

AVERAGE AGE OF THE GLOBAL CAR FLEET

10-11 years

This is the estimated average age of the global fleet*, with significant variations between countries.

Europe: around 12.3-12.5 years

United States: around 12.8 years

Emerging Asia (China or India): around 5-7 years

* in the absence of official consolidated figures

TOP 5 global passenger vehicle sales (2025)
(source: various studies)

- 1 Toyota RAV4
2.1 million units (+1.5% vs 2024)
- 2 Toyota Corolla
1.9 million units (stable)
- 3 Tesla Model Y
1.8 million units (-11.2% vs 2024)
- 4 Ford F-Series
1.6 million units (+2% vs 2024)
- 5 Honda CR-V
1.4 million units (+3% vs 2024)



2025 NEW VEHICLE SALES FORECAST

89.6 million units
sold worldwide
+1.7% versus 2024
(S&P Global forecast)

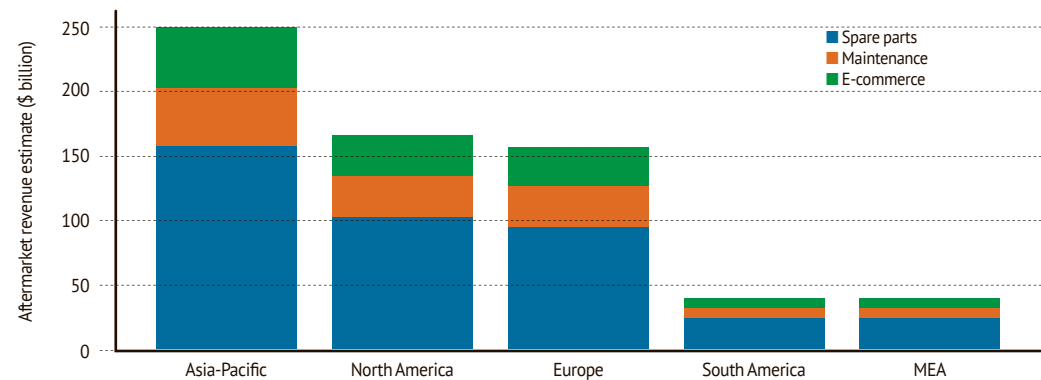
AFTERMARKET : THE ENGINE OF THE AGEING FLEET

\$502 billion

generated worldwide by the aftermarket in 2025 (parts and labour)

(source: Coherent Market Insights)

Breakdown of aftermarket revenue by region and segment (2025) estimate



Estimated breakdown of turnover – by major region

(estimate based on a compilation of sources: Berylls/AlixPartners, FIGIEFA/Aftermarket Insight, Roland Berger, etc.)

Area	IAM	OES	
Europe	≈ 60-65%	35-40%	Highly structured IAM, strong price competition, ageing fleet
North America	≈ 55-60%	40-45%	High influence of dealers, but solid IAM outside recent vehicles
Latin America	≈ 65-70%	30-35%	High price sensitivity, IAM dominance, ageing fleet
Asia (excluding Japan)	≈ 55-60%	40-45%	Heterogeneous: strong OES in urban China, AAM dominant elsewhere
Japan	≈ 50-55%	45-50%	Very powerful manufacturer networks and high loyalty
Middle East & Africa	≈ 65-70%	30-35%	IAM dominant, parallel imports, low OEM network density

Distribution of global aftermarket revenue

(estimate based on the aggregation of various studies: Data Horizon Research, Business Research Company, etc.)

Region	Estimated market share
Asia-Pacific (APAC)	40-45%
North America	25-30%
Europe	25-30%
Latin America	6-8%
Middle East-Africa (MEA)	6-8%

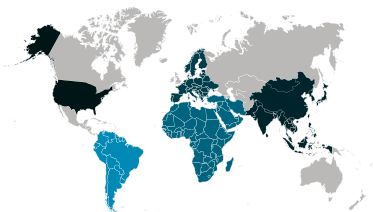
Regional breakdown of online parts sales by segment

(estimate based on studies by Mordor Intelligence, Grand View Research, MarketDataForecast, etc.)

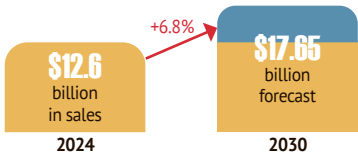
Region	Share of e-commerce
Asia-Pacific (APAC)	16.4%
North America	14.6%
Europe	14%
Latin America	12.5%
Middle East-Africa	12.5%

Distribution of remanufactured parts revenue by region

USA 35%
Asia Pacific 30%
Europe 20%
Middle East Africa 10%
South America 5%



Garage equipment: growth trends



This expansion is mainly due to the increase in the global vehicle fleet, growing demand for regular vehicle maintenance, and technological complexity incorporating advanced driver assistance systems and electrified powertrains, requiring ongoing investment in specialised equipment.

(source: Research and Markets)

Online parts sales

30% of total parts sales, or around \$160 billion

Global market for remanufactured parts

\$140 billion in 2032
+8.7% vs 2025 (Coherent Market Insights forecast)