.0%**
KIA	**39,923**	**36,553**	**9.2%**	**295,140**	**272,600**	**8.3%**
VOLVO	**27,801**	**26,272**	**5.8%**	**198,390**	**183,274**	**8.2%**
MAZDA	**27,566**	**21,315**	**29.3%**	**160,711**	**138,789**	**15.8%**
SUZUKI	**20,079**	**18,397**	**9.1%**	**136,787**	**126,800**	**7.9%**
Jaguar	6,837	4,062	68.3%	29,074	22,538	29.0%
Land Rover	14,978	14,668	2.1%	103,239	89,192	15.7%
JAGUAR LAND ROVER	**21,815**	**18,730**	**16.5%**	**132,313**	**111,730**	**18.4%**
HONDA	**18,300**	**16,448**	**11.3%**	**100,056**	**104,857**	**–4.6%**
MITSUBISHI	**10,476**	**12,109**	**–13.5%**	**98,659**	**74,239**	**32.9%**
OTHER	**1,721**	**6,509**	**–73.6%**	**71,498**	**67,177**	**6.4%**
TOTAL	**1,394,223**	**1,269,781**	**9.8%**	**10,776,666**	**9,905,865**	**8.8%**

Note: Reflects estimated registration data from 30 European countries; excludes most commercial vehicles.

2015 Top 10 European markets

Ranking based on EU27+EFTA registration data

1. Germany	2,407,938
2. United Kingdom	2,096,886
3. France	1,421,435
4. Italy	1,196,270
5. Spain	783,892
6. Belgium	392,522
7. Netherlands	301,826
8. Poland	258,240
9. Sweden	248,653
10. Switzerland	239,594

2015 market winners and losers

% change in EU27+EFTA registrations from 2014

Winners	
1. Iceland	41.8%
2. Ireland	30.0%
3. Portugal	28.7%
4. Spain	22.4%
5. Czech Republic	20.9%
Losers	
1. Luxembourg	–5.6%
2. Estonia	–1.9%
3. Finland	–0.4%
4. Austria	–0.1%

2015 Top 10 brands in Europe

Ranking based on EU27+EFTA registration data

1. Volkswagen	1,313,310
2. Ford	784,252
3. Opel/Vauxhall	726,675
4. Renault	720,197
5. Peugeot	642,212
6. Audi	590,719
7. BMW	554,822
8. Mercedes-Benz	554,354
9. Fiat	503,101
10. Skoda	472,648

2015 brand winners and losers

% change in EU27+EFTA registrations from 2014

Winners	
1. Jeep	158.7%
2. Smart	73.0%
3. Lexus	36.1%
4. Porsche	33.9%
5. Mitsubishi	32.9%
Losers	
1. DS	–17.6%
2. Lancia/Chrysler	–13.5%
3. Honda	–4.6%
4. Alfa Romeo	–4.5%

Source: ACEA (www.acea.be)

EUROPE'S TOP 50 SELLERS – SEPT. & YTD

brought to you courtesy of www.jato.com

Top 50 sellers, Sept. 2015

		Sept. 2015 unit sales	Sept. % change
1	Volkswagen Golf	54,663	+2.7%
2	Ford Fiesta	37,989	–1.6%
3	Opel/Vauxhall Corsa	30,643	+10.0%
4	Volkswagen Polo	28,535	+1.2%
5	Ford Focus	24,864	+7.9%
6	Nissan Qashqai	24,701	+38.0%
7	Renault Clio	24,273	–9.3%
8	Peugeot 208	22,817	+2.5%
9	Toyota Yaris	19,211	+22.8%
10	Opel/Vauxhall Astra/Astra Classic	19,189	+2.4%
11	Skoda Octavia	19,126	+9.9%
12	Fiat 500	19,014	–6.2%
13	Mercedes-Benz C class	18,736	+14.8%
14	Peugeot 308	18,370	+23.0%
15	Renault Captur	17,852	+28.0%
16	Fiat Panda	17,584	+39.6%
17	Volkswagen Passat	17,280	+26.1%
18	Opel/Vauxhall Mokka	17,137	+25.9%
19	Audi A3/S3/RS3	17,056	–15.1%
20	Mini	16,771	+36.7%
21	Skoda Fabia	16,517	+47.2%
22	BMW 3 series	15,436	+0.1%
23	BMW 1 series	15,389	+1.9%
24	Volkswagen Tiguan	15,006	+64.5%
25	Peugeot 2008	13,858	+12.6%
26	Toyota Auris	13,163	+4.2%
27	Audi A4/S4/RS4	12,712	+11.3%
28	Nissan Juke	12,588	+17.6%
29	Mercedes-Benz A class	12,357	–4.7%
30	Seat Leon	12,229	+4.9%
31	Citroen C3	11,569	+10.0%
32	Dacia Sandero	11,563	+6.8%
33	Seat Ibiza	10,642	+5.9%
34	Toyota Aygo	10,260	+22.1%
35	Audi A1	10,234	+3.1%
36	Hyundai i30	10,189	+25.7%
37	BMW 2 series Active/Gran Tourer	10,066	+356.7%
38	Volkswagen Up	10,037	–12.8%
39	Kia Sportage	9,833	+1.8%
40	Ford Kuga	9,700	+7.8%
41	Volkswagen Golf Sportsvan	9,650	–6.4%
42	Mercedes-Benz E class	9,543	–4.8%
43	BMW 5 series	9,453	+23.0%
44	Citroen C4 Picasso/Grand C4 Picasso	9,450	–2.8%
45	Hyundai i10	9,297	–9.0%
46	Dacia Duster	9,283	+24.5%
47	Renault Megane	9,021	–17.1%
48	Nissan Micra	8,832	+23.2%
49	Fiat 500X	8,742	–
50	Renault Twingo	8,494	–24.3%

Source: JATO Dynamics +44(0) 20 8423 7100 (www.jato.com)

Top 50 sellers, 9 months 2015

		9 mos. 2015 unit sales	9 mos. % change
1	Volkswagen Golf	408,726	+3.3%
2	Ford Fiesta	247,529	+1.9%
3	Renault Clio	229,727	+1.4%
4	Volkswagen Polo	229,356	+11.5%
5	Opel/Vauxhall Corsa	209,064	+8.1%
6	Ford Focus	183,340	+5.4%
7	Nissan Qashqai	180,116	+15.3%
8	Peugeot 208	172,731	+2.5%
9	Volkswagen Passat	164,437	+39.6%
10	Skoda Octavia	163,708	+8.0%
11	Audi A3/S3/RS3	153,274	–0.3%
12	Peugeot 308	150,499	+30.7%
13	Opel/Vauxhall Astra/Astra Classic	148,340	+5.5%
14	Renault Captur	148,043	+21.6%
15	Fiat 500	141,727	+0.5%
16	Toyota Yaris	138,871	+9.6%
17	Mercedes-Benz C class	135,209	+42.0%
18	Fiat Panda	129,430	+14.0%
19	Opel/Vauxhall Mokka	126,741	+39.5%
20	Skoda Fabia	119,970	+34.4%
21	Peugeot 2008	117,043	+14.1%
22	Volkswagen Tiguan	112,722	–0.6%
23	Dacia Sandero	111,181	+3.1%
24	Seat Leon	108,365	+6.7%
25	BMW 3 series	106,321	–18.4%
26	Mini	104,597	+64.4%
27	Audi A4/S4/RS4	99,735	+4.8%
28	BMW 1 series	96,796	–4.8%
29	Renault Megane	96,714	–0.9%
30	Dacia Duster	94,518	–0.0%
31	Toyota Auris	93,750	–3.6%
32	Citroen C3	93,639	–6.6%
33	Seat Ibiza	93,346	+6.6%
34	Mercedes-Benz A class	90,224	–2.9%
35	Citroen C4 Picasso/Grand C4 Picasso	85,767	–8.3%
36	Renault Scenic/Grand Scenic	83,002	–4.5%
37	Volkswagen Golf Sportsvan	82,201	+162.4%
38	Kia Sportage	82,141	+13.0%
39	Volkswagen Up	81,627	–16.0%
40	Nissan Juke	79,718	+10.8%
41	Hyundai ix35	78,350	+11.2%
42	Ford Kuga	75,611	+19.1%
43	Renault Twingo	72,307	+22.7%
44	Audi A6/S6/RS6/allroad	72,053	+12.1%
45	Hyundai i20	71,935	+16.4%
46	Audi A1	69,050	–6.0%
47	Opel/Vauxhall Insignia	68,956	–4.3%
48	BMW 5 series	68,317	–8.7%
49	Hyundai i10	67,411	+5.9%
50	Toyota Aygo	66,681	+34.0%

Source: JATO Dynamics +44(0) 20 8423 7100 (www.jato.com)

EUROPE SALES BY MODEL, SEPT. & YTD

brought to you courtesy of www.jato.com

	Sept. 2015	Sept. 2014	9 mos. 2015	9 mos. 2014
V8/V12 Vantage	91	71	573	579
DB9	22	39	220	218
Vanquish	45	37	293	278
Rapide	32	28	156	127
Other	0	3	23	53
ASTON MARTIN	**190**	**178**	**1,265**	**1,255**
Niva	112	127	1,181	1,003
Other	22	5	193	49
Total Lada	**134**	**132**	**1,374**	**1,052**
AVTOVAZ	**134**	**132**	**1,374**	**1,052**
1 series	15,389	15,101	96,796	101,707
2 series	3,552	2,016	21,419	10,565
2 series Active/Gran Tourer	10,066	2,204	62,245	2,798
3 series	15,436	15,423	106,321	130,332
4 series	8,064	6,524	56,826	39,470
5 series	9,453	7,683	68,317	74,831
6 series	879	767	5,782	6,251
7 series	296	517	3,279	3,947
i3	1,025	706	7,784	6,902
i8	183	161	1,767	523
X1	837	6,342	26,055	47,854
X3	4,957	4,632	34,012	37,040
X4	2,225	1,884	18,266	4,990
X5	4,315	4,288	28,360	29,849
X6	1,309	291	11,014	3,643
Z4	373	590	3,547	4,591
Other	15	41	238	368
Total BMW brand	**78,374**	**69,170**	**552,028**	**505,661**
Mini	16,771	12,272	104,597	63,607
Countryman/Paceman	4,968	6,901	33,958	47,400
Total Mini	**21,739**	**19,173**	**138,555**	**111,007**
Phantom	10	14	78	88
Ghost	30	18	177	149
Wraith	32	33	194	258
Other	1	0	13	8
Total Rolls-Royce	**73**	**65**	**462**	**503**
BMW GROUP	**100,186**	**88,408**	**691,045**	**617,171**
A class	12,357	12,961	90,224	92,899
B class	7,155	7,545	62,601	67,650
CLA	7,388	4,031	45,751	28,912
C class	18,736	16,319	135,209	95,235
E class	9,543	10,020	65,717	78,347
S class	1,564	1,667	13,094	13,663
CLS	1,345	747	10,044	7,318
SLK	1,154	1,483	8,905	9,690
SL	228	298	1,711	2,371
AMG GT	327	25	2,032	26
SLS AMG	2	14	46	394
R class	1	0	7	16
Citan	316	324	2,838	2,920
V class	1,337	1,321	15,913	5,669
Vito/Viano	696	1,035	9,210	13,726
Sprinter	426	594	4,428	4,645
GLA	6,733	5,802	47,198	31,708
GLC	2,647	0	3,288	0
GLK	350	1,438	13,318	17,687
GLE/M class	3,312	2,558	16,560	17,726
GLE coupé	896	1	2,046	1
G class	174	278	2,029	1,815
GL	350	382	2,924	3,239
Other	135	73	789	687
Total Mercedes-Benz	**77,172**	**68,916**	**555,882**	**496,344**
ForTwo	4,464	3,678	41,315	41,578
ForFour	3,783	10	30,925	38
Other	1	3	4	28
Total Smart	**8,248**	**3,691**	**72,244**	**41,644**
DAIMLER	**85,420**	**72,607**	**628,126**	**537,988**
DR1	0	0	0	8
DR5	11	12	133	55
Other	1	20	77	164
DR MOTOR COMPANY	**12**	**32**	**210**	**227**
MiTo	1,241	1,630	10,795	12,990
Giulietta	3,598	3,404	31,771	31,499
4C	137	91	838	835
Other	5	7	28	52
Total Alfa Romeo	**4,981**	**5,132**	**43,432**	**45,376**
Ypsilon	1	281	126	1,160
300C	1	13	6	60
Grand Voyager/Town & Country	3	103	27	504
Other	2	3	41	53
Total Chrysler brand	**7**	**400**	**200**	**1,777**
Dodge	**64**	**56**	**476**	**573**

	Sept. 2015	Sept. 2014	9 mos. 2015	9 mos. 2014
458 Italia	66	65	847	1,170
488	32	0	62	0
California	54	42	751	282
FF	14	14	132	137
F12	30	16	263	358
Other	8	8	121	119
Total Ferrari	**204**	**145**	**2,176**	**2,066**
500	19,014	20,268	141,727	140,969
Panda	17,584	12,592	129,430	113,518
Punto	5,803	7,397	60,887	66,745
Linea	1	15	1	180
Bravo	6	245	313	3,078
500X	8,742	0	49,743	0
Sedici	4	452	242	2,482
500L	5,398	7,030	65,731	74,956
Freemont	973	1,774	10,620	13,269
Fiorino/Qubo	680	847	7,720	8,019
Doblo	840	514	7,399	5,712
Ducato	1,109	1,255	23,061	21,193
Other	222	217	1,919	1,953
Total Fiat brand	**60,376**	**52,606**	**498,793**	**452,074**
Renegade	5,274	361	39,970	460
Compass	48	264	540	4,323
Wrangler	608	573	4,643	4,015
Cherokee/Liberty	1,193	1,174	9,887	5,491
Grand Cherokee	1,354	1,222	10,035	10,338
Other	0	8	14	40
Total Jeep	**8,477**	**3,602**	**65,089**	**24,667**
Ypsilon	4,628	5,736	46,003	47,352
Musa	0	0	3	9
Delta	7	374	264	3,300
Flavia	0	4	4	121
Thema	1	33	24	333
Voyager	73	206	1,781	2,779
Other	0	7	4	17
Total Lancia	**4,709**	**6,360**	**48,083**	**53,911**
GranTurismo	33	49	264	308
GranCabrio	16	11	199	193
Ghibli	489	361	3,716	3,360
Quattroporte	82	82	656	638
Other	6	0	30	46
Total Maserati	**626**	**503**	**4,865**	**4,545**
Other	**30**	**27**	**476**	**419**
FIAT CHRYSLER†	**79,474**	**68,831**	**663,590**	**585,408**
Ka	5,079	6,215	38,671	42,359
Fiesta	37,989	38,599	247,529	242,845
Focus	24,864	23,052	183,340	173,963
Mondeo	7,104	4,909	60,639	37,797
B-Max	4,519	4,515	36,368	43,760
C-Max/Grand C-Max	8,053	7,259	63,361	69,994
S-Max	2,586	2,970	11,699	24,006
Galaxy	1,427	1,588	7,360	14,641
EcoSport	4,563	2,259	27,432	7,158
Kuga	9,700	8,997	75,611	63,482
Transit/Tourneo	448	339	5,892	3,835
Other	4,842	3,225	39,320	22,425
Total Ford brand	**111,174**	**103,927**	**797,222**	**746,265**
Other	**1**	**0**	**4**	**3**
FORD MOTOR	**111,175**	**103,927**	**797,226**	**746,268**
V40	8,327	9,117	57,162	56,662
S60	868	1,052	7,034	8,517
V60	4,057	4,427	30,718	31,431
V70/XC70	4,318	4,181	34,516	32,624
S80	168	261	1,756	2,217
XC60	7,711	6,527	56,399	43,447
XC90	2,018	524	10,193	6,481
Other	8	8	79	350
Total Volvo	**27,475**	**26,097**	**197,857**	**181,729**
GEELY GROUP	**27,475**	**26,097**	**197,857**	**181,729**
Cadillac	**49**	**30**	**384**	**284**
Matiz/Spark	9	157	519	9,603
Aveo	3	63	70	3,413
Cruze	4	67	112	6,848
Malibu	1	2	4	311
Trax	13	134	210	8,940
Captiva	2	20	49	2,719
Orlando	3	27	38	2,851
Camaro	27	93	316	831
Other	61	72	701	549
Total Chevrolet	**123**	**635**	**2,019**	**36,065**

†Fiat completed the merger with Chrysler Group under holding group Fiat Chrysler Automobiles on Oct. 12, 2014; Fiat Group and Chrysler Group sales totals for 2014 and 2015 are combined under Fiat Chrysler Automobiles.

EUROPE SALES BY MODEL, SEPT. & YTD

brought to you courtesy of www.jato.com

	Sept. 2015	Sept. 2014	9 mos. 2015	9 mos. 2014
Agila	30	1,844	2,038	10,389
Karl/Viva	5,908	1	15,552	6
Adam	6,501	6,283	43,819	42,106
Corsa	30,643	27,865	209,064	193,349
Astra/Astra Classic	19,189	18,731	148,340	140,621
Insignia	7,636	7,990	68,956	72,049
Meriva	4,917	5,867	41,962	44,660
Zafira	4,396	8,208	43,818	64,553
Mokka	17,137	13,611	126,741	90,884
Antara	1,044	1,210	5,955	6,847
Vivaro	671	390	8,293	6,378
Ampera	18	134	216	704
Cascada	189	363	3,876	5,305
Other	228	183	1,863	1,813
Total Opel/Vauxhall	**98,507**	**92,680**	**720,493**	**679,664**
Other	**2**	**0**	**25**	**4**
GM	**98,681**	**93,345**	**722,921**	**716,017**
GREAT WALL	**3**	**40**	**118**	**334**
Jazz	4,701	4,969	25,105	30,344
Civic	6,106	5,677	33,200	32,724
Insight	1	52	27	456
Accord	62	313	1,826	2,527
HR-V	2,613	0	2,804	0
CR-V	4,377	5,218	36,215	37,727
CR-Z	0	37	31	263
Other	9	5	58	23
HONDA MOTOR	**17,869**	**16,271**	**99,266**	**104,064**
i10	9,297	10,214	67,411	63,655
i20	8,069	9,218	71,935	61,823
i30	10,189	8,107	62,032	64,247
i40	2,970	2,479	19,093	19,722
H-1/Starex/Satellite	71	78	707	754
Elantra	100	120	1,120	1,067
ix20	3,119	3,809	27,962	28,803
ix35	7,236	9,254	78,350	70,439
Tucson	6,975	0	11,072	3
Genesis	9	49	191	197
Santa Fe	1,177	1,441	12,118	9,968
Veloster	24	77	337	658
Other	11	15	67	88
Total Hyundai brand	**49,247**	**44,861**	**352,395**	**321,424**
Picanto	6,207	5,518	42,699	40,657
Rio	6,793	6,153	49,504	45,580
Cee'd	6,481	7,268	57,503	58,576
Optima	145	424	2,295	2,573
Venga	2,784	2,513	22,603	19,953
Carens	1,932	1,845	17,036	17,892
Soul	1,689	1,567	11,114	7,237
Sportage	9,833	9,662	82,141	72,704
Sorento	2,109	974	12,711	6,839
Other	2	1	31	17
Total Kia	**37,975**	**35,925**	**297,637**	**272,028**
HYUNDAI-KIA	**87,222**	**80,786**	**650,032**	**593,452**
Mahindra	**43**	**39**	**417**	**263**
Tivoli	887	0	2,445	0
Korando	523	616	4,832	3,517
Rexton	208	234	1,727	1,519
Rodius/Stavic	169	131	1,295	1,080
Other	3	4	26	24
Total SsangYong	**1,790**	**985**	**10,325**	**6,140**
MAHINDRA & MAHINDRA	**1,833**	**1,024**	**10,742**	**6,403**
MX-5	1,730	1,057	4,391	5,106
Mazda2	6,315	3,523	27,702	19,282
Mazda3	5,112	6,190	41,116	38,290
Mazda5	252	718	5,063	5,334
Mazda6	3,779	3,471	23,975	24,716
CX-3	4,438	0	12,540	0
CX-5	5,669	6,227	43,347	44,683
CX-9	75	2	912	3
Other	7	5	50	26
MAZDA	**27,377**	**21,193**	**159,096**	**137,440**
i-MiEV	82	31	586	518
Mirage/Space Star	1,646	2,781	23,227	15,027
Attrage	22	0	314	0
Colt	5	6	19	193
Lancer	232	462	3,050	2,765
ASX	4,348	3,649	35,290	26,035
Outlander	3,996	4,360	31,100	25,170
Pajero/Montero/Shogun	721	648	4,476	3,454
Other	58	83	491	642
MITSUBISHI	**11,110**	**12,020**	**98,553**	**73,804**

	Sept. 2015	Sept. 2014	9 mos. 2015	9 mos. 2014
Elise	24	30	272	208
Evora	10	6	121	79
Other	17	21	240	215
Total Lotus	**51**	**57**	**633**	**502**
Proton	**0**	**0**	**0**	**1**
PROTON	**51**	**57**	**633**	**503**
C-Zero	101	46	670	559
C1	7,283	6,472	50,675	36,660
C3	11,569	10,519	93,639	100,293
C-Elysee	450	295	4,808	4,826
C4 Cactus	7,336	4,679	61,949	13,723
C4	4,513	4,448	37,797	48,398
C5	1,107	1,385	10,411	14,289
C4 Aircross	955	1,047	8,644	8,915
Nemo	174	196	1,249	1,899
Berlingo	2,920	3,090	27,080	28,063
C3 Picasso	3,629	4,227	30,806	40,693
C4 Picasso/Grand C4 Picasso	9,450	9,721	85,767	93,572
C8	1	101	69	1,617
Other	505	403	7,102	5,111
Total Citroen	**49,993**	**46,629**	**420,666**	**398,618**
DS3	5,058	6,307	35,189	43,352
DS4	1,651	1,855	12,939	15,968
DS5	971	1,109	8,783	9,726
Total DS	**7,680**	**9,271**	**56,911**	**69,046**
iOn	168	44	1,027	407
107	1	153	55	24,029
108	7,839	6,735	54,987	13,519
207	27	520	1,372	15,345
208	22,817	22,255	172,731	168,577
301	139	171	1,954	2,308
308	18,370	14,929	150,499	115,161
508	3,358	4,408	33,758	32,067
RCZ	528	577	3,686	4,838
2008	13,858	12,304	117,043	102,537
3008	6,043	6,567	51,672	61,696
4008	257	242	1,885	1,947
5008	2,344	2,545	24,407	27,629
807	1	121	59	1,645
Bipper	64	211	1,129	1,577
Partner/Ranch	2,072	1,723	17,576	17,733
Expert	305	324	3,905	3,246
Other	98	60	830	683
Total Peugeot	**78,289**	**73,889**	**638,575**	**594,944**
PSA	**135,962**	**129,789**	**1,116,152**	**1,062,608**
Q50	222	232	2,310	1,847
Q70	35	12	407	91
QX50	29	18	150	106
QX70	127	146	1,166	773
Other	6	14	70	64
Total Infiniti	**419**	**422**	**4,103**	**2,881**
Micra	8,832	7,170	51,770	48,898
Juke	12,588	10,703	79,718	71,919
Pulsar	4,627	1,503	34,648	1,552
Leaf	2,011	2,127	12,665	11,385
Qashqai	24,701	17,902	180,116	156,150
370Z	87	63	652	557
Note	4,985	7,832	37,929	53,391
X-Trail	5,084	3,159	31,457	8,867
Pathfinder	4	134	366	1,427
Murano	40	58	525	483
NV200/Evalia	532	348	5,305	4,857
Other	140	216	1,210	2,074
Total Nissan	**63,631**	**51,215**	**436,361**	**361,560**
NISSAN MOTOR	***64,050***	***51,637***	***440,464***	***364,441***
Duster	9,283	7,457	94,518	94,546
Sandero	11,563	10,823	111,181	107,813
Logan	3,865	3,610	41,616	42,066
Lodgy	1,191	1,798	17,504	15,965
Dokker	1,631	1,700	18,200	15,041
Other	2	1	18	18
Total Dacia	**27,535**	**25,389**	**283,037**	**275,449**
Twingo	8,494	11,227	72,307	58,919
Clio	24,273	26,754	229,727	226,581
Zoe	1,648	1,334	11,598	5,969
Megane	9,021	10,878	96,714	97,629
Fluence	156	257	3,920	4,307
Laguna	429	954	7,119	12,736
Latitude	4	25	77	332
Scenic/Grand Scenic	8,237	9,686	83,002	86,944
Espace/Grand Espace	2,252	522	12,554	5,690
Captur	17,852	13,949	148,043	121,753

EUROPE SALES BY MODEL, SEPT. & YTD

brought to you courtesy of www.jato.com

	Sept. 2015	Sept. 2014	9 mos. 2015	9 mos. 2014
Kadjar	6,135	0	20,828	0
Koleos	186	521	4,426	5,554
Kangoo	1,648	1,515	16,252	17,391
Trafic	599	457	8,365	7,685
Other	98	148	1,544	1,601
Total Renault brand	**81,032**	**78,227**	**716,476**	**653,091**
RENAULT GROUP	***108,567***	***103,616***	***999,513***	***928,540***
RENAULT-NISSAN	**172,617**	**155,253**	**1,439,977**	**1,292,981**
MG3	451	295	1,970	1,440
MG6	60	62	490	400
Other	0	0	6	1
Total MG	**511**	**357**	**2,466**	**1,841**
SAIC	**511**	**357**	**2,466**	**1,841**
Impreza	75	177	717	955
XV	873	1,005	7,282	7,828
Legacy/Outback	1,148	606	8,197	4,634
Trezia	3	28	45	320
Forester	1,364	1,354	11,041	10,297
BRZ	57	78	338	489
Other	777	3	864	17
SUBARU	**4,297**	**3,251**	**28,484**	**24,540**
Alto	30	4,023	5,272	22,553
Celerio	3,817	19	19,698	19
Splash	90	1,463	2,457	11,136
Swift	6,556	6,215	43,469	37,950
Kizashi	3	25	38	211
Jimny	1,303	1,192	9,301	7,972
SX4	76	1,421	2,398	10,714
Vitara/Grand Vitara/XL-7	5,740	471	29,201	4,700
Other	6	0	26	11
SX4 S-Cross	2,530	3,537	23,658	30,566
SUZUKI	**20,151**	**18,366**	**135,518**	**125,832**
XE	3,777	0	9,914	0
XF	2,236	2,869	13,732	16,042
XJ	186	253	1,283	1,527
F-Type	431	624	3,813	3,863
XK	2	192	165	1,384
Other	16	21	93	62
Total Jaguar	**6,648**	**3,959**	**29,000**	**22,878**
Defender	151	68	881	920
Freelander	6	2,834	325	15,043
Discovery Sport	3,282	0	21,342	0
Discovery	1,598	1,515	9,493	8,305
Range Rover Evoque	3,146	5,371	38,603	39,118
Range Rover Sport	3,961	3,469	21,932	20,488
Range Rover	1,816	1,682	11,151	9,462
Other	29	23	261	218
Total Land Rover	**13,989**	**14,962**	**103,988**	**93,554**
Indica	0	32	44	259
Xenon	1	1	23	42
Other	13	4	117	49
Total Tata brand	**14**	**37**	**184**	**350**
TATA MOTORS	**20,651**	**18,958**	**133,172**	**116,782**
Model S	1,039	615	10,208	6,785
Other	4	3	54	23
TESLA MOTORS	**1,043**	**618**	**10,262**	**6,808**
Daihatsu	**0**	**0**	**8**	**7**
CT	1,221	1,535	7,096	7,653
IS	966	1,094	5,964	7,823
GS	131	202	1,150	1,723
NX	2,463	447	11,742	447
RX	310	592	2,682	3,556
RC	27	0	376	0
Other	16	16	131	160
Total Lexus	**5,134**	**3,886**	**29,141**	**21,362**
iQ	2	422	93	3,236
Aygo	10,260	8,400	66,681	49,747
Yaris	19,211	15,649	138,871	126,655
Auris	13,163	12,634	93,750	97,217
Corolla	632	891	10,207	10,228
Prius	995	948	5,732	6,161
Prius+	720	655	5,376	4,638
Avensis	3,698	2,568	24,029	21,578
Verso-S	196	537	4,617	4,838
Verso	2,550	2,888	24,258	25,032
Urban Cruiser	1	23	23	325
RAV4	3,888	5,794	43,555	40,646
Land Cruiser	663	600	4,665	4,731
GT 86	206	269	1,311	2,259
Other	73	82	677	656
Total Toyota brand	**56,258**	**52,360**	**423,845**	**397,947**
TOYOTA MOTOR	**61,392**	**56,246**	**452,994**	**419,316**

	Sept. 2015	Sept. 2014	9 mos. 2015	9 mos. 2014
A1	10,234	9,929	69,050	73,480
A3/S3/RS3	17,056	20,088	153,274	153,684
A4/S4/RS4	12,712	11,420	99,735	95,146
A5/S5/RS5	4,561	4,595	36,058	37,753
A6/S6/RS6/allroad	8,395	7,349	72,053	64,279
A7/S7/RS7	954	768	8,149	6,164
A8/S8	623	625	5,175	5,369
Other	41	10	695	138
Q3	7,716	5,769	63,055	57,635
Q5	6,901	5,914	49,248	44,949
Q7	3,226	1,305	13,406	8,372
R8	38	59	818	714
TT	2,687	517	17,918	7,546
Total Audi	**75,144**	**68,348**	**588,634**	**555,229**
Continental GT/GTC	163	183	1,253	1,270
Flying Spur	37	66	411	502
Mulsanne	16	26	164	140
Other	4	3	19	22
Total Bentley	**220**	**278**	**1,847**	**1,934**
Bugatti	**0**	**3**	**11**	**9**
Gallardo	1	7	10	77
Huracan	29	44	454	130
Aventador	18	14	216	198
Other	2	1	25	7
Total Lamborghini	**50**	**66**	**705**	**412**
Boxster	391	394	3,616	4,036
Cayman	375	301	2,518	2,446
911	1,079	981	11,424	10,307
Panamera	328	495	3,419	4,506
Macan	2,553	1,613	18,229	10,238
Cayenne	1,458	299	14,222	8,396
Other	24	27	425	140
Total Porsche	**6,208**	**4,110**	**53,853**	**40,069**
Altea	1,018	1,127	14,196	13,577
Alhambra	2,193	1,548	19,629	16,685
Mii	2,431	2,644	18,560	18,236
Ibiza	10,642	10,050	93,346	87,539
Leon	12,229	11,661	108,365	101,552
Toledo	791	990	8,147	8,321
Exeo	0	4	6	227
Other	1	3	13	20
Total Seat	**29,305**	**28,027**	**262,262**	**246,157**
Citigo	4,377	4,357	30,314	31,911
Fabia	16,517	11,222	119,970	89,270
Rapid	5,946	6,734	53,467	59,222
Octavia	19,126	17,402	163,708	151,557
Superb	4,458	3,928	34,085	34,978
Roomster	353	2,237	14,614	19,684
Yeti	6,037	6,037	50,761	47,496
Other	31	52	302	296
Total Skoda	**56,845**	**51,969**	**467,221**	**434,414**
Up	10,037	11,514	81,627	97,152
Polo	28,535	28,207	229,356	205,730
Golf	54,663	53,215	408,726	395,568
Golf Plus	1	51	13	6,235
Golf Sportsvan	9,650	10,312	82,201	31,322
Jetta	936	801	8,377	7,524
Passat	17,280	13,706	164,437	117,773
CC	874	1,568	8,337	12,473
Phaeton	115	135	1,302	1,389
Beetle	2,444	2,542	21,602	24,430
Scirocco	1,326	847	9,352	7,133
Eos	43	151	1,797	2,937
Touran	3,267	4,802	54,144	69,544
Sharan	2,084	1,868	27,858	25,993
Tiguan	15,006	9,120	112,722	113,450
Touareg	2,214	869	16,682	13,823
Caddy	3,764	3,558	33,834	34,275
Other	233	208	1,872	1,923
Total VW brand	**152,472**	**143,474**	**1,264,239**	**1,168,674**
Other	**2**	**4**	**22**	**42**
VW GROUP	**320,246**	**296,279**	**2,638,794**	**2,446,940**
OTHER	**943**	**673**	**8,542**	**8,038**
OTHER (China automakers)	**2**	**9**	**20**	**118**
GRAND TOTAL	**1,386,027**	**1,264,747**	**10,688,435**	**9,808,919**

Note: *Excludes models registered as commercial vehicles. Europe sales by model are compiled using sales data from the following countries: Austria, Belgium, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Great Britain, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden and Switzerland.*

Source: JATO Dynamics +44(0) 20 8423 7100 (www.jato.com)

EUROPEAN LIGHT-VEHICLE PRODUCTION BY BRAND, Sept. & YTD

	Sept. 2015	Sept. 2014	% chng.	9 mos. 2015	9 mos. 2014	% chng.
Aston Martin	**367**	**375**	**–2%**	**2,235**	**2,801**	**–20%**
BMW	116,167	110,818	5%	898,626	811,241	11%
Mini	35,034	32,293	8%	267,924	225,184	19%
Rolls-Royce	401	443	–9%	2,768	3,306	–16%
BMW Group	**151,602**	**143,554**	**6%**	**1,169,318**	**1,039,731**	**12%**
Bollore	**210**	**104**	**102%**	**1,348**	**1,088**	**24%**
CNH (Iveco)	**7,314**	**4,795**	**53%**	**65,913**	**35,004**	**88%**
Mercedes-Benz	128,930	138,604	–7%	1,028,104	1,024,803	0%
Smart	15,509	13,598	14%	126,373	66,987	89%
Fuso	284	158	80%	1,575	959	64%
Daimler	**144,723**	**152,360**	**–5%**	**1,156,052**	**1,092,749**	**6%**
Alfa Romeo	4,630	3,989	16%	43,728	48,815	–10%
Ferrari	592	785	–25%	6,456	5,464	18%
Fiat	58,239	52,430	11%	553,238	422,784	31%
Jeep	13,693	2,941	366%	113,420	4,533	–
Lancia	6,150	3,995	54%	46,235	51,150	–10%
Maserati	2,389	4,119	–42%	23,702	30,061	–21%
Fiat Chrysler	**85,693**	**68,259**	**26%**	**786,779**	**562,807**	**40%**
Ford	**125,314**	**104,498**	**20%**	**933,489**	**849,890**	**10%**
Volvo	44,161	39,545	12%	315,014	308,365	2%
LTI	164	116	41%	1,045	1,028	2%
Geely	**44,325**	**39,661**	**12%**	**316,059**	**309,393**	**2%**
Holden	601	–	–	1,654	–	–
Opel/Vauxhall	87,509	87,257	0%	756,692	705,290	7%
GM	**88,110**	**87,257**	**1%**	**758,346**	**705,290**	**8%**
Great Wall	709	560	27%	6,317	4,977	27%
Voleex	307	285	8%	2,728	2,535	8%
Great Wall Motors	**1,016**	**845**	**20%**	**9,045**	**7,512**	**20%**
Honda	**9,143**	**8,683**	**5%**	**91,983**	**93,847**	**–2%**
Hyundai	30,843	28,636	8%	247,094	233,043	6%
Kia	23,422	23,118	1%	217,284	202,188	7%
Hyundai-Kia	**54,265**	**51,754**	**5%**	**464,378**	**435,231**	**7%**

	Sept. 2015	Sept. 2014	% chng.	9 mos. 2015	9 mos. 2014	% chng.
McLaren	**311**	**202**	**54%**	**1,092**	**1,304**	**–16%**
NEVS (Saab)	**–**	**–**	**–**	**–**	**527**	**–**
Proton (Lotus)	**148**	**153**	**–3%**	**1,364**	**1,151**	**19%**
Citroen	66,904	67,223	0%	563,677	602,458	–6%
DS	7,954	8,406	–5%	65,486	27,011	142%
Peugeot	102,237	96,544	6%	867,499	823,332	5%
PSA	**177,095**	**172,173**	**3%**	**1,496,662**	**1,452,801**	**3%**
Dacia	32,625	30,513	7%	255,962	244,072	5%
Infiniti	2,027	–	–	3,653	–	–
Nissan	59,063	57,861	2%	424,053	435,318	–3%
Renault	105,553	93,093	13%	857,122	722,735	19%
Renault-Nissan	**199,268**	**181,467**	**10%**	**1,540,790**	**1,402,125**	**10%**
SAIC (MG)	**931**	**210**	**343%**	**4,602**	**2,398**	**92%**
Suzuki	**17,279**	**12,454**	**39%**	**126,693**	**118,899**	**7%**
Jaguar	12,365	6,595	87%	75,133	56,663	33%
Land Rover	44,372	34,585	28%	297,750	283,602	5%
Tata	**56,737**	**41,180**	**38%**	**372,883**	**340,265**	**10%**
Tesla	**567**	**431**	**32%**	**4,198**	**3,235**	**30%**
Toyota	**42,016**	**42,388**	**–1%**	**362,865**	**356,511**	**2%**
Audi	112,413	119,615	–6%	943,094	941,141	0%
Bentley	1,082	1,041	4%	8,315	8,239	1%
Bugatti	–	2	–	–	18	–
Lamborghini	205	189	8%	2,565	1,984	29%
Porsche	22,710	20,148	13%	167,381	147,630	13%
Seat	43,994	34,746	27%	321,317	292,814	10%
Skoda	67,475	59,902	13%	562,340	476,414	18%
Volkswagen	214,263	199,546	7%	1,698,469	1,722,898	–1%
VW Group	**462,142**	**435,189**	**6%**	**3,703,481**	**3,591,138**	**3%**
Total Europe	**1,668,576**	**1,547,992**	**8%**	**13,369,575**	**12,405,697**	**8%**

Note: Monthly production data is calculated based on working days per plant

Source: PwC Autofacts

THE WORLD'S LEADING SUPPLIER OF AUTOMOTIVE INTELLIGENCE

TURKEY VEHICLE SALES BY MANUFACTURER – SEPT.

brought to you courtesy of www.jato.com

	Sept. 2015	Sept. 2014	Percent change	9 mos. 2015	9 mos. 2014	Percent change
Audi	1,605	1,303	23.2%	13,562	10,486	29.3%
Bentley	–	1	–	11	10	10.0%
Lamborghini	–	–	–	6	1	500.0%
Porsche	71	35	102.9%	472	372	26.9%
Seat	1,039	709	46.5%	12,427	7,234	71.8%
Skoda	1,202	1,300	–7.5%	15,522	9,382	65.4%
VW brand	7,023	6,283	11.8%	79,460	56,059	41.7%
VW commercial vehicles	2,749	1,915	43.6%	23,315	15,498	50.4%
VW GROUP	**13,689**	**11,546**	**18.6%**	**144,775**	**99,042**	**46.2%**
Dacia	2,744	2,555	7.4%	30,485	20,312	50.1%
Renault brand	7,438	7,941	–6.3%	67,531	54,187	24.6%
Renault commercial vehicles	972	849	14.5%	9,281	5,565	66.8%
Total Renault Group	***11,154***	***11,345***	***–1.7%***	***107,297***	***80,064***	***34.0%***
Infiniti	1	–	–	30	3	900.0%
Nissan brand	1,851	1,650	12.2%	17,553	12,647	38.8%
Total Nissan Motor	***1,852***	***1,650***	***12.2%***	***17,583***	***12,650***	***39.0%***
RENAULT-NISSAN	**13,006**	**12,995**	**0.1%**	**124,880**	**92,714**	**34.7%**
Ford brand	2,909	3,146	–7.5%	34,716	25,097	38.3%
Ford commercial vehicles	5,222	5,076	2.9%	46,630	25,953	79.7%
FORD MOTOR	**8,131**	**8,222**	**–1.1%**	**81,346**	**51,050**	**59.3%**
Alfa Romeo	34	47	–27.7%	581	685	–15.2%
Ferrari	2	2	–	7	9	–22.2%
Fiat brand	3,319	3,812	–12.9%	31,792	25,519	24.6%
Fiat commercial vehicles	3,855	3,826	0.8%	38,916	28,333	37.4%
Lancia	–	4	–	2	196	–99.0%
Maserati	6	7	–14.3%	47	51	–7.8%
Jeep	148	129	14.7%	2,469	686	259.9%
FIAT CHRYSLER	**7,364**	**7,827**	**–5.9%**	**73,814**	**55,479**	**33.0%**
Hyundai	3,569	4,303	–17.1%	34,745	28,354	22.5%
Hyundai commercial vehicles	154	97	58.8%	1,381	1,025	34.7%
Kia	1,027	1,208	–15.0%	8,715	7,155	21.8%
Kia commercial vehicles	373	319	16.9%	3,047	1,189	156.3%
HYUNDAI-KIA	**5,123**	**5,927**	**–13.6%**	**47,888**	**37,723**	**26.9%**
Citroen	912	1,370	–33.4%	12,225	8,417	45.2%
Citroen commercial vehicles	891	799	11.5%	9,225	5,080	81.6%
DS	3	–	–	179	–	–
Peugeot	1,269	1,314	–3.4%	16,344	10,804	51.3%
Peugeot commercial vehicles	515	800	–35.6%	7,969	4,111	93.8%
PSA	**3,590**	**4,283**	**–16.2%**	**45,942**	**28,412**	**61.7%**
Toyota brand	2,093	3,488	–40.0%	33,269	20,813	59.8%
TOYOTA MOTOR	**2,093**	**3,488**	**–40.0%**	**33,269**	**20,813**	**59.8%**
Chevrolet	–	1	–	–	565	–
Opel	2,438	3,125	–22.0%	30,195	23,852	26.6%
GM	**2,438**	**3,126**	**–22.0%**	**30,195**	**24,417**	**23.7%**
Mercedes-Benz	2,579	2,009	28.4%	20,834	14,888	39.9%
M-B commercial vehicles	628	679	–7.5%	6,040	5,109	18.2%
Smart	5	4	25.0%	85	49	73.5%
DAIMLER	**3,212**	**2,692**	**19.3%**	**26,959**	**20,046**	**34.5%**
BMW brand	1,611	2,416	–33.3%	20,927	15,994	30.8%
Mini	124	88	40.9%	1,040	605	71.9%
BMW GROUP	**1,735**	**2,504**	**–30.7%**	**21,967**	**16,599**	**32.3%**
Honda	1,416	1,141	24.1%	10,349	9,003	15.0%
HONDA	**1,416**	**1,141**	**24.1%**	**10,349**	**9,003**	**15.0%**
Geely brand	–	10	–	25	76	–67.1%
Volvo	440	448	–1.8%	4,895	3,800	28.8%
GEELY GROUP	**440**	**458**	**–3.9%**	**4,920**	**3,876**	**26.9%**
Mitsubishi	97	78	24.4%	955	616	55.0%
Mitsubishi commercial vehicles	212	557	–61.9%	2,741	2,596	5.6%
MITSUBISHI	**309**	**635**	**–51.3%**	**3,696**	**3,212**	**15.1%**
Jaguar	32	15	113.3%	176	49	259.2%
Land Rover	100	76	31.6%	977	783	24.8%
Tata brand	36	52	–30.8%	332	282	17.7%
TATA MOTORS	**168**	**143**	**17.5%**	**1,485**	**1,114**	**33.3%**
SUBARU	**130**	**135**	**–3.7%**	**1,229**	**930**	**32.2%**
MAZDA	**263**	**153**	**71.9%**	**1,118**	**761**	**46.9%**
SsangYong	35	87	–59.8%	787	778	1.2%
MAHINDRA & MAHINDRA	**35**	**87**	**–59.8%**	**787**	**778**	**1.2%**
PROTON	**10**	**32**	**–68.8%**	**471**	**432**	**9.0%**
SUZUKI	**13**	**50**	**–74.0%**	**140**	**856**	**–83.6%**
CNH	**–**	**–**	**–**	**110**	**–**	**–**
OTHER	**156**	**277**	**–43.7%**	**1,645**	**2,180**	**–24.5%**
OTHER (China automakers)	**26**	**22**	**18.2%**	**297**	**240**	**23.8%**
TOTAL TURKEY	**63,347**	**65,743**	**–3.6%**	**657,282**	**469,677**	**39.9%**

Source: JATO Dynamics +44(0) 20 8423 7100 (www.jato.com)

Top 25 Selling Vehicles in Turkey

Sept. 2015

1	Renault Fluence	2,990
2	Fiat Linea	2,939
3	Renault Clio	2,444
4	Ford Transit Courier/Tourneo Courier	2,314
5	Ford Transit/Tourneo	2,234
6	Volkswagen Golf	1,982
7	Volkswagen Passat	1,809
8	Volkswagen Jetta	1,707
9	Fiat Fiorino/Qubo	1,596
10	Fiat Doblo	1,547
11	Ford Focus	1,518
12	Toyota Corolla	1,435
13	Hyundai i20	1,325
14	Mercedes C class	1,258
15	Opel Astra	1,230
16	Volkswagen Caddy	1,180
17	Renault Symbol	1,078
18	Nissan Qashqai	1,033
19	Honda Civic	995
20	Dacia Duster	926
21	Hyundai Accent	920
22	Audi A3/S3/RS3	874
23	Ford Fiesta	859
24	Volkswagen Polo	802
25	Opel Corsa	777

Source: JATO Dynamics +44 (0) 20 8423 7100 (www.jato.com)

Top 25 Selling Vehicles in Turkey

9 months 2015

1	Fiat Linea	27,692
2	Toyota Corolla	23,413
3	Renault Fluence	23,046
4	Ford Transit Courier/Tourneo Courier	22,853
5	Volkswagen Passat	21,382
6	Renault Clio	20,156
7	Ford Focus	19,538
8	Ford Transit/Tourneo	19,259
9	Fiat Doblo	19,119
10	Volkswagen Jetta	18,877
11	Volkswagen Golf	16,890
12	Opel Astra	15,969
13	Renault Symbol	15,843
14	Hyundai i20	15,700
15	Volkswagen Polo	15,392
16	Fiat Fiorino/Qubo	13,996
17	Nissan Qashqai	11,631
18	Dacia Duster	10,221
19	Opel Corsa	10,071
20	Hyundai Accent	8,790
21	Ford Fiesta	8,619
22	VW Transporter/Caravelle/Multivan/ Shuttle/T5	8,332
23	Volkswagen Caddy	8,238
24	Citroen C-Elysee	8,175
25	Peugeot 301	8,125

Source: JATO Dynamics +44(0) 20 8423 7100 (www.jato.com)

Russia vehicle sales by manufacturer – Sept. & YTD

	Sept. 2015	Sept. 2014	Percent change	9 mos. 2015	9 mos. 2014	Percent change
AvtoVAZ	21,658	36,513	–41%	203,462	283,802	–28%
Datsun	2,578	520	–	25,945	520	–
Infiniti	480	639	–25%	4,183	5,921	–29%
Nissan	6,646	11,844	–44%	69,312	114,389	–39%
Renault	10,376	15,406	–33%	87,327	139,434	–37%
RENAULT-NISSAN	**41,738**	**64,922**	**–36%**	**390,229**	**544,066**	**–28%**
KIA	**16,096**	**14,501**	**11%**	**119,738**	**137,421**	**–13%**
HYUNDAI	**15,106**	**15,398**	**–2%**	**119,385**	**132,849**	**–10%**
Audi	2,607	2,557	2%	18,966	25,724	–26%
Seat	–	101	–	47	1,246	–96%
Skoda	4,595	7,294	–37%	41,138	63,179	–35%
Volkswagen	6,827	8,830	–23%	55,979	93,797	–40%
Volkswagen vans	466	957	–51%	4,140	9,408	–56%
VW GROUP	**14,495**	**19,739**	**–27%**	**120,270**	**193,354**	**–38%**
Lexus	1,523	1,902	–20%	15,186	13,823	10%
Toyota	7,144	13,067	–45%	72,712	115,589	–37%
TOYOTA GROUP	**8,667**	**14,969**	**–42%**	**87,888**	**129,412**	**–32%**
Cadillac	54	101	–47%	677	949	–29%
Chevrolet	4,276	8,260	–48%	39,842	89,961	–56%
Opel	1,340	4,726	–72%	14,910	47,494	–69%
GM	**5,670**	**13,087**	**–57%**	**55,429**	**138,404**	**–60%**
Mercedes-Benz	3,355	4,336	–23%	32,178	36,433	–12%
Mercedes-Benz Vans	1,578	1,028	54%	6,296	5,617	12%
Smart	43	42	2%	371	260	43%
DAIMLER	**4,976**	**5,406**	**–8%**	**38,845**	**42,310**	**–8%**
GAZ LCV	**4,840**	**5,705**	**–15%**	**36,891**	**48,180**	**–23%**
FORD	**4,828**	**5,268**	**–8%**	**26,546**	**44,938**	**–41%**
UAZ	**4,135**	**3,667**	**13%**	**32,508**	**30,121**	**8%**
MAZDA	**3,196**	**4,031**	**–21%**	**20,944**	**35,280**	**–41%**
MITSUBISHI	**3,002**	**6,304**	**–52%**	**28,091**	**52,462**	**–47%**
BMW	2,130	2,400	–11%	21,010	26,317	–20%
Mini	123	104	18%	1,065	1,168	–9%
BMW GROUP	**2,253**	**2,504**	**–10%**	**22,075**	**27,485**	**–20%**
DAEWOO	**1,746**	**2,350**	**–26%**	**15,498**	**31,653**	**–51%**
GEELY	**1,630**	**1,258**	**30%**	**8,107**	**13,155**	**–38%**
LIFAN	**1,451**	**1,930**	**–25%**	**8,890**	**15,842**	**–44%**
Jaguar	102	138	–26%	746	1,246	–40%
Land Rover	1,089	1,766	–38%	8,560	15,419	–45%
JAGUAR LAND ROVER	**1,191**	**1,904**	**–37%**	**9,306**	**16,665**	**–44%**
Citroen	525	1,295	–60%	4,397	14,988	–71%
Peugeot	514	1,343	–62%	4,521	16,087	–72%
PSA	**1,039**	**2,638**	**–61%**	**8,918**	**31,075**	**–71%**
VOLVO	**873**	**1,228**	**–29%**	**5,333**	**11,555**	**–54%**
SUZUKI	**670**	**1,461**	**–54%**	**4,914**	**13,755**	**–64%**
Acura	70	64	9%	562	551	2%
Honda	505	1,346	–63%	3,895	15,133	–74%
HONDA GROUP	**575**	**1,410**	**–59%**	**4,457**	**15,684**	**–72%**
PORSCHE	**509**	**232**	**119%**	**4,011**	**3,079**	**30%**
CHERY	**492**	**1,171**	**–58%**	**3,874**	**12,617**	**–69%**
Alfa Romeo	4	9	–56%	28	63	–56%
Chrysler	6	5	20%	34	91	–63%
Dodge	–	–	–	–	26	–
Fiat	326	678	–52%	2,865	5,438	–47%
Jeep	137	678	–80%	1,694	5,768	–71%
FIAT CHRYSLER	**473**	**1,370**	**–66%**	**4,621**	**11,386**	**–59%**
SUBARU	**412**	**1,130**	**–64%**	**5,339**	**11,592**	**–54%**
SSANGYONG	**186**	**1,977**	**–91%**	**4,610**	**17,464**	**–74%**
GREAT WALL	**182**	**1,079**	**–83%**	**2,979**	**11,774**	**–75%**
BRILLIANCE	**125**	**107**	**17%**	**760**	**385**	**97%**
DFM	**110**	**–**	**–**	**809**	**–**	**–**
CHANGAN	**63**	**120**	**–48%**	**405**	**785**	**–48%**
ISUZU	**61w**	**89**	**–32%**	**448**	**410**	**9%**
HAIMA	**39**	**113**	**–66%**	**203**	**606**	**–67%**
BAW	**31**	**85**	**–64%**	**244**	**873**	**–72%**
JAC	**5**	**64**	**–92%**	**132**	**298**	**–56%**
FOTON	**2**	**–**	**–**	**16**	**59**	**–73%**
LUXGEN	**–**	**2**	**–**	**–**	**81**	**–**
TAGAZ	**–**	**15**	**–**	**–**	**125**	**–**
FAW	**–**	**–**	**–**	**–**	**2,164**	**–**
ZAZ	**–**	**–**	**–**	**–**	**481**	**–**
BYD	**–**	**–**	**–**	**–**	**5**	**–**
BOGDAN	**–**	**–**	**–**	**–**	**92**	**–**
IZH	**–**	**–**	**–**	**–**	**19**	**–**
Total	**140,867**	**197,234**	**–29%**	**1,192,723**	**1,779,961**	**–33%**

Source: AEB Automobile Manufacturers Committee

Sept. 2015 Top 25 Sellers

Ranking based on new car and LCV sales in Russia

1	Hyundai Solaris	11,006
2	Kia Rio	10,822
3	Lada Granta	8,597
4	Lada Largus	3,992
5	VW Polo	3,838
6	Renault Logan	3,610
7	Renault Duster	3,274
8	Lada 4x4	3,176
9	Renault Sandero	3,160
10	Chevrolet Niva	2,827
11	Lada Kalina	2,658
12	Lada Priora	2,480
13	Nissan Almera	2,311
14	Hyundai ix35	2,173
15	Toyota Camry	2,135
16	UAZ Patriot	2,088
17	Skoda Rapid	2,087
18	Datsun on-DO	2,024
19	Mazda CX-5	1,998
20	Toyota LC Prado	1,797
21	Kia Sportage	1,782
22	Skoda Octavia	1,752
23	Mitsubishi Outlander	1,690
24	Kia Cee'd	1,520
25	VW Tiguan	1,337

9 months 2015 Top 25 Sellers

1	Lada Granta	90,345
2	Hyundai Solaris	85,540
3	Kia Rio	71,650
4	VW Polo	31,378
5	Renault Logan	31,312
6	Renault Duster	30,108
7	Lada Largus	29,777
8	Lada Kalina	29,104
9	Lada 4x4	27,470
10	Toyota Camry	23,275
11	Chevrolet Niva	22,318
12	Renault Sandero	22,087
13	Lada Priora	21,333
14	Toyota RAV4	20,749
15	Nissan Almera	20,548
16	Datsun on-DO	19,623
17	Skoda Rapid	17,762
18	Skoda Octavia	16,522
19	Hyundai ix35	15,013
20	Kia Cee'd	14,788
21	Kia Sportage	14,443
22	Nissan X-Trail	14,264
23	UAZ Patriot	13,724
24	Mazda CX-5	13,608
25	Mitsubishi Outlander	12,057

Automotive News WORLD CONGRESS

JANUARY 12-13, 2016 • DETROIT

Speakers include:

DAN AMMANN
President, General Motors

MIKE JACKSON
Chairman, CEO and President, AutoNation

JANET BARNARD
President, Manheim North America

SCOTT KEOGH
President, Audi of America

ANDREW BRENNER
Product Manager, Android Auto, Google

MARK ROSEKIND
Administrator, NHTSA

MARK FIELDS
President, CEO, Ford Motor Company

DON WALKER
CEO, Magna International

CARLOS GHOSN
President and CEO, Nissan Motor Company Ltd.

PLUS: Presentation of the IHS Automotive Loyalty Awards, Automotive News/PwC Shareholder Value Awards and the annual presentation of the BorgWarner Championship Driver's Trophy and Team Owner's Trophy.

40 YEARS

Register today: autonews.com/worldcongress

Exclusive lead sponsors: IBM, pwc

Platinum sponsors: BorgWarner, brose Technik für Automobile, Canada, IHS AUTOMOTIVE driven by POLK, Kentucky Unbridled Spirit Cabinet for Economic Development

Silver sponsors: Continental, Invest Macedonia, URBAN SCIENCE

Sponsorships available. Contact Ellen Dennehy at 313-446-6039 or edennehy@autonews.com

U.S. SALES BY MODEL, SEPTEMBER

	Sept. 2015	Sept. 2014	9 mos. 2015	9 mos. 2014
ASTON MARTIN (I)*	**85**	**84**	**765**	**748**
1/2 series (I)	1,078	740	8,472	5,303
3/4 series (I)	11,871	12,814	103,582	94,711
5 series (I)	4,059	1,407	33,838	39,168
6 series (I)	265	450	5,918	6,369
7 series (I)	134	480	6,363	6,264
i3 (I)	1,710	1,022	7,893	3,104
i8 (I)	182	58	1,342	67
Z4 (I)	96	170	1,409	1,617
X1 (I)	847	1,840	10,258	15,728
X3	3,033	1,808	20,783	27,198
X4	475	380	4,481	1,043
X5	2,525	4,398	40,490	33,021
X6	333	20	5,127	2,998
BMW (D)	**6,366**	**6,606**	**70,881**	**64,260**
BMW (I)	**20,242**	**18,981**	**179,075**	**172,331**
Total BMW	**26,608**	**25,587**	**249,956**	**236,591**
Cooper S (I)	3,234	2,311	32,915	22,064
Countryman (I)	1,180	1,908	12,059	17,124
Total Mini (I)	**4,414**	**4,219**	**44,974**	**39,188**
Rolls-Royce (I)*	**95**	**93**	**855**	**832**
BMW Group (D)	**6,366**	**6,606**	**70,881**	**64,260**
BMW Group (I)	**24,751**	**23,293**	**224,904**	**212,351**
BMW GROUP	**31,117**	**29,899**	**295,785**	**276,611**
B class (I)	147	65	1,687	159
C class (D)	*7,277*	*0*	*61,307*	*0*
C class (I)	*383*	*6,285*	*3,228*	*50,170*
Total C class	7,660	6,285	64,535	50,170
CL (I)	0	7	54	178
CLA (I)	2,089	2,531	23,253	18,207
CLK (I)	0	0	0	2
CLS (I)	299	1,100	4,616	6,149
E class (I)	4,173	4,884	35,325	52,609
GT (I)	109	0	892	0
S class (I)	1,956	1,909	15,994	16,915
SL (I)	259	584	3,132	3,758
SLK (I)	339	489	3,137	3,595
SLS (I)	0	8	27	212
G class (I)	209	202	2,438	2,188
GL	2,448	2,154	19,329	17,728
GLA (I)	2,125	991	18,647	991
GLE	3,492	0	5,294	0
GLK (I)	2,056	2,646	20,377	28,229
M class	1,659	3,460	31,149	32,114
R class	0	0	4	7
Sprinter	2,317	2,208	20,274	17,785
Mercedes-Benz (D)	**17,193**	**7,822**	**137,357**	**67,634**
Mercedes-Benz (I)	**14,144**	**21,701**	**132,807**	**183,362**
Total Mercedes-Benz	**31,337**	**29,523**	**270,164**	**250,996**
ForTwo (I)	750	748	5,432	8,080
Total Smart USA (I)	**750**	**748**	**5,432**	**8,080**
Daimler (D)	**17,193**	**7,822**	**137,357**	**67,634**
Daimler (I)	**14,894**	**22,449**	**138,239**	**191,442**
DAIMLER	**32,087**	**30,271**	**275,596**	**259,076**
4C (I)	54	0	497	0
Total Alfa Romeo (I)	**54**	**0**	**497**	**0**
200	11,364	10,995	147,073	75,142
300	6,723	4,757	39,757	39,584
Town & Country	9,163	13,029	61,970	108,340
Total Chrysler	**27,250**	**28,781**	**248,800**	**223,066**
Avenger	32	1,677	1,156	49,363
Challenger	4,552	3,619	51,949	38,376
Charger	7,384	8,624	70,700	72,141
Dart	7,244	6,923	68,319	60,763
Viper	49	108	503	546
Grand Caravan	10,568	11,275	64,219	104,071
Durango	4,884	4,564	46,106	48,011
Journey	10,457	7,230	79,395	70,686
Total Dodge	**45,170**	**44,020**	**382,347**	**443,957**
Cargo van	4	478	3,170	7,290
ProMaster	2,483	1,408	19,257	9,990
ProMaster City (I)	861	0	5,418	0
Ram pickup	36,598	36,612	330,643	319,868
Ram (D)	**39,085**	**38,498**	**353,070**	**337,148**
Ram (I)	**861**	**0**	**5,418**	**0**
Total Ram	**39,946**	**38,498**	**358,488**	**337,148**
Total Dodge/Ram	***85,116***	***82,518***	***740,835***	***781,105***
500	1,926	2,737	21,329	26,616
500L (I)	339	623	7,034	8,885
500X (I)	1,133	0	3,456	0
Fiat (D)	**1,926**	**2,737**	**21,329**	**26,616**
Fiat (I)	**1,472**	**623**	**10,490**	**8,885**
Total Fiat	**3,398**	**3,360**	**31,819**	**35,501**

	Sept. 2015	Sept. 2014	9 mos. 2015	9 mos. 2014
Cherokee	20,224	14,639	161,112	128,133
Compass	7,179	4,666	46,886	47,918
Grand Cherokee	15,758	12,854	141,849	136,310
Patriot	8,533	9,117	88,719	69,958
Renegade (I)	7,924	0	36,831	0
Wrangler	17,583	13,955	157,513	134,068
Jeep (D)	**69,277**	**55,231**	**596,079**	**516,387**
Jeep (I)	**7,924**	**0**	**36,831**	**0**
Total Jeep	**77,201**	**55,231**	**632,910**	**516,387**
FCA US (D)	***182,708***	***169,267***	***1,601,625***	***1,547,174***
FCA US (I)	***10,311***	***623***	***53,236***	***8,885***
FCA US	***193,019***	***169,890***	***1,654,861***	***1,556,059***
Ferrari (I)*	**177**	**176**	**1,593**	**1,582**
Maserati (I)	**872**	**1,318**	**8,378**	**9,125**
Fiat Chrysler Automobiles (D)	**182,708**	**169,267**	**1,601,625**	**1,547,174**
Fiat Chrysler Automobiles (I)	**11,360**	**2,117**	**63,207**	**19,592**
FIAT CHRYSLER AUTOMOBILES†		**194,068**	**171,384**	**1,664,832**
1,566,766				
C-Max	1,966	1,786	17,291	21,731
Fiesta	6,996	4,185	53,868	52,403
Focus	13,437	15,397	163,864	176,156
Fusion	24,942	21,693	231,475	240,585
Mustang	9,456	3,158	96,225	59,831
Taurus	3,942	4,757	37,959	51,694
E-series/Club Wagon	8	183	178	14,056
E-series van	3,980	5,366	38,858	75,088
Edge	10,262	7,695	95,709	86,051
Escape	28,473	21,718	233,012	230,162
Expedition	3,489	3,598	30,483	32,691
Explorer	20,715	15,795	190,171	158,652
F series	69,651	59,863	564,451	557,037
Flex	1,266	1,710	15,062	18,536
Transit	10,154	1,225	86,085	3,310
Transit Connect (I)	3,852	4,132	36,827	31,944
Ford (D)	**208,737**	**168,129**	**1,854,691**	**1,777,983**
Ford (I)	**3,852**	**4,132**	**36,827**	**31,944**
Total Ford	**212,589**	**172,261**	**1,891,518**	**1,809,927**
MKS	503	457	5,428	6,260
MKZ	2,490	2,176	22,963	26,769
MKC	2,039	1,763	18,237	6,418
MKT	430	259	3,409	3,725
MKX	2,136	1,589	15,167	18,728
Navigator	1,082	1,013	8,760	5,888
Total Lincoln	**8,680**	**7,257**	**73,964**	**67,788**
Ford Motor Co. (D)	**217,417**	**175,386**	**1,928,655**	**1,845,771**
Ford Motor Co. (I)	**3,852**	**4,132**	**36,827**	**31,944**
FORD MOTOR CO.	**221,269**	**179,518**	**1,965,482**	**1,877,715**
LaCrosse	3,880	3,626	32,549	37,280
Regal	1,728	1,366	14,106	16,803
Verano	2,377	3,913	25,002	34,327
Enclave	4,732	4,713	46,785	45,921
Encore (I)	5,624	3,848	49,285	36,433
Buick (D)	**12,717**	**13,618**	**118,442**	**134,331**
Buick (I)	**5,624**	**3,848**	**49,285**	**36,433**
Total Buick	**18,341**	**17,466**	**167,727**	**170,764**
ATS	2,295	2,239	18,839	22,535
CTS	1,319	2,282	14,253	22,921
ELR	36	111	740	885
XTS	1,600	1,979	16,023	18,386
Escalade	1,628	2,290	14,977	13,705
Escalade ESV	1,181	1,228	10,153	7,647
Escalade EXT	0	0	2	50
SRX	6,849	3,700	50,712	41,708
Total Cadillac	**14,908**	**13,829**	**125,699**	**127,837**
Camaro	5,246	5,111	61,544	69,878
Caprice (I)	155	334	1,274	2,850
Corvette	2,572	2,467	26,398	25,950
Cruze	14,032	18,415	177,970	208,114
Impala	9,359	9,225	85,466	107,162
Malibu	17,066	15,186	147,161	148,574
Sonic	3,780	8,328	50,535	77,947
Spark (I)	2,371	2,027	27,839	30,937
SS (I)	222	111	2,421	2,166
Volt	949	1,394	9,264	14,540
Avalanche	0	0	8	87
Captiva Sport	0	42	55	35,243
City Express	1,024	0	7,404	0
Colorado	7,334	36	63,232	109
Equinox	21,537	17,266	214,042	184,805

*Estimate

†Fiat S.p.A. completed the acquisition of Chrysler Group LLC on Jan. 21, 2014; the companies were merged under holding group Fiat Chrysler Automobiles on Oct. 12, 2014.

Note: Vehicles are domestic unless noted; (D) = produced in North America; (I) = imported to U.S.

U.S. SALES BY MODEL, SEPTEMBER

	Sept. 2015	Sept. 2014	9 mos. 2015	9 mos. 2014
Express van	6,666	6,142	44,208	63,675
Silverado	53,725	50,176	440,904	382,153
Suburban	3,521	4,101	35,715	38,588
Tahoe	6,119	5,691	64,728	70,528
Traverse	8,857	7,821	92,963	79,560
Trax	6,140	0	43,051	0
Chevrolet (D)	**167,927**	**151,401**	**1,564,648**	**1,506,913**
Chevrolet (I)	**2,748**	**2,472**	**31,534**	**35,953**
Total Chevrolet	**170,675**	**153,873**	**1,596,182**	**1,542,866**
Acadia	6,647	6,392	75,423	63,873
Canyon	2,332	11	22,426	16
Savana van	728	1,402	16,392	23,187
Sierra	19,754	16,763	161,653	147,289
Terrain	10,935	8,310	83,395	79,444
Yukon	3,963	3,226	30,011	30,684
Yukon XL	3,027	2,165	20,939	21,928
Total GMC	**47,386**	**38,269**	**410,239**	**366,421**
GM (D)	**242,938**	**217,117**	**2,219,028**	**2,135,502**
GM (I)	**8,372**	**6,320**	**80,819**	**72,386**
GM	**251,310**	**223,437**	**2,299,847**	**2,207,888**
ILX	1,614	1,464	13,358	12,854
RL/RLX (I)	174	187	1,774	2,695
TL	1	142	86	10,357
TLX	4,753	3,884	34,808	6,170
TSX (I)	1	58	32	6,202
MDX	4,313	4,864	43,457	48,308
RDX	3,848	3,230	38,502	33,095
ZDX	0	3	2	69
Acura (D)	**14,529**	**13,587**	**130,213**	**110,853**
Acura (I)	**175**	**245**	**1,806**	**8,897**
Total Acura	**14,704**	**13,832**	**132,019**	**119,750**
Accord (D)	*33,640*	*32,914*	*264,751*	*304,073*
Accord (I)	*1*	*42*	*63*	*309*
Total Accord	33,641	32,956	264,814	304,382
Civic (D)	*28,278*	*22,261*	*249,747*	*253,396*
Civic (I)	*0*	*2*	*2*	*34*
Total Civic	28,278	22,263	249,749	253,430
Crosstour	777	763	7,227	9,032
CR-Z (I)	310	248	2,205	2,945
FCX (I)	0	0	0	1
Fit (D)	*1,278*	*6,542*	*44,091*	*19,684*
Fit (I)	*1*	*86*	*55*	*19,934*
Total Fit	1,279	6,628	44,146	39,618
Insight (I)	64	240	1,353	3,154
CR-V (D)	*29,925*	*23,722*	*259,494*	*241,015*
CR-V (I)	*0*	*0*	*5*	*0*
Total CR-V	29,925	23,722	259,499	241,015
HR-V	4,608	0	29,225	0
Odyssey	9,924	8,769	98,834	95,460
Pilot	10,238	7,824	98,980	80,247
Ridgeline	2	978	515	11,571
Honda (D)	**118,670**	**103,773**	**1,052,864**	**1,014,478**
Honda (I)	**376**	**618**	**3,683**	**26,377**
Total Honda	**119,046**	**104,391**	**1,056,547**	**1,040,855**
American Honda (D)	**133,199**	**117,360**	**1,183,077**	**1,125,331**
American Honda (I)	**551**	**863**	**5,489**	**35,274**
AMERICAN HONDA MOTOR CO.	**133,750**	**118,223**	**1,188,566**	**1,160,605**
Accent (I)	3,640	3,662	48,625	46,405
Azera (I)	281	762	4,639	5,976
Elantra	20,724	18,848	193,962	176,403
Equus (I)	212	261	1,730	2,596
Genesis (I)	2,239	2,248	24,423	22,313
Sonata	16,124	14,918	157,680	164,934
Veloster (I)	2,118	2,777	17,655	22,965
Santa Fe	10,752	8,945	88,400	78,907
Tucson (I)	7,925	3,589	41,076	36,958
Veracruz (I)	0	0	0	1
Hyundai (D)	**47,600**	**42,711**	**440,042**	**420,244**
Hyundai (I)	**16,415**	**13,299**	**138,148**	**137,214**
Total Hyundai	**64,015**	**56,010**	**578,190**	**557,458**
Cadenza (I)	859	1,105	4,880	7,629
Forte (I)	5,388	4,517	63,300	53,793
K900 (I)	329	56	1,905	1,106
Optima	11,719	10,908	118,301	122,646
Rio (I)	1,480	2,240	20,276	29,387
Soul (I)	13,614	10,802	112,683	115,579
Sedona (I)	3,039	613	29,864	5,656
Sorento	9,380	6,606	85,761	76,578
Sportage (I)	4,012	3,781	39,008	32,643
Kia (D)	**21,099**	**17,514**	**204,062**	**199,224**
Kia (I)	**28,721**	**23,114**	**271,916**	**245,793**
Total Kia	**49,820**	**40,628**	**475,978**	**445,017**
Hyundai-Kia (D)	**68,699**	**60,225**	**644,104**	**619,468**
Hyundai-Kia (I)	**45,136**	**36,413**	**410,064**	**383,007**

	Sept. 2015	Sept. 2014	9 mos. 2015	9 mos. 2014
HYUNDAI-KIA	**113,835**	**96,638**	**1,054,168**	**1,002,475**
F-Type	354	329	3,367	2,945
XF (I)	266	258	4,647	4,225
XJ (I)	357	456	2,920	3,468
XK (I)	18	99	282	1,192
Total Jaguar (I)	**995**	**1,142**	**11,216**	**11,830**
Discovery Sport (I)	1,140	0	3,401	0
LR2 (I)	2	449	74	3,211
LR4 (I)	400	300	5,920	3,500
Range Rover (I)	1,361	743	12,585	9,094
Range Rover Evoque (I)	1,319	771	10,892	8,986
Range Rover Sport (I)	1,633	843	15,531	13,633
Total Land Rover (I)	**5,855**	**3,106**	**48,403**	**38,424**
JAGUAR LAND ROVER N.A.	**6,850**	**4,248**	**59,619**	**50,254**
LOTUS (I)*	**13**	**12**	**113**	**104**
Mazda2 (I)	4	1,585	292	12,697
Mazda3 (D)	*0*	*0*	*6*	*3*
Mazda3 (I)	*7,757*	*7,859*	*82,294*	*80,256*
Total Mazda3	7,757	7,859	82,300	80,259
Mazda6 (I)	4,528	4,263	47,072	41,855
MX-5 Miata (I)	940	414	6,068	3,855
CX-3 (I)	1,340	0	2,038	0
CX-5 (I)	9,107	8,097	82,013	78,190
CX-9 (I)	1,559	1,227	14,160	14,070
Mazda5 (I)	381	535	7,758	10,021
Mazda (D)	**0**	**0**	**6**	**3**
Mazda (I)	**25,616**	**23,980**	**241,695**	**240,944**
MAZDA	**25,616**	**23,980**	**241,701**	**240,947**
Galant	0	0	0	122
i-MiEV (I)	3	15	93	149
Lancer (I)	1,116	971	14,270	12,094
Mirage (I)	1,348	1,340	17,971	12,866
Outlander (I)	1,949	881	13,362	9,982
Outlander Sport	3,140	2,351	27,561	23,152
Mitsubishi (D)	**3,140**	**2,351**	**27,561**	**23,274**
Mitsubishi (I)	**4,416**	**3,207**	**45,696**	**35,091**
MITSUBISHI	**7,556**	**5,558**	**73,257**	**58,365**
Q40/Q60 (I)	413	1,335	11,683	17,966
Q50 (I)	3,557	2,742	31,603	25,864
Q70 (I)	622	206	6,304	3,377
QX50 (I)	263	209	2,118	2,116
QX60	3,845	2,182	29,378	22,613
QX70 (I)	476	331	3,950	3,993
QX80 (I)	1,044	832	10,532	8,951
Infiniti (D)	**3,845**	**2,182**	**29,378**	**22,613**
Infiniti (I)	**6,375**	**5,655**	**66,190**	**62,267**
Total Infiniti	**10,220**	**7,837**	**95,568**	**84,880**
370Z (I)	573	497	5,882	5,938
Altima	24,224	21,675	262,424	256,935
Cube (I)	24	238	912	3,203
GT-R (I)	38	159	929	1,018
Leaf (D)	*1,246*	*2,880*	*13,626*	*21,804*
Leaf (I)	*1*	*1*	*4*	*18*
Total Leaf	1,247	2,881	13,630	21,822
Maxima	3,871	4,398	26,801	39,749
Sentra	14,196	12,557	154,270	141,216
Versa	18,053	12,072	109,832	110,272
Armada	841	675	9,799	9,086
Frontier	4,617	6,853	47,261	55,363
Juke (I)	2,108	1,814	21,462	32,253
Murano (D)	*2,531*	*0*	*20,009*	*0*
Murano (I)	*2,635*	*4,164*	*24,891*	*34,823*
Total Murano	5,166	4,164	44,900	34,823
NV	1,437	1,061	12,538	10,975
NV200	1,400	1,040	12,934	9,431
Pathfinder	6,203	5,325	62,997	60,549
Quest (I)	656	395	7,609	8,295
Rogue (D)	*12,900*	*8,495*	*114,376*	*77,650*
Rogue (I)	*12,164*	*8,734*	*98,831*	*76,918*
Total Rogue	25,064	17,229	213,207	154,568
Titan	1,078	977	9,521	9,696
Xterra	766	1,108	10,012	13,200
Nissan (D)	**93,363**	**79,116**	**866,400**	**815,926**
Nissan (I)	**18,199**	**16,002**	**160,520**	**162,466**
Total Nissan	**111,562**	**95,118**	**1,026,920**	**978,392**
Nissan N.A. (D)	**97,208**	**81,298**	**895,778**	**838,539**
Nissan N.A. (I)	**24,574**	**21,657**	**226,710**	**224,733**

*Estimate

Note: Vehicles are domestic unless noted; (D) = produced in North America; (I) = imported to U.S.

U.S. SALES BY MODEL, SEPTEMBER

	Sept. 2015	Sept. 2014	9 mos. 2015	9 mos. 2014
NISSAN N.A.	**121,782**	**102,955**	**1,122,488**	**1,063,272**
BRZ (I)	301	506	4,133	6,245
Impreza (I)	8,588	5,210	75,613	64,329
Legacy	6,277	6,198	44,231	34,718
Forester (I)	15,364	12,584	129,568	117,940
Outback	15,126	11,315	108,419	97,266
Tribeca	0	13	0	684
XV Crosstrek (I)	7,414	5,691	66,738	54,303
Subaru (D)	**21,403**	**17,526**	**152,650**	**132,668**
Subaru (I)	**31,667**	**23,991**	**276,052**	**242,817**
SUBARU	**53,070**	**41,517**	**428,702**	**375,485**
Model S	1,700	1,500	15,300	13,500
TESLA*	**1,700**	**1,500**	**15,300**	**13,500**
CT (I)	1,131	1,078	11,132	13,585
ES (I)	5,195	5,722	46,962	52,910
GS (I)	1,595	1,592	16,233	16,252
IS (I)	3,152	3,611	35,389	37,038
LFA (I)	1	0	8	15
LS (I)	406	568	5,270	5,904
RC (I)	1,159	0	10,458	0
GX (I)	1,611	1,570	17,860	15,999
LX (I)	172	258	2,264	2,764
NX (I)	3,113	0	31,947	0
RX (D)	*6,783*	*6,033*	*65,800*	*60,733*
RX (I)	*976*	*1,420*	*4,122*	*15,483*
Total RX	7,759	7,453	69,922	76,216
Lexus (D)	**6,783**	**6,033**	**65,800**	**60,733**
Lexus (I)	**18,511**	**15,819**	**181,645**	**159,950**
Total Lexus	**25,294**	**21,852**	**247,445**	**220,683**
FR-S (I)	778	920	8,544	11,182
iA	2,035	0	2,035	0
iM (I)	1,353	0	1,353	0
iQ (I)	7	132	465	1,752
tC (I)	1,208	1,404	13,525	14,460
xB (I)	1,117	1,190	12,501	12,444
xD (I)	12	508	778	6,265
Scion (D)	**2,035**	**0**	**2,035**	**0**
Scion (I)	**4,475**	**4,154**	**37,166**	**46,103**
Total Scion	**6,510**	**4,154**	**39,201**	**46,103**
Avalon	4,828	4,862	44,318	50,025
Camry (D)	*34,479*	*28,492*	*326,188*	*334,846*
Camry (I)	*8*	*15*	*142*	*132*
Total Camry	34,487	28,507	326,330	334,978
Corolla (D)	*26,636*	*20,529*	*278,742*	*258,739*
Corolla (I)	*0*	*1*	*0*	*66*
Total Corolla	26,636	20,530	278,742	258,805
Prius (I)	16,110	14,277	141,940	165,490
Venza	1,584	1,858	19,157	23,445
Yaris (I)	586	598	15,535	10,339
4Runner (I)	7,506	5,659	70,902	55,271
FJ Cruiser (I)	1	1,300	224	12,653
Highlander (D)	*11,943*	*10,193*	*113,952*	*102,719*
Highlander (I)	*367*	*349*	*2,806*	*2,807*
Total Highlander	12,310	10,542	116,758	105,526
Land Cruiser (I)	120	245	1,757	2,209
RAV4 (D)	*26,963*	*14,010*	*155,796*	*133,741*
RAV4 (I)	*141*	*8,714*	*72,126*	*68,328*
Total RAV4	27,104	22,724	227,922	202,069
Sequoia	1,144	850	9,299	8,664
Sienna	10,527	8,592	104,573	94,930
Tacoma	11,608	11,993	133,672	114,729
Tundra	8,044	8,736	89,626	88,869
Toyota (D)	**137,756**	**110,115**	**1,275,323**	**1,210,707**
Toyota (I)	**24,839**	**31,158**	**305,432**	**317,295**
Total Toyota	**162,595**	**141,273**	**1,580,755**	**1,528,002**
Toyota Motor Sales (D)	**146,574**	**116,148**	**1,343,158**	**1,271,440**
Toyota Motor Sales (I)	**47,825**	**51,131**	**524,243**	**523,348**
TOYOTA MOTOR SALES	**194,399**	**167,279**	**1,867,401**	**1,794,788**
A3 (I)	2,712	2,340	26,972	14,669
A4/S4 (I)	2,221	2,480	20,527	25,829
A5/S5 (I)	945	1,204	9,812	13,165
A6/S6 (I)	1,713	1,510	17,072	17,167
A7/S7 (I)	626	588	5,508	6,386
A8/S8 (I)	441	487	3,817	4,060
R8 (I)	14	55	453	580
TT (I)	187	42	520	1,098
allroad (I)	261	514	2,003	3,475
Q3 (I)	1,130	1,092	9,732	1,335
Q5 (I)	5,149	3,240	36,566	30,114
Q7 (I)	1,941	1,365	14,421	13,105
Total Audi (I)	**17,340**	**14,917**	**147,403**	**130,983**
Bentley (I)	**111**	**236**	**1,796**	**1,986**
Lamborghini (I)*	**63**	**62**	**567**	**550**
911 Carrera/Carrera 4 (I)	768	726	7,557	7,758
918 Spyder (I)	4	13	201	32
Boxster (I)	297	275	2,379	3,024
Cayman (I)	315	245	2,730	2,568
Panamera (I)	557	450	3,885	4,394
Cayenne (I)	1,323	1,196	12,267	12,940
Macan (I)	1,160	702	10,281	4,649
Total Porsche (I)	**4,424**	**3,607**	**39,300**	**35,365**
Beetle	1,539	1,821	19,066	23,306
CC (I)	384	627	4,490	8,157
Eos (I)	356	216	2,156	2,819
Golf (D)	*1,193*	*1,887*	*16,193*	*9,062*
Golf/Golf R/GTI (I)	*4,058*	*1,600*	*33,574*	*12,139*
Total Golf/Golf R/GTI	5,251	3,487	49,767	21,201
Jetta	7,773	10,245	97,465	115,055
Passat	7,228	7,280	63,736	74,913
Routan	0	0	0	1,103
Tiguan (I)	2,972	1,674	22,221	19,120
Touareg (I)	638	646	5,314	5,200
VW (D)	**17,733**	**21,233**	**196,460**	**223,439**
VW (I)	**8,408**	**4,763**	**67,755**	**47,435**
Total VW	**26,141**	**25,996**	**264,215**	**270,874**
VW Group of America(D)	**17,733**	**21,233**	**196,460**	**223,439**
VW Group of America(I)	**30,346**	**23,585**	**256,821**	**216,319**
VW GROUP OF AMERICA	**48,079**	**44,818**	**453,281**	**439,758**
30 series (I)	0	1	0	65
60 series (I)	1,600	2,146	17,856	20,440
70 series (I)	463	564	3,967	4,522
80 series (I)	65	182	1,083	1,393
XC60 (I)	2,217	1,593	18,634	13,901
XC90 (I)	1,182	181	4,841	3,530
VOLVO CARS N.A.	**5,527**	**4,667**	**46,381**	**43,851**
Total domestic light vehicle	**1,156,278**	**993,839**	**10,415,640**	**9,908,003**
Total import light vehicle	**285,835**	**252,149**	**2,637,644**	**2,524,205**
TOTAL U.S. LIGHT VEHICLE	**1,442,113**	**1,245,988**	**13,053,284**	**12,432,208**

*Estimate
Note: (D) = produced in North America; (I) = imported to U.S.
Source: Automotive News Data Center

Top Selling Light-Vehicles

September 2015

1. Ford F series	69,651
2. Chevrolet Silverado	53,725
3. Ram pickup	36,598
4. Toyota Camry	34,487
5. Honda Accord	33,641
6. Honda CR-V	29,925
7. Ford Escape	28,473
8. Honda Civic	28,278
9. Toyota RAV4	27,104
10. Toyota Corolla	26,636

9 months 2015

1. Ford F series	564,451
2. Chevrolet Silverado	440,904
3. Ram pickup	330,643
4. Toyota Camry	326,330
5. Toyota Corolla	278,742
6. Honda Accord	264,814
7. Nissan Altima	262,424
8. Honda CR-V	259,499
9. Honda Civic	249,749
10. Ford Escape	233,012

Source: Automotive News Data Center

Auto sector takes hit in Q3

JOHN STANLEY
jsstanley@crain.com

Volkswagen Group's so-called Dieselgate emissions scandal, combined with overall volatility in the global market, had a big effect on the shareholder value of automakers and their suppliers in the third quarter of 2015. The latest *Automotive News Europe*/PricewaterhouseCoopers Transaction Services Shareholder Value Indices show that as a group European automakers lost 27.9 percent of their value during the quarter. Partsmakers lost 12.5 percent of their value in Q3. Even retailers lost ground in Q3, down 5.6 percent. These performances are in line with a general downward trend in stock markets over the third quarter.

Automakers lose big

The biggest loser among the automakers was VW, which saw its value to shareholders decline 49.8 percent. But all automakers suffered, with the best performer, Fiat Chrysler Automobiles, still losing 11.6 percent of its value and every other manufacturer falling 20 percent or more. Investment analysts at Goldman Sachs have suggested that a crackdown by regulators on diesel engines in the wake of VW being caught cheating on emissions tests could add 300 euros to the cost of an engine that already costs about 1,300 euros more than its gasoline-powered equivalent.

Suppliers share the pain

Just three partsmakers managed to remain in positive territory in Q3, compared with seven in the second quarter, with the only significant gain being a 24.9 percent increase in shareholder value by Miba, an Austrian-based producer of sintered components, engine bearings and friction materials. Pininfarina ended Q3 with a 2.6 percent gain as it remains in takeover talks with automaker Mahindra & Mahindra of India. The only other winner was MGI Coutier of France, which was up just 0.6 percent in Q3.

Inchcape pulls down retailers

While retailers lost ground as a sector, the picture is distorted by the influence of one company on the index: Inchcape. This UK-based retailer lost 14.1 percent of its value. Inchcape has a significant exposure to VW. In the UK, for example it is the brand's largest retailer with 20 dedicated VW outlets. ANE

The big picture

Total shareholder return for automotive sectors vs. other averages; percentage change per period

	Q3 2015	1 year	3 years
European retailers	-5.6	30.1	158.8
European suppliers	-12.5	25.0	145.5
European automakers	-27.9	-3.2	52.6
FTSE 100	-6.1	-5.1	17.6
S&P 500	-6.4	-0.6	42.0
CAC 40	-6.8	4.1	46.5
Dow	-7.0	-2.1	30.4
DAX 30	-11.7	2.0	33.9

Suppliers

Total shareholder return for European automotive suppliers; percentage change per period

Name	Q3 2015	1 year	3 years
1. Miba	24.9	40.2	165.4
2. Pininfarina	2.6	38.0	41.1
3. MGI Coutier	0.6	28.1	293.0
4. Autoliv	-6.3	36.9	117.4
5. Autoneum	-8.5	33.5	331.6
6. Brembo	-9.1	36.3	372.4
7. Plastic Omnium	-10.5	9.6	232.3
8. Delphi	-10.5	42.1	193.6
9. Continental	-10.6	28.5	162.3
PwC SVI	**-12.5**	**25.0**	**145.5**
10. Michelin	-13.4	11.7	45.9
11. Polytech	-13.6	10.0	47.6
12. Valeo	-14.6	39.1	257.3
13. Leoni	-16.4	12.1	77.3
14. Montupet	-18.5	3.8	802.1
15. GKN	-22.2	-9.0	45.0
16. Hella	-23.9	0.0	0.0
17. Faurecia	-24.7	10.6	119.5
18. Sogefi	-26.2	-36.4	-1.6
19. Kongsberg	-28.3	-46.1	105.4
20. ElringKlinger	-29.1	-24.9	-11.7
21. Grammer	-34.3	-33.9	37.0

Car retailers

Total shareholder return for European car retailers; percentage change per period

Name	Q3 2015	1 year	3 years
1. Stern Groep	13.7	9.2	0.5
2. Bilia	11.9	74.7	296.7
3. Pendragon	6.5	37.0	227.3
4. Vertu	3.5	28.7	114.3
5. Lookers	1.1	34.1	158.1
PwC SVI	**-5.6**	**30.1**	**158.8**
6. Inchcape	-14.1	21.0	134.2

Automakers

Total shareholder return for largest European automakers; percentage change per period

Name	Q3 2015	1 year	3 years
1. Fiat Chrysler	-11.6	52.0	179.6
2. BMW	-19.8	-5.8	51.3
3. Daimler	-20.9	10.2	92.2
4. Peugeot	-27.1	32.5	199.8
PwC SVI	**-27.9**	**-3.2**	**52.6**
5. Renault	-31.5	13.9	89.5
6. Volkswagen	-49.8	-33.9	-13.0

Luca Ciferri
is Editor at
Automotive News Europe.
He can be reached at
lciferri@autonews.com

Dieselgate's winners and losers

Volkswagen Group's Dieselgate scandal is so complex and wide-reaching that it will take months – if not years – before the company settles all of the matters related to its cheating on diesel emissions tests. VW is not the only one feeling the effects as the entire industry has taken a hit because of the company's misguided actions. While there are plenty of losers as a result of Dieselgate there are also some winners. We will look at a few of each.

One clear winner is the 65-year-old sweet-but-tough woman who, instead of retiring, will begin arguably the toughest job in the global auto industry. **Christine Hohmann-Dennhardt** starts as VW Group's first board member for integrity and legal affairs on Jan. 1. She currently holds that same position at Daimler, which agreed to release her from her contract a year early to help VW clean up its mess. Hohmann-Dennhardt, who has a doctorate in law, left her job as a judge in the German Federal Constitutional Court to join Daimler in 2011. She arrived after the company was accused of bribery at its heavy truck division. She is the first female management board member in Daimler's history and she will achieve that same milestone at VW Group.

Another winner is **Ferdinand Piech**. The architect of the VW Group as we know it today didn't want Martin Winterkorn to succeed him as VW Group chairman. His wish was granted when VW passed over Winterkorn in favor of group finance chief **Hans Dieter Poetsch**, who is a longtime Piech ally. Piech also did not want Winterkorn to remain VW Group CEO. Piech's bid to get Winterkorn fired cost him his post on the supervisory board in April, but within six months Winterkorn was gone and another Piech ally, former Porsche CEO **Matthias Mueller**, had Winterkorn's old job. Reports surfaced in April that while Piech was still chairman he was working behind the scenes to make Mueller VW Group CEO. Piech also falls into the loser category because Dieselgate has wiped out a third of VW's share value. That means the Piech-Porsche family's VW investment has declined by roughly 9 billion euros since the scandal started.

Consumers and the environment are clear winners. Dieselgate should lead to quicker adoption of emissions test procedures that will reduce the pollution produced by new vehicles and hopefully finally end the wide disparity between test-bench performance and real world driving. According to a report from the International Council on Clean Transportation the difference between the manufacturer type-approval data and real driving in Europe has widened to an average of 38 percent in 2014 from 8 percent in 2001.

Christine Hohmann-Dennhardt will move to VW Group from Daimler to become the troubled automaker's head of integrity and legal affairs. She starts Jan. 1.

A final winner is **VW** itself. Europe's largest automaker will pay high fines and face a long fight to re-establish its credibility, but it has the financial resources and the technical capabilities to do both.

Topping the list of losers is the **diesel engine**. The powertrain is a non-factor in the world's largest market, China. It also has a mere 5 percent share in the U.S. In Europe – where more than half of new cars use diesel – demand for the powertrain has been declining because of stricter rules on nitrogen oxide emissions and anti-diesel campaigns in cities such as Paris. There is no doubt, however, that diesel will survive in Europe, but with a lower share. What is difficult to predict is whether the U.S. or China will ever open their arms to the technology.

The scandal has forced three key VW executives to fight for their careers. **Heinz-Jakob Neusser**, head of technical development at the core VW brand; **Ulrich Hackenberg**, Audi's head of r&d; and **Wolfgang Hatz**, the VW Group's engine chief and Porsche's head of r&d all claim they are not to blame for the cheat software being installed in the 11 million affected vehicles. Reports say all three have been suspended – but not fired – pending the results of an investigation. It seems unlikely that any of these extremely skilled engineers will keep his job because being unaware of this problem constitutes a serious failure.

The biggest loser is **Winterkorn**, who resigned as CEO less than a week after the scandal started. In his resignation letter, Winterkorn said that he was stunned that "misconduct on such a scale was possible in the Volkswagen Group." We still are. ANE