

## Annexes

### Annexe 1 : Production mondiale de véhicules de 1998 à 2013.

Source : (Organisation Internationale des Constructeurs Automobiles (OICA), 2014)

| <b>Manufacturers<br/>(1998)</b> | <b>Production motor<br/>vehicle (in<br/>thousands)</b> | <b>%</b> |       | <b>Herfindahl<br/>Index</b> |
|---------------------------------|--------------------------------------------------------|----------|-------|-----------------------------|
| GM                              | 7.582                                                  | 14,29%   | 14,29 | 204,07                      |
| Ford                            | 6.556                                                  | 12,35%   | 12,35 | 152,58                      |
| Toyota-Daihatsu                 | 5.210                                                  | 9,82%    | 9,82  | 96,36                       |
| Volkswagen                      | 4.809                                                  | 9,06%    | 9,06  | 82,10                       |
| Daimler-Chrysler                | 4.512                                                  | 8,50%    | 8,50  | 72,27                       |
| Fiat                            | 2.696                                                  | 5,08%    | 5,08  | 25,80                       |
| Nissan                          | 2.620                                                  | 4,94%    | 4,94  | 24,37                       |
| Honda                           | 2.328                                                  | 4,39%    | 4,39  | 19,24                       |
| Renault                         | 2.283                                                  | 4,30%    | 4,30  | 18,50                       |
| PSA                             | 2.247                                                  | 4,23%    | 4,23  | 17,92                       |
| Mitsubishi                      | 1.591                                                  | 3,00%    | 3,00  | 8,99                        |
| Suzuki - Maruti                 | 1.298                                                  | 2,45%    | 2,45  | 5,98                        |
| BMW Rover                       | 1.209                                                  | 2,28%    | 2,28  | 5,19                        |
| Mazda                           | 971                                                    | 1,83%    | 1,83  | 3,35                        |
| Hyundai                         | 899                                                    | 1,69%    | 1,69  | 2,87                        |
| Daewoo                          | 757                                                    | 1,43%    | 1,43  | 2,03                        |
| Avtovaz                         | 600                                                    | 1,13%    | 1,13  | 1,28                        |
| Fuji Subaru                     | 534                                                    | 1,01%    | 1,01  | 1,01                        |
| Isuzu                           | 497                                                    | 0,94%    | 0,94  | 0,88                        |
| Volvo                           | 493                                                    | 0,93%    | 0,93  | 0,86                        |
| Kia                             | 365                                                    | 0,69%    | 0,69  | 0,47                        |
| Gaz                             | 192                                                    | 0,36%    | 0,36  | 0,13                        |
| China First ACG                 | 168                                                    | 0,32%    | 0,32  | 0,10                        |
| Dongfeng MC                     | 156                                                    | 0,29%    | 0,29  | 0,09                        |
| Navistar                        | 128                                                    | 0,24%    | 0,24  | 0,06                        |
| Tata                            | 118                                                    | 0,22%    | 0,22  | 0,05                        |
| Changan                         | 115                                                    | 0,22%    | 0,22  | 0,05                        |
| Yuejin                          | 102                                                    | 0,19%    | 0,19  | 0,04                        |
| Proton                          | 96                                                     | 0,18%    | 0,18  | 0,03                        |
| Paccar                          | 95                                                     | 0,18%    | 0,18  | 0,03                        |
| Man                             | 54                                                     | 0,10%    | 0,10  | 0,01                        |
| Scania                          | 50                                                     | 0,09%    | 0,09  | 0,01                        |
| Ssangyong                       | 44                                                     | 0,08%    | 0,08  | 0,01                        |
| Samsung                         | 42                                                     | 0,08%    | 0,08  | 0,01                        |
| Hino                            | 40                                                     | 0,08%    | 0,08  | 0,01                        |

|        |                                                     |         |      |        |
|--------|-----------------------------------------------------|---------|------|--------|
| Asia   | 25                                                  | 0,05%   | 0,05 | 0,00   |
| Others | 1.593                                               | 3,00%   | 3,00 | 9,01   |
|        |                                                     |         |      |        |
| Total: | 53.075                                              | 100,00% |      | 755,75 |
|        | 51.482                                              |         |      | 746,74 |
|        |                                                     |         |      | 739,47 |
|        | Pays de la Triade                                   |         |      |        |
|        | Nous ne prenons pas en compte la catégorie "autres" |         |      |        |

| <b>Manufacturers<br/>(1999)</b> | Production motor<br>vehicle (in<br>thousands) | %      |       | Herfindahl<br>Index |
|---------------------------------|-----------------------------------------------|--------|-------|---------------------|
|                                 |                                               |        |       |                     |
| GM                              | 8.421                                         | 15,05% | 15,05 | 226,49              |
| Ford                            | 6.638                                         | 11,86% | 11,86 | 140,73              |
| Toyota-Daihatsu                 | 5.462                                         | 9,76%  | 9,76  | 95,29               |
| Daimler-Chrysler                | 4.828                                         | 8,63%  | 8,63  | 74,45               |
| Volkswagen                      | 4.784                                         | 8,55%  | 8,55  | 73,10               |
| Fiat                            | 2.631                                         | 4,70%  | 4,70  | 22,11               |
| PSA                             | 2.515                                         | 4,49%  | 4,49  | 20,20               |
| Nissan                          | 2.455                                         | 4,39%  | 4,39  | 19,25               |
| Honda                           | 2.425                                         | 4,33%  | 4,33  | 18,78               |
| Renault                         | 2.347                                         | 4,19%  | 4,19  | 17,59               |
| Mitsubishi                      | 1.555                                         | 2,78%  | 2,78  | 7,72                |
| Suzuki - Maruti                 | 1.524                                         | 2,72%  | 2,72  | 7,42                |
| Hyundai                         | 1.307                                         | 2,34%  | 2,34  | 5,46                |
| BMW Rover                       | 1.147                                         | 2,05%  | 2,05  | 4,20                |
| Mazda                           | 967                                           | 1,73%  | 1,73  | 2,99                |
| Daewoo                          | 930                                           | 1,66%  | 1,66  | 2,76                |
| Kia                             | 796                                           | 1,42%  | 1,42  | 2,02                |
| Autovaz                         | 718                                           | 1,28%  | 1,28  | 1,65                |
| Fuji Subaru                     | 577                                           | 1,03%  | 1,03  | 1,06                |
| Isuzu                           | 522                                           | 0,93%  | 0,93  | 0,87                |
| Volvo                           | 504                                           | 0,90%  | 0,90  | 0,81                |
| Gaz                             | 240                                           | 0,43%  | 0,43  | 0,18                |
| China First ACG                 | 193                                           | 0,34%  | 0,34  | 0,12                |
| Tata                            | 182                                           | 0,33%  | 0,33  | 0,11                |
| Proton                          | 172                                           | 0,31%  | 0,31  | 0,09                |
| Changan                         | 171                                           | 0,31%  | 0,31  | 0,09                |
| Dongfeng MC                     | 168                                           | 0,30%  | 0,30  | 0,09                |
| Paccar                          | 103                                           | 0,18%  | 0,18  | 0,03                |
| Navistar                        | 99                                            | 0,18%  | 0,18  | 0,03                |
| Ssangyong                       | 98                                            | 0,18%  | 0,18  | 0,03                |

|         |        |         |      |        |
|---------|--------|---------|------|--------|
| Yuejin  | 71     | 0,13%   | 0,13 | 0,02   |
| Man     | 60     | 0,11%   | 0,11 | 0,01   |
| Scania  | 50     | 0,09%   | 0,09 | 0,01   |
| Hino    | 35     | 0,06%   | 0,06 | 0,00   |
| Asia    | 22     | 0,04%   | 0,04 | 0,00   |
| Samsung | 16     | 0,03%   | 0,03 | 0,00   |
| Others  | 1.222  | 2,18%   | 2,18 | 4,77   |
| -       |        |         |      |        |
| Total   | 55.955 | 100,00% |      | 750,55 |
|         | 54.733 |         |      | 745,78 |
|         |        |         |      | 733,07 |

| <b><u>Manufacturers</u></b><br><b>(2000)</b> | Production motor<br>vehicle (in<br>thousands) | %      |       | Herfindahl<br>Index |
|----------------------------------------------|-----------------------------------------------|--------|-------|---------------------|
| GM                                           | 8.133.375                                     | 13,93% | 13,93 | 194,01              |
| Ford                                         | 7.322.951                                     | 12,54% | 12,54 | 157,28              |
| Toyota-Daihatsu                              | 5.954.723                                     | 10,20% | 10,20 | 103,99              |
| Volkswagen                                   | 5.106.749                                     | 8,75%  | 8,75  | 76,49               |
| Daimler-Chrysler                             | 4.666.640                                     | 7,99%  | 7,99  | 63,87               |
| PSA                                          | 2.879.422                                     | 4,93%  | 4,93  | 24,32               |
| Fiat-Iveco                                   | 2.641.444                                     | 4,52%  | 4,52  | 20,46               |
| Nissan                                       | 2.628.783                                     | 4,50%  | 4,50  | 20,27               |
| Renault                                      | 2.514.897                                     | 4,31%  | 4,31  | 18,55               |
| Honda                                        | 2.505.256                                     | 4,29%  | 4,29  | 18,41               |
| Hyundai Kia                                  | 2.488.321                                     | 4,26%  | 4,26  | 18,16               |
| Mitsubishi                                   | 1.827.186                                     | 3,13%  | 3,13  | 9,79                |
| Suzuki Maruti                                | 1.457.056                                     | 2,50%  | 2,50  | 6,23                |
| Mazda                                        | 925.876                                       | 1,59%  | 1,59  | 2,51                |
| BMW                                          | 834.628                                       | 1,43%  | 1,43  | 2,04                |
| Avtovaz                                      | 755.997                                       | 1,29%  | 1,29  | 1,68                |
| Daewoo                                       | 716.250                                       | 1,23%  | 1,23  | 1,50                |
| Fuji Subaru                                  | 581.035                                       | 1,00%  | 1,00  | 0,99                |
| Isuzu                                        | 539.085                                       | 0,92%  | 0,92  | 0,85                |
| Gaz                                          | 227.673                                       | 0,39%  | 0,39  | 0,15                |
| Changan                                      | 203.127                                       | 0,35%  | 0,35  | 0,12                |
| Tata                                         | 193.580                                       | 0,33%  | 0,33  | 0,11                |
| MG Rover                                     | 174.885                                       | 0,30%  | 0,30  | 0,09                |
| Dongfeng MC                                  | 157.038                                       | 0,27%  | 0,27  | 0,07                |
| Beijing JC                                   | 124.824                                       | 0,21%  | 0,21  | 0,05                |
| Harbin                                       | 122.007                                       | 0,21%  | 0,21  | 0,04                |

|             |            |         |      |        |
|-------------|------------|---------|------|--------|
| Ssangyong   | 117.485    | 0,20%   | 0,20 | 0,04   |
| Paccar Daf  | 101.572    | 0,17%   | 0,17 | 0,03   |
| Navistar    | 95.242     | 0,16%   | 0,16 | 0,03   |
| Volvo Truck | 93.262     | 0,16%   | 0,16 | 0,03   |
| Perodua     | 85.000     | 0,15%   | 0,15 | 0,02   |
| UAZ         | 84.872     | 0,15%   | 0,15 | 0,02   |
| MAN         | 70.562     | 0,12%   | 0,12 | 0,01   |
| Kamaz       | 57.043     | 0,10%   | 0,10 | 0,01   |
| Scania      | 55.581     | 0,10%   | 0,10 | 0,01   |
| Porsche     | 51.574     | 0,09%   | 0,09 | 0,01   |
| Roslada     | 31.941     | 0,05%   | 0,05 | 0,00   |
| SVC         | 15.943     | 0,03%   | 0,03 | 0,00   |
| Samsung     | 13.416     | 0,02%   | 0,02 | 0,00   |
| Irisbus     | 7.894      | 0,01%   | 0,01 | 0,00   |
| Evobus      | 6.906      | 0,01%   | 0,01 | 0,00   |
| Others      | 1.821.275  | 3,12%   | 3,12 | 9,73   |
|             |            |         |      |        |
| Total       | 58.392.376 | 100,00% |      | 751,97 |
|             | 56.571.101 |         |      | 742,24 |
|             |            |         |      | 720,16 |

| <b><u>Manufacturers</u></b><br>(2001) | Production motor<br>vehicle (in thousands) | %      |       | Herfindahl<br>Index |
|---------------------------------------|--------------------------------------------|--------|-------|---------------------|
|                                       |                                            |        |       |                     |
| GM                                    | 7.582.561                                  | 13,46% | 13,46 | 181,23              |
| Ford                                  | 6.676.491                                  | 11,85% | 11,85 | 140,50              |
| Toyota-Daihatsu                       | 6.054.968                                  | 10,75% | 10,75 | 115,56              |
| Volkswagen                            | 5.108.982                                  | 9,07%  | 9,07  | 82,27               |
| Daimler-Chrysler                      | 4.364.492                                  | 7,75%  | 7,75  | 60,04               |
| PSA                                   | 3.102.449                                  | 5,51%  | 5,51  | 30,34               |
| Honda                                 | 2.673.671                                  | 4,75%  | 4,75  | 22,53               |
| Nissan                                | 2.558.979                                  | 4,54%  | 4,54  | 20,64               |
| Hyundai Kia                           | 2.518.443                                  | 4,47%  | 4,47  | 19,99               |
| Fiat Iveco                            | 2.409.016                                  | 4,28%  | 4,28  | 18,29               |
| Renault                               | 2.375.084                                  | 4,22%  | 4,22  | 17,78               |
| Mitsubishi                            | 1.647.817                                  | 2,93%  | 2,93  | 8,56                |
| Suzuki Maruti                         | 1.541.103                                  | 2,74%  | 2,74  | 7,49                |
| Mazda                                 | 957.012                                    | 1,70%  | 1,70  | 2,89                |
| BMW                                   | 946.730                                    | 1,68%  | 1,68  | 2,83                |
| Avtovaz                               | 786.008                                    | 1,40%  | 1,40  | 1,95                |
| Fuji Subaru                           | 569.191                                    | 1,01%  | 1,01  | 1,02                |
| Daewoo                                | 503.689                                    | 0,89%  | 0,89  | 0,80                |
| Isuzu                                 | 453.554                                    | 0,81%  | 0,81  | 0,65                |

|                     |            |         |      |        |
|---------------------|------------|---------|------|--------|
| Dongfeng MC         | 366.112    | 0,65%   | 0,65 | 0,42   |
| CNAIC               | 260.246    | 0,46%   | 0,46 | 0,21   |
| Chana AG            | 225.399    | 0,40%   | 0,40 | 0,16   |
| Gaz Paz             | 201.759    | 0,36%   | 0,36 | 0,13   |
| Beijing AIG         | 200.524    | 0,36%   | 0,36 | 0,13   |
| Tata                | 175.769    | 0,31%   | 0,31 | 0,10   |
| MG Rover            | 163.144    | 0,29%   | 0,29 | 0,08   |
| Volvo               | 154.673    | 0,27%   | 0,27 | 0,08   |
| SAIC                | 151.591    | 0,27%   | 0,27 | 0,07   |
| FAW Group           | 128.976    | 0,23%   | 0,23 | 0,05   |
| Ssangyong           | 128.313    | 0,23%   | 0,23 | 0,05   |
| Ijmash Avto Roslada | 87.202     | 0,15%   | 0,15 | 0,02   |
| Paccar Daf          | 75.685     | 0,13%   | 0,13 | 0,02   |
| UAZ                 | 71.096     | 0,13%   | 0,13 | 0,02   |
| Navistar            | 69.640     | 0,12%   | 0,12 | 0,02   |
| Man                 | 68.144     | 0,12%   | 0,12 | 0,01   |
| Mahindra            | 62.020     | 0,11%   | 0,11 | 0,01   |
| Kamaz               | 59.946     | 0,11%   | 0,11 | 0,01   |
| Porsche             | 56.746     | 0,10%   | 0,10 | 0,01   |
| Scania              | 48.129     | 0,09%   | 0,09 | 0,01   |
| Hindustan           | 24.063     | 0,04%   | 0,04 | 0,00   |
| Others              | 715.850    | 1,27%   | 1,27 | 1,62   |
|                     |            |         |      |        |
|                     |            |         |      |        |
| Total               | 56.325.267 | 100,00% |      | 738,59 |
|                     | 55.609.417 |         |      | 736,98 |
|                     |            |         |      | 712,79 |

| <b><u>Manufacturers</u></b><br>(2002) | Production motor<br>vehicle (in thousands) | %      |       | Herfindahl<br>Index |
|---------------------------------------|--------------------------------------------|--------|-------|---------------------|
|                                       |                                            |        |       |                     |
| GM                                    | 8.325.835                                  | 14,14% | 14,14 | 200,05              |
| Ford                                  | 6.729.499                                  | 11,43% | 11,43 | 130,69              |
| Toyota-Daihatsu                       | 6.626.387                                  | 11,26% | 11,26 | 126,72              |
| Volkswagen                            | 5.017.438                                  | 8,52%  | 8,52  | 72,65               |
| Daimler-Chrysler                      | 4.456.325                                  | 7,57%  | 7,57  | 57,31               |
| PSA                                   | 3.262.146                                  | 5,54%  | 5,54  | 30,71               |
| Honda                                 | 2.988.427                                  | 5,08%  | 5,08  | 25,77               |
| Nissan                                | 2.718.828                                  | 4,62%  | 4,62  | 21,33               |
| Hyundai Kia                           | 2.641.825                                  | 4,49%  | 4,49  | 20,14               |
| Renault                               | 2.328.508                                  | 3,96%  | 3,96  | 15,65               |
| Fiat Iveco                            | 2.190.595                                  | 3,72%  | 3,72  | 13,85               |
| Mitsubishi                            | 1.821.466                                  | 3,09%  | 3,09  | 9,57                |

|               |            |         |      |        |
|---------------|------------|---------|------|--------|
| Suzuki Maruti | 1.703.959  | 2,89%   | 2,89 | 8,38   |
| BMW           | 1.090.258  | 1,85%   | 1,85 | 3,43   |
| Mazda         | 1.044.536  | 1,77%   | 1,77 | 3,15   |
| Avtovaz       | 703.040    | 1,19%   | 1,19 | 1,43   |
| Subaru        | 541.783    | 0,92%   | 0,92 | 0,85   |
| CNAIC         | 454.669    | 0,77%   | 0,77 | 0,60   |
| Isuzu         | 436.734    | 0,74%   | 0,74 | 0,55   |
| Daewoo        | 406.907    | 0,69%   | 0,69 | 0,48   |
| FAW group     | 370.092    | 0,63%   | 0,63 | 0,40   |
| Dongfeng MC   | 334.103    | 0,57%   | 0,57 | 0,32   |
| Chana AG      | 261.064    | 0,44%   | 0,44 | 0,20   |
| SAIC          | 201.191    | 0,34%   | 0,34 | 0,12   |
| Gaz           | 198.135    | 0,34%   | 0,34 | 0,11   |
| Tata          | 174.624    | 0,30%   | 0,30 | 0,09   |
| Ssangyong     | 162.792    | 0,28%   | 0,28 | 0,08   |
| Volvo Truck   | 160.820    | 0,27%   | 0,27 | 0,07   |
| MG Rover      | 147.037    | 0,25%   | 0,25 | 0,06   |
| Beijing AIG   | 146.426    | 0,25%   | 0,25 | 0,06   |
| Paccar Daf    | 88.416     | 0,15%   | 0,15 | 0,02   |
| Ijmash Avto   | 78.236     | 0,13%   | 0,13 | 0,02   |
| Mahindra      | 72.320     | 0,12%   | 0,12 | 0,02   |
| UAZ           | 69.480     | 0,12%   | 0,12 | 0,01   |
| Navistar      | 69.516     | 0,12%   | 0,12 | 0,01   |
| Man           | 59.341     | 0,10%   | 0,10 | 0,01   |
| Kamaz         | 58.791     | 0,10%   | 0,10 | 0,01   |
| Porsche       | 55.903     | 0,09%   | 0,09 | 0,01   |
| Scania        | 45.145     | 0,08%   | 0,08 | 0,01   |
| Roslada       | 41.424     | 0,07%   | 0,07 | 0,00   |
| Nissan Diesel | 26.768     | 0,05%   | 0,05 | 0,00   |
| Hindustan     | 23.649     | 0,04%   | 0,04 | 0,00   |
| Others        | 530.510    | 0,90%   | 0,90 | 0,81   |
|               |            |         |      |        |
| Total         | 58.864.948 | 100,00% |      | 745,76 |
|               | 58.334.438 |         |      | 744,95 |
|               |            |         |      | 720,74 |

| <b>Manufacturers (2003)</b> | Production motor vehicle (in thousands) | %      |       | Herfindahl Index |
|-----------------------------|-----------------------------------------|--------|-------|------------------|
|                             |                                         |        |       |                  |
| GM                          | 8.185.997                               | 13,50% | 13,50 | 182,38           |
| Ford                        | 6.566.089                               | 10,83% | 10,83 | 117,34           |
| Toyota                      | 6.240.526                               | 10,30% | 10,30 | 105,99           |

|                             |           |       |      |       |
|-----------------------------|-----------|-------|------|-------|
| Volkswagen                  | 5.024.032 | 8,29% | 8,29 | 68,70 |
| Daimler-Chrysler            | 4.231.603 | 6,98% | 6,98 | 48,73 |
| PSA                         | 3.310.368 | 5,46% | 5,46 | 29,82 |
| Nissan                      | 2.942.306 | 4,85% | 4,85 | 23,56 |
| Honda                       | 2.922.526 | 4,82% | 4,82 | 23,25 |
| Hyundai Kia                 | 2.697.435 | 4,45% | 4,45 | 19,80 |
| Renault                     | 2.386.098 | 3,94% | 3,94 | 15,50 |
| Fiat Iveco                  | 2.077.828 | 3,43% | 3,43 | 11,75 |
| Suzuki Maruti               | 1.811.214 | 2,99% | 2,99 | 8,93  |
| Mitsubishi                  | 1.582.205 | 2,61% | 2,61 | 6,81  |
| Mazda                       | 1.152.578 | 1,90% | 1,90 | 3,62  |
| BMW                         | 1.118.940 | 1,85% | 1,85 | 3,41  |
| Daihatsu                    | 897.116   | 1,48% | 1,48 | 2,19  |
| Avtovaz                     | 699.888   | 1,15% | 1,15 | 1,33  |
| FAW group                   | 556.391   | 0,92% | 0,92 | 0,84  |
| Subaru                      | 544.868   | 0,90% | 0,90 | 0,81  |
| Daewoo                      | 520.556   | 0,86% | 0,86 | 0,74  |
| Isuzu                       | 492.464   | 0,81% | 0,81 | 0,66  |
| Dongfeng MC                 | 367.537   | 0,61% | 0,61 | 0,37  |
| Tata                        | 288.998   | 0,48% | 0,48 | 0,23  |
| Beijing AIG                 | 261.868   | 0,43% | 0,43 | 0,19  |
| SAIC                        | 222.726   | 0,37% | 0,37 | 0,14  |
| Gaz                         | 201.399   | 0,33% | 0,33 | 0,11  |
| Harbin Hafei Automotive     | 200.007   | 0,33% | 0,33 | 0,11  |
| Ssangyong                   | 159.314   | 0,26% | 0,26 | 0,07  |
| Volvo Renault truck         | 153.573   | 0,25% | 0,25 | 0,06  |
| MG Rover                    | 133.557   | 0,22% | 0,22 | 0,05  |
| Jinbei Auto Holding         | 124.438   | 0,21% | 0,21 | 0,04  |
| Changhe Aircraft industries | 118.121   | 0,19% | 0,19 | 0,04  |
| SAIC Cherry auto            | 101.141   | 0,17% | 0,17 | 0,03  |
| Nanjing auto                | 99.469    | 0,16% | 0,16 | 0,03  |
| Mahindra                    | 94.782    | 0,16% | 0,16 | 0,02  |
| Ijmach Avto                 | 94.124    | 0,16% | 0,16 | 0,02  |
| Paccar Daf                  | 94.099    | 0,16% | 0,16 | 0,02  |
| Anhui Jianghuai Auto        | 93.646    | 0,15% | 0,15 | 0,02  |
| Southeast Auto Industrial   | 86.655    | 0,14% | 0,14 | 0,02  |
| Hino                        | 83.122    | 0,14% | 0,14 | 0,02  |
| Porsche                     | 81.324    | 0,13% | 0,13 | 0,02  |
| UAZ                         | 76.897    | 0,13% | 0,13 | 0,02  |
| Navistar                    | 66.495    | 0,11% | 0,11 | 0,01  |
| Kamaz                       | 64.082    | 0,11% | 0,11 | 0,01  |
| Jiangling Motor Group       | 63.169    | 0,10% | 0,10 | 0,01  |
| Man                         | 60.775    | 0,10% | 0,10 | 0,01  |
| Scania                      | 51.276    | 0,08% | 0,08 | 0,01  |
| Nissan Diesel               | 38.848    | 0,06% | 0,06 | 0,00  |

|           |            |         |      |        |
|-----------|------------|---------|------|--------|
| Roslada   | 27.649     | 0,05%   | 0,05 | 0,00   |
| Hindustan | 15.801     | 0,03%   | 0,03 | 0,00   |
| Irisbus   | 10.330     | 0,02%   | 0,02 | 0,00   |
| Evobus    | 6.587      | 0,01%   | 0,01 | 0,00   |
| Others    | 1.113.277  | 1,84%   | 1,84 | 3,37   |
|           |            |         |      |        |
| Total     | 60.616.114 | 100,00% |      | 681,20 |
|           | 59.502.837 |         |      | 677,83 |
|           |            |         |      | 653,50 |

| <b>Manufacturers (2004)</b> | Production motor vehicle (in thousands) | %      |       | Herfindahl Index |
|-----------------------------|-----------------------------------------|--------|-------|------------------|
|                             |                                         |        |       |                  |
| GM                          | 8.066.536                               | 12,40% | 12,40 | 153,74           |
| Toyota                      | 6.814.554                               | 10,47% | 10,47 | 109,72           |
| Ford                        | 6.644.024                               | 10,21% | 10,21 | 104,30           |
| Volkswagen                  | 5.095.480                               | 7,83%  | 7,83  | 61,34            |
| Daimler-Chrysler            | 4.627.883                               | 7,11%  | 7,11  | 50,60            |
| PSA                         | 3.405.245                               | 5,23%  | 5,23  | 27,40            |
| Honda                       | 3.237.434                               | 4,98%  | 4,98  | 24,76            |
| Nissan                      | 3.190.219                               | 4,90%  | 4,90  | 24,05            |
| Hyundai Kia                 | 2.766.321                               | 4,25%  | 4,25  | 18,08            |
| Renault                     | 2.471.654                               | 3,80%  | 3,80  | 14,43            |
| Fiat Iveco                  | 2.119.717                               | 3,26%  | 3,26  | 10,62            |
| Suzuki Maruti               | 1.976.824                               | 3,04%  | 3,04  | 9,23             |
| Mitsubishi                  | 2.428.563                               | 3,73%  | 3,73  | 13,93            |
| Mazda                       | 1.275.080                               | 1,96%  | 1,96  | 3,84             |
| BMW                         | 1.250.345                               | 1,92%  | 1,92  | 3,69             |
| Daihatsu                    | 965.295                                 | 1,48%  | 1,48  | 2,20             |
| Daewoo                      | 898.940                                 | 1,38%  | 1,38  | 1,91             |
| Avtovaz                     | 717.985                                 | 1,10%  | 1,10  | 1,22             |
| Subaru                      | 601.205                                 | 0,92%  | 0,92  | 0,85             |
| FAW group                   | 587.427                                 | 0,90%  | 0,90  | 0,82             |
| Beijing AIG                 | 538.699                                 | 0,83%  | 0,83  | 0,69             |
| Isuzu                       | 500.337                                 | 0,77%  | 0,77  | 0,59             |
| Dongfeng                    | 442.027                                 | 0,68%  | 0,68  | 0,46             |
| Chana Automobile Liability  | 418.587                                 | 0,64%  | 0,64  | 0,41             |
| Tata                        | 378.532                                 | 0,58%  | 0,58  | 0,34             |
| SAIC                        | 308.665                                 | 0,47%  | 0,47  | 0,23             |
| Gaz                         | 214.251                                 | 0,33%  | 0,33  | 0,11             |
| Harbin Hafei Automotive     | 205.991                                 | 0,32%  | 0,32  | 0,10             |
| Volvo Renault Truck         | 191.354                                 | 0,29%  | 0,29  | 0,09             |

|                            |            |         |      |        |
|----------------------------|------------|---------|------|--------|
| Mahindra                   | 185.468    | 0,29%   | 0,29 | 0,08   |
| Ssangyong                  | 144.358    | 0,22%   | 0,22 | 0,05   |
| Anhui Jianghuai Auto       | 131.300    | 0,20%   | 0,20 | 0,04   |
| Navistar                   | 125.507    | 0,19%   | 0,19 | 0,04   |
| Paccar Daf                 | 110.505    | 0,17%   | 0,17 | 0,03   |
| Jinbei Auto Holding        | 106.213    | 0,16%   | 0,16 | 0,03   |
| MG Rover                   | 104.289    | 0,16%   | 0,16 | 0,03   |
| Changhe Aircraft Industrie | 96.497     | 0,15%   | 0,15 | 0,02   |
| Ijmach Avto                | 94.845     | 0,15%   | 0,15 | 0,02   |
| Hino                       | 94.551     | 0,15%   | 0,15 | 0,02   |
| Nanjing Auto               | 91.744     | 0,14%   | 0,14 | 0,02   |
| Zhejiang Geely             | 84.095     | 0,13%   | 0,13 | 0,02   |
| Porsche                    | 79.565     | 0,12%   | 0,12 | 0,01   |
| Cherry Auto                | 70.482     | 0,11%   | 0,11 | 0,01   |
| Man                        | 70.450     | 0,11%   | 0,11 | 0,01   |
| Kamaz                      | 66.701     | 0,10%   | 0,10 | 0,01   |
| UAZ                        | 58.672     | 0,09%   | 0,09 | 0,01   |
| Scania                     | 57.798     | 0,09%   | 0,09 | 0,01   |
| Soueast Auto Industrial    | 54.904     | 0,08%   | 0,08 | 0,01   |
| Nissan diesel              | 40.107     | 0,06%   | 0,06 | 0,00   |
| Evobus                     | 7.768      | 0,01%   | 0,01 | 0,00   |
| Irisbus                    | 5.997      | 0,01%   | 0,01 | 0,00   |
| Others                     | 836.297    | 1,29%   | 1,29 | 1,65   |
|                            |            |         |      |        |
| Total                      | 65.057.287 | 100,00% |      | 641,87 |
|                            | 64.220.990 |         |      | 640,22 |
|                            |            |         |      | 615,35 |

| <b>Manufacturers (2005)</b> | Production motor vehicle (in thousands) | %      |       | Herfindahl Index |
|-----------------------------|-----------------------------------------|--------|-------|------------------|
|                             |                                         |        |       |                  |
| GM                          | 9.097.855                               | 13,65% | 13,65 | 186,23           |
| Toyota                      | 7.338.314                               | 11,01% | 11,01 | 121,16           |
| Ford                        | 6.497.746                               | 9,75%  | 9,75  | 95,00            |
| Volkswagen                  | 5.211.413                               | 7,82%  | 7,82  | 61,11            |
| Daimler-Chrysler            | 4.815.593                               | 7,22%  | 7,22  | 52,18            |
| Nissan                      | 3.494.274                               | 5,24%  | 5,24  | 27,47            |
| Honda                       | 3.436.164                               | 5,15%  | 5,15  | 26,57            |
| PSA                         | 3.375.366                               | 5,06%  | 5,06  | 25,63            |
| Hyundai Kia                 | 3.091.060                               | 4,64%  | 4,64  | 21,50            |
| Renault                     | 2.616.818                               | 3,93%  | 3,93  | 15,41            |
| Suzuki Maruti               | 2.071.707                               | 3,11%  | 3,11  | 9,66             |
| Fiat Iveco                  | 2.037.695                               | 3,06%  | 3,06  | 9,34             |

|                            |            |         |      |        |
|----------------------------|------------|---------|------|--------|
| Mitsubishi                 | 1.331.060  | 2,00%   | 2,00 | 3,99   |
| BMW                        | 1.323.119  | 1,98%   | 1,98 | 3,94   |
| Mazda                      | 1.287.561  | 1,93%   | 1,93 | 3,73   |
| Daihatsu                   | 1.011.249  | 1,52%   | 1,52 | 2,30   |
| Avtovaz                    | 721.492    | 1,08%   | 1,08 | 1,17   |
| Dongfeng                   | 593.055    | 0,89%   | 0,89 | 0,79   |
| Subaru                     | 591.825    | 0,89%   | 0,89 | 0,79   |
| Beijing AIG                | 559.190    | 0,84%   | 0,84 | 0,70   |
| FAW Group                  | 539.029    | 0,81%   | 0,81 | 0,65   |
| SAIC Ssangyong             | 518.353    | 0,78%   | 0,78 | 0,60   |
| Isuzu                      | 510.730    | 0,77%   | 0,77 | 0,59   |
| Chana Automobile Liability | 422.168    | 0,63%   | 0,63 | 0,40   |
| Tata                       | 419.445    | 0,63%   | 0,63 | 0,40   |
| Harbin Hafei Automotive    | 225.260    | 0,34%   | 0,34 | 0,11   |
| Volvo Renault Truck        | 215.420    | 0,32%   | 0,32 | 0,10   |
| Gaz                        | 214.755    | 0,32%   | 0,32 | 0,10   |
| Chery Auto                 | 185.588    | 0,28%   | 0,28 | 0,08   |
| Anhui Jianghuai Auto       | 167.436    | 0,25%   | 0,25 | 0,06   |
| Paccar Daf                 | 149.629    | 0,22%   | 0,22 | 0,05   |
| Zhejiang Geely             | 149.532    | 0,22%   | 0,22 | 0,05   |
| Mahindra                   | 125.994    | 0,19%   | 0,19 | 0,04   |
| Navistar                   | 122.326    | 0,18%   | 0,18 | 0,03   |
| Changhe Aircraft Industrie | 115.652    | 0,17%   | 0,17 | 0,03   |
| Nanjing Auto               | 111.397    | 0,17%   | 0,17 | 0,03   |
| Jinbei Auto Holding        | 109.505    | 0,16%   | 0,16 | 0,03   |
| Porsche                    | 98.135     | 0,15%   | 0,15 | 0,02   |
| Hino                       | 97.381     | 0,15%   | 0,15 | 0,02   |
| Man                        | 76.066     | 0,11%   | 0,11 | 0,01   |
| UAZ                        | 68.687     | 0,10%   | 0,10 | 0,01   |
| Great Wall Motor           | 67.657     | 0,10%   | 0,10 | 0,01   |
| Kamaz                      | 62.324     | 0,09%   | 0,09 | 0,01   |
| Scania                     | 59.506     | 0,09%   | 0,09 | 0,01   |
| Soueast Auto Industrial    | 58.649     | 0,09%   | 0,09 | 0,01   |
| Ijmaj Avto                 | 49.803     | 0,07%   | 0,07 | 0,01   |
| Nissan diesel              | 41.071     | 0,06%   | 0,06 | 0,00   |
| MG Rover                   | 29.141     | 0,04%   | 0,04 | 0,00   |
| Evobus                     | 7.309      | 0,01%   | 0,01 | 0,00   |
| Others                     | 1.146.664  | 1,72%   | 1,72 | 2,96   |
|                            |            |         |      |        |
| Total                      | 66.667.168 | 100,00% |      | 675,09 |
|                            | 65.520.504 |         |      | 672,13 |
|                            |            |         |      | 645,11 |

| <b>Manufacturers (2006)</b> | Production motor vehicle (in thousands) | %      |       | Herfindahl Index |
|-----------------------------|-----------------------------------------|--------|-------|------------------|
| GM                          | 8.965.305                               | 13,21% | 13,21 | 174,41           |
| Toyota                      | 8.036.010                               | 11,84% | 11,84 | 140,13           |
| Ford                        | 6.506.847                               | 9,58%  | 9,58  | 91,87            |
| Volkswagen                  | 5.684.603                               | 8,37%  | 8,37  | 70,12            |
| Honda                       | 3.669.514                               | 5,41%  | 5,41  | 29,22            |
| PSA                         | 3.356.859                               | 4,94%  | 4,94  | 24,45            |
| Nissan                      | 3.223.372                               | 4,75%  | 4,75  | 22,55            |
| Chrysler                    | 2.544.590                               | 3,75%  | 3,75  | 14,05            |
| Renault                     | 2.543.649                               | 3,75%  | 3,75  | 14,04            |
| Hyundai                     | 2.505.027                               | 3,69%  | 3,69  | 13,62            |
| Fiat                        | 2.319.642                               | 3,42%  | 3,42  | 11,68            |
| Suzuki                      | 2.297.277                               | 3,38%  | 3,38  | 11,45            |
| Daimler                     | 2.044.533                               | 3,01%  | 3,01  | 9,07             |
| Mazda                       | 1.396.412                               | 2,06%  | 2,06  | 4,23             |
| BMW                         | 1.366.838                               | 2,01%  | 2,01  | 4,05             |
| Mitsubishi                  | 1.313.409                               | 1,93%  | 1,93  | 3,74             |
| Kia                         | 1.270.722                               | 1,87%  | 1,87  | 3,50             |
| Daihatsu                    | 1.084.721                               | 1,60%  | 1,60  | 2,55             |
| Avtovaz                     | 765.627                                 | 1,13%  | 1,13  | 1,27             |
| Fuji                        | 587.274                                 | 0,87%  | 0,87  | 0,75             |
| Tata                        | 561.761                                 | 0,83%  | 0,83  | 0,68             |
| Isuzu                       | 523.648                                 | 0,77%  | 0,77  | 0,59             |
| Chana Automobile Liability  | 522.757                                 | 0,77%  | 0,77  | 0,59             |
| FAW                         | 479.287                                 | 0,71%  | 0,71  | 0,50             |
| Beijing Automobile          | 373.593                                 | 0,55%  | 0,55  | 0,30             |
| Dongfeng Motor              | 352.328                                 | 0,52%  | 0,52  | 0,27             |
| Chery                       | 319.389                                 | 0,47%  | 0,47  | 0,22             |
| Harbin Hafei                | 265.019                                 | 0,39%  | 0,39  | 0,15             |
| Volvo                       | 263.034                                 | 0,39%  | 0,39  | 0,15             |
| SAIC                        | 251.731                                 | 0,37%  | 0,37  | 0,14             |
| GAZ                         | 244.478                                 | 0,36%  | 0,36  | 0,13             |
| Geely                       | 207.149                                 | 0,31%  | 0,31  | 0,09             |
| Billiance                   | 190.377                                 | 0,28%  | 0,28  | 0,08             |
| Anhui Jiangghuai            | 175.421                                 | 0,26%  | 0,26  | 0,07             |
| Paccar                      | 166.844                                 | 0,25%  | 0,25  | 0,06             |
| Navistar                    | 154.913                                 | 0,23%  | 0,23  | 0,05             |
| Jiangxi Changhe             | 136.739                                 | 0,20%  | 0,20  | 0,04             |
| Mahindra                    | 136.194                                 | 0,20%  | 0,20  | 0,04             |
| Hino                        | 100.626                                 | 0,15%  | 0,15  | 0,02             |
| Porsche                     | 98.512                                  | 0,15%  | 0,15  | 0,02             |

|                  |            |         |      |        |
|------------------|------------|---------|------|--------|
| MAN              | 88.448     | 0,13%   | 0,13 | 0,02   |
| Great Wall Motor | 85.459     | 0,13%   | 0,13 | 0,02   |
| UAZ              | 63.776     | 0,09%   | 0,09 | 0,01   |
| Scania           | 66.737     | 0,10%   | 0,10 | 0,01   |
| BYD              | 60.135     | 0,09%   | 0,09 | 0,01   |
| China National   | 59.610     | 0,09%   | 0,09 | 0,01   |
| Fujian           | 49.145     | 0,07%   | 0,07 | 0,01   |
| Shannxi Auto*    | -          | 0,00%   | 0,00 | 0,00   |
| Shangdong Kaima* | -          | 0,00%   | 0,00 | 0,00   |
| Others           | 407.026    | 0,60%   | 0,60 | 0,36   |
|                  |            |         |      |        |
| Total            | 67.886.367 | 100,00% |      | 651,39 |
|                  | 67.479.341 |         |      | 651,03 |
|                  |            |         |      | 629,12 |

\* Production = 0 selon OICA

| <b>Manufacturers (2007)</b> | Production motor vehicle (in thousands) | %      |       | Herfindahl Index |
|-----------------------------|-----------------------------------------|--------|-------|------------------|
| GM                          | 9.349.818                               | 13,08% | 13,08 | 171,12           |
| Toyota                      | 8.534.690                               | 11,94% | 11,94 | 142,58           |
| Volkswagen                  | 6.267.506                               | 8,77%  | 8,77  | 76,89            |
| Ford                        | 6.247.506                               | 8,74%  | 8,74  | 76,40            |
| Honda                       | 3.911.814                               | 5,47%  | 5,47  | 29,95            |
| PSA                         | 3.457.385                               | 4,84%  | 4,84  | 23,40            |
| Nissan                      | 3.431.398                               | 4,80%  | 4,80  | 23,05            |
| Fiat                        | 2.679.451                               | 3,75%  | 3,75  | 14,05            |
| Renault                     | 2.669.040                               | 3,73%  | 3,73  | 13,94            |
| Hyundai                     | 2.617.725                               | 3,66%  | 3,66  | 13,41            |
| Suzuki                      | 2.596.316                               | 3,63%  | 3,63  | 13,19            |
| Chrysler                    | 2.538.624                               | 3,55%  | 3,55  | 12,61            |
| Daimler                     | 2.096.977                               | 2,93%  | 2,93  | 8,61             |
| BMW                         | 1.541.503                               | 2,16%  | 2,16  | 4,65             |
| Mitsubishi                  | 1.411.975                               | 1,98%  | 1,98  | 3,90             |
| Kia                         | 1.369.330                               | 1,92%  | 1,92  | 3,67             |
| Mazda                       | 1.286.730                               | 1,80%  | 1,80  | 3,24             |
| Daihatsu                    | 856.171                                 | 1,20%  | 1,20  | 1,43             |
| Avtovaz                     | 735.897                                 | 1,03%  | 1,03  | 1,06             |
| FAW                         | 690.712                                 | 0,97%  | 0,97  | 0,93             |
| Tata                        | 588.158                                 | 0,82%  | 0,82  | 0,68             |
| Fuji                        | 585.028                                 | 0,82%  | 0,82  | 0,67             |
| Chana Automobile Liability  | 543.787                                 | 0,76%  | 0,76  | 0,58             |

|                    |            |         |      |        |
|--------------------|------------|---------|------|--------|
| Isuzu              | 532.013    | 0,74%   | 0,74 | 0,55   |
| Beijing Automobile | 454.272    | 0,64%   | 0,64 | 0,40   |
| Dongfeng Motor     | 437.035    | 0,61%   | 0,61 | 0,37   |
| Chery              | 427.882    | 0,60%   | 0,60 | 0,36   |
| SAIC               | 313.002    | 0,44%   | 0,44 | 0,19   |
| Brilliance         | 293.588    | 0,41%   | 0,41 | 0,17   |
| Gaz                | 248.839    | 0,35%   | 0,35 | 0,12   |
| Volvo              | 236.024    | 0,33%   | 0,33 | 0,11   |
| Harbin Hafei       | 231.488    | 0,32%   | 0,32 | 0,10   |
| Geely              | 216.774    | 0,30%   | 0,30 | 0,09   |
| Anhui Jiangghuai   | 209.880    | 0,29%   | 0,29 | 0,09   |
| Mahindra           | 168.556    | 0,24%   | 0,24 | 0,06   |
| Paccar             | 126.960    | 0,18%   | 0,18 | 0,03   |
| Great Wall Motor   | 122.605    | 0,17%   | 0,17 | 0,03   |
| Jiangxi Changhe    | 112.083    | 0,16%   | 0,16 | 0,02   |
| Porsche            | 107.170    | 0,15%   | 0,15 | 0,02   |
| Hino               | 106.893    | 0,15%   | 0,15 | 0,02   |
| BYD                | 100.376    | 0,14%   | 0,14 | 0,02   |
| China National     | 100.202    | 0,14%   | 0,14 | 0,02   |
| Man                | 98.441     | 0,14%   | 0,14 | 0,02   |
| Navistar           | 86.758     | 0,12%   | 0,12 | 0,01   |
| Fujian             | 84.138     | 0,12%   | 0,12 | 0,01   |
| Scania             | 78.331     | 0,11%   | 0,11 | 0,01   |
| UAZ                | 72.162     | 0,10%   | 0,10 | 0,01   |
| Shannxi Auto       | 68.160     | 0,10%   | 0,10 | 0,01   |
| Shangdong Kaima    | 65.790     | 0,09%   | 0,09 | 0,01   |
| Others             | 368.728    | 0,52%   | 0,52 | 0,27   |
|                    |            |         |      |        |
| Total              | 71.475.691 | 100,00% |      | 643,18 |
|                    | 71.106.963 |         |      | 642,91 |
|                    |            |         |      | 619,83 |

| <b>Manufacturers (2008)</b> | Production motor vehicle (in thousands) | %      |       | Herfindahl Index |
|-----------------------------|-----------------------------------------|--------|-------|------------------|
|                             |                                         |        |       |                  |
| Toyota                      | 9.237.780                               | 13,47% | 13,47 | 181,42           |
| GM                          | 8.282.803                               | 12,08% | 12,08 | 145,85           |
| Volkswagen                  | 6.437.414                               | 9,39%  | 9,39  | 88,10            |
| Ford                        | 5.407.000                               | 7,88%  | 7,88  | 62,15            |
| Honda                       | 3.912.700                               | 5,70%  | 5,70  | 32,55            |
| Nissan                      | 3.395.065                               | 4,95%  | 4,95  | 24,50            |
| PSA                         | 3.325.407                               | 4,85%  | 4,85  | 23,51            |
| Hyundai                     | 2.777.137                               | 4,05%  | 4,05  | 16,40            |

|                            |            |         |      |        |
|----------------------------|------------|---------|------|--------|
| Suzuki                     | 2.623.567  | 3,83%   | 3,83 | 14,63  |
| Fiat                       | 2.524.325  | 3,68%   | 3,68 | 13,55  |
| Renault                    | 2.417.351  | 3,52%   | 3,52 | 12,42  |
| Daimler AG                 | 2.174.299  | 3,17%   | 3,17 | 10,05  |
| Chrysler                   | 1.893.068  | 2,76%   | 2,76 | 7,62   |
| BMW                        | 1.439.918  | 2,10%   | 2,10 | 4,41   |
| Kia                        | 1.395.324  | 2,03%   | 2,03 | 4,14   |
| Mazda                      | 1.349.274  | 1,97%   | 1,97 | 3,87   |
| Mitsubishi                 | 1.309.231  | 1,91%   | 1,91 | 3,64   |
| Avtovaz                    | 801.563    | 1,17%   | 1,17 | 1,37   |
| Tata                       | 798.265    | 1,16%   | 1,16 | 1,35   |
| FAW                        | 637.720    | 0,93%   | 0,93 | 0,86   |
| Fuji                       | 616.497    | 0,90%   | 0,90 | 0,81   |
| Isuzu                      | 538.810    | 0,79%   | 0,79 | 0,62   |
| Chana Automobile Liability | 531.149    | 0,77%   | 0,77 | 0,60   |
| Dongfeng Motor             | 489.266    | 0,71%   | 0,71 | 0,51   |
| Beijing Automobile         | 446.680    | 0,65%   | 0,65 | 0,42   |
| Chery                      | 350.560    | 0,51%   | 0,51 | 0,26   |
| SAIC                       | 282.003    | 0,41%   | 0,41 | 0,17   |
| Volvo                      | 248.991    | 0,36%   | 0,36 | 0,13   |
| Brilliance                 | 241.553    | 0,35%   | 0,35 | 0,12   |
| Harbin Hafei               | 226.754    | 0,33%   | 0,33 | 0,11   |
| Geely                      | 220.955    | 0,32%   | 0,32 | 0,10   |
| Anhui Jiangghuai           | 207.711    | 0,30%   | 0,30 | 0,09   |
| BYD                        | 192.971    | 0,28%   | 0,28 | 0,08   |
| GAZ                        | 187.053    | 0,27%   | 0,27 | 0,07   |
| Mahindra                   | 162.816    | 0,24%   | 0,24 | 0,06   |
| Proton                     | 157.306    | 0,23%   | 0,23 | 0,05   |
| Great Wall Motor           | 129.651    | 0,19%   | 0,19 | 0,04   |
| Paccar                     | 125.084    | 0,18%   | 0,18 | 0,03   |
| Chongqing Lifan            | 122.783    | 0,18%   | 0,18 | 0,03   |
| MAN                        | 108.053    | 0,16%   | 0,16 | 0,02   |
| Jianxi Changhe             | 107.422    | 0,16%   | 0,16 | 0,02   |
| China National             | 106.377    | 0,16%   | 0,16 | 0,02   |
| Porsche                    | 96.721     | 0,14%   | 0,14 | 0,02   |
| Luaz                       | 90.548     | 0,13%   | 0,13 | 0,02   |
| Navistar                   | 90.264     | 0,13%   | 0,13 | 0,02   |
| Scania                     | 79.874     | 0,12%   | 0,12 | 0,01   |
| Shannxi Auto               | 75.220     | 0,11%   | 0,11 | 0,01   |
| UAZ                        | 72.181     | 0,11%   | 0,11 | 0,01   |
| Ashok Leyland              | 71.485     | 0,10%   | 0,10 | 0,01   |
| Kuozui                     | 67.891     | 0,10%   | 0,10 | 0,01   |
|                            |            |         |      |        |
| Total                      | 68.583.840 | 100,00% |      | 656,90 |
|                            |            |         |      | 629,86 |

| <b>Manufacturers (2009)</b> | Production motor vehicle (in thousands) | %      |       | Herfindahl Index |
|-----------------------------|-----------------------------------------|--------|-------|------------------|
|                             |                                         |        |       |                  |
| Toyota                      | 7.234.439                               | 12,07% | 12,07 | 145,71           |
| GM                          | 6.459.053                               | 10,78% | 10,78 | 116,15           |
| Volkswagen                  | 6.067.208                               | 10,12% | 10,12 | 102,49           |
| Ford                        | 4.685.394                               | 7,82%  | 7,82  | 61,12            |
| Hyundai                     | 4.645.776                               | 7,75%  | 7,75  | 60,09            |
| PSA                         | 3.042.311                               | 5,08%  | 5,08  | 25,77            |
| Honda                       | 3.012.637                               | 5,03%  | 5,03  | 25,27            |
| Nissan                      | 2.744.562                               | 4,58%  | 4,58  | 20,97            |
| Fiat                        | 2.460.222                               | 4,11%  | 4,11  | 16,85            |
| Suzuki                      | 2.387.537                               | 3,98%  | 3,98  | 15,87            |
| Renault                     | 2.296.009                               | 3,83%  | 3,83  | 14,68            |
| Daimler AG                  | 1.447.953                               | 2,42%  | 2,42  | 5,84             |
| Chana Automobile Liability  | 1.425.777                               | 2,38%  | 2,38  | 5,66             |
| BMW                         | 1.258.417                               | 2,10%  | 2,10  | 4,41             |
| Mazda                       | 984.520                                 | 1,64%  | 1,64  | 2,70             |
| Chrysler                    | 959.070                                 | 1,60%  | 1,60  | 2,56             |
| Mitsubishi                  | 802.463                                 | 1,34%  | 1,34  | 1,79             |
| Beijing Automobile          | 684.534                                 | 1,14%  | 1,14  | 1,30             |
| Tata                        | 672.045                                 | 1,12%  | 1,12  | 1,26             |
| Dongfeng Motor              | 663.262                                 | 1,11%  | 1,11  | 1,22             |
| FAW                         | 650.275                                 | 1,09%  | 1,09  | 1,18             |
| Chery                       | 508.567                                 | 0,85%  | 0,85  | 0,72             |
| Fuji                        | 491.352                                 | 0,82%  | 0,82  | 0,67             |
| BYD                         | 427.732                                 | 0,71%  | 0,71  | 0,51             |
| SAIC                        | 347.598                                 | 0,58%  | 0,58  | 0,34             |
| Anhui Jiangghuai            | 336.979                                 | 0,56%  | 0,56  | 0,32             |
| Geely                       | 330.275                                 | 0,55%  | 0,55  | 0,30             |
| Isuzu                       | 316.335                                 | 0,53%  | 0,53  | 0,28             |
| Brilliance                  | 314.189                                 | 0,52%  | 0,52  | 0,27             |
| Avtovaz                     | 294.737                                 | 0,49%  | 0,49  | 0,24             |
| Great Wall Motor            | 226.560                                 | 0,38%  | 0,38  | 0,14             |
| Mahindra                    | 223.065                                 | 0,37%  | 0,37  | 0,14             |
| Shangdong Kaima             | 169.023                                 | 0,28%  | 0,28  | 0,08             |
| Proton                      | 152.965                                 | 0,26%  | 0,26  | 0,07             |
| China National              | 120.930                                 | 0,20%  | 0,20  | 0,04             |
| Volvo                       | 105.873                                 | 0,18%  | 0,18  | 0,03             |
| Chongqing Lifan             | 104.434                                 | 0,17%  | 0,17  | 0,03             |
| Fujian                      | 103.171                                 | 0,17%  | 0,17  | 0,03             |

|                 |            |         |      |        |
|-----------------|------------|---------|------|--------|
| Kuozui          | 93.303     | 0,16%   | 0,16 | 0,02   |
| Shannxi Auto    | 79.026     | 0,13%   | 0,13 | 0,02   |
| Porsche         | 75.637     | 0,13%   | 0,13 | 0,02   |
| Ziyang Nanjun   | 72.470     | 0,12%   | 0,12 | 0,01   |
| Gaz             | 69.591     | 0,12%   | 0,12 | 0,01   |
| Navistar        | 65.364     | 0,11%   | 0,11 | 0,01   |
| Guangzhou auto  | 62.990     | 0,11%   | 0,11 | 0,01   |
| Paccar          | 58.918     | 0,10%   | 0,10 | 0,01   |
| Chenzhou Ji'ao  | 51.008     | 0,09%   | 0,09 | 0,01   |
| Qingling motor  | 50.120     | 0,08%   | 0,08 | 0,01   |
| Hebei Zhongxing | 48.173     | 0,08%   | 0,08 | 0,01   |
| Ashok Leyland   | 47.694     | 0,08%   | 0,08 | 0,01   |
|                 |            |         |      |        |
| Total           | 59.931.543 | 100,00% |      | 637,25 |
|                 |            |         |      | 563,18 |

| <b>Manufacturers (2010)</b> | Production motor vehicle (in thousands) | %      |       | Herfindahl Index |
|-----------------------------|-----------------------------------------|--------|-------|------------------|
|                             |                                         |        |       |                  |
| Toyota                      | 8.557.351                               | 11,60% | 11,60 | 134,49           |
| GM                          | 8.476.192                               | 11,49% | 11,49 | 131,96           |
| Volkswagen                  | 7.341.065                               | 9,95%  | 9,95  | 98,98            |
| Hyundai                     | 5.764.918                               | 7,81%  | 7,81  | 61,04            |
| Ford                        | 4.988.031                               | 6,76%  | 6,76  | 45,70            |
| Nissan                      | 3.982.162                               | 5,40%  | 5,40  | 29,12            |
| Honda                       | 3.643.057                               | 4,94%  | 4,94  | 24,38            |
| PSA                         | 3.605.524                               | 4,89%  | 4,89  | 23,88            |
| Suzuki                      | 2.892.945                               | 3,92%  | 3,92  | 15,37            |
| Renault                     | 2.716.286                               | 3,68%  | 3,68  | 13,55            |
| Fiat                        | 2.410.021                               | 3,27%  | 3,27  | 10,67            |
| Daimler AG                  | 1.940.465                               | 2,63%  | 2,63  | 6,92             |
| Chrysler                    | 1.578.488                               | 2,14%  | 2,14  | 4,58             |
| BMW                         | 1.481.253                               | 2,01%  | 2,01  | 4,03             |
| Mazda                       | 1.307.540                               | 1,77%  | 1,77  | 3,14             |
| Mitsubishi                  | 1.174.383                               | 1,59%  | 1,59  | 2,53             |
| Chana Automobile            | 1.102.683                               | 1,49%  | 1,49  | 2,23             |
| Tata                        | 1.011.343                               | 1,37%  | 1,37  | 1,88             |
| FAW                         | 896.060                                 | 1,21%  | 1,21  | 1,47             |
| Geely                       | 802.319                                 | 1,09%  | 1,09  | 1,18             |
| Chery                       | 692.438                                 | 0,94%  | 0,94  | 0,88             |
| Fuji                        | 649.954                                 | 0,88%  | 0,88  | 0,78             |
| Dongfeng Motor              | 649.559                                 | 0,88%  | 0,88  | 0,77             |

|                                |               |         |      |        |
|--------------------------------|---------------|---------|------|--------|
| Beijing Automotive             | 615.725       | 0,83%   | 0,83 | 0,70   |
| Avtovaz                        | 545.767       | 0,74%   | 0,74 | 0,55   |
| BYD                            | 521.232       | 0,71%   | 0,71 | 0,50   |
| Isuzu                          | 488.484       | 0,66%   | 0,66 | 0,44   |
| Anhui JAC Automotive           | 439.327       | 0,60%   | 0,60 | 0,35   |
| Brilliance                     | 434.182       | 0,59%   | 0,59 | 0,35   |
| Great Wall Motor               | 398.692       | 0,54%   | 0,54 | 0,29   |
| SAIC                           | 346.525       | 0,47%   | 0,47 | 0,22   |
| Mahindra                       | 292.149       | 0,40%   | 0,40 | 0,16   |
| Hafei Motor                    | 215.558       | 0,29%   | 0,29 | 0,09   |
| Volvo                          | 191.560       | 0,26%   | 0,26 | 0,07   |
| Jiangxi Changhe                | 190.906       | 0,26%   | 0,26 | 0,07   |
| Jiangxi Jiangling automotive   | 173.577       | 0,24%   | 0,24 | 0,06   |
| Proton                         | 172.360       | 0,23%   | 0,23 | 0,05   |
| Hunan Jiangnan automobile      | 135.648       | 0,18%   | 0,18 | 0,03   |
| MAN                            | 127.729       | 0,17%   | 0,17 | 0,03   |
| Chongqing Lifan                | 126.402       | 0,17%   | 0,17 | 0,03   |
| Fujian Motor                   | 126.362       | 0,17%   | 0,17 | 0,03   |
| Kuozui                         | 122.312       | 0,17%   | 0,17 | 0,03   |
| Shandong Kaima                 | 108.422       | 0,15%   | 0,15 | 0,02   |
| Porsche                        | 95.529        | 0,13%   | 0,13 | 0,02   |
| Chen Zhou Gonow Nanyan Chifeng | 92.490        | 0,13%   | 0,13 | 0,02   |
| Ziyang Nanjun Motor            | 82.062        | 0,11%   | 0,11 | 0,01   |
| Chenzhou Ji'ao                 | 81.300        | 0,11%   | 0,11 | 0,01   |
|                                |               |         |      |        |
|                                |               |         |      |        |
| Total                          | 73.788.337,00 | 100,00% |      | 623,63 |
|                                |               |         |      | 550,58 |

| <b><u>Manufacturers</u></b><br>(2011) | Production motor<br>vehicle (in<br>thousands) | %      |       | Herfindahl<br>Index |
|---------------------------------------|-----------------------------------------------|--------|-------|---------------------|
|                                       |                                               |        |       |                     |
| GM                                    | 9.031.670                                     | 11,30% | 11,30 | 127,60              |
| Volkswagen                            | 8.525.573                                     | 10,66% | 10,66 | 113,70              |
| Toyota                                | 8.050.181                                     | 10,07% | 10,07 | 101,37              |
| Hyundai                               | 6.616.858                                     | 8,28%  | 8,28  | 68,49               |
| Ford                                  | 5.516.931                                     | 6,90%  | 6,90  | 47,61               |
| Nissan                                | 4.631.673                                     | 5,79%  | 5,79  | 33,56               |
| PSA                                   | 3.582.410                                     | 4,48%  | 4,48  | 20,08               |
| Honda                                 | 2.909.016                                     | 3,64%  | 3,64  | 13,24               |
| Renault                               | 2.825.089                                     | 3,53%  | 3,53  | 12,48               |
| Suzuki                                | 2.725.899                                     | 3,41%  | 3,41  | 11,62               |

|                         |               |         |      |        |
|-------------------------|---------------|---------|------|--------|
| Fiat                    | 2.336.954     | 2,92%   | 2,92 | 8,54   |
| Daimler AG              | 2.137.067     | 2,67%   | 2,67 | 7,14   |
| Chrysler                | 1.999.017     | 2,50%   | 2,50 | 6,25   |
| BMW                     | 1.738.160     | 2,17%   | 2,17 | 4,73   |
| SAIC                    | 1.478.502     | 1,85%   | 1,85 | 3,42   |
| Tata                    | 1.197.192     | 1,50%   | 1,50 | 2,24   |
| Changan                 | 1.167.208     | 1,46%   | 1,46 | 2,13   |
| Mazda                   | 1.165.591     | 1,46%   | 1,46 | 2,13   |
| Mitsubishi              | 1.140.282     | 1,43%   | 1,43 | 2,03   |
| Dongfeng Motor          | 1.108.949     | 1,39%   | 1,39 | 1,92   |
| Geely                   | 897.107       | 1,12%   | 1,12 | 1,26   |
| FAW                     | 883.963       | 1,11%   | 1,11 | 1,22   |
| SAIPA                   | 739.003       | 0,92%   | 0,92 | 0,85   |
| BAIC                    | 689.635       | 0,86%   | 0,86 | 0,74   |
| Chery                   | 637.423       | 0,80%   | 0,80 | 0,64   |
| Fuji                    | 580.261       | 0,73%   | 0,73 | 0,53   |
| Avtovaz                 | 562.347       | 0,70%   | 0,70 | 0,49   |
| Mahindra                | 499.808       | 0,63%   | 0,63 | 0,39   |
| Great Wall Motor        | 486.562       | 0,61%   | 0,61 | 0,37   |
| JAC                     | 485.856       | 0,61%   | 0,61 | 0,37   |
| Isuzu                   | 480.889       | 0,60%   | 0,60 | 0,36   |
| Brilliance              | 455.537       | 0,57%   | 0,57 | 0,32   |
| BYD                     | 449.425       | 0,56%   | 0,56 | 0,32   |
| Volvo                   | 251.190       | 0,31%   | 0,31 | 0,10   |
| Iran Khodro             | 239.124       | 0,30%   | 0,30 | 0,09   |
| Chongqing Lifan         | 205.846       | 0,26%   | 0,26 | 0,07   |
| Proton                  | 172.156       | 0,22%   | 0,22 | 0,05   |
| China National          | 151.718       | 0,19%   | 0,19 | 0,04   |
| Hunan Jiangnan          | 137.937       | 0,17%   | 0,17 | 0,03   |
| Porsche                 | 127.020       | 0,16%   | 0,16 | 0,03   |
| GAZ                     | 124.456       | 0,16%   | 0,16 | 0,02   |
| Paccar                  | 121.235       | 0,15%   | 0,15 | 0,02   |
| Shannxi                 | 107.239       | 0,13%   | 0,13 | 0,02   |
| Ashok Leyland           | 96.170        | 0,12%   | 0,12 | 0,01   |
| Guangzhou auto industry | 91.844        | 0,11%   | 0,11 | 0,01   |
| Navistar                | 88.849        | 0,11%   | 0,11 | 0,01   |
| MAN                     | 84.803        | 0,11%   | 0,11 | 0,01   |
| South East (Fujian)     | 78.452        | 0,10%   | 0,10 | 0,01   |
| Sichuan Nanjun          | 73.905        | 0,09%   | 0,09 | 0,01   |
| Xiamen King Long        | 71.167        | 0,09%   | 0,09 | 0,01   |
|                         |               |         |      |        |
| Total                   | 79.955.149,00 | 100,00% |      | 598,69 |
|                         |               |         |      | 512,73 |

| <b>Manufacturers (2012)</b> | Production motor vehicle (in thousands) | %     | Herfindahl Index |
|-----------------------------|-----------------------------------------|-------|------------------|
| Toyota                      | 10.104.424                              | 11,95 | 142,74           |
| GM                          | 9.285.425                               | 10,98 | 120,54           |
| Volkswagen                  | 9.254.742                               | 10,94 | 119,74           |
| Hyundai                     | 7.126.413                               | 8,43  | 71,00            |
| Ford                        | 5.595.483                               | 6,62  | 43,77            |
| Nissan                      | 4.889.379                               | 5,78  | 33,42            |
| Honda                       | 4.110.857                               | 5,78  | 33,42            |
| PSA                         | 2.911.764                               | 4,86  | 23,63            |
| Suzuki                      | 2.893.602                               | 3,44  | 11,85            |
| Renault                     | 2.676.226                               | 3,42  | 11,71            |
| Chrysler                    | 2.371.427                               | 3,16  | 10,01            |
| Daimler AG                  | 2.195.152                               | 2,80  | 7,86             |
| Fiat                        | 2.127.295                               | 2,60  | 6,74             |
| BMW                         | 2.065.477                               | 2,44  | 5,96             |
| SAIC                        | 1.783.548                               | 2,11  | 4,45             |
| Tata                        | 1.241.239                               | 1,47  | 2,15             |
| Mazda                       | 1.189.283                               | 1,41  | 1,98             |
| Dongfeng Motor              | 1.137.950                               | 1,35  | 1,81             |
| Mitsubishi                  | 1.109.731                               | 1,31  | 1,72             |
| Changan                     | 1.063.721                               | 1,26  | 1,58             |
| Geely                       | 922.906                                 | 1,09  | 1,19             |
| Fuji                        | 753.320                                 | 0,89  | 0,79             |
| BAIC                        | 720.828                                 | 0,85  | 0,73             |
| Faw                         | 706.012                                 | 0,83  | 0,70             |
| Great Wall                  | 624.426                                 | 0,74  | 0,55             |
| Mahindra                    | 606.418                                 | 0,72  | 0,51             |
| Isuzu                       | 600.470                                 | 0,71  | 0,50             |
| Chery                       | 563.951                                 | 0,67  | 0,44             |
| Avtovaz                     | 553.232                                 | 0,65  | 0,43             |
| Brilliance                  | 489.770                                 | 0,58  | 0,34             |
| JAC                         | 476.356                                 | 0,56  | 0,32             |
| BYD                         | 455.444                                 | 0,54  | 0,29             |
| Chongqing Lifan Motor co.   | 160.868                                 | 0,19  | 0,04             |
| Volvo                       | 234.680                                 | 0,28  | 0,08             |
| Proton                      | 162.455                                 | 0,19  | 0,04             |
| China National Heavy Truck  | 127.792                                 | 0,15  | 0,02             |
| Paccar                      | 125.336                                 | 0,15  | 0,02             |
| Gaz                         | 125.319                                 | 0,15  | 0,02             |
| Ashok Leyland               | 117.738                                 | 0,14  | 0,02             |

|                        |            |      |        |
|------------------------|------------|------|--------|
| Hunan Jiangnan         | 117.051    | 0,14 | 0,02   |
| Guanzhou auto industry | 114.157    | 0,13 | 0,02   |
| Shannxi                | 86.283     | 0,10 | 0,01   |
| Porsche                | 86.083     | 0,10 | 0,01   |
| Fujian                 | 85.515     | 0,10 | 0,01   |
| Navistar               | 83.371     | 0,10 | 0,01   |
| Xiamen King Long       | 78.226     | 0,09 | 0,01   |
| Uaz                    | 70.434     | 0,08 | 0,01   |
| Tangjun Ou Ling        | 69.167     | 0,08 | 0,01   |
| Hebei Zonghxing        | 63.221     | 0,07 | 0,01   |
| Sichuan Nanjun         | 60.743     | 0,07 | 0,01   |
|                        |            |      |        |
| Total:                 | 84.574.710 |      | 663,22 |
|                        |            |      | 575,68 |

## Annexe 2 : Production mondiale de véhicules en 2013.

| <b>Manufacturers (2013)</b>     | Production motor vehicle (in thousands) | %     | Herfindahl Index |
|---------------------------------|-----------------------------------------|-------|------------------|
| Toyota                          | 10.324.995                              | 11,87 | 140,98           |
| GM                              | 9.628.912                               | 11,07 | 122,62           |
| Volkswagen                      | 9.379.229                               | 10,79 | 116,34           |
| Hyundai                         | 7.233.080                               | 8,32  | 69,19            |
| Ford                            | 6.077.126                               | 6,99  | 48,84            |
| Nissan                          | 4.950.924                               | 5,69  | 32,42            |
| Fiat                            | 4.681.704                               | 5,69  | 32,42            |
| Honda                           | 4.298.390                               | 5,38  | 28,99            |
| Suzuki                          | 2.842.133                               | 4,94  | 24,43            |
| PSA                             | 2.833.781                               | 3,27  | 10,68            |
| Renault                         | 2.704.675                               | 3,26  | 10,62            |
| BMW                             | 2.006.366                               | 3,11  | 9,67             |
| SAIC                            | 1.992.250                               | 2,31  | 5,32             |
| Daimler AG                      | 1.781.507                               | 2,05  | 4,20             |
| Mazda                           | 1.264.173                               | 1,45  | 2,11             |
| Dongfeng Motor                  | 1.238.948                               | 1,42  | 2,03             |
| Mitsubishi                      | 1.229.441                               | 1,41  | 2,00             |
| Changan                         | 1.109.889                               | 1,28  | 1,63             |
| Tata                            | 1.062.654                               | 1,22  | 1,49             |
| Geely                           | 969.896                                 | 1,12  | 1,24             |
| Baic                            | 918.879                                 | 1,06  | 1,12             |
| Fuji                            | 808.919                                 | 0,93  | 0,87             |
| Great Wall                      | 757.564                                 | 0,87  | 0,76             |
| Faw                             | 717.883                                 | 0,83  | 0,68             |
| Mahindra                        | 584.534                                 | 0,67  | 0,45             |
| Brilliance                      | 582.904                                 | 0,67  | 0,45             |
| Isuzu                           | 532.966                                 | 0,61  | 0,38             |
| Jac                             | 517.577                                 | 0,60  | 0,35             |
| BYD                             | 510.950                                 | 0,59  | 0,35             |
| Avtovaz                         | 507.242                                 | 0,58  | 0,34             |
| Chery                           | 477.166                                 | 0,55  | 0,30             |
| Chongqing Lifan Motor Co.       | 245.506                                 | 0,28  | 0,08             |
| Guangzhou auto industry         | 160.868                                 | 0,18  | 0,03             |
| China National heavy duty truck | 155.218                                 | 0,18  | 0,03             |
| Proton                          | 140.082                                 | 0,16  | 0,03             |
| Paccar                          | 135.891                                 | 0,16  | 0,02             |
| Hunan Jiangnan                  | 133.790                                 | 0,15  | 0,02             |
| Gaz                             | 126.594                                 | 0,15  | 0,02             |
| Shannxi                         | 103.524                                 | 0,12  | 0,01             |

|                         |            |      |        |
|-------------------------|------------|------|--------|
| Fujian                  | 98.787     | 0,11 | 0,01   |
| Ashok Leyland           | 91.445     | 0,11 | 0,01   |
| Xiamen King Long        | 83.150     | 0,10 | 0,01   |
| Navistar                | 78.974     | 0,09 | 0,01   |
| Guihang Youngman Lotus  | 71.101     | 0,08 | 0,01   |
| Tangjun Ou Ling         | 70.567     | 0,08 | 0,01   |
| Hebei Zhongxing         | 65.025     | 0,07 | 0,01   |
| Uaz                     | 62.443     | 0,07 | 0,01   |
| Hamai Auto              | 61.054     | 0,07 | 0,00   |
| Zhengzhou Yutong        | 57.711     | 0,07 | 0,00   |
| Sichuan Hyundai         | 45.688     | 0,05 | 0,00   |
| Others                  | 442.734    | 0,51 | 0,26   |
|                         |            |      |        |
| Total:                  |            |      |        |
|                         | 86.956.809 |      | 673,86 |
|                         | 86.514.075 |      | 673,61 |
|                         |            |      | 587,56 |
| 80% de la production    | 69.565.447 |      |        |
| Nombre de constructeurs | 13         |      |        |

### Annexe 3 : Données utilisées pour le schéma 1 (Herfindahl Index)

|      | Triad  | Emergent | Total  | Triade |
|------|--------|----------|--------|--------|
| 1998 | 739,47 | 7,27     | 746,74 | 739,47 |
| 1999 | 733,07 | 12,71    | 745,78 | 733,07 |
| 2000 | 720,16 | 22,08    | 742,24 | 720,16 |
| 2001 | 712,79 | 24,19    | 736,98 | 712,79 |
| 2002 | 720,74 | 24,21    | 744,95 | 720,74 |
| 2003 | 653,50 | 24,33    | 677,83 | 653,50 |
| 2004 | 615,35 | 24,87    | 640,22 | 615,35 |
| 2005 | 645,11 | 27,02    | 672,13 | 645,11 |
| 2006 | 629,13 | 21,90    | 651,03 | 629,13 |
| 2007 | 619,83 | 23,08    | 642,91 | 619,83 |
| 2008 | 629,86 | 27,06    | 656,92 | 629,86 |
| 2009 | 563,18 | 74,08    | 637,26 | 563,18 |
| 2010 | 550,58 | 73,07    | 623,65 | 550,58 |
| 2011 | 512,74 | 85,96    | 598,70 | 512,74 |
| 2012 | 575,68 | 87,54    | 663,22 | 575,68 |
| 2013 | 587,56 | 86,05    | 673,61 | 587,56 |

$$Emergent = Total - Triade$$

# Annexe 4 : 14 constructeurs possèdent 55 marques automobiles.



Source : (Business Insider, 2015)

### Annexe 5 : Passif de Chrysler de 1995 à 1997.

|                                                 | 1997          | 1996          | 1995          |
|-------------------------------------------------|---------------|---------------|---------------|
| <b>Liabilities Chrysler (en millions de \$)</b> |               |               |               |
| Accounts payable                                | 9.512         | 8.981         | 8.290         |
| Short-term debt                                 | 3.841         | 3.214         | 2.674         |
| Payments due within one year on long-term debt  | 2.638         | 2.998         | 1.661         |
| Accrued liabilities and expenses                | 9.717         | 8.864         | 7.032         |
| Long-term debt                                  | 9.006         | 7.184         | 9.858         |
| Accrued non current employee benefits           | 9.841         | 9.431         | 9.217         |
| Other noncurrent liabilities                    | 4.501         | 3.941         | 4.065         |
|                                                 | <b>49.056</b> | <b>44.613</b> | <b>42.797</b> |
| Common stocks                                   | 823           | 822           | 408           |
| Additional paid in capital                      | 5.231         | 5.129         | 5.506         |
| Retained earnings                               | 10.605        | 8.829         | 6.280         |
| Treasury stocks                                 | -5.297        | -3.209        | -1.235        |
|                                                 | <b>11.362</b> | <b>11.571</b> | <b>10.959</b> |
|                                                 | <b>60.418</b> | <b>56.184</b> | <b>53.756</b> |

|                | Chrysler | 1995   | 1996   | 1997   |
|----------------|----------|--------|--------|--------|
| Financial Debt |          | 14.193 | 13.396 | 15.485 |
| Equity         |          | 10.959 | 11.571 | 11.362 |
| Ratio          |          | 1,30   | 1,16   | 1,36   |

## Annexe 6 : Passif de Daimler-Benz de 1995 à 1997.

|                                                      | 1997           | 1996           | 1995           |
|------------------------------------------------------|----------------|----------------|----------------|
| <b>Liabilities Daimler-Benz (en millions de DEM)</b> |                |                |                |
| Capital stock                                        | 2.584          | 2.577          | 2.568          |
| Additional paid-in capital                           | 5.247          | 5.080          | 4.948          |
| Retained earnings                                    | 26.508         | 19.033         | 16.271         |
| Other equity                                         | 746            | -297           | -927           |
| <b>Stockholder's equity</b>                          | <b>35.085</b>  | <b>26.393</b>  | <b>22.860</b>  |
| Minority interests                                   | 1.170          | 936            | 1.324          |
| Accrued liabilities                                  | 36.618         | 34.886         | 33.681         |
| Financial liabilities                                | 39.302         | 27.182         | 22.285         |
| Trade liabilities                                    | 11.079         | 9.027          | 7.378          |
| Other liabilities                                    | 10.116         | 10.460         | 10.409         |
| <b>Liabilities</b>                                   | <b>60.497</b>  | <b>46.669</b>  | <b>40.072</b>  |
| Deferred taxes                                       | 2.003          | 2.253          | 3.460          |
| Deferred income                                      | 1.726          | 1.324          | 701            |
| <b>Total</b>                                         | <b>137.099</b> | <b>112.461</b> | <b>102.098</b> |

|                | Daimler-Benz | 1995   | 1996   | 1997   |
|----------------|--------------|--------|--------|--------|
| Financial Debt |              | 22.285 | 27.182 | 39.302 |
| Equity         |              | 24.184 | 27.329 | 36.255 |
| Ratio          |              | 0,92   | 0,99   | 1,08   |

## Annexe 7 : Passif de DaimlerChrysler de 1998 à 2006

|                                                    | 2006           | 2005           | 2004           | 2003           | 2002           | 2001           | 2000           | 1999           | 1998           |
|----------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Liabilities DaimlerChrysler (en millions €)</b> |                |                |                |                |                |                |                |                |                |
| Capital stock                                      | 2.673          | 2.647          | 2.633          | 2.633          | 2.633          | 2.609          | 2.609          | 2.565          | 2.561          |
| Additional paid-in capital                         | 8.588          | 8.221          | 8.042          | 7.915          | 7.729          | 7.286          | 7.286          | 7.329          | 7.274          |
| Retained earnings                                  | 33.388         | 31.688         | 30.032         | 29.085         | 30.156         | 26.441         | 29.461         | 23.925         | 20.533         |
| Other equity                                       | -10.494        | -6.107         | -7.166         | -5.152         | -5.604         | 2.668          | 3.053          | 2.241          | -1             |
| <b>Stockholder's equity</b>                        | <b>34.155</b>  | <b>36.449</b>  | <b>33.541</b>  | <b>34.481</b>  | <b>34.914</b>  | <b>39.004</b>  | <b>42.409</b>  | <b>36.060</b>  | <b>30.367</b>  |
| Minority interests                                 | 663            | 653            | 909            | 470            | 432            | 417            | 519            | 650            | 691            |
| Accrued liabilities                                | 46.261         | 46.682         | 41.566         | 39.172         | 43.712         | 41.570         | 36.441         | 37.695         | 34.629         |
| Financial liabilities                              | 78.518         | 80.932         | 76.620         | 75.690         | 79.112         | 90.908         | 84.783         | 64.488         | 40.430         |
| Trade liabilities                                  | 13.716         | 14.591         | 12.914         | 11.583         | 12.342         | 14.157         | 15.257         | 15.786         | 12.848         |
| Other liabilities                                  | 7.793          | 9.053          | 8.707          | 8.805          | 8.843          | 10.262         | 9.621          | 10.286         | 9.249          |
| <b>Liabilities</b>                                 | <b>100.027</b> | <b>104.576</b> | <b>98.241</b>  | <b>96.078</b>  | <b>100.297</b> | <b>115.327</b> | <b>109.661</b> | <b>90.560</b>  | <b>62.527</b>  |
| Deferred taxes                                     | 717            | 4.203          | 2.189          | 2.736          | 2.312          | 4.851          | 5.480          | 5.192          | 4.165          |
| Deferred income                                    | 8.199          | 8.298          | 6.250          | 5.331          | 5.660          | 6.241          | 4.764          | 4.510          | 3.770          |
| Liabilities held for sale                          |                | 771            |                |                |                |                |                |                |                |
| <b>Total</b>                                       | <b>190.022</b> | <b>201.632</b> | <b>182.696</b> | <b>178.268</b> | <b>187.327</b> | <b>207.410</b> | <b>199.274</b> | <b>174.667</b> | <b>136.149</b> |

DaimlerChrysler in €      1998      1999      2000      2001      2002      2003      2004      2005      2006

|                |        |        |        |        |        |        |        |        |        |
|----------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Financial Debt | 40.430 | 64.488 | 84.783 | 90.908 | 79.112 | 75.690 | 76.620 | 80.932 | 78.518 |
| Equity         | 31.058 | 36.710 | 42.928 | 39.421 | 35.346 | 34.951 | 34.450 | 37.102 | 34.818 |
| Ratio          | 1,30   | 1,76   | 1,98   | 2,31   | 2,24   | 2,17   | 2,22   | 2,18   | 2,26   |

## Annexe 8 : Passif de Fiat de 2005 à 2014.

120.

|                                                                                            | 2014           | 2013          | 2012          | 2011          | 2010          | 2009          | 2008          | 2007          | 2006          | 2005          |
|--------------------------------------------------------------------------------------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Equity and liabilities</b> (in million €)                                               |                |               |               |               |               |               |               |               |               |               |
| Equity:                                                                                    |                |               |               |               |               |               |               |               |               |               |
| Equity attributable to the owners of the parent                                            | 13.425         | 8.326         | 9.059         | 8.727         | 11.544        | 10.301        | 10.354        | 10.606        | 9.362         | 8.681         |
| Non-controlling interests                                                                  | 313            | 4.258         | 4.114         | 3.533         | 917           | 814           | 747           | 673           | 674           | 732           |
| Provisions:                                                                                |                |               |               |               |               |               |               |               |               |               |
| Employee benefits                                                                          | 20.372         | 17.360        | 15.484        | 15.624        | 4.924         | 8.432         | 8.144         | 8.562         | 8.611         | 8.698         |
| Other provisions                                                                           | 9.592          | 8.265         | 6.694         | 7.026         | 1.704         | 3.447         | 3.366         | 3.597         | 3.761         | 3.919         |
|                                                                                            | 10.780         | 9.095         | 8.790         | 8.598         | 3.220         | 4.985         | 4.778         | 4.965         | 4.850         | 4.779         |
| Debt:                                                                                      |                |               |               |               |               |               |               |               |               |               |
|                                                                                            | 33.724         | 29.902        | 27.889        | 26.772        | 20.804        | 28.527        | 21.379        | 17.951        | 20.188        | 25.761        |
| Asset-backed financing                                                                     |                | 7,22%         | 4,17%         | 28,69%        | 27,07%        | 33,43%        | 19,10%        | 11,08%        | 21,63%        | #DIV/0!       |
|                                                                                            |                | 596           | 449           | 710           | 533           | 7.086         | 6.663         | 6.820         | 8.344         | 10.210        |
| Other debt                                                                                 |                | 32,74%        | 36,76%        | 33,21%        | 92,48%        | 6,35%         | -2,30%        | 18,26%        | 18,28%        | #DIV/0!       |
|                                                                                            |                | 29.306        | 27.440        | 26.062        | 17.406        | 21.441        | 14.716        | 11.131        | 11.844        | 15.551        |
|                                                                                            |                | 6,80%         | 5,29%         | 49,73%        | 18,82%        | 45,70%        | 32,21%        | -6,02%        | 23,84%        | #DIV/0!       |
| Debt payable to Discontinued Operations                                                    |                |               |               |               | 2.865         |               |               |               |               |               |
| Other financial liabilities                                                                | 748            | 137           | 201           | 429           | 255           | 464           | 1.202         | 188           | 105           | 189           |
| Trade payables                                                                             | 19.854         | 17.235        | 16.558        | 16.418        | 9.345         | 12.295        | 13.258        | 14.725        | 12.603        | 11.777        |
| Current taxes payables                                                                     | 346            | 314           | 231           | 230           | 181           | 377           | 331           | 631           | 311           |               |
| Deferred taxes liabilities                                                                 | 233            | 278           | 802           | 760           | 135           | 152           | 170           | 193           | 263           | 405           |
| Other current liabilities                                                                  | 11.495         | 8.943         | 7.781         | 7.538         | 3.908         | 5.865         | 6.185         | 5.489         | 4.809         | 4.821         |
| Accrued expenses and deferred income                                                       |                | 21            | 0             | 0             | 29.920        | 8             | 2             | 35            | 309           | 110           |
| Liabilities held for sale and Discontinued operations                                      |                |               |               |               | -8.491        |               |               | 1.083         | 1.169         | 1.280         |
| Elimination of financial receivables and debt due from/ payable to Discontinued Operations |                |               |               |               |               |               |               |               |               |               |
| <b>TOTAL EQUITY AND LIABILITIES</b>                                                        | <b>100.510</b> | <b>86.774</b> | <b>82.119</b> | <b>80.031</b> | <b>73.442</b> | <b>67.235</b> | <b>61.772</b> | <b>60.136</b> | <b>58.404</b> | <b>62.454</b> |

|           | Fiat | 2005   | 2006   | 2007   | 2008   | 2009   | 2010   | 2011   | 2012   | 2013   | 2014   |
|-----------|------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Financial |      |        |        |        |        |        |        |        |        |        |        |
| Debt      |      | 25.950 | 20.293 | 18.139 | 22.581 | 28.991 | 21.059 | 27.201 | 28.090 | 30.039 | 34.472 |
| Equity    |      | 9.413  | 10.036 | 11.279 | 11.101 | 11.115 | 12.461 | 12.260 | 13.173 | 12.584 | 13.738 |
| Ratio     |      | 2,76   | 2,02   | 1,61   | 2,03   | 2,61   | 1,69   | 2,22   | 2,13   | 2,39   | 2,51   |

## Annexe 9 : Compte de résultat de DaimlerChrysler de 1998 à 2006.

### DaimlerChrysler

|                                                                                                                                              | 2006          | 2005          | 2004          | 2003          | 2002          | 2001          | 2000          | 1999          | 1998          |
|----------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Revenues                                                                                                                                     | 151.589       | 149.776       | 142.059       | 136.437       | 147.368       | 150.386       | 162.384       | 149.985       | 131.782       |
| Cost of sales                                                                                                                                | -125.673      | -122.861      | -114.706      | -109.926      | -119.624      | -126.247      | -134.808      | -120.082      | -105.303      |
| <b>Gross profit</b>                                                                                                                          | <b>25.916</b> | <b>26.915</b> | <b>27.353</b> | <b>26.511</b> | <b>27.744</b> | <b>24.139</b> | <b>27.576</b> | <b>29.903</b> | <b>26.479</b> |
| Selling, general administrative and other expenses                                                                                           | -18.513       | -18.981       | -17.978       | -17.772       | -18.166       | -18.235       | -17.865       | -15.669       | -14.592       |
| Research and development                                                                                                                     | -5.331        | -5.649        | -5.658        | -5.571        | -5.942        | -5.848        | -6.337        | -5.737        | -4.971        |
| Depreciation, amortization                                                                                                                   | 13.674        | 12.650        | 11.305        | 11.417        | 13.623        | 14.276        | 13.618        | 9.350         | 7.331         |
| Other income                                                                                                                                 | 1.305         | 966           | 895           | 713           | 777           | 1.201         | 946           | 827           | 1.099         |
| Goodwill impairment                                                                                                                          | -             | -30           | -             | -             | -             | -             | -             | -             | -             |
| Turnaround plan expenses - Chrysler Group                                                                                                    | -             | -             | -             | -469          | -694          | -3.064        | -             | -             | -             |
| Merger costs                                                                                                                                 | -             | -             | -             | -             | -             | -             | -             | -             | -685          |
| <b>Income before financial income</b>                                                                                                        | <b>3.377</b>  | <b>3.221</b>  | <b>4.612</b>  | <b>3.412</b>  | <b>3.719</b>  | <b>-1.807</b> | <b>4.320</b>  | <b>9.324</b>  | <b>7.330</b>  |
| Financial income (expense), net (therein loss on issuance of associated company stock of €135 million in 2004)                               | 616           | 217           | -1.077        | -2.816        | 2.206         | 153           | 156           | 333           | 763           |
| <b>Income before income taxes</b>                                                                                                            | <b>3.993</b>  | <b>3.438</b>  | <b>3.535</b>  | <b>596</b>    | <b>5.925</b>  | <b>-1.654</b> | <b>4.476</b>  | <b>9.657</b>  | <b>8.093</b>  |
| Income tax (expense) benefit                                                                                                                 | -706          | -513          | -1.177        | -979          | -1.115        | 849           | -1.999        | -4.533        | -3.014        |
| Minority interests                                                                                                                           | -56           | -74           | 108           | -35           | -15           | 42            | -12           | -18           | -130          |
| <b>Income before cumulative effects of changes in accounting principles</b>                                                                  | <b>3.231</b>  | <b>2.851</b>  | <b>2.466</b>  | <b>-418</b>   | <b>4.795</b>  | <b>-763</b>   | <b>2.465</b>  | <b>5.106</b>  | <b>4.949</b>  |
| Cumulative effects of changes in accounting principles: transition adjustments resulting from adoption of SFAS 123R and FIN 47, net of taxes | -4            | -5            | -             | 14            | 82            | 101           | -             | -             | -             |
| Income on disposal of discontinued operations, net of taxes                                                                                  | -             | -             | -             | 882           | -             | -             | -             | -             | -             |
| Cumulative effects of changes in accounting principles: transition adjustments resulting from adoption of FIN 46R and SFAS 142, net of taxes | -             | -             | -             | -30           | -159          | -             | -             | -             | -             |
| <b>Net income</b>                                                                                                                            | <b>3.227</b>  | <b>2.846</b>  | <b>2.466</b>  | <b>448</b>    | <b>4.718</b>  | <b>-662</b>   | <b>2.465</b>  | <b>5.106</b>  | <b>4.949</b>  |

| <u>DaimlerChrysler</u> | 2006   | 2005   | 2004   | 2003   | 2002   | 2001   | 2000   | 1999   | 1998   |
|------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Financial Debts        | 78.518 | 80.932 | 76.620 | 75.690 | 79.112 | 90.908 | 84.783 | 64.488 | 40.430 |
| EBE                    | 17.051 | 15.901 | 15.917 | 15.298 | 18.036 | 15.533 | 17.938 | 18.674 | 14.661 |
| Ratio                  | 4,60   | 5,09   | 4,81   | 4,95   | 4,39   | 5,85   | 4,73   | 3,45   | 2,76   |

### Annexe 10 : Compte de résultat de Fiat de 2008 à 2014.

| <b>Fiat</b>                                       | 2014         | 2013         | 2012         | 2011         | 2010         | 2009        | 2008         |
|---------------------------------------------------|--------------|--------------|--------------|--------------|--------------|-------------|--------------|
| Net Revenues                                      | 96.090       | 86.624       | 83.765       | 59.559       | 35.880       | 50.102      | 59.564       |
| Cost of sales                                     | 83.146       | 74.326       | 71.473       | 50.704       | 30.718       | 43.261      | 49.612       |
| Selling, general and administrative costs         | 7.084        | 6.702        | 6.775        | 5.047        | 2.956        | 4.296       | 5.075        |
| Research and development costs                    | 2.537        | 2.236        | 1.858        | 1.367        | 1.013        | 1.398       | 1.497        |
| Depreciation, amortization                        | 4.897        | 4.635        | 4.201        | 3.358        | 2.186        | 2.673       | 2.811        |
| Other income/(expenses)                           | 197          | 77           | -68          | -49          | -81          | -89         | -18          |
| Result from investments                           | 131          | 84           | 87           | 131          | 114          | 27          | 162          |
| Gains and (losses) on the disposal of investments | 12           | 8            | -91          | 21           | 12           | 4           | 20           |
| Restructuring costs                               | 50           | 28           | 15           | 102          | 118          | 312         | 165          |
| Other unusual income/(expenses)                   | -390         | -499         | -138         | 1.025        | -14          | -391        | -245         |
| <b>EBIT</b>                                       | <b>3.223</b> | <b>3.002</b> | <b>3.434</b> | <b>3.467</b> | <b>1.106</b> | <b>386</b>  | <b>3.134</b> |
| Net financial expenses                            | 2.047        | 1.987        | 1.910        | 1.282        | 400          | 753         | 947          |
| <b>Profit before taxes</b>                        | <b>1.176</b> | <b>1.015</b> | <b>1.524</b> | <b>2.185</b> | <b>706</b>   | <b>-367</b> | <b>2.187</b> |
| Tax expense/(income)                              | 544          | -936         | 628          | 534          | 484          | 481         | 466          |
| <b>Profit from continuing operations</b>          | <b>632</b>   | <b>1.951</b> | <b>896</b>   | <b>1.651</b> | <b>222</b>   | <b>-848</b> | <b>1.721</b> |

  

| <b>FCA</b>      | 2014   | 2013   | 2012   | 2011   | 2010   | 2009   | 2008   |
|-----------------|--------|--------|--------|--------|--------|--------|--------|
| Financial Debts | 34.472 | 30.039 | 28.090 | 27.201 | 21.059 | 28.991 | 22.581 |
| EBE             | 8.023  | 7.918  | 7.928  | 5.848  | 3.460  | 3.909  | 6.209  |
| Ratio           | 4,30   | 3,79   | 3,54   | 4,65   | 6,09   | 7,42   | 3,64   |

**Annexe 11 : Evolution du taux des obligations à 10 ans italienne.**

Source : (Investing.com, 2015)