

PSA GROUPE Tough task master - Opel-Vauxhall expected to reach 2% margin by 2020 **2**

WESTERN EUROPE October new passenger car sales rise 4.6% to 1.1 million units **3 - 4**

SPAIN Progress yes, but car market may not return to business as usual any time soon **15 - 19**

WESTERN EUROPE | M&A

Perform or perish

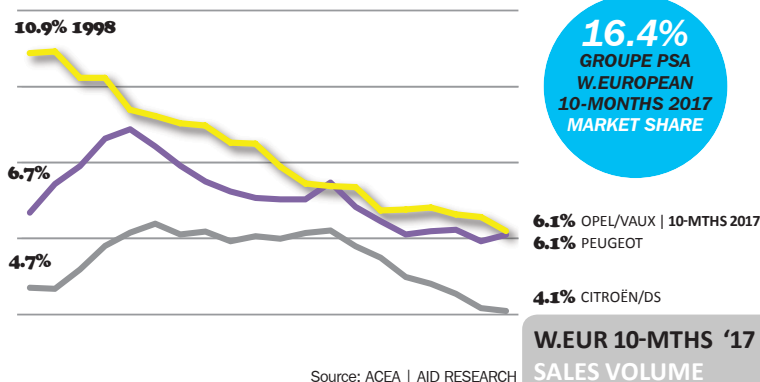
Guiding objectives for Opel-Vauxhall under new PSA leadership?

The new broom has begun to sweep at Opel's Rüsselsheim headquarters. Under the astute leadership of acclaimed PSA Group's Carlos Tavares, following its sale earlier this year, Opel-Vauxhall is about to embark on an all new era. To put it in a nutshell therefore, the key future goal, with first tangible positive results to kick in as early as 2020, is to create "a profitable business model whatever the headwinds may be".

Now under the umbrella of the PSA Group, during the next half-dozen or so years Opel-Vauxhall's operations will both be driven and measured foremost by its newly unveiled plan. To sum up its main content, perform or perish probably best illustrates its clear carrot and stick approach. The massive repair job, now entrusted at short notice to newly appointed Opel-Vauxhall CEO Michael Lohscheller, has been named PACE. Above all else, it embraces a return to profitability within two years as a cornerstone of Opel-Vauxhall's business. Slightly further afield - evidently following in PSA Group's footsteps - CO₂ leadership and electrification. On the one hand, Opel-Vauxhall's

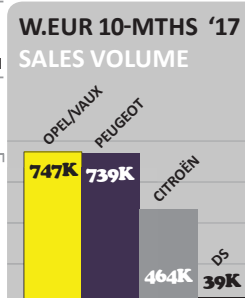
AID Graph 17/158

GRUPE PSA WEST EUROPEAN PERFORMANCE 20 YEAR W.EUROPEAN CAR MARKET SHARE HISTORY



16.4%
GRUPE PSA
W.EUROPEAN
10-MONTHS 2017
MARKET SHARE

Source: ACEA | AID RESEARCH



Source: ACEA | AID RESEARCH

AID Graph 17/159

COUNTRIES

W-Europe... 1 - 7, 10, 11, 12, 13, 18, 19
 Argentina 7, 8
 Austria 4
 BeLux 4
 Brazil 8
 Bulgaria 4
 China 7, 9, 10
 Czech Republic/Croatia/Cyprus 4
 Denmark/Eire/Finland 4
 France 1, 2, 3, 4, 5, 11, 12, 18
 Germany... 1 - 5, 10, 11, 12, 13, 14, 15
 Greece/Hungary/Iceland 4
 India 12
 Italy 3, 4, 5
 Japan 6, 7, 17
 Latvia/Lithuania/Estonia 4
 Netherlands/Luxembourg 4
 Norway 4
 Poland/Portugal/Romania 4
 Slovenia/Slovakia 4
 South Korea 6, 17
 Spain 3, 4, 15, 16, 17, 18, 19
 Sweden 4
 Switzerland 4
 UK 3, 4, 5, 7, 12, 13, 19, 20
 USA 7, 13, 14, 15
 World 2, 9, 10, 11, 12, 13, 14

IN DEPTH & OTHER TOPICS

W-EUROPE | OCTOBER CAR SALES
 Toyota still stands out as one of Europe's fastest sales gainers **5 - 7**

PRESTIGE CAR SALES | WESTERN EUROPE
 Has long-running prestige sector sales surge finally ground to a halt? **7**

INVESTMENT | CAPACITY EXPANSION
 VW to invest €560m to build new SUV-Crossover in Argentina **7 - 8**

CHINA | RISE & RISE OF MERCEDES
 Mercedes already sold more cars in China than during the whole of last year.... **9 - 10**

PROFIT & LOSS | MERCEDES CARS Q3
 Mercedes Cars unfazed by 22% dive in 3rd quarter pre-tax profits **10 - 11**

STOCK MARKET VIEW | BMW Q3
 Investors worry BMW past peak after profit falls, margin lag **13 - 14**

COMPANIES

Alfa Romeo 6, 17
 Aston Business School 12
 Aston Martin 17
 Audi 6, 7, 9, 13, 17
 BBAC 9, 10
 Berenberg Bank 15
 Bernstein Research 12, 14
 BMI Research 13
 BMW 6, 7, 9, 10, 13, 14, 17, 20
 CAR 12
 Chevrolet 6, 17
 Citi Equity Research 12, 13, 14
 Citroën 6, 17, 18
 Dacia 6, 17, 18
 Daimler 6, 10, 11, 17
 DS 12, 17
 Evercore ISI 14, 15
 Ferrovial 16
 Fiat 6, 8, 17
 FCA Fiat-Chrysler 6, 8, 17
 Ford 6, 17
 GM 6, 12, 17
 Honda 6, 7, 17
 Hyundai-Kia 6, 17
 IHS Markit 12, 13
 Infiniti 17
 Isuzu 6
 Jaguar 6, 17
 Jeep 6, 8, 17
 Land Rover 6, 17
 Lexus 6, 17
 LMC 13
 Mazda 6, 17
 Mercedes 6, 7, 9, 10, 11, 14, 17
 Mini 6, 9, 17
 Mitsubishi 6, 17, 20
 Morgan Stanley 14, 15
 Nissan 5, 6, 17, 18, 20
 Opel/Vauxhall... 1, 2, 6, 11, 12, 17, 18
 Porsche 6, 17
 PSA Peugeot ... 1, 2, 6, 11, 12, 17, 18
 Renault 5, 6, 17, 18
 SEAT 6, 16, 17, 18, 19
 Škoda 6, 17
 Smart 6, 17
 SsangYong 17
 Subaru 6, 17
 Suzuki 6, 7, 17
 Tata 6, 17
 Tesla 6, 14, 15, 17, 20
 Toyota 5, 6, 7, 17
 University of Edinburgh 11, 12
 VW 6, 7, 8, 16, 17, 18
 Volvo 6, 17



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