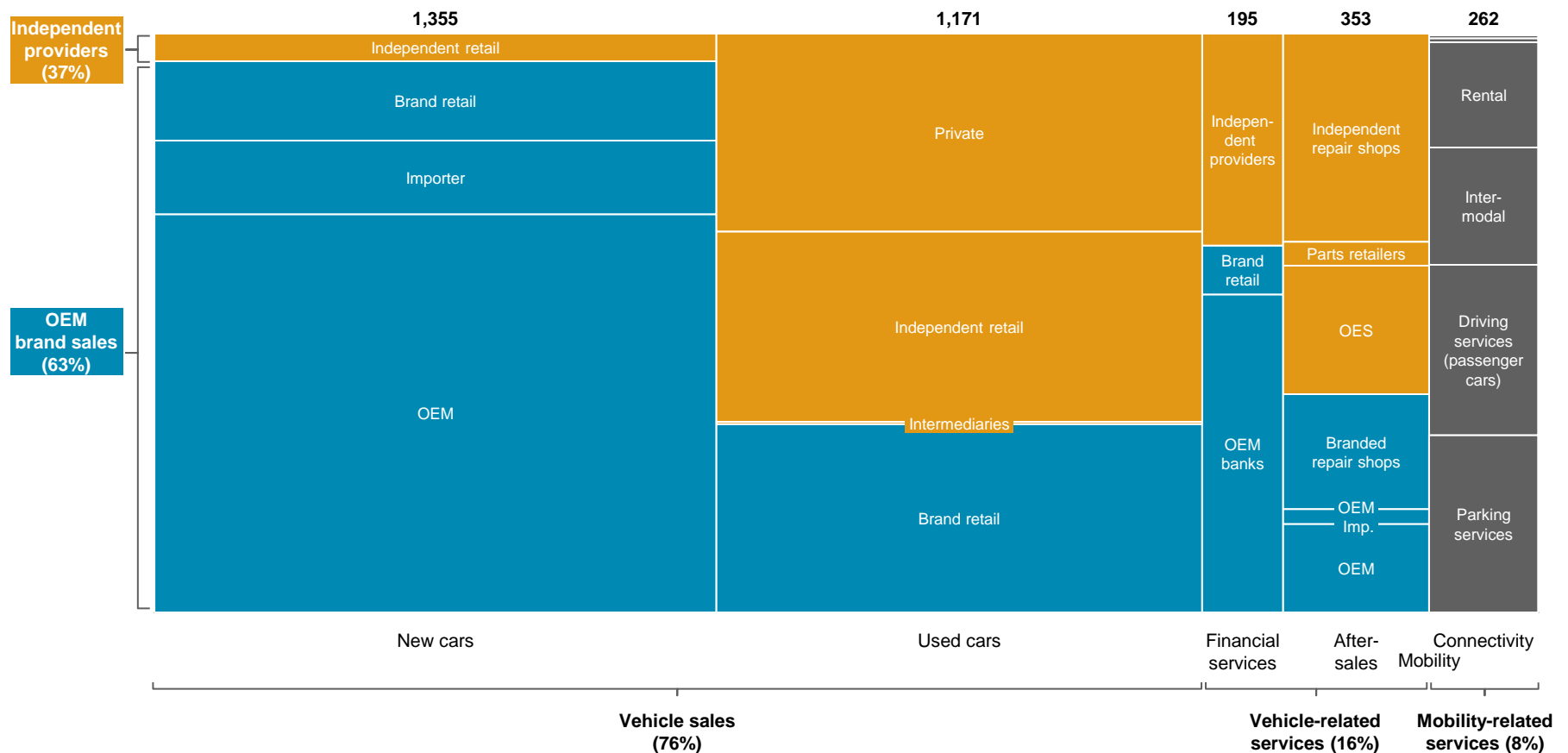


# Although new and used car sales accounted for the lion's share of total global automotive sales revenue in 2014, ...

## System revenue 2014 Passenger cars, global, EUR bn

$\Sigma = \text{EUR } 3,336 \text{ bn}$

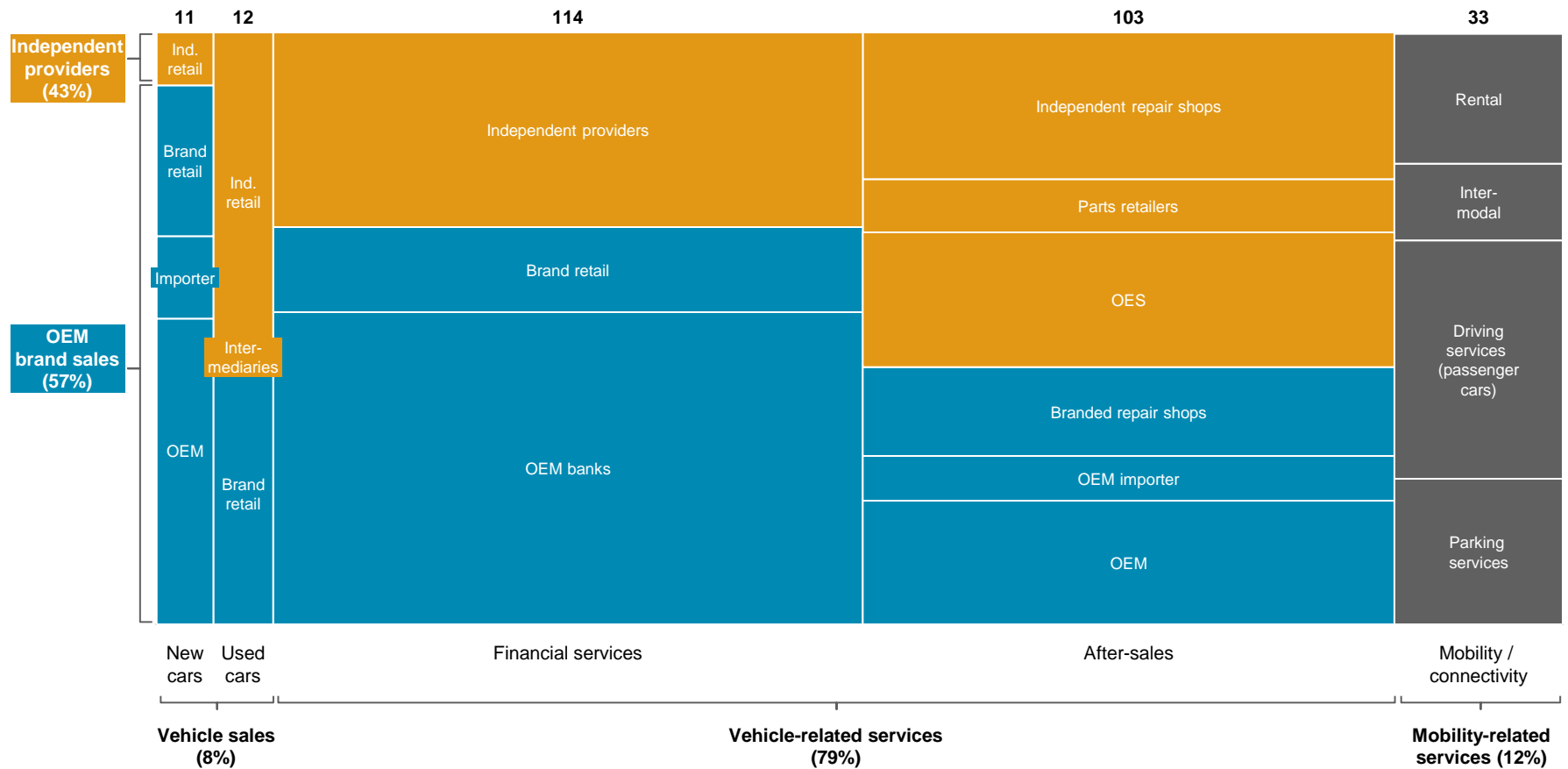


# ... automakers' brand sales margins are today secured by financial services and, particularly, after-sales

## System profit 2014

Passenger cars, global, adjusted for inflation, EUR bn

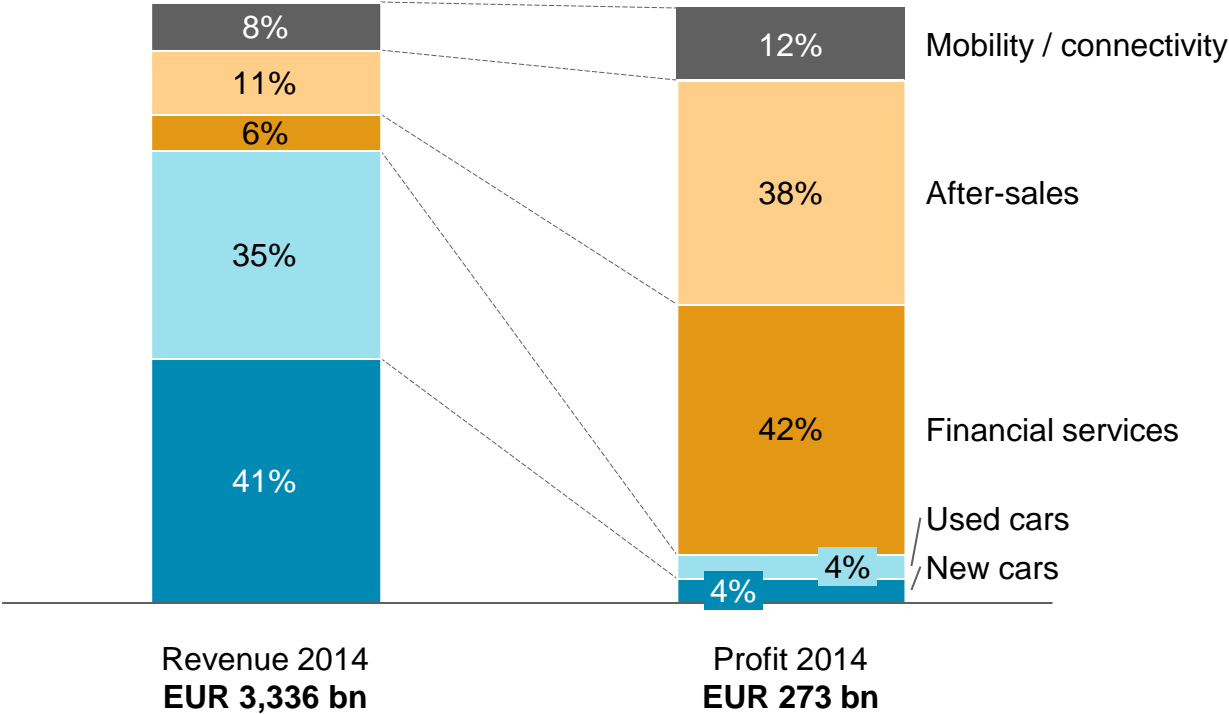
$\Sigma = \text{EUR } 273 \text{ bn}$



# Today, the most money is made with vehicle-related services such as financial services and after sales

## Revenue / profit share by business segment

Global, 2014, %

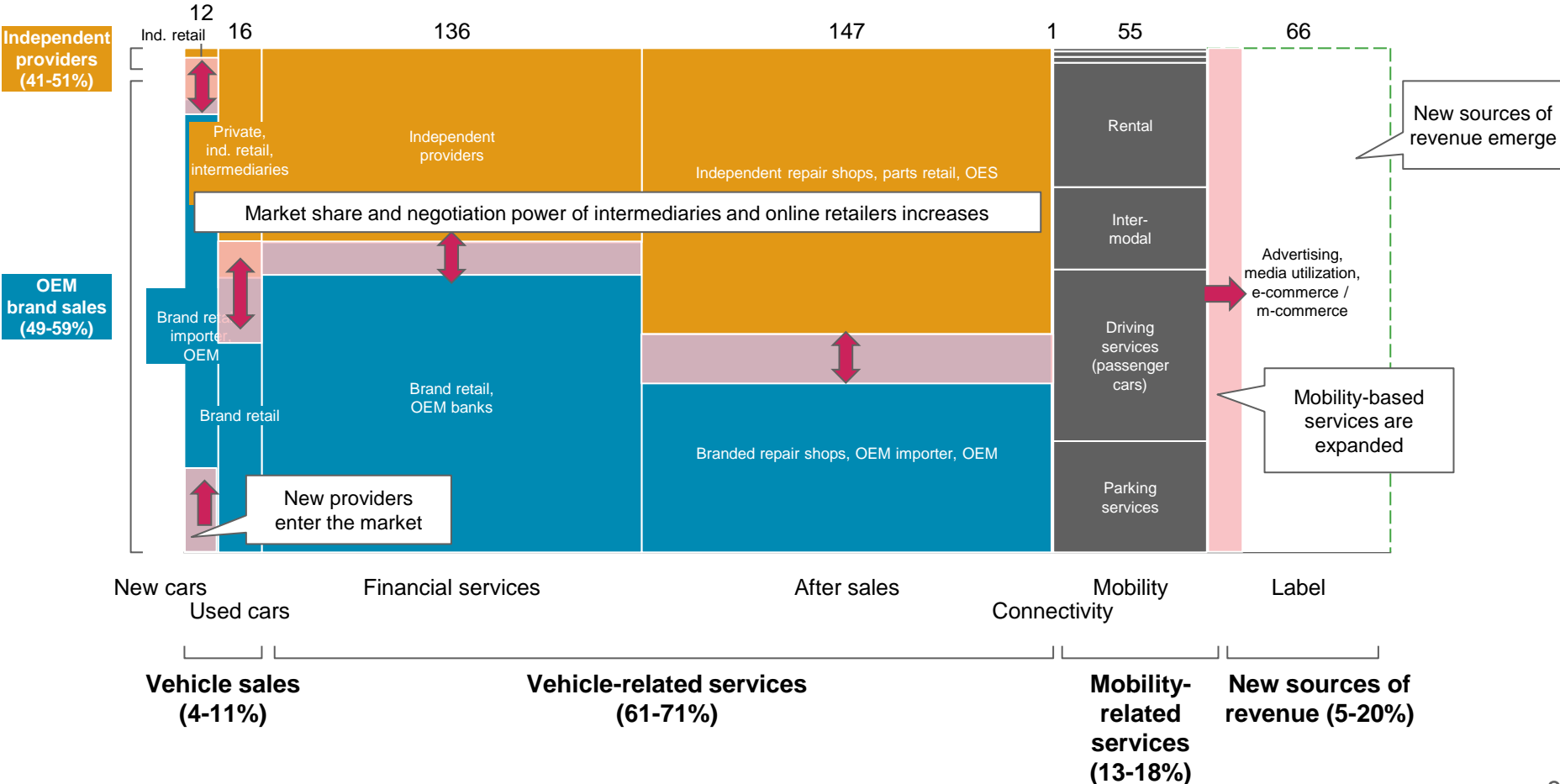


# More than EUR40 bn could be up for discussion until 2025. New sources of revenue enable non-industry providers to enter the market

## System profit 2025

Passenger cars, global, adjusted for inflation, EUR bn

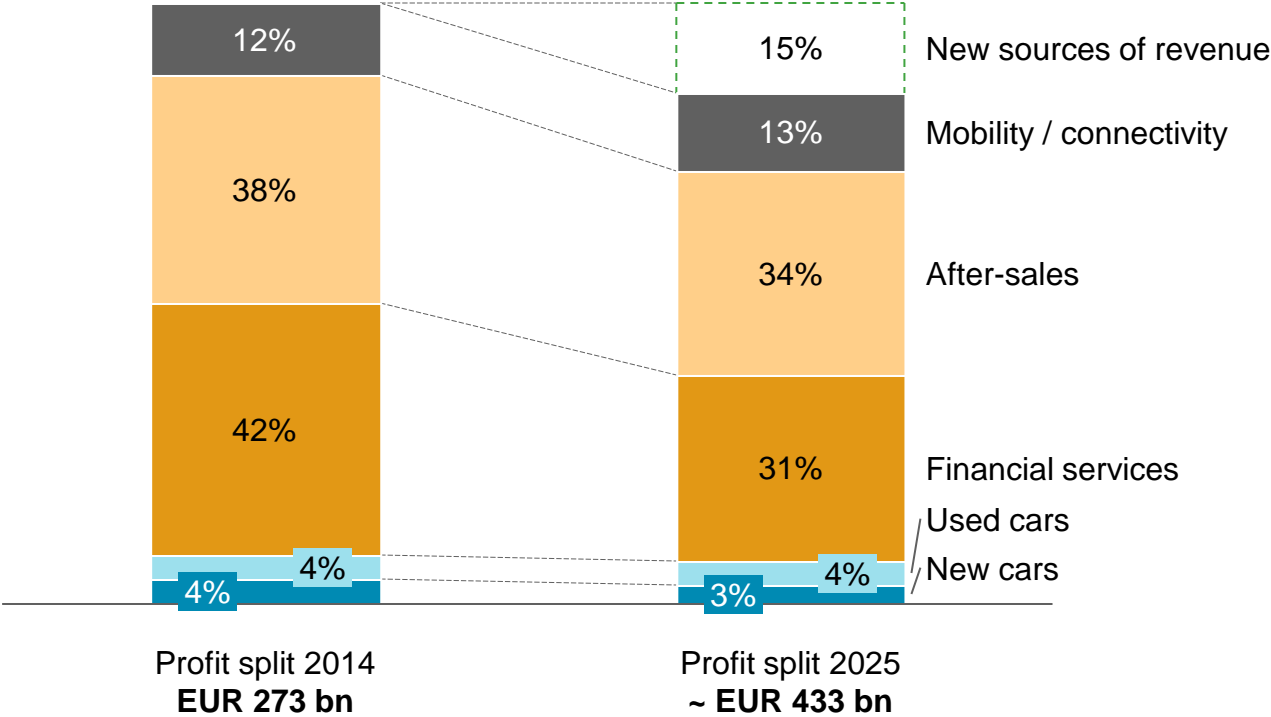
$\Sigma = \text{EUR } 433 \text{ bn}$



In 2025, vehicle-related services (financial services, after-sales) will still be the major revenue sources. The importance of mobility services is growing, and new revenue sources are emerging (such as in-vehicle e-/m-commerce)

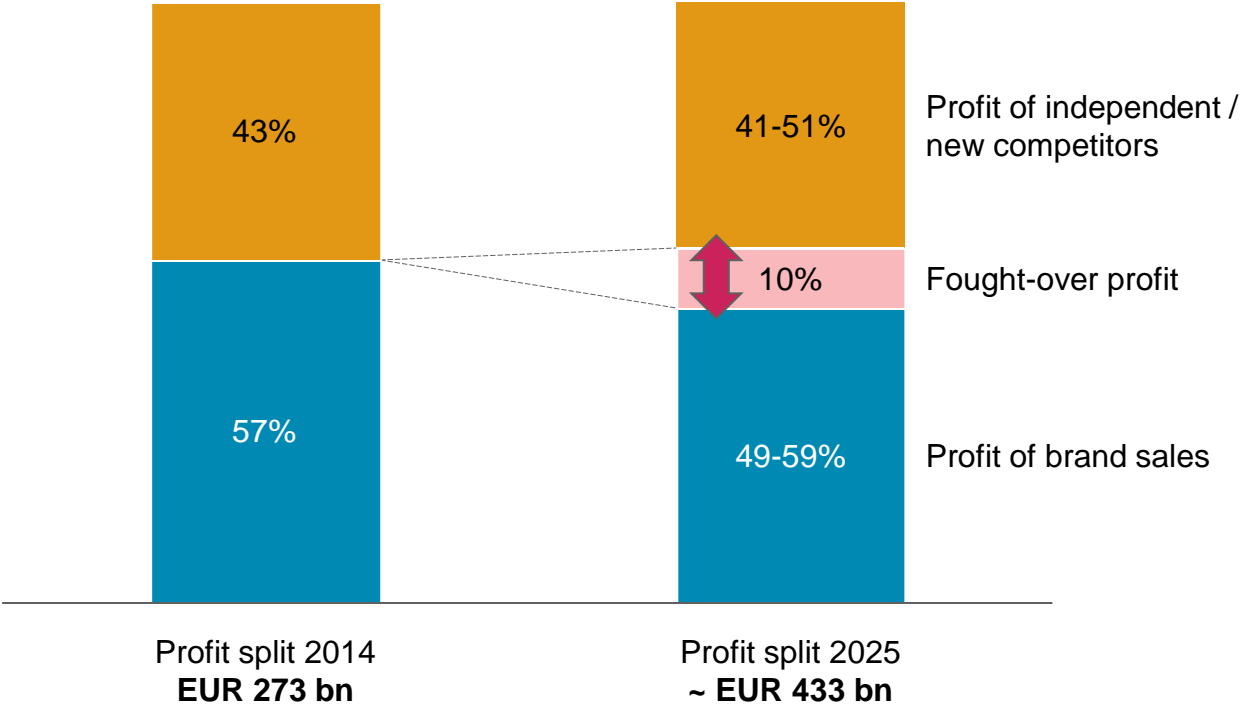
**Profit share by business segment**

Global, 2014 vs. 2025, %



More than EUR40 bn in system profit are up for discussion until 2025. They will be split up among the automotive manufacturers' brand sales, and independent and new competitors, respectively

**Profit share by channel**  
Global, 2014 vs. 2025, %



# The future importance of mobility-related services and new revenue sources (advertising, e-/m-commerce) will lead to the creation of new structures and rules of play

**Growth of global system revenue until 2035**  
Passenger cars, global, adjusted for inflation, share in %

