

Strategic Analysis of the Turkish Automotive Aftermarket

To evaluate the market potential of Turkish
Automotive aftermarket

THIS REPORT WAS COMMISSIONED
BY OSS ASSOCIATION.

LIGHT VEHICLES
FINAL REPORT

Frost & Sullivan
June, 2026



About the OSS Sector Research Committee;

The Strategic Analysis of the Turkish Automotive Aftermarket report has been prepared under the coordination of the Sector Research Committee, established by the Board of Directors of the Automotive Aftermarket Products and Services Association (OSS).

The Committee worked in close collaboration with the Frost & Sullivan team to define the scope of the research, evaluate the methodology, analyze industry dynamics, oversee the data validation process, and ensure that the report accurately reflects the realities of the sector.

At OSS, we believe that reliable data is of strategic importance for the sustainable development of our industry. In line with this vision, our Sector Research Committee will continue to contribute to the industry through periodic sector assessments, thematic analyses, and market research in the years ahead.

Committee Members;

- Ali Özçete – Chairman of the Board
- Cemal Çobanoğlu – Vice Chairman of the Board
- Emirhan Silahtaroğlu – Secretary General of the Board
- Halit Başbuğ – Board Member
- Emre Şahin – Board Member
- Ufuk Çilek – Board Member
- Orçun İstanbulluoğlu – General Coordinator

Foreword

Every strong industry is built on accurate and reliable data. As OSS, we have long believed that one of the most critical needs of our industry is the generation of reliable and sustainable market data. Today, we are proud to have transformed this vision into a lasting structure and to have established an important reference source for our sector.

The automotive aftermarket is one of the most strategic industries supporting Türkiye's manufacturing strength, generating employment, contributing to exports, and ensuring the sustainability of the national vehicle parc. The healthy development of such a dynamic ecosystem can only be achieved through reliable, consistent, and comparable data. In today's world, the true driver of industrial progress is not only production capacity but also the ability to make informed decisions based on accurate information.

Prepared in collaboration with Frost & Sullivan, one of the world's leading research and consulting firms specializing in the automotive and mobility industries, this study represents one of the most comprehensive analyses of the Turkish automotive aftermarket conducted using an internationally recognized research methodology. Based on numerous parameters—including vehicle parc, vehicle age, usage intensity, maintenance and replacement cycles, and end-user pricing—we believe this report will serve as a reliable and sustainable reference for our industry.

The primary objective of this research is to facilitate access to reliable market data for domestic and international manufacturers, distributors, investors, public institutions, and all other industry stakeholders operating in or planning to invest in Türkiye. It is designed to support strategic decision-making processes while establishing a robust knowledge base that enables the industry's development to be monitored through common performance indicators.

We do not regard this report merely as a market research study describing the current state of the industry. Rather, we see it as an important milestone in a long-term initiative aimed at regularly measuring, analyzing, and monitoring the development of the Turkish automotive aftermarket through objective data. Our goal is to establish a permanent reference center for the industry through regularly updated market studies, periodic sector assessments, and thematic analyses, continuously strengthening the knowledge infrastructure upon which all stakeholders can confidently rely.

To support this objective, the OSS Sector Research Committee, established by members of our Board of Directors, played an active role throughout every stage of the project—from defining the scope of the research and evaluating its methodology to overseeing data validation and contributing to the preparation of the final report.

The Committee worked with great dedication to ensure that the study accurately reflects the realities of the sector. I would like to express my sincere appreciation to all Committee members for their valuable contributions. Looking ahead, our OSS Sector Research Committee will continue to strengthen the industry's knowledge base through periodic market assessments, sub-sector analyses, and thematic research. We firmly believe that reliable data is the cornerstone of sound investment decisions, effective public policies, and the sustainable development of our industry.

I would also like to extend my sincere gratitude to our Board of Directors, the members of the OSS Sector Research Committee, the Frost & Sullivan team, all industry representatives who contributed their expertise and insights to this research, and all supporting companies whose valuable contributions made this study possible.

It is our sincere hope that this report will not only provide a comprehensive picture of the current state of the industry but also guide the strategic decisions that will shape its future, becoming a trusted reference for our country, our industry, and all stakeholders for many years to come.

Ali ÖZÇETE

Chairman of the Board

Turkish Automotive Aftermarket Association (OSS)

SUPPORTERS



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**RESEARCH OBJECTIVES,
SCOPE, AND OVERALL PROJECT
STATUS**

PROJECT OBJECTIVE AND SCOPE

AIM OF THIS PROJECT IS TO PROVIDE A COMPREHENSIVE OUTLOOK OF THE TURKISH AFTERMARKET IMPACTED BY GLOBAL TRENDS AND CHALLENGES.

BACKGROUND

The **Turkish Automotive Aftermarket Association, OSS**, is the industry's representative in Turkey. The company is keen to conduct a study on the Turkish automotive aftermarket in order to evaluate the market size for aftermarket parts and also develop an understanding of aftermarket dynamics in line with global and local automotive industry changes.

OBJECTIVE

The aim of this study is to research, analyze, and forecast the Turkish automotive aftermarket with focus in

- Current market size and growth projections
- Market size by automotive parts (Market size is calculated based on the total vehicle parc, including both OE and independent channels, using retail/end-customer parts prices only and excluding service charges.)
- Market size by channels – OEM/ OES vs. IAM
- Market dynamics and trends
- Megatrends impacting market (Electrification, ADAS, etc)

SCOPE

Region: Only Turkey

Vehicle Scope: Light vehicles: Passenger cars (PC) and Light Commercial Vehicle (LCV) (up to 3.5 tones in GVW)

Historical Period: 2022-2024 (past 3 years)

Base Year: 2025

Forecast Period: 2026-30 (next 5 years)

Product Scope

Tires

Batteries

Oil

Brake Parts

Filters

Collision Body

Starters and Alternators

Lighting

Bearing

Cooling system

Product Scope (continued)

Engine

Transmission

Steering and Suspension

Case Studies

Rubber and metal parts

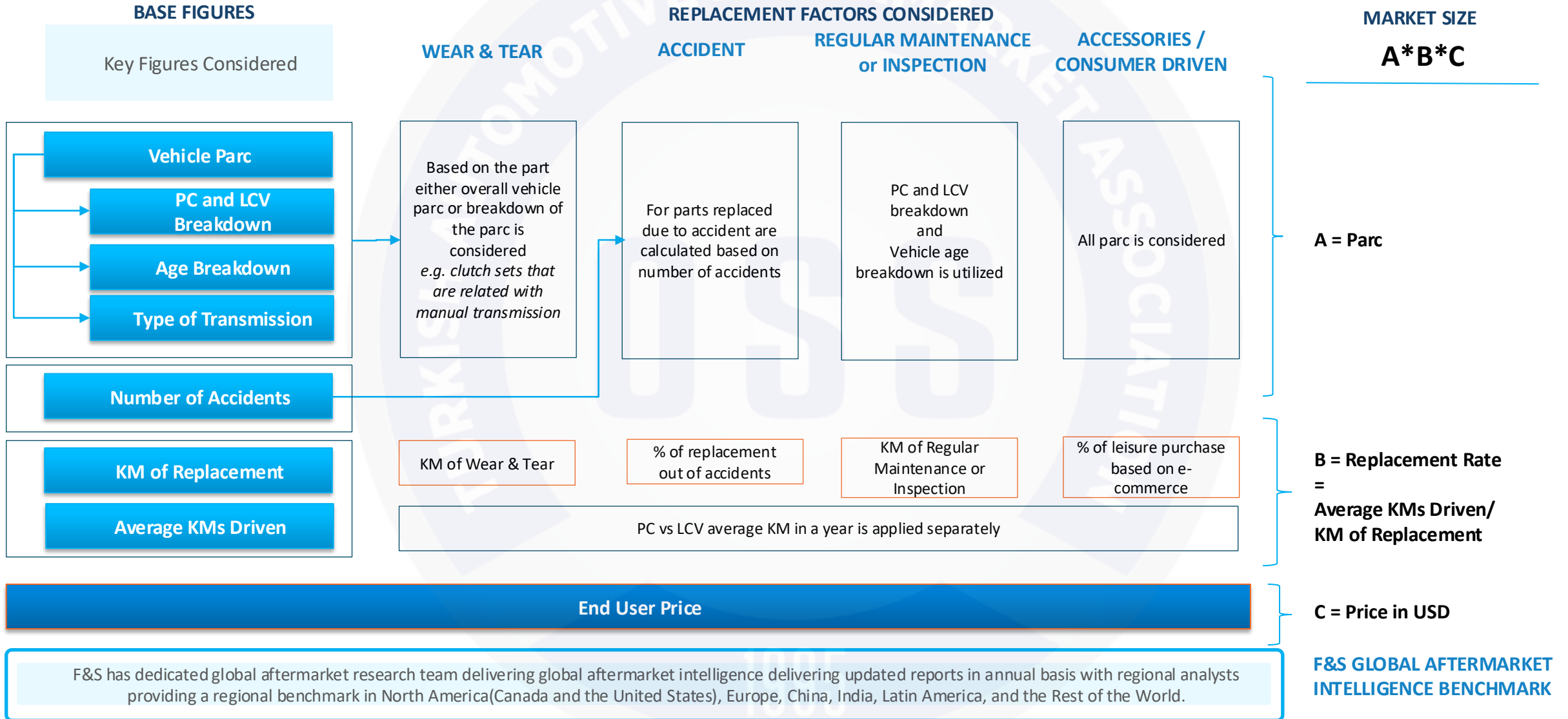
Engine Mount

Transmission mount

Crank shaft pulleys

METHODOLOGY

FROST & SULLIVAN METHODOLOGY IN CALCULATING MARKET SIZING COVERS PARC, REPLACEMENT RATE AND END USER PRICES MAINLY.



Collected from interviews



MARKET OVERVIEW

WHAT'S CHANGED COMPARED TO PREVIOUS REPORT

AFTERMARKET REVENUE IS GROWING FASTER THAN PARC GROWTH AS REPAIR EVENTS INCREASINGLY INVOLVE HIGHER-VALUE COMPONENTS.

Key Figures	2023	2025	CAGR 2023-2025
Vehicles in Parc	20,211,006	22,826,024	6.3%
Vehicle Sales	1,232,635	1,368,400	5.4%
Total EV Sales	104,606	393,579	94.0%
Total EV Ratio in Sales	8.5%	28.8%	-
Total EV Parc	303,200	1,070,658	87.9%
Total EV Ratio in Parc	1.5%	4.7%	-
BEV Sales	65,604	189,968	70.2%
BEV Ratio in Sales	5.3%	13.9%	-
BEV Parc	80,636	373,389	115.2%
BEV Ratio in Parc	0.4%	1.6%	-
Average Km's Driven	14,072	14,590	1.8%
Average Age	14.0	14.3	1.1%
Accidents with Vehicle Damage	1,232,957	1,444,026	8.2%
Number of Vehicle Dealers	1,510	1,470	-1.3%
Aftermarket Revenue	\$6,466.0 million	\$7,567.0 million	8.2%

1. Vehicle Parc Evolution

Larger and increasingly electrified vehicle parc

- Total light vehicle parc (**6.3% CAGR**). Average vehicle age increased from **14.0 to 14.3 years**, supporting maintenance demand.
- Average annual mileage increased from **14,072 km to 14,590 km**, accelerating wear on key replacement parts.
- BEV parc remains relatively small but is growing significantly faster than the overall vehicle parc.
- BEV adoption is beginning to reshape aftermarket demand:
 - Positive impact: batteries, cooling systems, steering & suspension, wheel bearings, tires.
 - Negative impact: engine components, oil & fluids, starters & alternators, ICE-specific filters.

2. Replacement Rate Assumptions

Replacement cycles increasingly influenced by vehicle technology

- Tire replacement rates increased modestly due to heavier EV vehicles and higher torque output.
- Brake wear growth moderated as regenerative braking reduces friction brake usage in EVs.
- Cooling system replacement demand increased as battery thermal management and heat pump systems become more common.
- Steering & suspension and wheel bearing demand benefited from increasing vehicle weight.
- Collision-related replacement demand accelerated due to an **8.2% CAGR increase in vehicle-damage accidents**, significantly outpacing parc growth.
- Traditional ICE categories (oil, filters, engine parts, starters & alternators) continue to grow, but only in line with the ICE parc, resulting in lower long-term growth than full-parc categories.

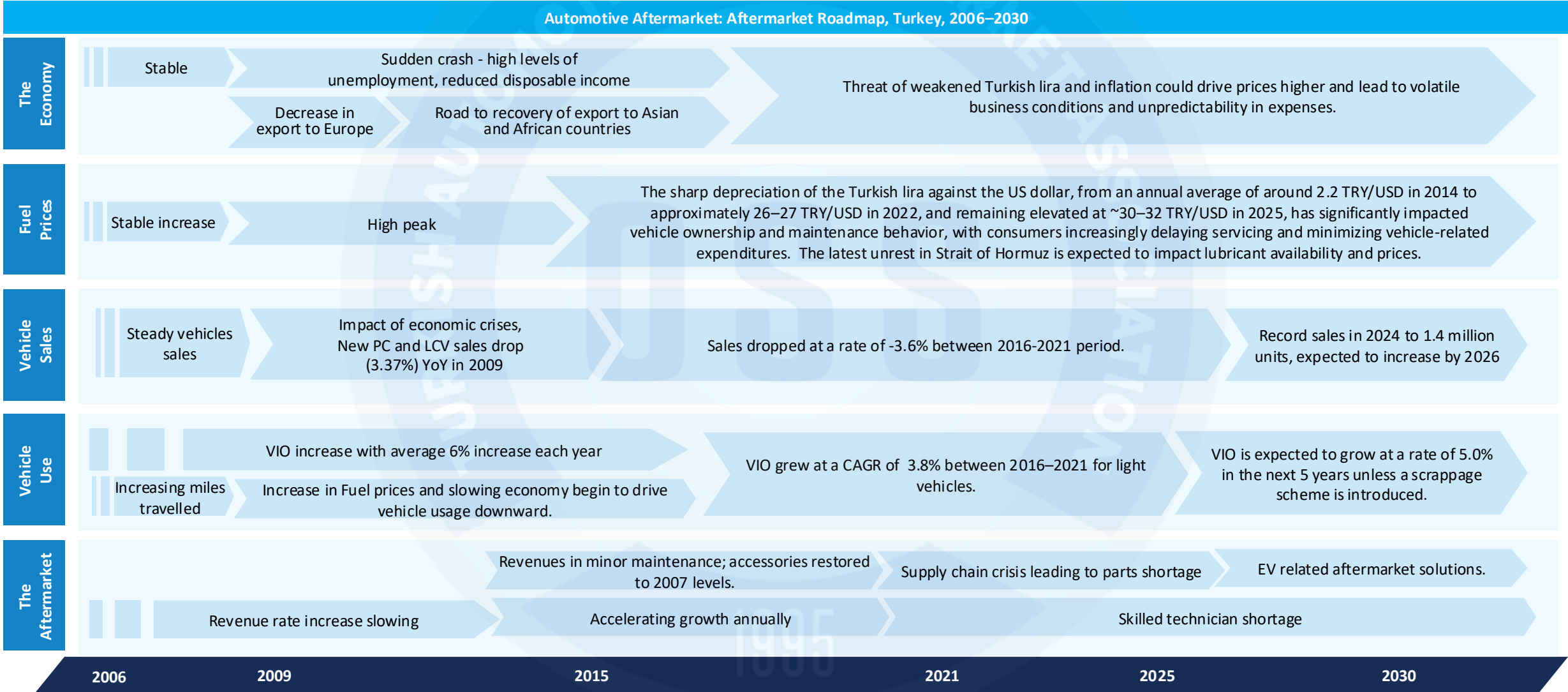
3. Pricing & Value Pool Evolution

Technology content increasingly drives aftermarket value growth

- USD inflation remained moderate at:
 - 2023: **4.1%**
 - 2024: **3.0%**
 - 2025: **2.7%**
- Revenue growth is increasingly driven by product complexity rather than inflation alone.
- **Categories experiencing technology-driven ASP growth:**
 - Collision & Body: ADAS sensors, radar modules, camera integration and calibration requirements.
 - Lighting: LED, adaptive LED and matrix lighting systems.
 - Batteries: AGM/EFB batteries and increasing EV battery-related components.
 - Cooling Systems: battery cooling loops, heat pumps and integrated thermal management systems.
 - Steering & Suspension: electronic steering, adaptive damping and sensor-equipped components.
 - Brake Parts: electronic parking brake and brake-by-wire technologies.

TURKISH AFTERMARKET ROADMAP

INFLATION, DEPRECIATION OF TURKISH LIRA, SKILLED TECHNICIAN SHORTAGE HAVE BEEN CHALLENGING THE AUTOMOTIVE AFTERMARKET WITH STEADY GROWTH IN VEHICLE PARC WITH CONTINUING GROWTH IN VEHICLE SALES INCREASES THE DEMAND FOR AFTERMARKET SALES AND SERVICES.



Source: Frost & Sullivan Analysis

MAJOR TRENDS IMPACTING TURKISH AFTERMARKET (1/3)

DESPITE RECORD NEW VEHICLE SALES AND CONTINUED PARC GROWTH, THE TURKISH AUTOMOTIVE AFTERMARKET IN 2025 IS DEFINED BY STRONG STRUCTURAL DEMAND—DRIVEN BY AN AGING VEHICLE FLEET AND RISING ACCIDENT VOLUMES.

Record LV Sales & Growing Ageing Parc

- **Light vehicle sales** have been rising since **2021**, surging by **57% in 2022** and growing by a further **10.5% in 2025** to reach a new record of 1.4 million units.
- In 2025, used car sales rose by 5.8%, driven by strong demand as consumers increasingly view them as a valuable asset in a high-inflation environment:
 - **About half of used car sales** involved vehicles older than ten years. **Compared to 2024**, the share of cars aged 10+ **declined by 2%**, indicating a gradual shift toward a **younger used car mix**.
- **VIO (parc) has been growing at a constant rate of about 6.0% for light vehicles since 2022.**
 - As of 2025, the number of VIO accounted for **22,826,024 light vehicles**.
 - The most recent **scrapage schemes** were implemented in **2018 and 2019**, leading to the deregistration of **508,311 vehicles** in total—around 3% of the total vehicle parc. A new scrapage program is currently under discussion, though it has not yet been confirmed.
 - Vehicles older than five years make up **73.9%** of the total light vehicle parc, highlighting **strong demand potential for repair and maintenance services** within the independent aftermarket.
 - The **damages from traffic accidents increased by 10.5% in 2025 compared to 2024 reaching 1.4 million vehicles**.

Margin Pressure & Tightening Commercial Conditions

- In 2025, the Turkish automotive aftermarket is operating under increasingly challenging **economic and commercial conditions**. Slowing consumer purchasing power has led to **deferred maintenance and a shift toward lower-cost repair options, putting pressure on margins across service providers**.
- At the same time, **tighter access to financing and higher borrowing costs** have constrained working capital, making it harder for businesses to manage **inventory** and day-to-day operations.
- On the commercial side, fleet clients are moving toward **shorter-term**, performance-based agreements, requiring service providers to adapt to more frequent pricing adjustments and greater operational flexibility.

MAJOR TRENDS IMPACTING TURKISH AFTERMARKET (2/3)

SERVICE CENTERS ARE STRUGGLING TO RETAIN SKILLED PERSONNEL IS IMPACTING THE OPERATIONS IN THE AFTERMARKET SUPPLIERS WHILE E-COMMERCE AND ELECTRIC VEHICLES PENETRATION INCREASES IN CONSIDERABLE AMOUNTS.

Talent Shortage & Rising Workforce Retention Challenges

- The sector faces growing challenges in attracting and retaining **qualified personnel**, particularly technicians with strong technical skills. Many experienced workers are shifting to **higher-paying opportunities**, especially in **e-commerce and last-mile delivery roles** in urban areas, widening the talent gap.
- With the earlier contribution of **refugee labor** no longer expanding, the industry is increasingly reliant on the domestic workforce, where retention levels remain low.

Fragmented Parc & Widespread Parts, Asian Parts Availability

- Around **60 brands** represented in the vehicle parc, aftermarket players must maintain a broad and diverse inventory to meet varying demand.
- Vehicles originally used in urban areas are often resold into **rural markets**, extending their lifecycle across different regions of Turkey. This dynamic increases the need for a widely distributed service network and efficient nationwide parts availability.

E-Commerce Growth & EV Adoption Reshaping Aftermarket Dynamics

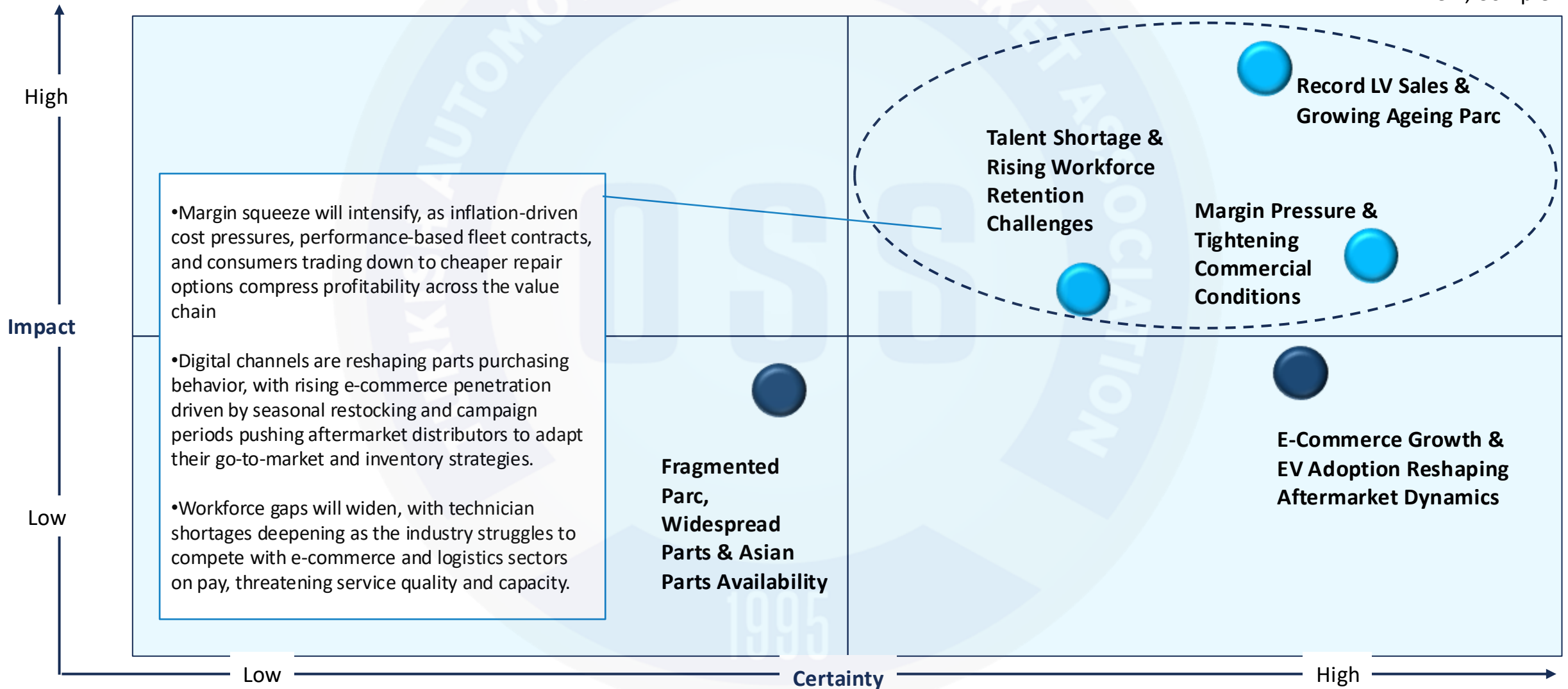
- Motorcycle protective equipment, **motor vehicle seats, chassis and body parts**, as well as **wheels and rims** rank among the **top-selling automotive products online**, highlighting a strong shift in the aftermarket toward e-commerce-driven demand, particularly for high-turnover, replacement, and upgrade components.
 - This trend has been further supported by rising motorcycle interest, with the share increasing to **22.3% in 2024**. November, ratio of autoparts increased up to **63%** in 2024, due to restocking before new year price increases, campaigns and winter tire change season arrival.
- Sales of total **electric vehicles** reached **13.9% with 189,968 in 2025** with a year-on-year increase of 82% compared to 2024. Tesla, TOGG, Mini, KG Mobility, Kia and BYD are the top brands based on sales numbers.
 - Fleet operators expanded their EV share to **13% in 2025**, up from **6.5% in 2021**, prompting the renewal and restructuring of service contracts to reflect EV-specific maintenance requirements.

MAJOR TRENDS IMPACTING TURKISH AFTERMARKET (3/3)

THE TURKISH AUTOMOTIVE AFTERMARKET HOLDS STRONG STRUCTURAL DEMAND POTENTIAL THROUGH ITS LARGE AND AGEING VEHICLE PARC, BUT PLAYERS MUST NAVIGATE MOUNTING PRESSURES ON MARGINS, TALENT, AND OPERATIONAL COMPLEXITY TO CAPTURE IT.

Automotive Aftermarket: Major Trends, Turkey, 2025

New, Complex



Source: Frost & Sullivan Analysis

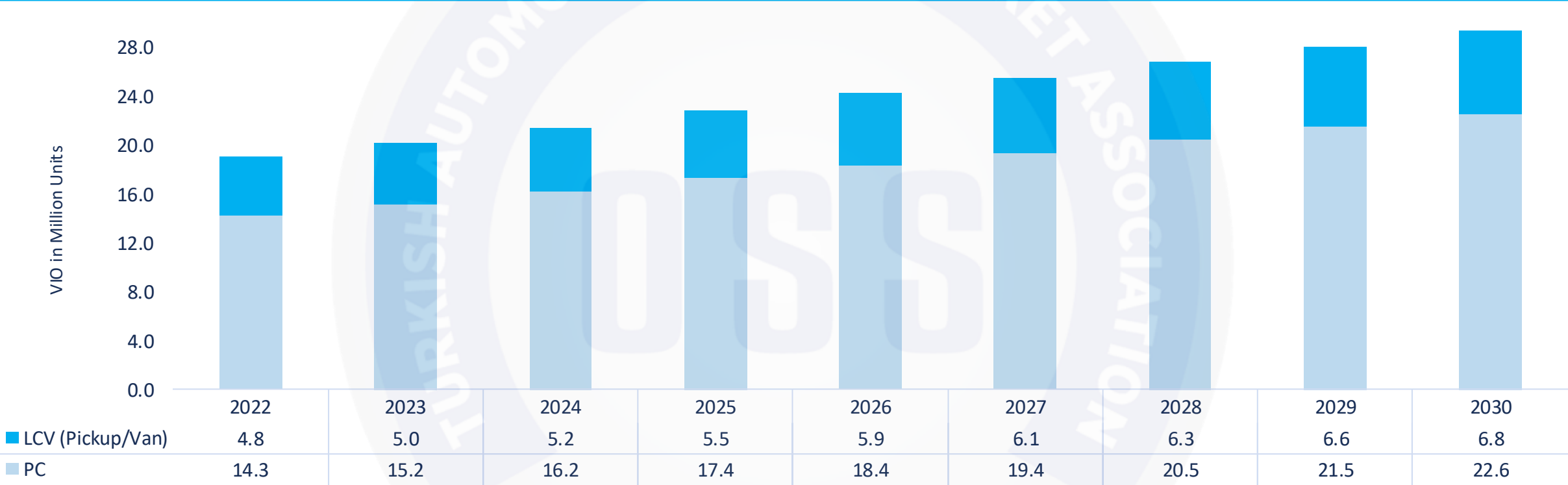


VEHICLES IN OPERATION (PARC) ANALYSIS

TOTAL VEHICLES IN OPERATION (PARC) BY MODEL YEAR

THE LIGHT VEHICLE PARC IN TÜRKIYE IS PROJECTED TO GROW AT A CAGR OF 5.2% BETWEEN 2026 AND 2030, WITH PASSENGER CARS CONTINUING TO DOMINATE THE SEGMENT AND EXPANDING AT A SLIGHTLY HIGHER RATE OF 5.4%

Automotive Aftermarket: Vehicles in Operation by Type, Turkey, 2022–2030



- As of 2025, there are 22.8 million light vehicles in the parc that are registered including passenger cars, minibuses and pick-ups.
- 76.1% of the light vehicles parc is dominated by passenger cars. Passenger cars are expected to grow with 5.4% by 2030 and LCV’s are expected to grow slightly slower with 4.7%.

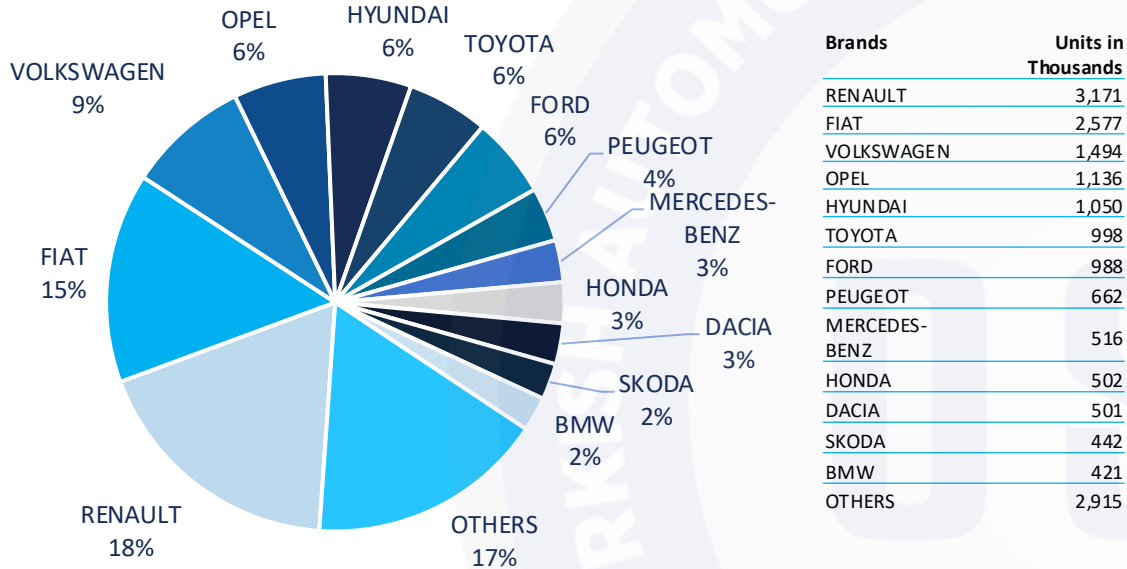
VIO figures are sourced from TUIK number of vehicles registered each year, including 20+ year old vehicles.

Note: The report includes the VIO of passenger cars (PC) and LCV/pickups/vans (shown in the chart).

TOTAL VEHICLES IN OPERATION (PARC) BY BRAND

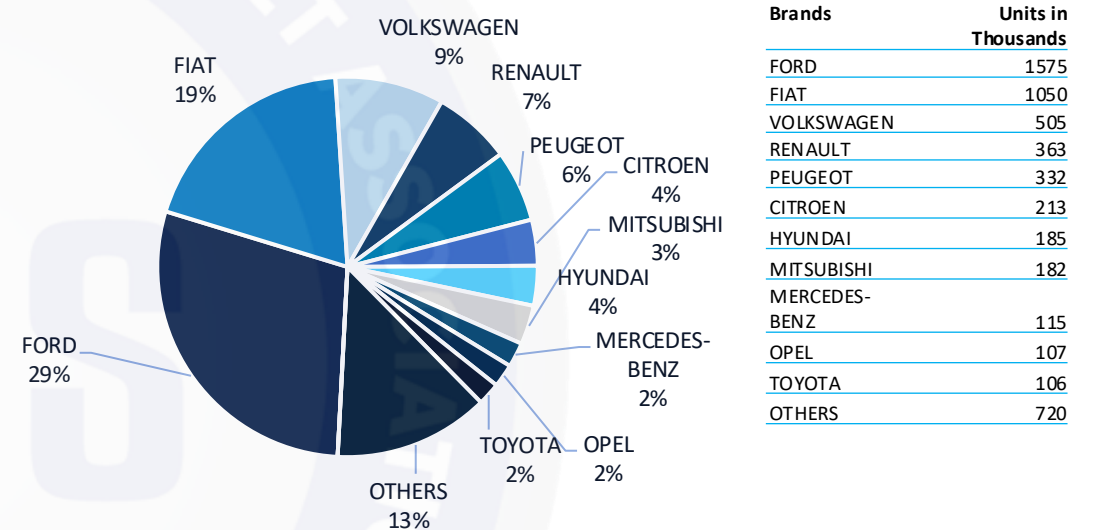
LIGHT VEHICLES PARC IS VERY FRAGMENTED WITH RENAULT, FIAT, FORD AND VOLKSWAGEN COVERING A CONSIDERABLE PERCENTAGE WITH EV DEDICATED LIKE BYD RANKED IN TOP 10 LIGHT VEHICLES SOLD IN 2025.

Automotive Aftermarket: Number of Passenger Cars in VIO (Parc) by Brand, 2025



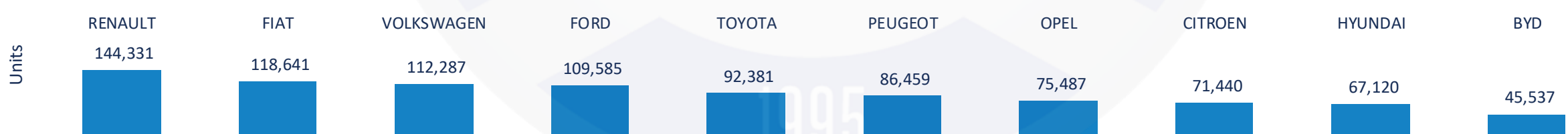
*Others include Audi, Kia, Seat, Chevrolet, Volvo, Suzuki, Land Rover, Jeep, Mitsubishi, Mazda, Mini, Porsche, Alfa Romeo, Daihatsu, Lada, Geely, Subaru, Chery, Jaguar, Chrysler, Lancia, DS, Dodge, Smart, Ikco, Saab, Infiniti, MG, Bentley, Cupra, Rover, Isuzu, Lamborghini.

Automotive Aftermarket: Number of LCV in VIO (Parc) by Brand, 2025



**Others include Dacia, Isuzu, Kia, Nissan, Iveco, Mercedes Benz, BMC, Mazda, Desoto, Kanuni, Chrysler, Daihatsu, Gaz, Skoda, Chery, Fargo, Piaggio, Dodge, Land Rover, Man, Fuso, Chevrolet, Suzuki, Hino, Hiscar, Leyland, Otokar, Seat, Mini, Inter, Jeep, Austin, Lada

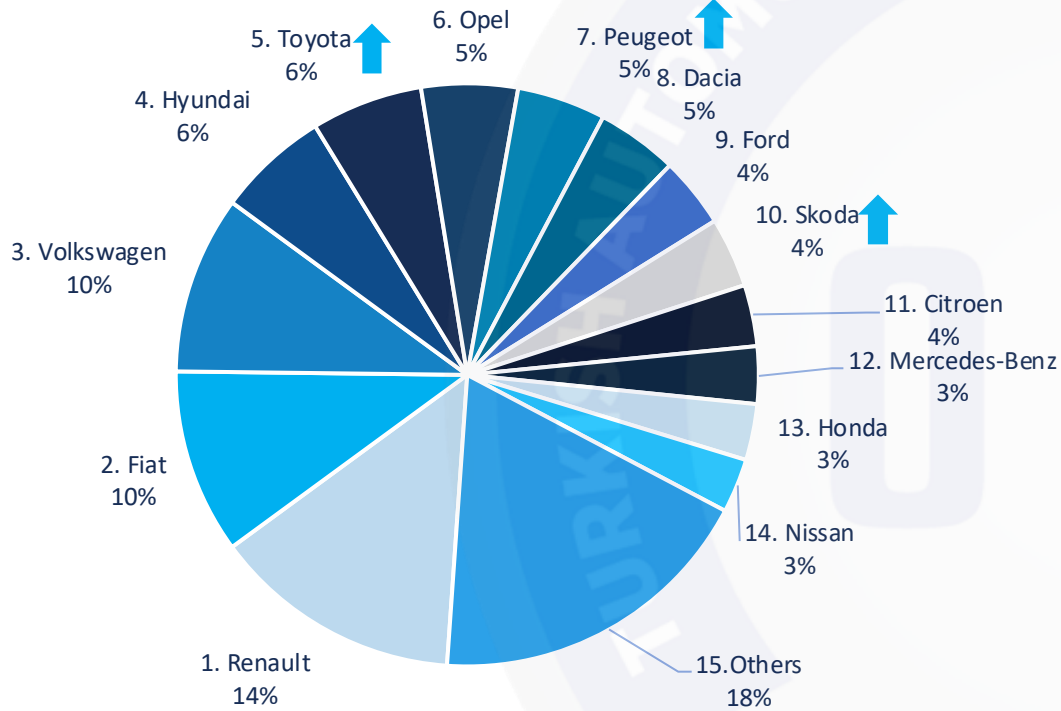
Automotive Aftermarket: New Registration of Light Vehicles by Brand, 2025



TOTAL VEHICLES IN OPERATION (PARC) BY BRAND IN THE LAST 10 YEARS

PEUGEOT AND SKODA INCREASED THEIR SHARES IN 0-10 YEAR OLD VEHICLE PARC AMONG PC'S; TOYOTA AND FORD ALSO INCREASED THEIR LCV SHARE.

Automotive Aftermarket: Number of Passenger Cars in VIO (Parc) by Brand, 2015-2025

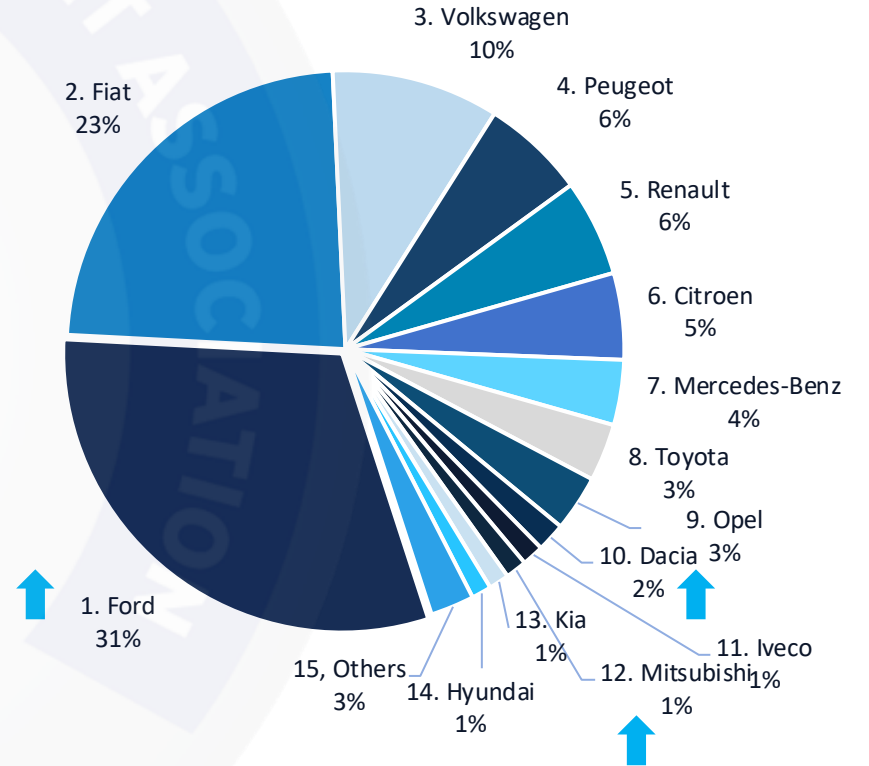


Others include: BMW, Audi, Kia, Seat, Chery, Volvo, Togg, Tesla, BYD, Suzuki, MG, Cupra, Jeep and more.

VIO by brand is calculated from TUIK new vehicle registrations minus vehicles withdrawn from the parc each year starting from year 2015.

↑ Toyota, Peugeot, Skoda increased their market share compared to 2023 among passenger vehicles up to 10 years old.

Automotive Aftermarket: Number of LCV in VIO (Parc) by Brand, 2015 - 2025



Others include: Isuzu, Nissan, Karsan, Ssangyong, Foton, Dfsk, Otokar and more.

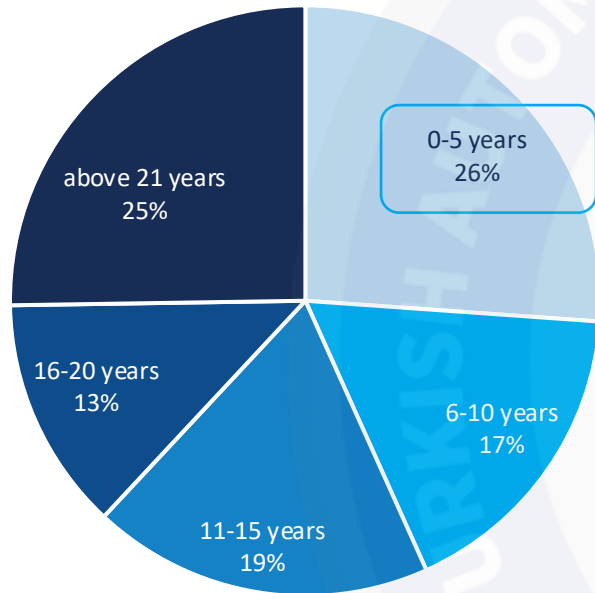
VIO by brand is calculated from TUIK new vehicle registrations minus vehicles withdrawn from the parc each year starting from year 2015.

↑ Ford, Dacia, Mitsubishi increased their market share compared to 2023 among light commercial vehicles up to 10 years old.

TOTAL VEHICLES IN OPERATION (PARC) BY AGE 2025

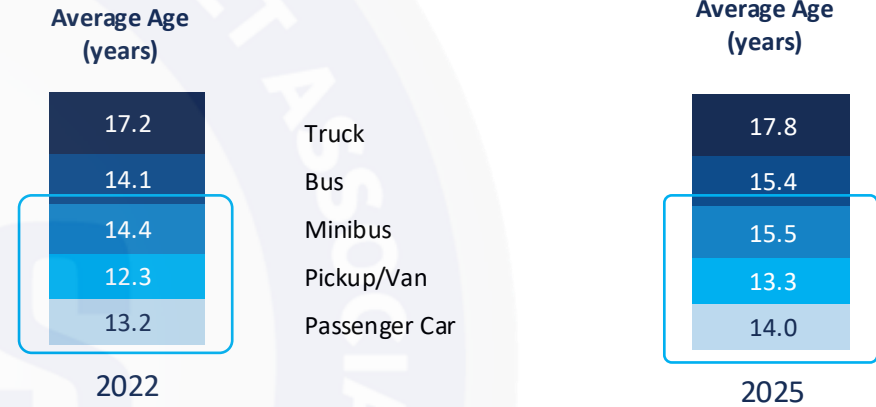
TURKEY'S AGING VEHICLE PARC—DRIVEN BY A HIGH SHARE OF VEHICLES OVER 5 YEARS OLD AND LIMITED NEAR-TERM IMPACT FROM SCRAPPAGE INCENTIVES WILL CONTINUE TO SUSTAIN STRONG AND GROWING DEMAND FOR AFTERMARKET PARTS AND SERVICES.

Automotive Aftermarket: Total VIO Percent Share by Age PC & LCV, Turkey, 2025



Note: In this chart, only passenger cars and pickup/vans are included.

Automotive Aftermarket: VIO by Age, Turkey, 2022 and 2025



The average vehicle age is 13.9 for passenger cars and LCV (pickup/vans).

The average vehicle age is 14.3 for passenger cars and LCV (pickup/vans).

Note: Special purpose vehicles and tractors are excluded from the chart.

- The vehicle parc is getting older in Turkey and reached 14.3 years on average in 2025 compared to 13.9 in 2022 for light vehicles.
- 74% of the vehicles are above 5 years old, highlighting a potential demand for aftermarket services.
- Minibuses have the oldest (15.5 years on average) parc segment within light vehicles, followed by passenger cars (14.0 years on average) and light commercial vehicles (13.3 on average).
- A scrappage incentive is expected to be introduced in the coming years, targeting vehicles over 21 years old, which currently make up around 25% of the parc. This could reduce the share of these older vehicles by approximately 2–3 percentage points.

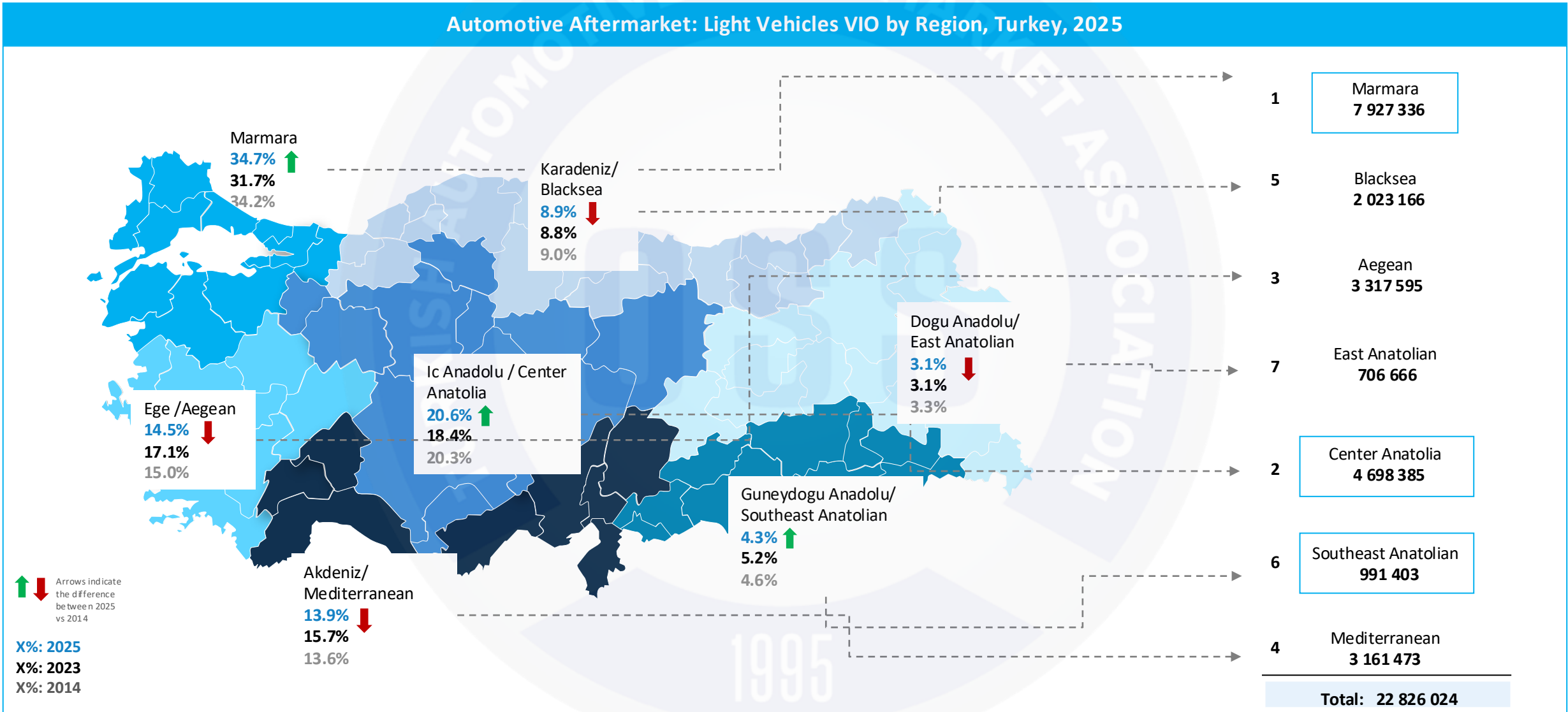
Note: *Scrap age scheme is the encouragement of Turkish citizens to purchase a new car or van and scrap an old one.

Source: TUIK (Turkish Statistical Institute), Frost & Sullivan Analysis

VIO BY REGION

MARMARA, CENTER ANATOLIA, SOUTH EAST ANATOLIA REGIONS LIGHT VEHICLE PARC IS INCREASED IN 2025 COMPARED TO 2014.

Automotive Aftermarket: Light Vehicles VIO by Region, Turkey, 2025



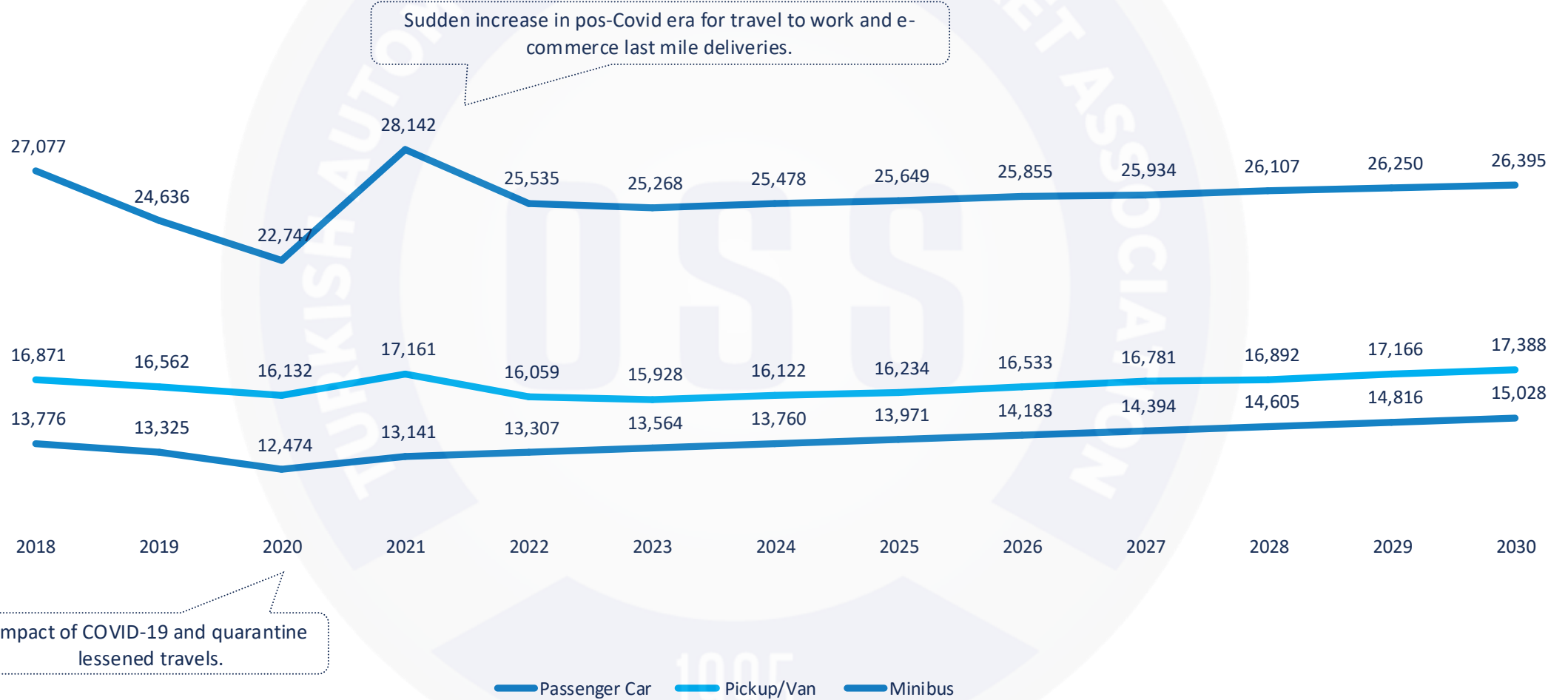
Source: TUIK (Turkish Statistical Institute), Frost & Sullivan Analysis

AVERAGE KILOMETER DRIVEN

WHILE PC AVERAGE KMS DRIVEN ARE INCREASING SINCE 2020, MINIBUS AND PICK UPS AVERAGE KMS DRIVEN ARE FLUCTUATING WITH EXPECTANCY OF GROWTH BY 2030.

Automotive Aftermarket: Average Annual Vehicle Use Per Vehicle, Turkey, 2018–2030

Annual Usage for PC in Kilometers (Thousands)



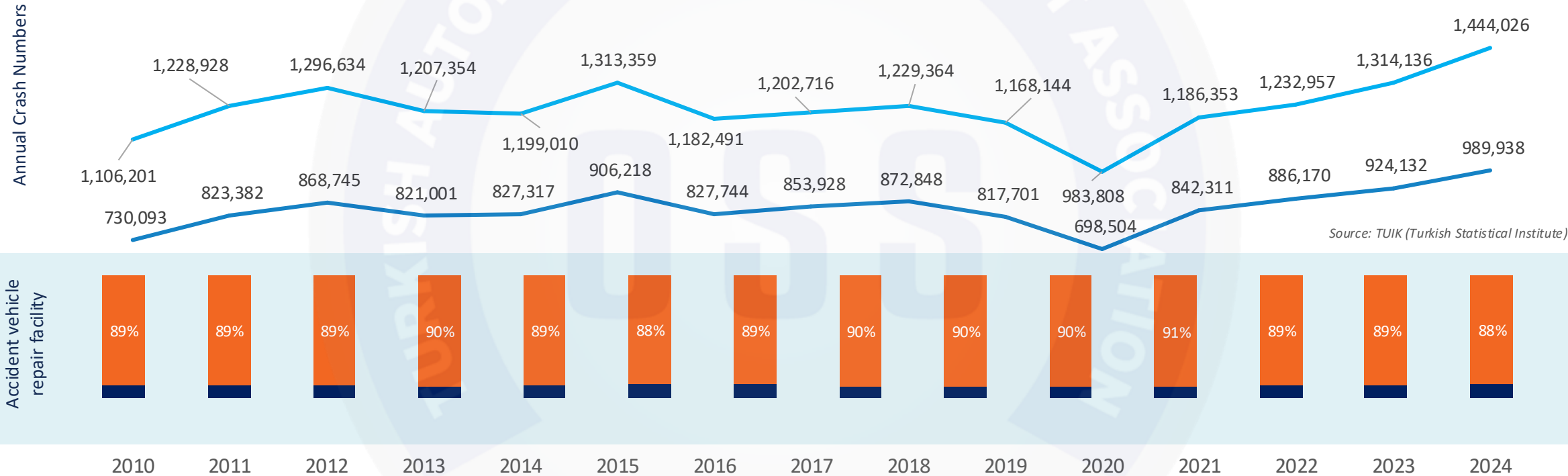
Key: Special Consumption Tax (SCT)

Source: TUIK (Turkish Statistical Institute), Frost & Sullivan Analysis

ANNUAL CRASH NUMBERS & REPAIR LOCATION

AS THE ANNUAL TRAVEL GOES BACK TO NORMAL AFTER COVID PERIOD, THE ACCIDENTS ARE ON THE RISE DESPITE INCREASED SAFETY TECHNOLOGIES OF VEHICLES.

Automotive Aftermarket: Annual Crash Numbers vs. Repair facility, Turkey, 2010–2024



Source: TUIK (Turkish Statistical Institute)

Source: Frost & Sullivan Analysis

Top 3 vehicle related causes of accidents in Turkey

- Tire explosion
- Break failure
- Headlights failure

■ OES ■ IAM

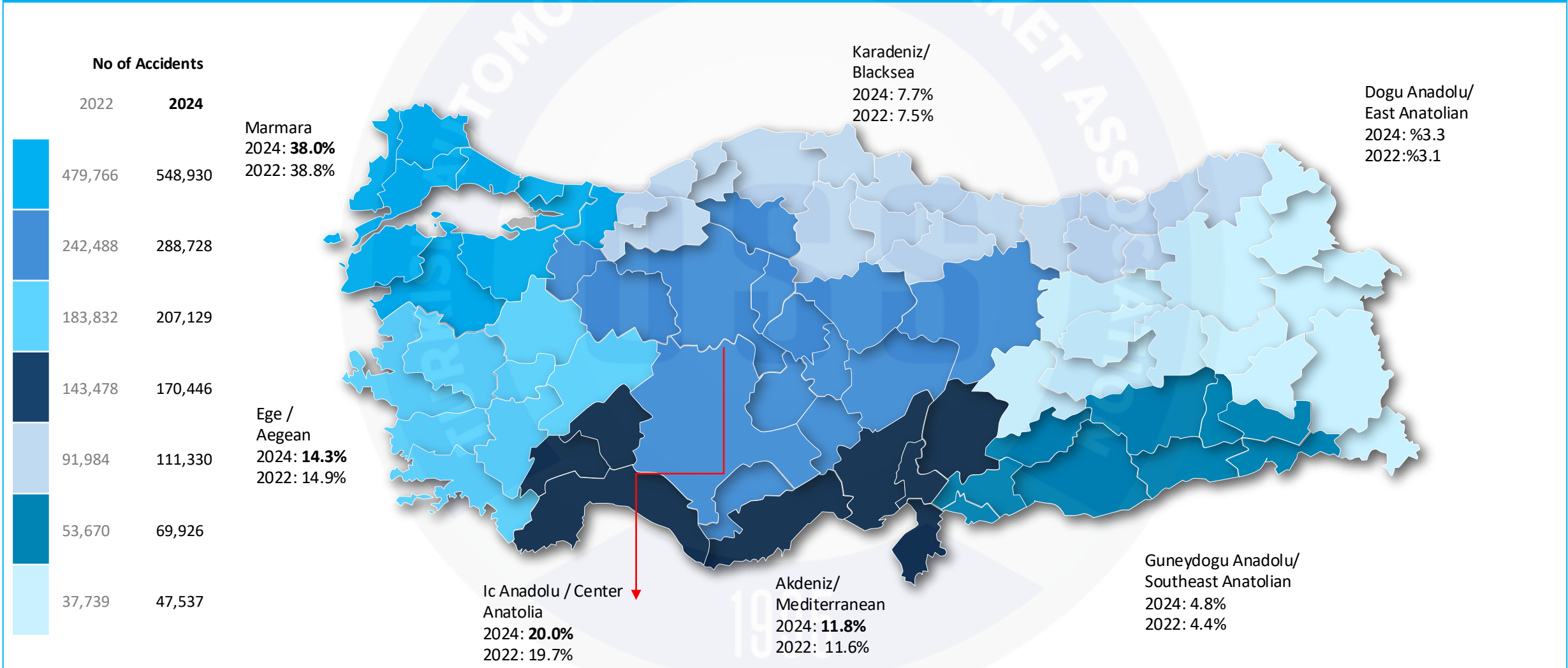
— Total — PC and LCV

The accidents that are not reported to insurance companies are not included

ANNUAL CRASH NUMBERS BY REGION

RISE IN PERCENTAGE SHARE OF VEHICLE PARC IN CENTRAL ANATOLIA, SOUTHEAST ANATOLIA AND EAST ANATOLIA, ALSO IMPACTED THE SHARE OF ACCIDENTS TO INCREASE.

Automotive Aftermarket: Annual Crash Numbers, Turkey, 2024





AFTERMARKET PARTS MARKET ANALYSIS

TOTAL TURKISH AUTOMOTIVE AFTERMARKET— REVENUE

TURKEY'S AUTOMOTIVE AFTERMARKET IS ENTERING A HIGH-GROWTH PHASE, REACHING \$7.6B IN 2025 AND PROJECTED TO EXCEED \$11.1B BY 2030 , UNDERPINNED BY A STRUCTURALLY AGEING FLEET, RECORD VEHICLE SALES AND RISING MAINTENANCE DEMAND.

Automotive Aftermarket: Revenue by Category,
Turkey, 2023–2030

	2023 Revenue (\$ Million)	2025 Revenue (\$ Million)	2030 Revenue (\$ Million)	CAGR (2025–2030)
Tires	1,594.1	1,919.3	3,023.2	9.5%
Batteries	373.4	443.8	677.5	8.8%
Oil	601.9	655.0	819.8	4.3%
Brake Parts	534.5	619.2	883.7	7.4%
Filters	261.3	292.8	382.7	5.5%
Collision Body	555.8	647.1	899.2	6.8%
Starters and Alternators	126.5	141.3	182.5	5.3%
Lighting	177.8	201.5	263.4	5.5%
Engine Components	183.0	203.0	257.8	4.9%
Transmission Components	255.1	293.1	408.9	6.9%
Cooling system	120.0	141.0	209.2	8.2%
Wheel Bearing	75.1	90.2	141.2	9.4%
Steering and Suspension	146.2	173.7	264.7	8.8%
Others*	1,461.3	1,736.8	2,651.4	8.8%
Total	6,466.0	7,567.0	11,065.4	7.9%

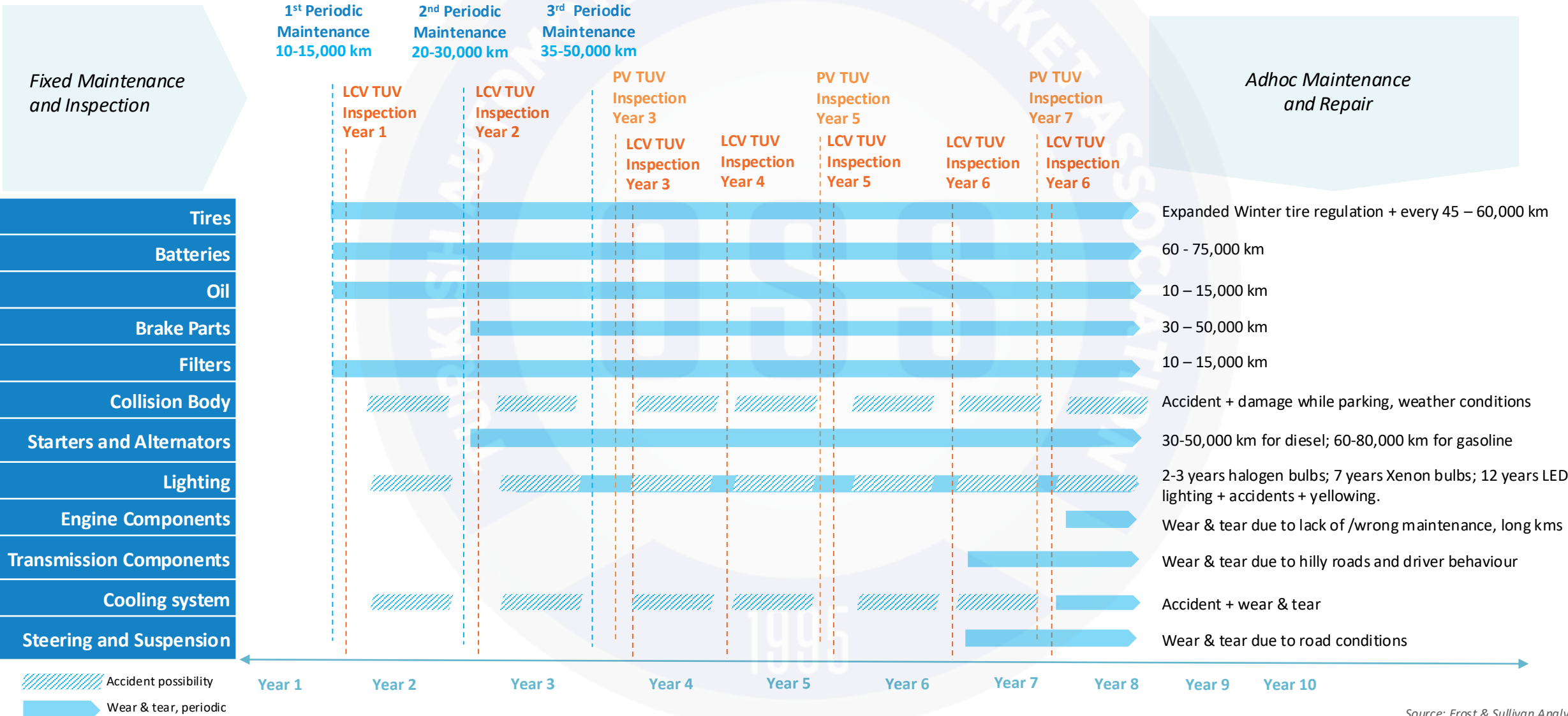
- The Turkish automotive aftermarket for light vehicles reached \$7.6 billion USD in 2025 driven by 6% annual parc growth rate since 2023 and inflation of USD and is projected to achieve a 7.9% compound annual growth rate (CAGR) by 2030.
- New vehicles sales continue to grow and broke it's all time high record of 1.4 million light vehicles and increasing vehicle accidents along with no scrappage scheme since 2019 led number of vehicles to be repaired and maintained.
- Tires, oil, collision body and steering & suspension are the top revenue streams in 2025, consistent with 2023 rankings due to frequent replacement driven by wear & tear, road and traffic conditions.
- A shift towards more economic options in regular maintenance items as oil, filters, batteries, brake parts due to high inflation and ever increasing service fees.
- While low cost origins are still supplied from Asia, for Tier 1 suppliers a shift to alternative manufacturing is gaining more traction with the increased import taxes.
- *Others**: electric & electronics, ignition, exhaust components, accessories.

These figures include both OES and independent channel parts revenues, based on retail (end-customer) prices and excluding service fees.

Source:TUIK, TSB, IMF, Frost & Sullivan Analysis

REPLACEMENT RATE OF PARTS IN TURKISH AFTERMARKET

WITH TURKEY'S FLEET AGE EXCEEDING 14 YEARS AND NO SCRAPPAGE SCHEME IN SIGHT, VEHICLES BETWEEN AGE 6 TO 20 WILL CONTINUE TO DRIVE AFTERMARKET DEMAND, TIRE REPLACEMENT FREQUENCY CAN INCREASE SLIGHTLY DUE TO LATEST WINTER TIRE REGULATION EXPANSION.



Source: Frost & Sullivan Analysis

KEY INSIGHTS ON LIGHTING AFTERMARKET

WITH 75-80% OF TURKEY'S FLEET STILL ON HALOGEN AND ACCIDENTS DRIVING OVER HALF OF ALL REPLACEMENTS, THE LIGHTING AFTERMARKET REMAINS VOLUME-RESILIENT TODAY BUT FACES A STRUCTURAL VOLUME DECLINE AS LED-FITTED VEHICLES GROW IN PARC.



LIGHTING

Replacement Factors

- Headlight replacement is primarily driven by accidents and yellowing (polycarbonate UV degradation)
- A headlight lasts 6–10 years against yellowing but consumers tend to delay replacement.
- ~50–70% of 1.4M annual accidents in Turkey result in headlight or rear stop damage. 55% of headlight sales are right-side units reflecting driver instinct to protect left side in accidents.
- Fog lamp replacement is split equally between accidents (50%) and accessory upgrades (50%).
- Signal lamps on vehicles over 15 years are still sold separately; on newer vehicles they are integrated into the headlight assembly.
- Broken lighting products fail TÜVTürk inspection, inspection remains a structural replacement driver.
- 90% of headlight sales are in pairs; halogen bulbs are typically replaced singly.

Accidents

Yellowing

Inspection

Accessories

Supply

- Local production capability exists in Turkey with considerable portion are being exported.
- 80% of producer costs are FX-dependent (imported raw materials), making TL depreciation a structural cost pressure.

Regulations

- EC regulations are required and followed in Turkey.
- No TSE standard exists for LED bulbs e-certification cannot be obtained. Non-homologated LED products are in the market and not effectively policed.
- Customs require certification and conformity but enforcement at point of sale is weak.

Electrification

- All EVs are fitted with LED lighting as standard.
- As EV share in parc grows, bulb market will shrink in volume terms but revenue may hold as LED unit prices are significantly higher (\$40–50 per set vs \$2.50 halogen).
- LED headlights rarely need replacement (10+ years lifespan); sensor-integrated adaptive headlights are OEM/OES territory where independent aftermarket is not yet active in this segment.
- Current parc is still ~75–80% halogen, ~5% xenon, remainder LED.

E-commerce

Online sales of lighting products continue to grow through marketplaces especially in halogen bulbs, fog lamps and signal lamps due to their standardized fitment and lower unit prices. LED headlamps are less suited to e-commerce because fitment complexity.

KEY INSIGHTS ON TIRES, BRAKE PARTS AND SUSPENSION AFTERMARKET

RECORD VEHICLE SALES, AN AGEING FLEET AND EV GROWTH ARE SIMULTANEOUSLY EXPANDING AFTERMARKET VOLUME AND RESHAPING PRODUCT MIX WITH PREMIUMISATION IN TIRES, REGENERATIVE BRAKING REDUCING PAD WEAR IN EVS AND SUSPENSION COMPLEXITY RISING ALONGSIDE HEAVIER BATTERY.

TIRES

- Turkey tire replacement market valued at \$2 billion in 2025, growing at 9.5% CAGR to 2030, driven by ageing fleet and rising vehicle usage. Record 1.4M new vehicle sales in 2025 are adding to a parc that will require replacement tires from year 3–5 onwards.
- Winter tire mandate extended from 4 to 5 months (15 Nov–15 Apr from 2025) structurally increasing annual replacement demand and accelerating sell-through cycles.
- EVs require specialised tires with higher load index, lower rolling resistance and reinforced sidewalls due to heavier battery weight. EV-specific tire SKUs are growing; premium and 18"+ rim sizes are the fastest-growing segment.
- Shift toward economy brands and all-season tires accelerating as consumers manage rising total cost of ownership. Online and on-site fitment services growing, especially for fleet and rental companies around Istanbul.

BRAKE PARTS

- Pad-to-disc ratio remains ~2:1 in Turkey; drums and shoes prevalent in older vehicles and LCVs.
- EVs use regenerative braking, significantly extending brake pad life and reducing aftermarket replacement frequency. However, heavier EV platforms increase disc wear, partially offsetting volume loss.
- Copper-free and low-metallic pad formulations entering the market driven by EU environmental regulations, creating premium tier opportunity.
- Counterfeit risk is the primary e-commerce barrier. Reliable platforms and authentication measures are a prerequisite for further online channel growth in brake parts.

SUSPENSION

- EV platforms are significantly heavier due to battery packs, accelerating suspension wear on shock absorbers, control arms and bushings. This is a structural volume tailwind for the category through 2030.
- Post-2020, newer vehicles predominantly use OE parts during early life; aftermarket share increases meaningfully after year 5–6 as vehicles age out of warranty and authorised service.
- Road quality variance across Turkey remains a key demand driver — Central Anatolia and Eastern regions show disproportionately high suspension replacement rates.

Considerations from Aftermarket Suppliers

Margins under pressure: Credit card commissions, FX-driven raw material costs (80% of production costs are FX-dependent), rising logistics and energy costs are compressing margins across all three categories. TL depreciation is the single largest structural cost risk for domestic producers.

Sourcing shift: Increasing customs compliance burden on Chinese imports (including auto parts) is driving Tier 1 suppliers to diversify sourcing toward domestic, Indian and Eastern European alternatives. Economy segment still largely supplied from Asia.

CASE STUDY: ENGINE & TRANSMISSION MOUNT

ENGINE AND TRANSMISSION MOUNTS ARE FAVORABLE AS AN IMPORT PART ESPECIALLY IF HYDRAULIC OR ELECTRONIC AS THERE ARE LOCAL MANUFACTURERS FOR RUBBER CAPABILITIES.



Technology Evolvement Through-out the Years

- Rubber & metal
- Hydraulic mounts
- Electronic (active) mounts

Rubber and metal type still covers large portion of the Turkish aftermarket.



The need for engine mount will continue for EVs with a different version, as the need for high torque will become even more significant



Supply Chain

Strong local production for mounts in Bursa. Turkey is among the top three global exporters of rear engine mounts alongside China and India, with key export markets concentrated in Azerbaijan, Russia and Belarus neighbouring and near-neighbour markets where Turkey's geographic position provides a clear logistics advantage. Key global players for import such as Febi Bilstein, Lemforder, Corteco

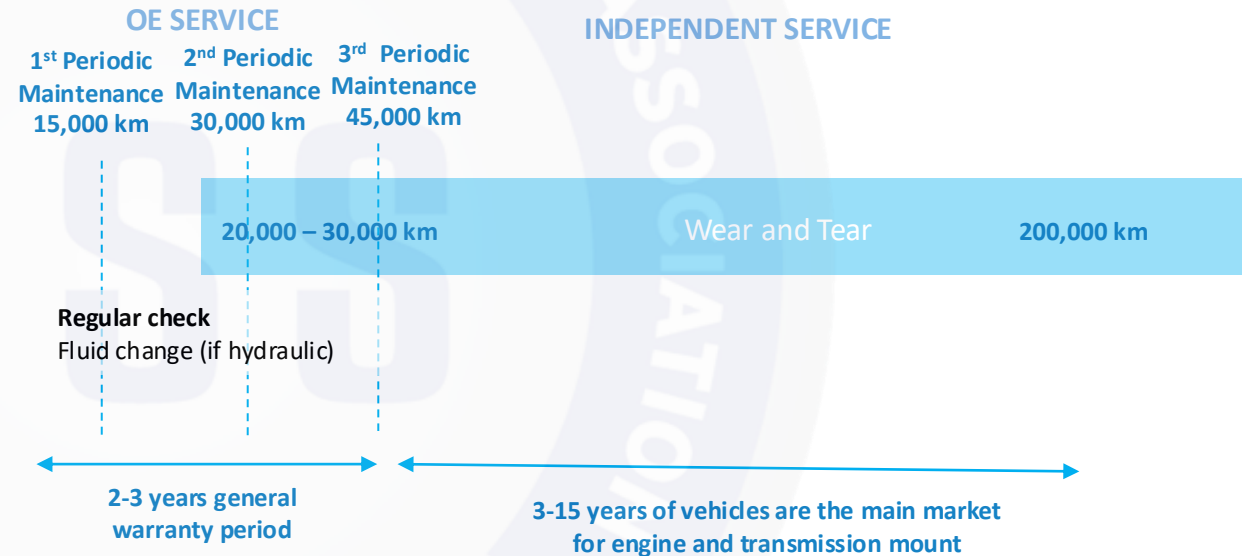


Engine and transmission mounts remain exempt from mandatory customs testing obligations, unlike shock absorbers or bearings, preserving import clearance speed for hydraulic and electronic variants not yet produced locally



Replacement Cycle

Dependent on wear-tear and usage of vehicle, condition of the roads



- Drivers rarely delay mount replacement due to NVH (noise, vibration, harshness) deterioration is immediately perceptible, making this a safety and comfort-driven purchase with low price sensitivity at point of failure
- Mount changes are typically bundled with other scheduled servicing to minimise vehicle downtime, supporting attachment rate at independent workshops
- With Turkey's fleet average age now exceeding 14 years, the 3–15 year sweet spot represents the overwhelming majority of the active parc structurally expanding the addressable aftermarket for this category

CASE STUDY: CRANK SHAFT PULLEYS

DESPITE ACCELERATING BEV PENETRATION, STRONG ICE AND HYBRID VEHICLE PARC SUSTAINS TURKEY'S LOCAL MANUFACTURERS MAINTAIN A STRUCTURALLY PROTECTED POSITION IN CRANKSHAFT PULLEYS



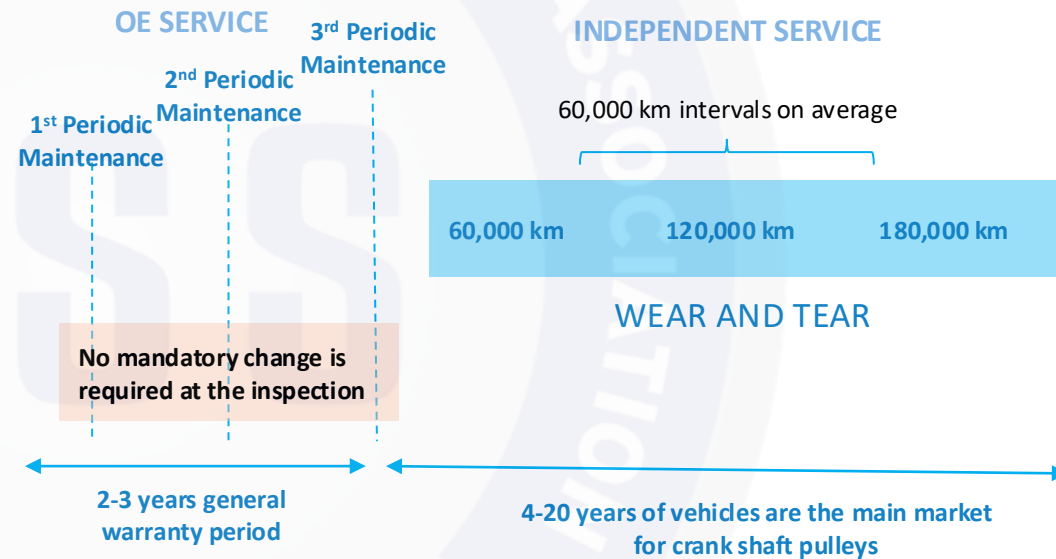
Current Demand and Local Capability

- Turkey maintains strong local production capability with established manufacturers in Konya and Bursa supplying both domestic and export markets; Turkey ranks among the top five global crankshaft pulley exporters alongside China, Taiwan, India and Thailand, with key export destinations in the UK, Germany and Spain.
- Import tariff protection from Asian suppliers remains intact in 2025, shielding local producers from Chinese and Indian low-cost competition in the domestic



Replacement Cycle

The replacement of crank shaft pulley is postponed and is not mandatory



Future Demand

- The European replacement cycle requirement of every 60,000 km continues to drive sustainable and predictable export demand, underpinning long-term production planning for Turkish manufacturers.
- BEV growth creates a long-term structural headwind for crankshaft pulleys as pure electric drivetrains eliminate the need for this component entirely — however with Turkey's hybrid penetration at ~15% of new sales in 2025 and a fleet average age exceeding 14 years, the ICE and hybrid parc will dominate replacement demand well into the 2030s.

- Product range remains engine-type determined rather than brand or model specific, keeping SKU complexity low and inventory management straightforward for distributors — a significant advantage versus model-specific components.
- Wear onset at ~60,000 km means replacement falls almost entirely within the independent service window, making this a high-attachment category for IAM distributors and independent workshops.

TOP PARTS/ SYSTEM SUPPLIERS IN TURKEY

LOCAL MANUFACTURERS OF BATTERIES, FILTERS, AND WHEELS ALIGN WITH THE DEGLOBALIZATION TREND IN THE GLOBAL SUPPLY CHAIN, SHOWCASING SIGNIFICANT REGIONAL PRESENCE AND IMPACT.

Tires	Batteries	Oil	Brake Parts	Filters	Collision Body	Starters and Alternators	Spark Plugs	Lighting	Engine Components	Transmission Components	Cooling System	Wheel Bearing	Steering and Suspension
Brisa	Ako	BP Castrol	Beser Balata	Asas	De-Ga	Bosch	Bosch	Ayfar	MAHLE	ZF	Kale	NTN-SNR	AYD
Continental	Esan	Exxon Mobil	Bosch	Bosch	Phira	Delphi	Champion	Depo	BorgWarner	MAPA	Mahle (Behr)	Schaeffler	Delphi
Hankook	Inci	Opet Fuchs	Delphi	Fil Filter	TYG	Denso	Niterra NGK	Hella	Driv (Goetze / Nural)	Schaeffler	Nissens	SKF	Maysan Mando
Michelin	Mutlu	Petrol Ofisi	Ferodo	Sardes		Lucas		Magnetti Marelli	Garrett	Valeo	Valeo		Teknorot
Petlas	Varta	Shell	Kale Balata	Mahle		Valeo		Osram	Rhein metal		NRF		ZF / TRW / Sachs
Pirelli	Yigit	Total Elf	Valeo	Mann-Filter/ Filtron		Wai		TYC	Yenmak				
			ZF (TRW)	Sampiyon filtre				Valeo					

Suppliers are listed alphabetically.

Source: Frost & Sullivan Analysis



AFTERMARKET SERVICE ANALYSIS

TURKISH AUTOMOTIVE AFTERMARKET SERVICES INDUSTRY

INDEPENDENT GARAGES ARE THE BACKBONE OF AFTERSALES SERVICE IN SUBURBAN AND RURAL TURKEY, OFFERING BROAD, SPECIALIZED CAPABILITIES THAT ENSURE VEHICLE MAINTENANCE AND REPAIR ACCESS WHERE FORMAL SERVICE NETWORKS ARE LIMITED.

In Turkey, aftermarket service providers generally fall into two main categories:

- **Chain/Franchise service centers:** These focus on routine maintenance and light repairs, primarily serving vehicles aged between 2 and 10 years.
- **Independent garages:** These offer a broader and more flexible range of services, catering mostly to older vehicles. Their capabilities extend from minor fixes to major repairs, including specialized work such as engine diagnostics, engine overhauls, transmission repairs, and other complex mechanical services.

Chain/Franchise service centres

- Vehicle owners perceive these centers as accessible and reliable. Their infrastructure and operational setup are comparable to authorized OEM service networks, particularly in terms of tools, technician training, and equipment.
- They actively compete with OEM service providers in the routine maintenance segment. Franchise networks typically provide more attractive parts pricing than independent garages, supported by consistent access to quality components and associated warranty benefits.
- Workshops certified under **TSE 12047 Service Qualification Certificate** are authorized to carry out maintenance and repairs without voiding the vehicle's warranty. Currently, there are over 740 service centers holding this certification.

Independent garages

- Independent garages are widely present in suburban and rural areas, forming a dense and accessible service network. They deliver a comprehensive set of services, including bodywork, exhaust systems, battery maintenance, engine repairs, pump and injection services, electrical diagnostics, auto locksmithing, glass repairs, suspension (shock absorber) services, tire services, and vehicle climate control systems.
- These garages are essential to sustaining aftersales support in such regions, ensuring continued vehicle operability where larger service networks are less prevalent.

SERVICE CENTERS BY TYPE

AS TURKEY'S DEALER NETWORK CONSOLIDATES AND EV REGULATION LAGS, INDEPENDENT SERVICE CHANNELS ARE EMERGING.

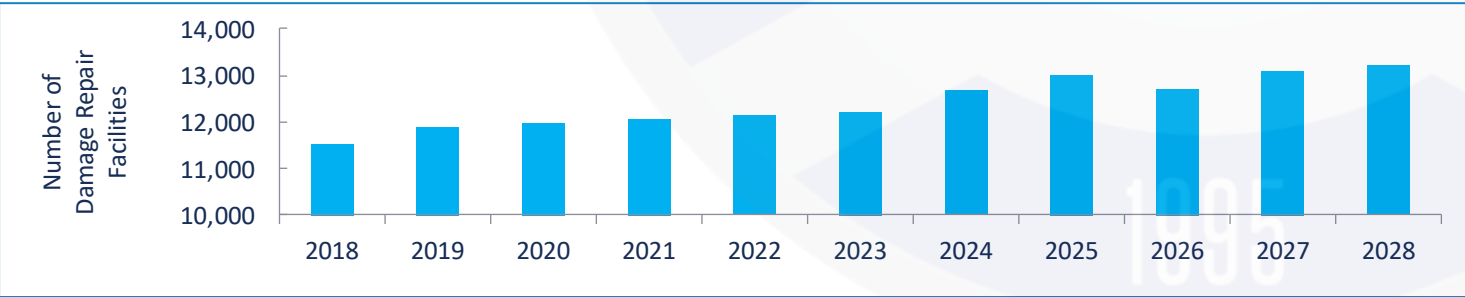
Automotive Aftermarket: Service Centers by Type, Turkey, 2025 and 2030

Repair Location	2023 Locations	2025 Locations	2030 Locations
Vehicle Dealers	1,510	1,470	1,390
Individual Service Centers	Approx. 80,000* ≈25,000 services with >200 m ² area	Approx. 83,000* ≈26,100 services with >200 m ² area	Approx. 87,000 ≈27,500 services with >200 m ² area
Franchise and Chain Services	1,480	1,543	2,104
Authorized Damage Repair Centers	12,210	12,981	13,141

- Vehicle dealers shrink at a 2% rate in 2025, and expected drop further by 2030 with the EV penetration increase and consolidation easing the operational costs.
- Independent service centers continue to gain share as inflationary pressure on authorised dealer labour rates and parts margins drives cost-sensitive consumers toward alternative channels; quick-turnaround categories tyres, brake pads, lighting and oil changes are the primary gateway, but as vehicle electronics and ADAS systems grow more complex, a new tier of technology-specialised independents is emerging alongside the traditional general repair workshop.
- Authorized damage repair facilities operate primarily within insurance company contracted networks (anlaşmalı servis), where insurers maintain proprietary parts supply chains; the 6.3% increase from 12,210 to 12,981 between 2023 and 2025 reflects rising accident frequency driven by record new vehicle registrations.
- The regulatory framework governing high-voltage battery servicing and EV-specific repair operations remains unresolved, creating a structural gap between the expanding EV parc and the capacity of independent workshops to service it; until certification requirements, tooling standards and battery dismantling protocols are formalised, EV after-warranty service is effectively captive to the authorised dealer network.
As of 2025, Turkey's light vehicle market features 54 brands actively sold through authorised networks broadly stable compared to 59 in 2023 as the exit or consolidation of several low-volume Chinese brands following ÖTV and import tariff adjustments was largely offset by new EV entrants.

Source: OYDER, Frost & Sullivan Analysis

Automotive Aftermarket: Number of Damage Repair Facilities, Turkey, 2018-2030



TOP TURKISH AFTERMARKET SERVICE CENTER CHAINS

AS MULTI-BRAND SERVICE CHAINS ACCELERATE NETWORK EXPANSION LED BY EUROREPAR'S NEAR-DOUBLING TO 310 POINTS AND NEREX'S RAPID RISE WITH STRONG ENTRANCE FROM MOTRIO.

Top Service Chains	Year Founded	Service Type	Centers (Approx.) 2014	Centers (Approx.) 2023	Centers (Approx.) 2025
Bosch Car Service	2002	Regular maintenance and powertrain diagnostics	>200	380	350+
Euromaster	2012	Tire and regular maintenance franchise	189	157	155
Eurorepar	2018	Regular maintenance and diagnostics	NA	162	310
Otopratik / Otopratik Midi	2006	Maintenance, tire and electrical repairs Otopratik Midi: Brisa launched a smaller-format franchise model in early 2024	36	115	141
Castrol Auto Service	< 2019	Maintenance and repair	27	83	93
RS Servis	2008	Repair, regular maintenance	52	68	83
Nerex	2021	Maintenance, mechanical repairs	-	62	95
Auto King	2001	Maintenance, repair and protection	49	55	46
Otto Zenith	2008	Repair and 7/24 roadside assistance	65	23	37
Motrio	2022	Post-warranty Renault/Dacia maintenance	-	-	100+
Midas	2019	Maintenance, tire and electrical repairs	3	3	6+

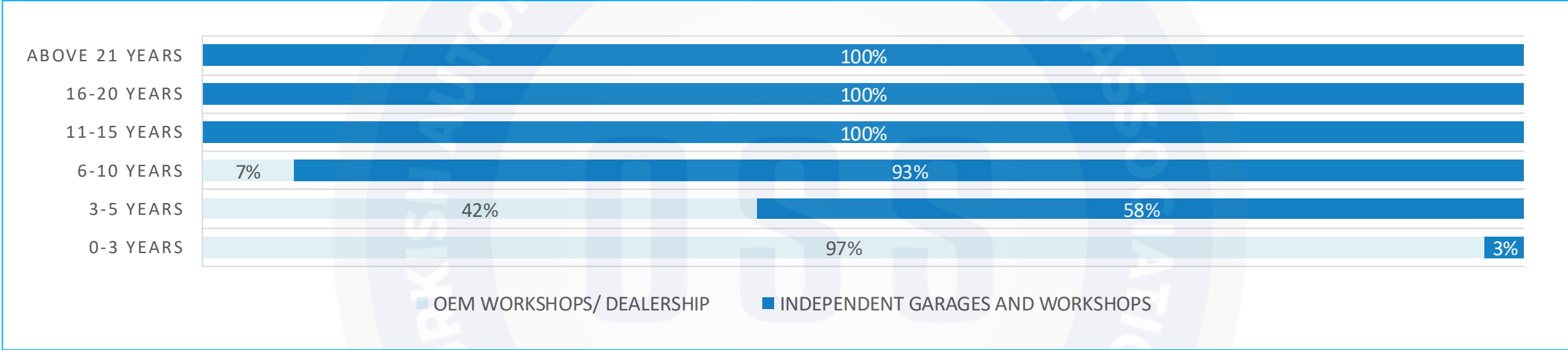
NA: Not applicable

Source: Frost & Sullivan Analysis

COMPETITIVE EVALUATION OF THE SERVICE INDUSTRY

WITH RECORD 2023–2024 SALES NOW AGEING INTO THE POST-WARRANTY WINDOW, THE 3–5 YEAR VEHICLE COHORT IS BECOMING THE MOST CONTESTED BATTLEGROUND IN TURKEY’S AFTERMARKET.

Automotive Aftermarket: Service Channel Preference by Vehicle Age, Turkiye, 2025



- The warranty landscape continues to anchor 0–3 year-old vehicles firmly within the authorised service network, with OE service preference declining to approximately 42% for the 3–5 year cohort, a segment that is growing rapidly as Turkey's record 2023 and 2024 sales volumes age into the independent market over the next two to three years.
- Beyond 6 years, independent garages remain dominant, and their share of the overall parc is structurally expanding given Turkey's fleet average age now exceeding 14 years. However, the independent channel faces a two-sided squeeze in 2025: on the cost side, TL depreciation has sharply inflated imported parts prices — components such as brake drums, sensors and electronic modules sourced from Europe have seen 40–60% price increases in lira terms since 2023, compressing workshop margins and in some cases making parts availability itself a constraint.
- The emerging structural divide is therefore not simply authorised versus independent, but between technology-capable independent specialists and general repair workshops; the former are gaining share in the 3–8 year vehicle cohort, while the latter face increasing pressure from both chain franchise services and the growing complexity of the vehicles they service.

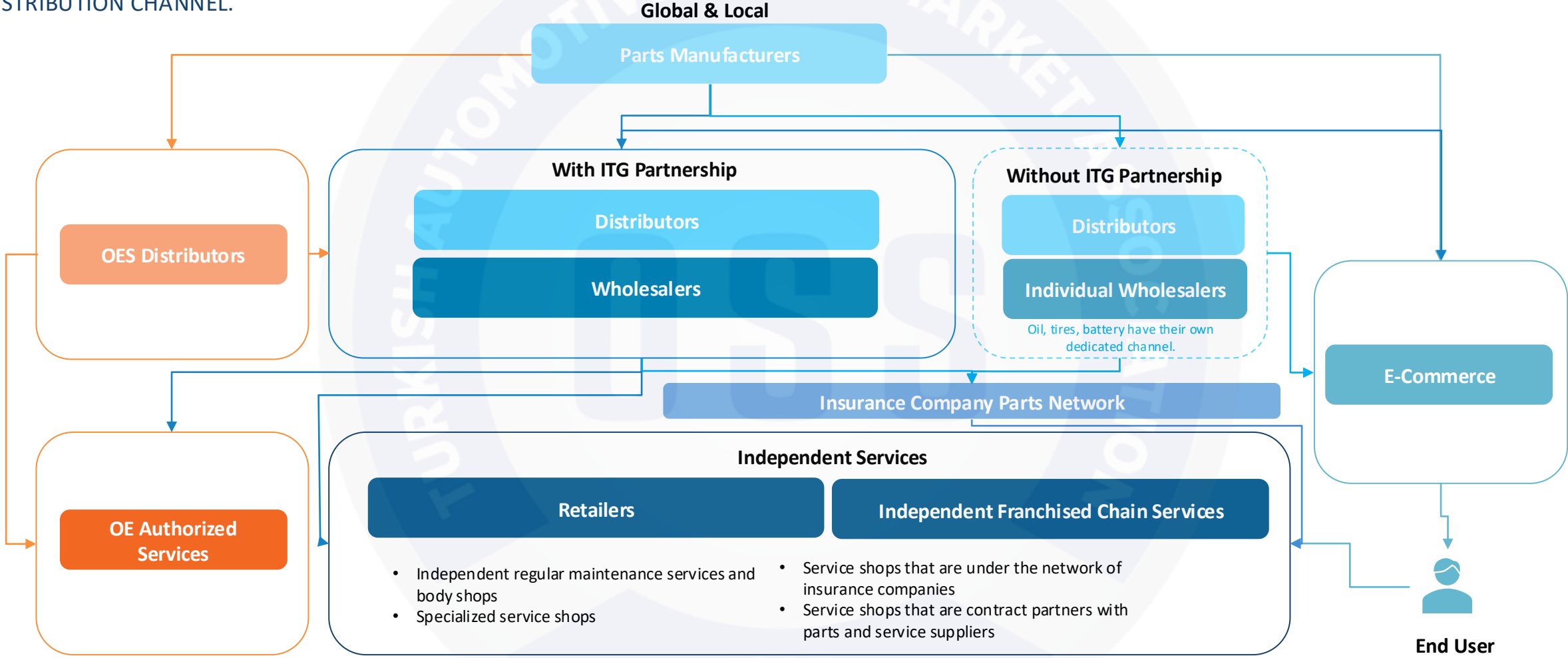
Source: Frost & Sullivan Analysis



DISTRIBUTION CHANNEL ANALYSIS

TURKISH AFTERMARKET DISTRIBUTION STRUCTURE

WHILE AUTOPARTS ARE GENERALLY DISTRIBUTED VIA ITG PARTNERED DISTRIBUTORS, OIL, TIRES AND BATTERIES ARE DISTRIBUTED VIA THEIR DEDICATED DISTRIBUTION CHANNEL.



These individual wholesalers only exists in areas with low population and east side of the country

The number of parts distributors without the ITG partnership in Turkey is diminishing significantly



End User

TOP TURKISH AFTERMARKET PARTS INTERNATIONAL TRADING GROUPS

SIX PRIMARY ITG'S WITH DISTRIBUTOR PARTNERS IN TURKEY ARE ENHANCING THEIR INTERNATIONAL IMPORT AND EXPORT CAPACITIES.

Automotive Aftermarket: International Trading Groups, Turkey, 2025

International Trading Groups (ITG)	Number of Business Partners in Turkey	Year of ITG Partnerships in Turkey	Vehicle Scope	Member Distributors (examples)
AD International / AD Ekol	9 shareholders & 5 members	1991 – AD Ekol 2017 – AD International	<ul style="list-style-type: none"> • Light vehicles • Commercial vehicles 	Altay, Davet, Oto Ismail, Ozas
ATR	2 shareholders	2018, 2003	<ul style="list-style-type: none"> • Light vehicles • Commercial vehicles 	Martas, Rotas
Global One / Bircar	1 shareholder	2017	<ul style="list-style-type: none"> • Light vehicles 	Ozcete
Groupauto International / Grup Oto	30 business partners (25 of them are LVs)	1992	<ul style="list-style-type: none"> • Light vehicles • Commercial vehicles 	Delta, Mercanlar, Otokoc, Teknik Dizel, Forka, Hamle, Incegul, Sener Oto, Tok Oto, Seyidoglu
Nexus International & Nexus Eurosia	1 shareholder & 2 members	2014	<ul style="list-style-type: none"> • Light vehicles • Commercial vehicles 	Dinamik Otomotiv, Genckaya, Simpar
Temot / Tatcom	7 shareholders & 3 members	1995 2013	<ul style="list-style-type: none"> • Light vehicles • Commercial vehicles 	Basbug, Motor Asin, Genel Oto

ITG's are listed alphabetically.

Source: Frost & Sullivan Analysis

TOP TURKISH AFTERMARKET PARTS KEY DISTRIBUTORS (1/2)

NUMBER OF LOGISTICS CENTERS ARE INCREASING COMPARED TO 2023, SHOWING DEMAND FOR AUTOMOTIVE AFTERMARKET PARTS ARE CONTINUOUSLY GROWING.

Automotive Aftermarket: Key Distributors, Turkey, 2023, 2025

Distributor Group	Year of Founding	Number of Logistics Centers 2023	Number of Logistics Centers 2025	International Trading Groups (ITG)	Year of ITG Partnership	Vehicle Scope
Altay Otomotiv	1982	7	7	AD International / AD Ekol	2017	<ul style="list-style-type: none"> • Light vehicles • Commercial vehicles
Atak Tasit Yedekleri	1979	4	4	Independent / No ITG partnership	Not applicable	<ul style="list-style-type: none"> • Light vehicles
Basbug Oto	1974	12	14 ↑	Temot / Tatcom	2013	<ul style="list-style-type: none"> • Light vehicles
Davet Otomotiv	1993	6	8 ↑	AD International / AD Ekol	2017	<ul style="list-style-type: none"> • Light vehicles • Commercial vehicles
Delta Oto	1976	2	2	Groupauto International / Grup Oto	2019	<ul style="list-style-type: none"> • Light vehicles
Dinamik	1986	18	18	Nexus International & Nexus Eurosia	2014	<ul style="list-style-type: none"> • Light vehicles • Commercial vehicles
Genckaya Otomotiv	1999	2	2	Nexus International & Nexus Eurosia	2019	<ul style="list-style-type: none"> • Light vehicles • Commercial vehicles
Genel Oto	1954	7	8 ↑	Temot / Tatcom	2013	<ul style="list-style-type: none"> • Light vehicles • Commercial vehicles

Distributors are listed alphabetically.

Source: Frost & Sullivan Analysis

TOP TURKISH AFTERMARKET PARTS KEY DISTRIBUTORS (2/2)

KEY DISTRIBUTORS ARE MAINTAINING THEIR STRONG POSITION IN SUPPLYING KEY AUTO PARTS TO WHOLESALERS AND RETAILERS.

Automotive Aftermarket: Key Distributors, Turkey, 2023, 2025

Distributor Group	Year of Founding	Number of Logistics Centers 2023	Number of Logistics Centers 2025	International Trading Groups (ITG)	Year of ITG Partnership	Vehicle Scope
Martas	1980	11	13	ATR	2018	• Light vehicles
Mercanlar Otomotiv	1982	3	22 ↑	Groupauto International / Grup Oto	2013	• Light vehicles
Motor Asin	1971	6	8 ↑	Temot / Tatcom	2013	• Light vehicles • Commercial vehicles
Oto Ismail Otomotiv	1977	6	8 ↑	AD International / AD Ekol	2017	• Light vehicles
Ozas Otomotiv	1983	9	10 ↑	AD International / AD Ekol	2017	• Light vehicles
Ozcete Otomotiv	1978	6	10 ↑	Global One / Bircar	2017	• Light vehicles
Teknik Dizel	1974	5	5	Groupauto International / Grup Oto	2020	• Light vehicles • Commercial vehicles

Distributors are listed alphabetically.

Source: Frost & Sullivan Analysis

COMPETITIVE EVALUATION OF DISTRIBUTION

AS TURKEY'S SIX DISTRIBUTION GROUPS EXPAND THEIR LOGISTICS FOOTPRINT AND DIGITALIZATION GROWS ACROSS PROCUREMENT WITH LONG PAYMENT TERMS REMAINS.

- The main six distributors are still at the core of auto parts distribution in Turkey for both OE and independent channel. They manage import, inventory and last-mile delivery through their own dedicated vehicle fleets to wholesalers nationwide.
- All six groups maintain partnerships with International Trading Groups (ITGs), a dynamic that has intensified over the past decade as consolidation pressures and efficiency demands accelerated international alignment. A small number of independent distributors continue to operate outside ITG affiliations, primarily serving regional or niche segments.
- The number of logistics and distribution centres operated by these groups has increased since 2023, reflecting both market growth and the strategic imperative to reduce delivery lead times across Turkey's geographically dispersed workshop network.
- Oil, tires and batteries are distributed via their own dedicated network while some brands still utilize traditional auto-parts distribution channel.
- Turkey's strategic positioning as a parts supply hub has been further reinforced in recent years — border disruptions and regional instability in neighbouring markets have made Turkish distributors an increasingly important transit and sourcing point for parts flowing into the Middle East, Central Asia and North Africa.
- At the wholesale and retail tier, operators play a critical intelligence function assessing localised demand patterns, managing credit relationships with independent workshops across their designated territories, and maintaining brand and model-specific inventory.
- Turkey's fleet average age of 14+ years structurally extends inventory holding requirements, as distributors must carry parts for a wide vintage spread including models that are no longer in production.
- Digitalization is increased significantly for procurement among distributors and retailers with transactions happen online with great portions.
- E-commerce penetration is accelerating across both consumer and trade channels. Simple, non-VIN-dependent categories such as tires, filters, oils and accessories now account for an estimated 12% of sales through online platforms, up from minimal levels just a few years ago. More technically complex categories including brakes, lighting and suspension components are also growing online, estimated at around 5% of sales, driven not only by end consumers but increasingly by mechanics and workshop technicians who are integrating e-commerce platforms alongside traditional B2B procurement. E-commerce generally done via retailers, distributor level e-commerce is minimal.
- Long term payments are still a burden for the overall distribution channel with retailers demand 60-120 days for payments.



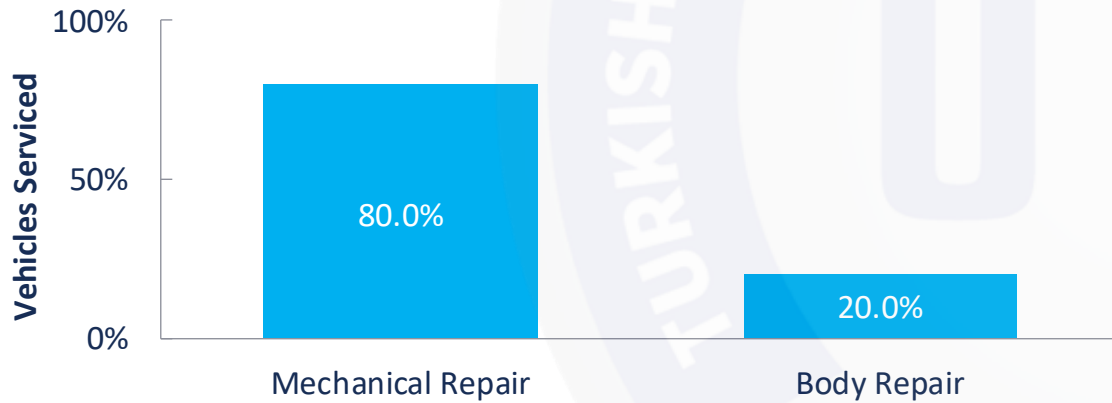
OES CHANNEL ANALYSIS

OES CHANNEL TRENDS

WARRANTY PROTECTION KEEPS YOUNG VEHICLES IN OES NETWORK, INCREASING FRANCHISED AUTHORIZED CENTERS ARE PUSHING TO GAIN MARKET SHARE.

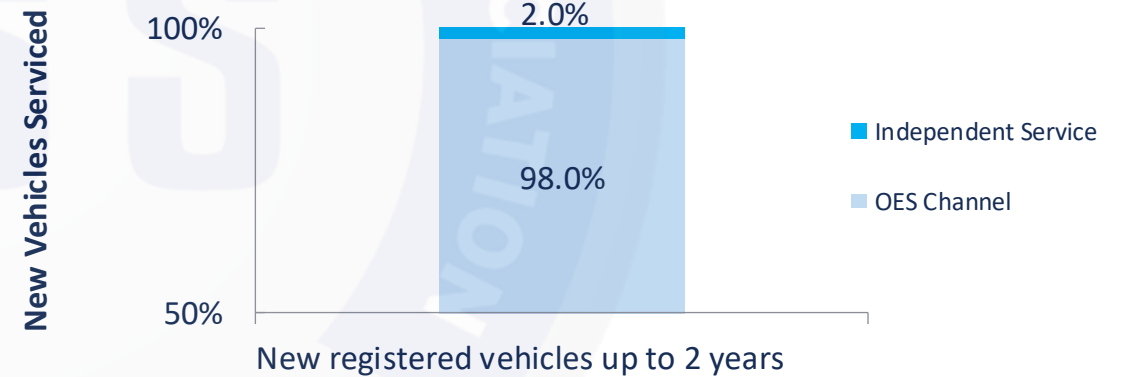
- Despite sustained price inflation, OE service usage remains prioritised during the warranty period as consumers prioritise risk mitigation over cost savings for high-value assets. Turkey's authorised network stands at approximately 1,480 points in 2025, a modest decline from 1,510 in 2023 as Stellantis rationalisation and Chinese brand consolidation offset additions from new EV entrants
- TSE 12047 certification formally entitles independent and chain service providers to perform warranty-valid servicing, yet consumer awareness remains low and hesitancy persists around OE manufacturers' practical acceptance of such claims.

Automotive Aftermarket: Percent of Vehicles Serviced at OES Channel According to Type of Services Performed, Turkey, 2025



- Mechanical repair: battery, tire, brake, engine components, exhaust components.
- Body repair: collision repair, damaged panels, window replacement, bumper replacement, welding, dent repair including window.

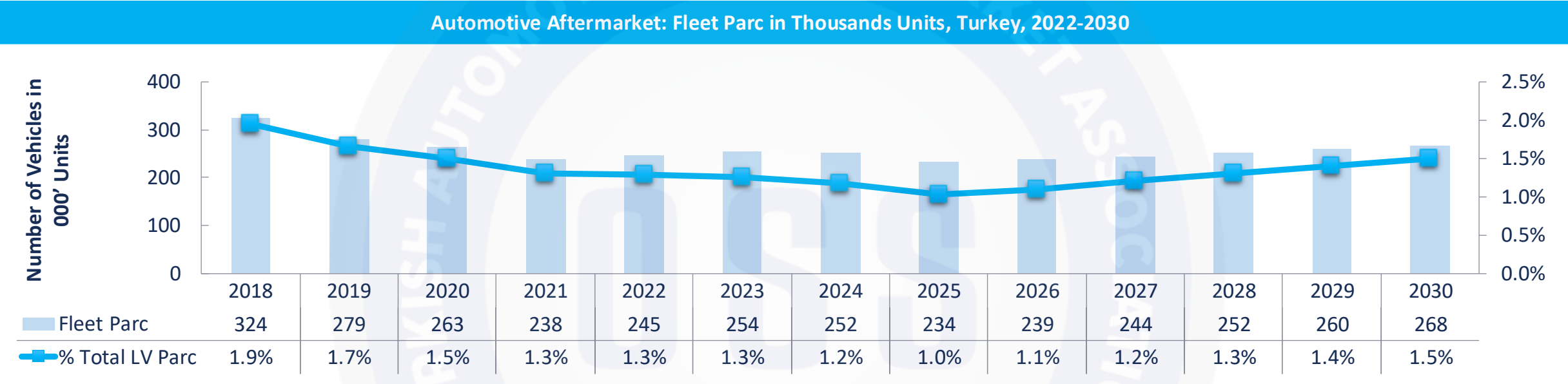
Automotive Aftermarket: Percent of New Vehicles Serviced According to Type of Channel, Turkey, 2025



- Accidents that require off-network specialized servicing may cause vehicles to be serviced outside OE network in the first 2 years.

OES CHANNEL TRENDS (CONTINUED)

DECREASE IN FLEET VEHICLES RESULTS IN LESS OE SERVICES USAGE WITH MORE VEHICLES TO VISIT INDEPENDENT AFTERMARKET CHANNEL.



- Number of fleet vehicles are decreasing since 2023, due to high inflation and increasing operating costs for owning fleet vehicles.
- There is only operational leasing model in Turkey where periodic maintenance is already part of the contract, and almost non-existent financial leasing model forces company owners to own their vehicles or remove the option to provide vehicles to their employees in the last few years.
- The most preferred contract term is between 30-42 months for fleets.
- Mild hybrid penetration is on the rise, reaching 10.1% among all vehicles, low impact on aftermarket parts, while overall alternative fuel fleet vehicle penetration reached 13.4% in 2025.

Note: All figures are rounded. The base year is 2025.

Source: TOKKDER, Frost & Sullivan Analysis

NEW CAR WARRANTIES (FROM OEMS)

THERE IS AN OVERALL STABILITY WITH SLIGHT DROP IN NUMBER OF OE DEALERS/SERVICES IN TURKEY WITH HYUNDAI AND TOYOTA INCREASED SLIGHTLY.

Company	Example of Regional Authorized Chain Dealers & Services	Number of Dealers	Number of Services Points	Manufacturer Warranty Offer	Change vs 2023
Renault	Baday, Erdeger, Ernaz	150	148	For 2 years, unlimited km For three years 100,000 km & 150,000 km for Talisman and Koleos models	Stable
Fiat	ASF, ErKay, Kadioğlu	90	115	3 years / 60,000 km statutory; Egea models extended to 5 years / 100,000 km total	-12%
Ford	Çetinkayalar, Gürbaşlar, Kar	80	82	4 years or 100,000km for PC 3 years unlimited km for LCV	Stable
Volkswagen	Acarlar, Avek, Erel	70	78	2 years unlimited km	Slight drop
Hyundai	Coşkun, Fertan, Uçar	68	68	5 years or 100,000km	Sight Growth
Toyota	ALJ, Kale, Köşkdere	63	63	3 years or 100,000 km for LCV	Slight Growth
Peugeot	Bakırcılar, Öztekin, Odak	63	62	3 years or 100,000km 2 years unlimited km for Expert and Boxer models	Stable
Citroen	Antoto, Çetaş, Mepa	62	62	3 years or 100,000km 2 years unlimited km for Jumpy and Jumper models	Stable
Opel	ABC, Gerçek, Odak	58	58	3 years or 100,000km 2 years unlimited km for Vivaro and Movano models	-8%
MB	Birollar, Koluman, Mengerler	37	58	2 years unlimited km, up to 4 years if taken service only from authorized services during first two years	Stable
BMW	Borusan, Koşifler, Özgörkey	24	45	2 years unlimited km	Stable

Source: Frost & Sullivan Analysis

OEM WARRANTY CONDITIONS

INCREASING WARRANTY YEARS ARE IMPACTING THE INDEPENDENT SERVICE SHOPS TO BE RESPONSIBLE FOR OLDER VEHICLES WHERE MARGINS ARE LOWER.

Warranty Type	Coverage	Impact on the Aftermarket
Manufacturer warranty	<ul style="list-style-type: none"> Typically covers repairs or replacements of defective parts and may include labour costs. In general, the offer is for 2 years, unlimited km. For EVs, it ranges from 4 to 8 years. E.g. Tesla: 4 years; MG: 7 years; Renault: 8 years. 	<ul style="list-style-type: none"> Increased focus on non-warranty repairs. Incentivizes shops to explore offering-value added services such as maintenance packages and extended warranties.
Paint warranty	<ul style="list-style-type: none"> Paint defects caused by manufacturing. In general the offer ranges from 1 to 12 years. E.g. Tesla: 1 year; Renault: 3 years; Fiat: 3 years; Ford: 12 years. 	<ul style="list-style-type: none"> Focus on repairing damages on the vehicles paintwork that are not caused by manufacturer, such as those resulting from traffic accidents.
Anti – perforation warranty	<ul style="list-style-type: none"> Correction or replacement of elements that have a deterioration caused by a manufacturing, material or workmanship error in the material. In general the offer ranges from 6 to 12 years. E.g. Some Renault models: 6 years, Fiat: 8 years; Ford and Toyota: 12 years. 	<ul style="list-style-type: none"> Focus on repairing damages on the vehicles that are not caused by manufacturer, such as those resulting from traffic accidents.
High Voltage Battery warranty (For EVs)	<ul style="list-style-type: none"> Repair or replacement for any manufacturing defects. In general the offer is 8 years of warranty. E.g. Tesla, Nissan, Hyundai, Ford: 8 years; Kia: 5 years. 	<ul style="list-style-type: none"> High impact to independent services for the mid age vehicles services. This is a long term trend due to battery technical capability and repair is very limited at the moment.

WARRANTIES IN THE AFTERMARKET (CONTINUED)

EXTENDED WARRANTY IS INCREASING THE LIFE OF VEHICLES COMING TO THE OE SHOPS INCREASING DEALER SERVICE WARRANTY.

Warranty Type	Coverage	Impact on the Aftermarket
Extended service warranty	<ul style="list-style-type: none">• It becomes effective upon the expiration of the manufacturer's warranty under which the vehicle was purchased 1-2 years of warranty extension.• All kinds of production-related problems and malfunctions that may arise in the vehicle during use are covered.	<ul style="list-style-type: none">• Medium impact for vehicles generally up to 5 years/• Increased competition for non-warranty repairs.• Repairshops to specialize in services that are not covered in extended service warranty e.g. Cosmetics and performance upgrades.
Short duration warranty	<ul style="list-style-type: none">• There are no short term warranty policies is offered in the market currently.	<ul style="list-style-type: none">• Currently no impact.

- Extended warranty services are increasingly offered as advanced vehicle technologies and software-based diagnostics enable earlier detection of potential issues, helping reduce unexpected failures and improve service planning.



REGULATORY INFLUENCES

AUTOMOTIVE AFTERMARKET—KEY REGULATIONS, 2025

REGULATIONS IN TURKEY COVERING WINTER TIRES, INSPECTIONS VIA TÜVTÜRK, AND MANDATORY INSURANCE CONSISTENTLY DRIVE AFTERMARKET DEMAND.

Legislative Topic	Overview
Winter Tire for Commercial Vehicles	<ul style="list-style-type: none"> As of 2025, the winter tire mandate which was from between December 1st and April 1st, is expanded to November 15th to April 15th under the scope of the regulations of the Ministry of Transport and Infrastructure of Turkish Republic. Vehicle drivers who do not use winter tyres within this period are charged a penalty of 5,856 TL in 2025.
Periodical Inspection	<ul style="list-style-type: none"> Periodical inspections are mandatory according to Article 34 of the Highway Traffic Law No.2918 by the Grand National Assembly of Turkey. These inspections are carried out by TÜVTÜRK, the only authorised organisation. In vehicles that have been inspected and failed, TÜVTÜRK determines the deficiencies and gives 1 month to complete these deficiencies. Within this 1 month, the deficiencies must be completed, and the examination must be repeated.
Motor Vehicle Insurances	<ul style="list-style-type: none"> Traffic Insurance/Liability Insurance (Mandatory) <ul style="list-style-type: none"> Mandatory Traffic Insurance is an insurance product that the state requires for all motor vehicle owners. It insures drivers against any damage they may cause to other vehicles or third parties as a result of an accident. KASKO / Comprehensive Liability Insurance (Optional) <ul style="list-style-type: none"> Kasko is a type of insurance that insures the owner and their vehicle against all kinds of risks they may encounter in traffic.

Source: Frost & Sullivan Analysis

AUTOMOTIVE AFTERMARKET—KEY REGULATIONS, 2025

REGULATORY CONVERGENCE ACROSS EMISSIONS, COMPETITION, AND SERVICE STANDARDS IS RESHAPING TURKEY'S AUTOMOTIVE AFTERMARKET LANDSCAPE.

Legislative Topic	Overview
Adoption of EU Regulation 443/2009 replaced by EU 2019/631 (Emission Standards)	<ul style="list-style-type: none">• EU Regulation 443/2009 was the EU's first binding law setting mandatory CO₂ emission targets for new passenger cars, establishing a fleet-wide average of 130 g CO₂/km by 2015 and 95 g CO₂/km by 2021, with a €95 per gram penalty for non-compliance.• It has since been fully replaced by EU 2019/631 (in force since 2020), which raised ambition significantly requiring a 15% CO₂ reduction by 2025, 55% by 2030, and zero tailpipe emissions by 2035. A 2025 amendment introduced three-year averaged compliance for 2025–2027, giving manufacturers greater flexibility. A mandatory review of the regulation is due in 2026.
Adoption of EU Regulation 461/2010 (Block Exemption Act)	<ul style="list-style-type: none">• The motor vehicle sector, including passenger cars and commercial vehicles, has been subject to specific block exemption regulations since 1985. The most recent one is No 1400/2002, which expired on 31 May 2010. Therefore, No 461/2010 is a continuation.• It is concerned with the distribution of new motor vehicles, the distribution of spare parts and the provision of repair and maintenance services for motor vehicles.• It aims to ensure competitive circumstances in the motor vehicle aftermarket by ensuring authorised and independent repairers have a share in the market.
MoYDeN (Engine Oil Change Centers)	<ul style="list-style-type: none">• MoYDeN is a permit certificate for engine oil change centers.• According to Waste Oil Management Regulation No. 30985 dated 21.12.2019 by the Environment and Urban Ministry of the Turkish Republic, businesses that perform engine oil changes must obtain a permit from the provincial directorate and register for the Ministry's online programs.• The company performing the engine oil change must enter the vehicle's license plate, brand, type, engine oil change date, current mileage, added oil, and amount of waste oil into the system.• Since the date cannot be changed in the MoYDeN system, the relevant information must be recorded on the day the change is made.



CONCLUSIONS

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COMPLEXITY VS. AVAILABILITY

- Turkey's aftermarket must support one of the most fragmented vehicle populations in Europe, with 60 active brands and an aging 14-year vehicle parc.
- As product variety expands and EV ecosystems become increasingly proprietary, inventory complexity is rising faster than demand growth, accelerating pressure for distributor consolidation.

CONVENIENCE VS. LOYALTY

- Regulatory changes and the expansion of certified service networks have weakened the traditional OEM retention advantage, opening the critical 3–5 year vehicle segment to greater competition.
- Competitive differentiation is shifting from network density to digital accessibility, service quality and technical expertise, creating new pathways to win post-warranty customers.

INFLATION VS. ACCESSIBILITY

- Persistent cost inflation is compressing margins across the value chain, favoring scaled distributors and organized service networks with greater purchasing power.
- Digital procurement is evolving from a growth initiative into an operational necessity, reshaping both B2B and B2C parts distribution models.

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