



ATR World

Information | Facts | Figures

Strengthening partnerships to deliver innovation

The second CV Supplier Forum created space for sharing trends and best-practice insights, empowering ATR to shape the CV aftermarket of tomorrow

04 INDUSTRY
Hybrid upswing: By dropping the 2035 combustion engine ban, the EU offers relief amid shifting economics

06 DIGITISATION
Android Automotive OS: Recent progress and five trends to watch through 2026

50 TRENDS
Boosting resilience: How the aftermarket can tackle rising costs and find opportunities in uncertain times

Dear readers



The EU has reversed its planned 2035 ban on new combustion-engine cars amid slower-than-expected BEV adoption and strong global competition. Instead of a 100% CO₂ reduction, manufacturers may continue producing hybrids and range-extender ICEs, alongside green materials and alternative fuels. With hybrids now outselling BEVs in Europe, this compromise gives OEMs and the aftermarket more flexibility, supports consumer preferences, and enables a smoother, more pragmatic transition toward lower-emission mobility. Please browse to pages [04–05](#) to read more about this topic.

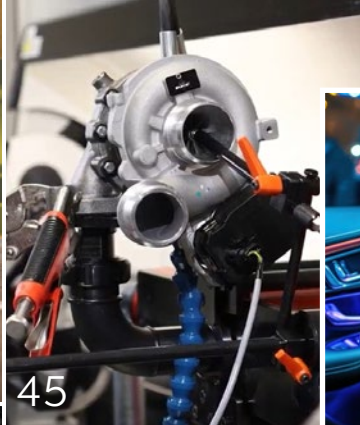
ATR kicked off the first quarter of 2026 with a successful CV Forum in Metzingen, Germany which provided the perfect setting for effective face-to-face meetings, a targeted exchange of CV insights and valuable strengthening of business relationships between ATR, ATR shareholders and commercial vehicle suppliers. You can find further information on this event on pages [10–11](#).

Furthermore, we warmly welcome two new shareholders Seri Wathana Enterprise and Vespor Automotive, whose membership further strengthens our presence in APAC and LatAm. Since its foundation in 1947, the family-owned Seri Wathana Enterprise has developed into a strong automotive aftermarket business headquartered in Bangkok, Thailand. Founded in Cuiabá in 2001, the family-led company Vespor Automotive, is today one of the largest auto parts distributors in Brazil with successful light vehicle and utility vehicle businesses. You can read more about our new shareholders on pages [12](#) and [14](#).

We conclude this issue with an interesting contribution about how the aftermarket sector can improve its resilience with workshops facing increasing costs, shrinking margins and growing vehicle complexity. Please see pages [50–51](#) for more information.

I hope you enjoy the read.

Warren Espinoza
CEO, ATR International AG



INDUSTRY

04 EU drops 2035 internal combustion engine vehicle ban as hybrids on the rise

DIGITISATION

06 Virtual Vehicle Research: Android Automotive OS arrives at scale: What matters in 2026

INSIDE ATR

- 08 FIGIEFA: New EU Rules driving the Aftermarket's "Right to Repair"
- 09 ATR values: Stronger together through shared values
- 10 ATR CV Supplier Forum: A Successful platform for exchange and future strategy
- 12 Seri Wathana Enterprise: Long-established aftermarket company in Thailand joins ATR family
- 14 Vespor Automotive joins ATR and consolidates its national presence
- 16 LKQ Europe: Empowering the independent aftermarket in an era of change
- 18 Toki: A regional leader continues its growth as a public company
- 20 KGK | Autoexperten creates a meeting place at Automässan 2026
- 21 KGK | Autoexperten: KG Knutsson AB appointed Anders Jönsson as new CEO
- 22 Drive360: A new chapter built on two decades of growth
- 24 Seventy years of Grupo Master: Scaling trust across Guatemala

SUPPLIERS

- 25 ATE: New drive, new brakes: Why the Aftermarket needs to rethink friction
- 26 bilstein group: Driving Innovation in the Automotive Aftermarket

- 27 Bosal: Product in Highlight: Diesel Particulate Filters
- 28 Bosch Spark Plugs – Technology that also fits for Hybrid Vehicles
- 29 Brembo: Choose prime. Choose safety
- 30 Continental: New multi V-belt kits for mild hybrids
- 31 Delphi Art Car
- 32 Strengthening Aftermarket Performance through new DRiV Product Solutions
- 33 Elring: Expertise that drives your business forward
- 34 Exide: OEM Pedigree delivered to Automotive Aftermarket
- 35 Gates: Micro-V Accessory Belt Drive System Tensioners
- 36 GKN Automotive delivers true OE quality in the Aftermarket
- 37 FORVIA HELLA produces its 100 millionth radar sensor
- 38 KYB sponsors the BMW M Motorsport endurance racing programme
- 39 MAHLE Thermal Management: True OE Expertise
- 40 CLEPA honors MANN-FILTER sustainability initiative
- 41 Magneti Marelli: Advanced Diagnostic Solutions for forward-looking Workshops
- 42 ATR and MEYLE launch Boost Campaign to unlock Automatic Transmission Services potential
- 43 Premium AC Hoses line from Nissens
- 44 Niterra: NTK O₂ Sensors forged on Decades of Experience
- 45 NRF Turbochargers – boosting Performance the orange way
- 46 ams OSRAM supports Spain's transition to connected V16 lights
- 47 Schaeffler: Comprehensive portfolio for e-axle repairs now available
- 48 Discover Valeo's new services for Aftermarket professionals
- 49 ZF: Diagnostics competence reimaged

TRENDS

- 50 Thinking to the future

IMPRINT

Times are changing:

EU drops 2035 internal combustion engine vehicle ban as hybrids on the rise

In the face of tough global competition and slower than expected Battery Electric Vehicle (BEV) sales, the European Union (EU) has overturned its 2035 ban on combustion cars. This important change has provided breathing room for an industry navigating complex regional and global economic shifts

In October 2022, the EU first announced a ban on new Internal Combustion Engine (ICE) vehicles to help reduce spiralling carbon emissions across the transport sector. At the time, it was hailed as a momentous move to combat climate change.

While the rules did not affect the existing European car parc, the legislation mandated a 100% reduction in CO₂ emissions for all new cars from 2035. That effectively meant that all petrol, diesel and hybrid models with a combustion engine would be banned. At the time, manufacturers were accelerating the development and roll-out of BEVs, which were seen as the best solution to future mobility requirements.

Industry seeks compromise on 2035 ban

Now, less than four years later, the ban is in the spotlight. Facing tough global competition and slower than expected BEV sales, the European automotive industry and seven member states have successfully lobbied to overturn it.¹ OEMs are currently navigating a complex web of economic and political factors, including waning demand, tough competition from Chinese BEVs and US trade uncertainty. Collectively, these pressures meant that rethinking legislation was vital to the industry's future.

In comments made to Italian publication La Stampa, Stéphane Sejourne, European Commissioner for Internal Market and Services, said: "If we do not intervene, in ten years the cars produced and sold in Europe will fall from 13 million to 9 million... We must show flexibility towards the goal of a full stop of internal combustion cars by 2035."

The EU's compromise is relatively straightforward. Instead of requiring a 100% reduction in CO₂ emissions, OEMs will now be permitted to produce plug-in hybrids (PHEVs) and use ICE range extenders with the understanding that they will also adopt 'green' steel and support CO₂-neutral alternative fuels (such as biofuels and e-fuels).²

Rising relevance of hybrids

With BEV uptake slower than expected, in many cases OEM focus has shifted to developing the next generation of Hybrid Electric Vehicles (HEVs) and Plug-In Hybrid Electric Vehicles. As a result, while 2025 saw BEVs claim around 16.9% of new car registrations, HEVs and PHEVs were a combined 43.9%. This was also far higher than petrol and diesel cars combined (36%). When you consider year-on-year growth, PHEVs have achieved a substantial 38.4% increase.³ While new measures, such as Germany's 3bn EUR EV subsidy pro-

gramme, intend to stimulate BEV registrations, some consumers still have concerns around cost, charging infrastructure, convenience and range.⁴

Undoubtedly, the adoption of PHEVs will now accelerate, as they represent one of the industry's best solutions to meeting the 2035 target, while still aligning with consumer preferences and demand. However, analysis of 800,000 European cars found that the real-world pollution from PHEVs is around five times higher than lab tests, and overall, they emit just 19% less CO₂ than ICE equivalents.

While the 90% CO₂ target is still nine years away, at automotive OEM timescales, that translates to around three or four vehicle development cycles. This means that automakers have a 71% CO₂ reduction shortfall to overcome in only a handful of technology development cycles. Though challenging, it appears that this is far more favourable than a BEV-only industry by 2035.

ATR World

APRIL 2026

extremely long tail. This is already visible in the ageing European fleet, where the average car is now more than 12 years old.⁶ Extrapolating, it becomes clear that conventional servicing opportunities will persist well into the 2040s.

A more pragmatic pivot

The decision to replace the total ban with a 90% emission reduction allows enough flexibility to minimise negative effects for European OEMs, as well as the aftermarket and consumers alike. Allowing for hybrid vehicles and alternative fuels opens promising future pathways for mature technologies and makes the policy more 'technology neutral'.

Rather than a 'cliff edge', OEMs and the aftermarket will have a much smoother transition towards a carbon-neutral transport sector. The continued prevalence of hybrids will also be welcomed by distributors, workshops and technicians, securing a more robust future for the servicing sector.



Aftermarket extension: hybrids to drive value

With far fewer moving parts and reduced wear and tear, there is a risk that widespread BEV adoption would force a constriction of the aftermarket. This can be illustrated by comparing the 'per mile' servicing cost of different vehicle types. Reports have shown that ICE cars are around 0.105 USD/mile, with HEVs (0.099) and PHEVs (0.093) close behind and BEVs (0.062) coming in at the cheapest.⁵

For workshops, therefore, hybrids of any type retain at least 89% of the service revenue of a petrol or diesel car. This is good news for the automotive aftermarket. The retention of combustion and hybrid systems through 2035 provides

assurance for aftermarket parts and servicing demand. Not only do PHEVs retain the standard ICE service items, such as oil, oil filters, and air filters, but they also add the complexity of high-voltage systems, battery packs and additional cooling loops.

It is also important to acknowledge that the 2035 legislation only applies to new vehicles. The presence of ICE and HEV cars in the aftermarket will have an

KEY FACTS

While 2025 saw Battery Electric Vehicle (BEVs) claim around 16.9% of new car registrations, Hybrid Electric Vehicles (HEVs) and Plug-In Hybrid Electric Vehicles (PHEVs) were a combined 43.9%, which was also far higher than petrol and diesel cars combined (36%).

Android Automotive OS arrives at scale: What matters in 2026

AAOS in brief, how it advanced, who's shipping it, where apps come from and five trends to watch through 2026



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Many improvements no longer require full system updates. Instead, several functions are delivered through individual apps that can be updated independently via the vehicle's app store. The selection of apps has also expanded significantly, including entertainment, information services and simple tools designed for use while the car is parked.

This is especially relevant for electric vehicle drivers who spend time charging – making in-car entertainment and convenience functions increasingly important.

Where the apps come from

There is no single app store in the AAOS ecosystem. Cars with Google built-in use the Play Store, while other manufacturers rely on their own branded stores or partner platforms. There are now three major distribution channels for AAOS-compatible apps: Google Play for cars, HARMAN Ignite Store / Group Application Store and Faurecia Aptode Automotive (by FORVIA).

For suppliers and service providers in the IAM, this means that the path to offering digital services in the car is becoming more diverse. A service may need to be made available across several distribution channels to reach all customers.

At the same time, manufacturers retain control over what appears in their store and which apps meet safety and distraction guidelines. This ensures secure use for drivers but requires structured processes from companies wishing to publish in-car services.

Who ships AAOS today

AAOS is already used by a broad range of automotive brands. Some rely on Google's full package and bring built-in navigation, voice control and the Play

pendent aftermarket (IAM), it marks a shift towards vehicles that rely increasingly on software and digital services.

How AAOS advanced in 2025

Over the past year the platform has matured quickly. In mid-2025 Google stated that 50 car models were using Google built-in (Android Automotive OS with GAS) in operation (cp <https://9to5google.com/2025/05/14/android-auto-is-now-on-over-250-million-cars/>). AAOS now follows a predictable update cycle twice a year, enabling manufacturers to plan features and improvements more reliably. Recent updates have introduced a cleaner interface, new display options and better support for wireless accessories.

Virtual Vehicle cooperated with ATR and additional IAM actors within an Extended Partner Forum as part of an in-depth research addressing the potential of Android Automotive OS (AAOS). AAOS is becoming a standard feature in more and more vehicles. Unlike phone-based systems, AAOS runs directly in the car, forming the basis for navigation, voice control, media and the wider digital cockpit. Some manufacturers include Google-powered services such as Maps and the Play Store (Google built-in or Google Automotive Services), while others use AAOS without these technologies and integrate their own solutions. For drivers this means a smoother, more familiar user experience. For the inde-

Store directly into their vehicles. Others adopt the software foundation but keep control over apps and interfaces themselves. Volvo and Polestar remain leading adopters of Google built-in, often first with new Play catalogue waves, while Renault's OpenR link brings native Maps, Assistant and Play across mainstream models. As an example, in Germany Audi's Q6 e-tron debuts an AAOS stack tied to the Volkswagen Group's HARMAN-powered Group Application Store, with wider rollout to follow.

More and more manufacturers are joining in as they look for stable, well-supported platforms for their digital cockpit strategies. The result is a growing number of vehicles with native Android-based systems on the road.

For the IAM this means that digital experiences in the car are no longer an exception, but increasingly the norm.

Five trends to watch through 2026

1. AI-first HMI

Voice- and intent-driven, context-aware assistants are on the rise (e.g., the Gemini voice assistant). Thus, drivers will rely more on natural voice control to handle navigation, charging information and simple tasks, reducing the need for visual input.



2. Parked-mode boom

Streaming, entertainment and casual apps will grow as charging and waiting times become more common for EV users.

3. Multi-store reality

Google Play, brand-specific app stores and partner platforms will co-exist. Companies offering digital services must prepare for multi-channel distribution.

4. Two-speed software

The Android operating system updates on a fixed rhythm, while apps can evolve continually. This requires structured testing and planning for anyone developing services.

5. OEM control & software-defined vehicles (SDV) economics

Manufacturers increasingly treat in-car apps, payments and data as strategic building blocks, tightening integration and raising the importance of compliance.

Implications for the IAM

Digitalisation of the cockpit has practical consequences for the IAM. Access to vehicle data is moving into controlled channels. Workshops, tool providers and parts suppliers must adopt solutions that work with these new pathways to ensure compliant and timely access.

Workshops will encounter more questions related to software, connectivity and app behaviour. Technicians will need up-to-date knowledge and tools for diagnosing

KEY FACTS

The rise of Android Automotive OS marks a decisive move toward integrated, updateable, user-centric car software.

software-related issues alongside traditional mechanical expertise.

For companies wanting to explore new ideas, innovation environments such as the [evodis platform](#) by Virtual Vehicle Research offer a safe way to test concepts. Using real vehicle data and hardware, IAM players can try out new digital services, evaluate prototypes and get familiar with AAOS-based features without needing to build complex test setups themselves.

This gives the aftermarket a strong starting point to understand and shape the future of in-car digital experiences.

AFFILIATION

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In-vehicle distribution channels (stores) and apps are on the rise



Android Automotive OS (AAOS) as an enabler for digital services in the car and beyond



New EU Rules driving the Aftermarket’s “Right to Repair”

As vehicles become increasingly defined by their software, access to Vehicle Data and Repair and Maintenance Information (RMI) is now critical for the Independent Automotive Aftermarket (IAM). The recent revision of the EU Vehicle Type-Approval Framework (Regulation 2018/858) reflects this technological shift and will shape how independent operators compete for years to come

The update builds on a key European Court of Justice ruling confirming independent operators’ rights to standardised, non-discriminatory access to on-board diagnostics information, while acknowledging the need for strong cybersecurity in connected vehicles. Following two years of work by the European Commission, supported by FIGIEFA and other stakeholders, the revised rules are expected to enter into EU law in early summer 2026.

For independent workshops, this change will be felt directly on the workshop floor. With advanced vehicle operations increasingly requiring authorised diagnostic tools, workshops and their technicians will need to be registered, either via SERMI or through their tool provider, to access protected vehicle functions.

the IAM. An extended scope of RMI (e.g. for repairing EVs, their batteries, ADAS...), new means of access to vehicle data, and the ability to install software updates and perform parts coding will better equip independent operators to repair and maintain modern vehicles.

Tool manufacturers will need to assume a more strategic role, as diagnostic tools will become trusted gateways to the vehicle. To fulfil this role, they must meet strengthened cybersecurity requirements. Integration with the SERMI trust centre for user authentication and with vehicle manufacturers for tool authentication will become a prerequisite for market access. In return, the revised rules will provide greater legal certainty to develop advanced solutions, particularly for software updates, variant coding and parts activation.

Additionally, Remote Service Providers will formally be recognised in EU law for the first time and improved access to vehicle data and an extended scope of RMI will make these services more viable. Trade in reused, refurbished and remanufactured parts will also be strengthened by requirements for vehicle manufacturers to put in place processes for decoupling of parts originally coded to a specific vehicle, removing a major barrier to this growing market.

KEY FACTS

The revised EU Vehicle Type-Approval Framework (Regulation 2018/858), supported by FIGIEFA and other stakeholders and expected in spring 2026, strengthens independent operators’ rights to standardised, non-discriminatory access to vehicle data and repair information while addressing cybersecurity requirements.

For independent parts distributors, these developments could translate into rising demand for multi-brand diagnostic tools, software solutions, training and onboarding services – reinforcing their role as strategic partners supporting workshops navigate registration, authentication and tool selection.

FIGIEFA continues to advocate on behalf of the Independent Aftermarket by closely monitoring the revised framework’s application and enforcement.



AI-generated



ATR values Stronger together through shared values

Building trusted partnerships across the global automotive aftermarket with trust, transparency, responsibility, and respect

Strong companies are built on strong values. Corporate values define how an organisation thinks, acts, and grows. They shape decision-making, guide relationships, and create a shared understanding of purpose across teams, partners, and markets. Clear and lived values foster trust, encourage accountability, and build long-term success by aligning people behind common principles. In a dynamic and competitive industry, shared values are not just ideals – they are the foundation for meaningful partnerships and sustainable growth.

ATR operates on a clear foundation of shared values that shape the way we col-

laborate and make decisions. Trust, transparency, responsibility, and respect guide ATR’s daily business activities, define our partnerships and ensure sustainable success across the automotive aftermarket.

United by shared values

Our shareholders are full-range distributors offering comprehensive premium product portfolios sourced from leading brand manufacturers and suppliers. They are market leaders in their respective countries or regions, boasting many years of industry experience with a service- and growth-orientated mindset. We are united by shared values and a common culture.

KEY FACTS

Shared values: United by trust, transparency, responsibility, and respect. A strong and value-driven corporate culture connects ATR, its shareholders and partners.

Partnerships built on transparency and trust

We collaborate with our partners to develop markets, strengthen the independent aftermarket, and drive collective growth.

ATR brings together automotive spare parts distributors, manufacturers and suppliers of automotive spare parts and independent multi-brand garages, collaborating together with a blend of tradition and a focus on future prospects.

We strive to meet and exceed our values in everything that we do.

Trust

The long-term, partnership-style collaboration between ATR shareholders, suppliers and service providers is based on openness, trust and respect.

Respect

Respect is the foundation of all our interactions, fostering an inclusive and supportive environment.

Transparency

We conduct our business in a transparent way, ensuring open communication, accountability, and the disclosure of all relevant information, so our members are empowered to make well-informed decisions.

Responsibility

We conduct our shared business activities in harmony with the interests of the environment and in compliance with the law.



ATR CV Supplier Forum

A Successful platform for exchange and future strategy

An established industry event driving growth, strategic alignment, and fresh impulses for the Commercial Vehicle market

Successful events require not only a good idea, but also a repeated performance. Following its highly impressive debut last year with lots of positive feedback, the ATR CV Supplier Forum has established itself in the industry right from the start.

For several years now, the topic of Commercial Vehicles (CV) has been a strategic priority for ATR. As a result, we wanted to place greater emphasis on this business for all stakeholders to develop this sector in the future. We know that the CV business differs significantly from the PC business. It has different structures, different concepts and, in some cases, different points of contact among ATR shareholders and supplier partners. To be successful, therefore, various strategies and communication tools are required, and this necessitated a suitable platform – the idea of the ATR CV Supplier Forum was born!

It soon became clear that, with the IPAS Forum, we had an excellent framework to work with, which provided the basis for the overall structure. The ATR CV Supplier Forum also centres on face-to-face meetings between our ATR CV shareholders and supplier partners, with a focus on CV-related topics and strategic expansion.

Event momentum and highlights

With over 100 participants and over 160 face-to-face meetings, interest was once again very high this year. The second edition of the ATR CV Supplier Forum offered even more space for discussions and supplier partners, a number of CV vehicles right in front of the door that added to the event's appeal, a keynote speech by the global logistics company DHL on future trends and best practice examples, followed by a panel discussion



with a mix of participants from ATR shareholders and supplier partners. Special thanks to Sławomir Rybarczyk from Inter Cars, Nils Hollmann from MEKO, Alexander Babanin from Schaeffler and Benjamin Girault from ZF for sharing some insights and experiences.

Beyond the formal meetings, participants had the opportunity for establishing contacts and for informal networking over dinner.

In the future, the ATR CV Supplier Forum will take place every two years. The first ideas are already taking shape, so we're looking forward to the ATR CV Supplier Forum 2028! Stay tuned.

A clear vision: Shaping the future of the CV aftermarket

Our future strategy within the Commercial Vehicle segment is guided by a clear and forward-looking CV vision: ATR will become a leading global platform for the CV aftermarket with sustainable growth for all stakeholders. Building on

the strong foundation we have already established, we now benefit from a solid footprint on the supplier partner side. Through close collaboration with key supplier partners, we have created a reliable and high-performing network that enables us to deliver consistent value and innovation across the CV ecosystem.

KEY FACTS

The second ATR CV Supplier Forum drew over 100 participants and hosted more than 160 meetings, reflecting strong engagement and expanded opportunities for discussion, supplier collaboration, and vehicle showcases. The event also featured a DHL keynote on future logistics trends and a panel with industry representatives sharing insights and best practices.



Looking ahead, our focus will increasingly shift towards expanding the ATR shareholder network within the CV sector. We recognise the importance of strengthening strategic relationships at this level for unlocking new growth opportunities and enhancing our market position. Initial discussions are already underway in various regions, reflecting our ambition to broaden our reach and deepen engagement with relevant stakeholders globally.

At the same time, we are planning to integrate additional focus areas into our strategic roadmap. In particular, we aim to further develop the fleet business, recognising its growing importance for scalable and long-term revenue streams. Alongside this, we are placing a strong emphasis on solutions related to truck data and advanced diagnostics. These areas are critical for improving operational efficiency, enabling predictive maintenance, and delivering added value to our partners and customers.

Furthermore, we would support training and education solutions because we have to ensure that our partners are well-equipped to utilise new technologies and adapt to evolving industry requirements. This not only strengthens our ecosystem but also reinforces our role as a trusted and knowledgeable partner within the CV industry.



BECOMING A LEADING GLOBAL PLATFORM FOR CV AFTERMARKET



ATR CV vision for tomorrow



Long-established aftermarket company in Thailand joins ATR family

A successful 3rd generation run company has been expanding by extending its product range coverages and adapting to new market demands



Short view of company history

Established in 1947 by Mr. Siang Hosakul, the SWE trading company, based in Bangkok, has been a leader for aftermarket business for decades. In the 1970s, the Hosakul family entered into the manufacturing business by establishing cooperation with Japanese partners in Thailand. The group's resources had been focusing on engine overhaul score components like pistons, rings, bearings, valves and gaskets supply to OEM and also aftermarket.



Consequently, these joint venture investments helped strengthen Seri Wathana Enterprise's leading position as an aftermarket distributor of engine parts.

Thailand market situation

The vehicles market in Thailand has been dominated by Japanese cars with some presence of European, American and Chinese cars. Thailand is an important market in Southeast Asia with the number of vehicles registered exceeding 20 million units last year. The automotive aftermarket is a booming sector thanks to the large numbers of existing vehicles. However, today Thailand's status as a production hub is facing a challenge with declining overall production due to the decline of ICE vehicle output. Strong Government EV promotion and investment of Chinese companies cannot offset this decline in local production output.

Policy / mission / objectives

In the 2000s, while the group was concentrating on investment in its OEM business, the aftermarket trading company faced a period of stagnation. The third-generation of management has been navigating its survival by modernising operations, growing business outside of the core brands, and continuing expansion of range coverage.

All through these years, the company changed its operation from a traditional-run family business by investing in ERP & warehouse management system, expanding warehouse capacity, and restructuring workflow. The management believes in investing in human capital and treating staff members as valuable assets that can help boost the company's capability. On several occasions, the company has worked with its suppliers by organising training sessions to increase the knowledge of its staff.



Bangkok West Warehouse

In recent decades, the company has been exploring new opportunities with non-Japanese brands, starting with Schaeffler, and later followed by companies such as Brembo, Victor Reinz, MAHLE and Gates. Interestingly, the company was engaging with those non-Japanese brands with the main objective of increasing market share for Asian vehicles in the Thailand market. In most cases, the results were appreciated by many.

The company aims to maintain its role as a leading aftermarket distributor in Thailand and grow into new product groups such as braking, chassis, transmission, filtration, lubricant and chemical etc. As of today, engine overhaul parts have accounted for about one-third of the company's turnover compared to nearly 100% in 2008. Moreover, Seri Wathana Enterprise has extended its vehicle coverage from only Japanese range into



KEY FACTS

Seri Wathana Enterprise (SWE), founded in 1947 and headquartered in Bangkok, Thailand, generates \$53.17 million in sales (€45.84 million in 2025). The company employs 214 people, operates three Bangkok-based warehouses with a combined capacity exceeding 12,000 m², and serves more than 1,750 active wholesale clients each month.

Customers Event at BITEC Bangna

non-Japanese range with the inclusion of these new suppliers into its portfolio of products. As a result of continuing expansion, restructuring and range development, the company has achieved the CAGR of 12% during the period from 2008 until 2025.

Programme for customers

The customer relationship management system plays an important part in conducting a business in Thailand. The company has been running customer retention programmes such as organising events, offering promotional goods and incentives for its customers. On some occasions, Seri Wathana Enterprise has collaborated with its aftermarket suppliers to promote brand awareness in Thailand.

The company believes that customers today are more demanding than ever. The crucial element to being successful in the automotive aftermarket is to have the product at the right place and at the right time. The company aims to invest more in logistics and warehouse facilities in the near future. Additionally, customers become smarter and hungrier for information by the rise of digitisation. Therefore, a close communication between Seri Wathana Enterprise and suppliers helps bridge the gap in expertise and knowledge to be able to cope with these customer demands for product information and availability.

Responsibility / social support

The Seri Wathana Enterprise believes that promoting social support activities within the company helps staff solve problems better. Activities such as team-build-

ing, skill sharing and social hours are arranged from time to time. By creating a supportive workplace, the staff's wellbeing can improve, which leads to higher productivity.

Continuously, the company practices CSR policies, such as promoting fair labour, ensuring of workplace safety, and involvement in donating to non-profits and community support. These activities can be initiated within the organisation or by its customers.

What interests Seri Wathana Enterprise in ATR?

It is a great honour for Seri Wathana Enterprise to be able to join a prestigious automotive aftermarket group. Clearly, joining ATR could strengthen and expand their network of international suppliers. They could expand their product coverage into new categories that they have never done before. Moreover, Seri Wathana Enterprise would like to learn from ATR and its members in other markets, like how to cope with massive changes in the aftermarket landscape. Seri Wathana Enterprise believes that the character and approach of ATR suits well with their business plan.



VESPOR
AUTOMOTIVE

Vespor Automotive joins ATR and consolidates its national presence

A legacy with more than 25 years of experience, dedication and hard work under family leadership

From its humble beginnings in October 2001, Vespor Automotive has grown to become one of Brazil's leading automotive parts distributors. What started as a single branch in Cuiabá, Mato Grosso, has evolved into a nationwide operation with 14 branches, built on the foundation of family values, technical expertise, and an unwavering commitment to customer service.

Family heritage meets modern business

At the heart of Vespor Automotive lies a unique management structure: three siblings who have steered the company through more than 25 years of market evolution.

This family leadership model has proven remarkably resilient, combining agile and entrepreneurial decision-making with the stability of a shared long-term vision. The siblings' complementary skills have enabled the business to navigate Brazil's complex automotive aftermarket whilst maintaining the personal touch that defines their customer relationships.

Technology as a competitive advantage

Vespor Automotive has embraced digital transformation as a core business strategy. The company has developed sophisticated internal systems for pricing analysis, automated reporting, and real-time inventory management across multiple branches, along with TOTVS Protheus. These technological investments have streamlined operations, reduced costs, and enhanced service delivery – allowing the company to compete effectively with larger players in the market.

Serving Brazil's diverse automotive landscape

Brazil's automotive sector presents unique challenges: vast geographical distances, diverse vehicle fleets, and fluctuating economic conditions. The country's fleet comprises over 50 million vehicles, with a striking characteristic – the average vehicle age exceeds 10 years, creating substantial demand for replacement parts. This ageing fleet, combined with Brazil's preference for flex-fuel vehicles and the

continued presence of older European, American, and Asian models, requires distributors to maintain exceptionally broad inventories.

Vespor Automotive has built its success by understanding these complexities, ensuring parts availability across regions whilst its data-driven approach to inventory management minimises stock-outs and optimises working capital.

Dekko Automotive: the private label expanding possibilities

Recognising the need to offer competitive solutions without compromising quality, Vespor Automotive developed Dekko Automotive, its private label brand.



With more than 25 product lines covering everything from engine components to braking, suspension, and cooling systems, Dekko reinforces the company's commitment to making reliable automotive parts accessible to all.

This private label strategy not only strengthens Vespor's market positioning but also offers customers quality alternatives at more accessible prices, expanding the company's reach across different segments of the aftermarket.

Looking ahead

As the automotive industry undergoes rapid transformation – from electrification to connected vehicles – Vespor Automotive continues to invest in the capabilities needed for tomorrow's market. The company is expanding its digital footprint through e-commerce platforms including Mercado Livre, Brazil's largest online marketplace, whilst developing dedicated B2B portals to streamline ordering for professional customers such as repair shops and fleet operators.

Simultaneously, Vespor is pursuing geographical expansion with plans to open new branches in strategic locations, extending its reach to underserved territories and increasing coverage of Brazil's

national fleet. Yet beyond growth metrics, Vespor's ultimate focus remains clear: becoming a comprehensive logistics solution through strategic partnerships throughout Brazil. By combining physical

presence, technological infrastructure, and collaborative networks, the company aims to establish itself as the benchmark for parts availability and product variety in Brazil's automotive aftermarket.



KEY FACTS

VESPOR AUTOMOTIVE IN NUMBERS:

- Administration: Maringá city, Paraná
- Founded in: October 2001
- Branches: 14 in 7 states
- Sales Team: Around 200 in 17 regional teams
- Employees: Over 900
- Clients: Over 12,000 active in last 3 months
- Supplier partners: 15 ATR and 43 non-ATR
- Portfolio: Over 25,000 active SKUs
- Brands: More than 80



Empowering the independent aftermarket in an era of change

LKQ

How LKQ Europe champions capability, innovation and customer choice

The independent automotive aftermarket is critical to European mobility. But as vehicles become more electrified, connected and software-defined, it's increasingly being tested. For independent workshops, technological change brings real opportunity, but also new complexity, new investment requirements, and new potential points of control for vehicle manufacturers.



Andy Hamilton, President and Executive Managing Director of LKQ Europe

LKQ Europe's mission is to protect and strengthen the independent aftermarket so it can continue to thrive in this evolving landscape. They fight for the rights of independent workshops to compete fairly, to access the vehicles and

systems they need to service, and to keep delivering the affordable, high-quality local service motorists rely on.

LKQ Europe does this through a connected, three-pronged approach that underpins their priorities and strategy for 2026 and beyond.

First, they build capability and competitiveness through training, workshop concepts and business solutions that help customers adapt as technology advances.

Second, they are innovating and expanding into adjacent areas of the value chain – developing new services that support electrification, sustainability and circularity, and help retain work and value within the independent aftermarket.

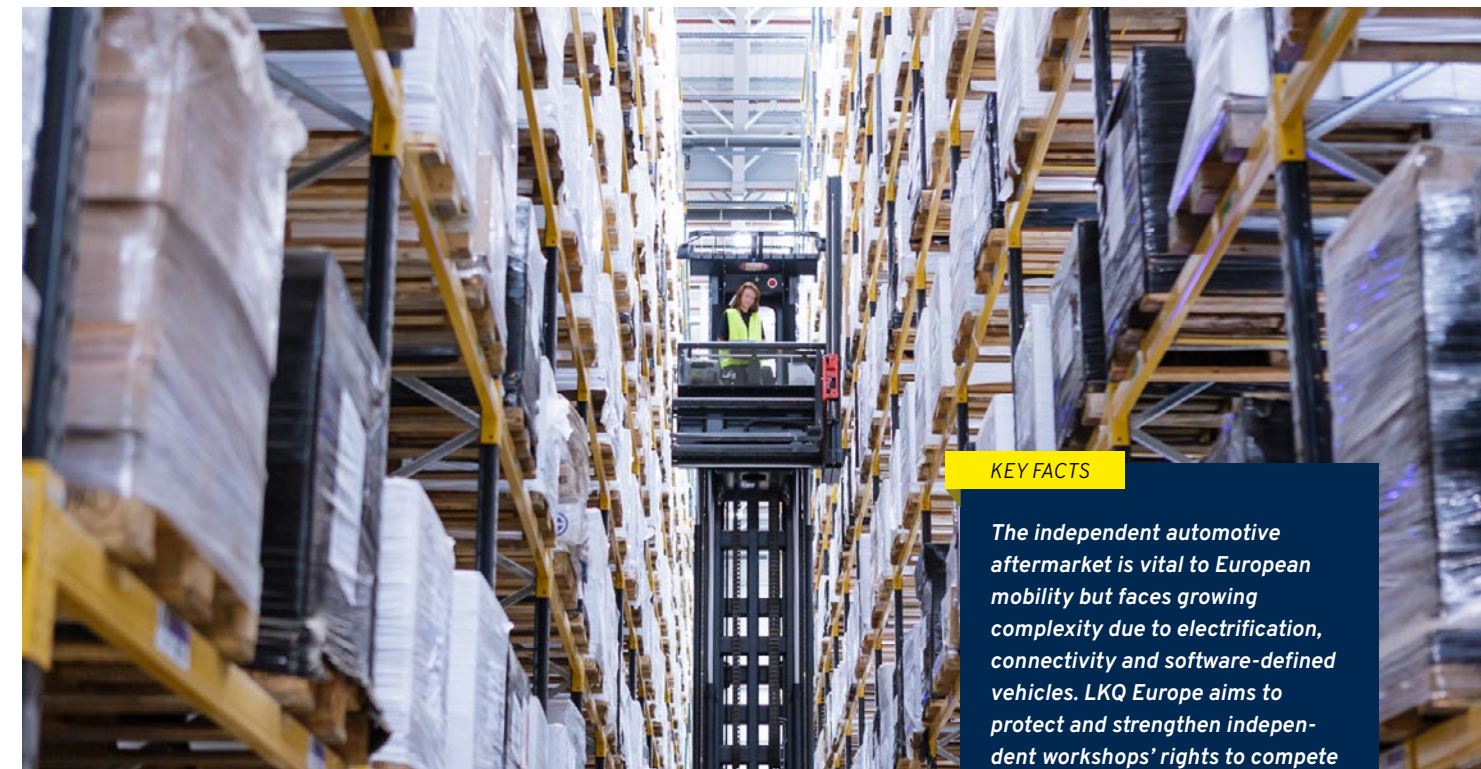
Third, they actively shape European policy by contributing evidence and real-world experience into consultations and regulatory debates – so decision-makers

understand what works in practice and competition is protected at scale.

“By turning evidence and experience into action, we help independent workshops stay ahead – with the skills, the solutions and the rights to compete,” says Andy Hamilton, President and Executive Managing Director, LKQ Europe.

Innovation that keeps work in the independent aftermarket

As the market shifts, new technical challenges are emerging – especially around EV batteries and high-voltage components. In late 2025, LKQ partnered with the UK's leading EV repair specialists to launch LKQ Electriq, offering independent garages and bodyshops a repair-first solution for EV batteries and high-voltage components, backed by specialist expertise and cost-effective out-



KEY FACTS

The independent automotive aftermarket is vital to European mobility but faces growing complexity due to electrification, connectivity and software-defined vehicles. LKQ Europe aims to protect and strengthen independent workshops' rights to compete fairly, access vehicle data and systems, and continue delivering affordable, high-quality local service.

sourced support. The model is designed to help repairers retain customers and say “yes” to complex EV work without prohibitive upfront investment, with ambitions to expand across Europe.

Alongside this, LKQ is expanding circular repair choices through LKQ SYNETIQ, a strategic joint venture combining LKQ's distribution reach and logistics network with SYNETIQ's dismantling, reuse and remanufacturing expertise in the UK. This strengthens access to high-quality recycled parts and supports greater affordability and circularity as the vehicle parc evolves, with wider European rollout also planned.

Shaping outcomes in Brussels

Capability and innovation must be matched by fair rules. That is why LKQ Europe engages directly with European institutions – bringing data, evidence and market insight into policy discussions to ensure safety, security and sustainability objectives do not become unintended barriers that restrict independent repair.

Across multiple files, the same principle matters: independent operators need workable, non-discriminatory access to vehicles, systems and replacement parts to compete – and consumers need the choice and affordability that competition delivers.

A live case study: battery replacements and aftermarket access

A current debate in Brussels illustrates the stakes. A proposal is emerging on how EV batteries – known in regulatory terms as Rechargeable Energy Storage Systems (REESS) – should be replaced when they reach the end of their storage life. The Commission recognises a genuine issue: batteries may need replacement, and nobody benefits if otherwise serviceable vehicles become non-compliant simply because a battery has degraded.

According to LKQ Europe, where it becomes contentious is the proposed route to implementation. The approach described would be delivered through a new Delegated Act – and, under the outline set out in the proposal, only vehicle manufacturers could apply for part approval, installation would be restricted to manufacturer-authorised workshops, and approvals could be limited to the authority that granted the original vehicle type approval. In practice, that would risk creating manufacturer-controlled monopolies over battery replacement and supply – exactly the kind of “captive parts” outcome that undermines competition, and something which LKQ has fought hard to stop in other contexts, such as Motor Vehicle Block Exemption Regulation, for years.

LKQ Europe is engaging constructively to ensure the final framework solves the conformity issue without locking independents out of the market. The bottom line is that safety and compliance matter – but solutions must preserve open, workable access for qualified independent repairers, maintain consumer choice and keep EV ownership affordable.

Looking ahead

The next generation of mobility must be open and competitive – so innovation delivers real benefits for local people, local businesses and the world around them.

LKQ Europe will continue to equip independent workshops with the capabilities and services to succeed, invest in new parts of the value chain that strengthen the independent ecosystem, and bring real-world evidence into policy-making to protect fair competition.

“Electrification changes the technical challenge – but it must not change the right of independent workshops to compete and serve motorists with choice,” insists Andy Hamilton, President and Executive Managing Director, LKQ Europe.



A regional leader continues its growth as a public company

TOKIĆ GROUP

After 35 years of successful growth and business development, Tokić, a company based in Zagreb, Croatia, and a leading regional distributor of automotive parts, equipment, tools, and tyres, successfully completed its initial public offering on the Zagreb Stock Exchange at the end of 2025, becoming a publicly listed company

The share offering attracted significant media and investor attention across the region, drawing strong interest from retail investors as well as from the company's own employees. The company's business strategy and long-term growth vision were also recognised by large qualified institutional investors.

During the public offering, all one million newly issued shares were fully subscribed, after which the founding family retained a 71.7% ownership stake. The capital raised represents part of a strategic recapitalisation aimed at supporting an intensive investment cycle. This includes the construction of a new highly automated logistics and distribution centre, investments in potential acquisitions,

and the continued digitalisation of business operations.

Through these strategic pillars, Tokić Group, which operates in Slovenia under the Bartog brand, continues its organisational development while further strengthening and expanding its regional market position.

Over the years, the company has established itself as a recognised authority in automotive parts, and following the acquisition of Bartog, it has also become a regional leader in tyre sales and distribution. By assuming an active role in the transfer of knowledge between suppliers and mechanics, Tokić has developed the strongest automotive training centre in the region.



Representatives of the ATR Digital Steering Committee during the meeting in Zagreb at the Technical Education Centre (TEC). [(f.l.t.r.): Josip Kelava (Tokić), Christoph Schön (LKQ Europe), Tobias Finck (ATR), Stefan Onken (Matthies), Peter Toth (SAG/Autonet Group), Hendrick Bauer (ATR), Momchil Kovachev (Inter Cars), Henning Kaeß (ATR)]

KEY FACTS

After 35 years of business development, Tokić, a company based in Zagreb, Croatia, completed its initial public offering on the Zagreb Stock Exchange at the end of 2025 and then in 2026 Tokić hosted the ATR International Digital Steering Committee, bringing together representatives of leading European IAM distributors to exchange their strategic perspectives on the future of the aftermarket.

At the same time, through technological advancement and the implementation of artificial intelligence across its operations, the Group has developed more than 250 robotically automated processes, which collectively process over 10 million tasks annually. All of this is driven by a clear vision: to provide the strongest possible support for mobility through the

management of a sales network of more than 120 branches and record availability of the broadest product assortment.

ATR International Digital Steering Committee meets in Zagreb

The first Digital Steering Committee (DSTC) meeting of 2026, held in Zagreb, marked an important milestone as a key platform driving the development of innovative digital business model concepts for ATR shareholders and, where applicable, for the independent automotive aftermarket (IAM) as a whole.

In this context, Tokić Group hosted the ATR International Digital Steering Committee, bringing together representatives of leading European IAM distributors to exchange their strategic perspectives on the future of the aftermarket.

As a member and shareholder of ATR International AG, Tokić Group actively contributes to discussions shaping the evolution of the independent aftermarket, with a particular focus on digital platforms, data-driven services, and practical digital support for workshops.

The meeting brought together experts from Inter Cars, LKQ Europe, SAG/Autonet Group, Matthies, and ATR International, who met with Tokić Group representatives at the TEC Educational Centre. The discussions focused on how digital strategy translates into real workshop environments – not only from a technological standpoint, but also through a deep understanding of the day-to-day operational challenges faced by mechanics and service networks.

Hosting the Committee in Zagreb reflects Tokić Group's role as a committed and proactive regional partner within the European IAM ecosystem, contributing local market insight, operational know-how, and hands-on experience to broader strategic initiatives.



KGK | Autoexperten creates a meeting place at Automässan 2026



Automässan 2026, the Nordic region's largest automotive service and aftermarket exhibition, became an inspiring start to kick off the year for KGK | Autoexperten

A total of 19,300 visitors attended Automässan 2026, in Gothenburg, over the four exhibition days, and the KGK | Autoexperten's 720 m² stand quickly became a natural gathering point for the entire industry.

Here, not only was the broad range of products and services presented under the message "Everything for the industry – and a little more", but through a variety of activities, both existing and new customers were drawn to the stand, where they happily stayed a little longer. Visitors could take a break in the café, enjoy refreshments, and at the same time meet employees for personal conversations.

At the centre of the stand was a new feature: Open Stage, where employees delivered short and inspiring talks on current topics, including: "Why are we moving toward electrification – and how?", "Earn money with Autoexperten Fleet", "What matters to future vehicle techni-



cians when choosing a workplace", and "Alltrucks – your partner for commercial vehicles".

A particularly enjoyable part was meeting the future stars of the industry—automotive students who visited the stand, especially on Wednesday when the

exhibition had a special focus on young talents. Thursday concluded with an After Fair gathering at the stand, followed by a dinner for selected VIP customers. On Friday, it was time for the much-anticipated Autofest, with more than 1,500 participants, a seated dinner, a master of cere-

monies, and the presentation of the Autoexperten Awards. Workshops and employees who had distinguished themselves through commitment, professionalism, and development work were celebrated—clear proof of the strength of the company's network and community.

"Our ambition was to create a place where people feel welcome, can discuss the opportunities within the industry, and

feel inspired. That we succeeded is entirely thanks to our dedicated employees," says Pernilla Schnöpf, Marketing Manager at KGK.

With many new meetings, inspiration, and renewed energy, KGK | Autoexperten is now bringing the experiences from the fair into its continued work of developing the industry together with its customers and partners.

KEY FACTS

A total of 19,300 people attended Automässan 2026 in Gothenburg, where KGK | Autoexperten's 720 m² stand became a central gathering point for the industry.

KG Knutsson AB appointed Anders Jönsson as new CEO



During the winter of 2025, KG Knutsson AB announced that Anders Jönsson will assume the role of Chief Executive Officer as of 1 January 2026

Anders Jönsson succeeded Johan Regefalk, who has remained a member of the Board of Directors of KGK Holding AB. Anders Jönsson most recently served as CIO of the KGK Group, a position he has held for the past two years. During his time at KGK, Anders has laid the foundation for and modernised the company's technological platforms.

"I am humbled by the trust placed in me to lead KG Knutsson AB forward. In 2026, KGK celebrates 80 years, holds a strong position in the industry, and has a strong corporate culture. I look forward to working together with all employees to continue creating value for our customers and partners," said Anders Jönsson, present CEO of KGK.

Johan Regefalk has served as CEO of KG Knutsson AB since 2015 and has chosen to step down from the role in order to focus on his position as a board member.

During Johan's tenure as CEO, KGK has undergone positive development, expanding both new and existing business areas such as electrification, workshop concepts, and initiatives within the circular economy. Johan has also been a key contributor to fostering a corporate culture where community, long-term partnerships, and transparency have become integral parts of KGK.

"It has been a privilege to lead KGK during these years. I am proud of what we have achieved together. Now feels like the

right time to hand over to Anders Jönsson, who has the competence and experience needed to take the company forward. I will

follow KGK's continued development with great interest and contribute wherever needed," said Johan Regefalk.



KEY FACTS

KG Knutsson AB announced that Anders Jönsson has become CEO on 1 January 2026, succeeding Johan Regefalk, who has remained on the board of KGK Holding AB.

Change in CEO position at KGK: Johan Regefalk (left) handed over to Anders Jönsson (right)

Drive360:
A new chapter built
on two decades of growth

The story of Drive360 begins with the trajectory of Create Business SA – founded in 2003 and established throughout the past two decades as one of Portugal’s leading distributors of automotive parts



Customers on EXPONOR auditorium during Evolution360, the main event of 2025.

Moment in the opening ceremony of Evolution360, the main event of 2025.

Guided by a commitment to quality, service excellence and professional proximity, Create built a national network serving independent workshops and strengthened its role as a strategic Portuguese representative within ATR International. Its evolution, shaped by logistics expansion, technical support programmes and professional training initiatives, formed the groundwork for a new era.

Over time, Create’s focus on operational efficiency and added value services has positioned the organisation as a reference point in the independent aftermarket. The group’s long-term strategy, combining consistent investment with a close relationship to both suppliers and workshops, established the foundations upon which a transformative journey would later be built.

The beginning of the transition

A significant milestone emerged with the merger of Arspeças and Norparts,

two established partners within the Create network, which led to the creation of NAPS Parts & Solutions in early 2022. This integration unified processes, back-office operations and customer-facing services that aim to deliver faster, more reliable and more comprehensive support to workshops.

One of the most visible results was the opening of a 7,000 m² distribution centre in Santa Maria da Feira. With space for almost 1,900 pallets, 80,000 picking locations and 25,000 tyres, the new infrastructure significantly increased stock availability and delivery capacity. This investment represented the first concrete step towards a unified, scalable model capable of meeting rising market expectations.

Scaling for new market demands

By 2024, NAPS was growing quickly in a market becoming more complex through digitalisation, new vehicle technologies and rising expectations. During

this period, the service structure provided by Create – including IT systems, marketing, training, technical assistance and remote diagnostics – remained vital, yet its capacity began to be outpaced by NAPS’s expanding scale. The increasing demands exposed the limits of a model built for a smaller network, creating oper-

KEY FACTS

In 2025, NAPS transformed into Drive360 through a strategic rebranding and multiple acquisitions, significantly expanding its nationwide presence in Portugal. Drive360 strengthened its distribution network by acquiring regional distributors (including Francecar, Lubrinor and Create by Sandia) and integrating them into a unified, modern support ecosystem.

ational pressures that could no longer be absorbed.

Although NAPS continued to rely on Create’s established framework, it became evident that the organisation required stronger, more flexible and more specialised solutions to support its evolution. This emerging gap highlighted a strategic realisation: long term competitiveness would depend on building a more integrated and resilient support ecosystem capable of matching the ambition and pace of its growth.

2025: a year of transformation

The year 2025 marked a turning point with a series of strategic acquisitions and initiatives that reshaped the organisation’s national presence.

In January, NAPS acquired Francecar, a respected distributor in the district of Viseu and a long standing member of the Create orbit. This integration reinforced the company’s commitment to continuity, preserving the legacy of a business with deep regional roots.

Shortly afterwards, the acquisition of Lubrinor expanded operations into Trás-os-Montes, integrating teams, logistics sites and technical capability from another established regional leader. Drive360 systems were implemented across Lubrinor warehouses in late May, and from 1 June 2025 the region was fully served under the unified structure.

It was also during 2025 that the organisation adopted its new commercial identity: Drive360. More than a naming update, this rebranding reflected a shift towards a holistic, 360 degree approach to aftermarket support – one that combines nationwide distribution with digital tools, training, technical support and workshop-focused solutions.

Throughout the year, Drive360 hosted several milestone events, including client-focused sessions in Viseu and Santa Maria da Feira, where the company’s operational evolution and future vision were presented. The pinnacle was Evolution360, held at Exponor (Porto), which brought together more than 1,000 partners, customers and industry stakeholders. The event showcased technological innovations, strategic partnerships and a forward looking roadmap for the independent aftermarket.

At the end of 2025, Drive360 reinforced its national coverage by acquiring

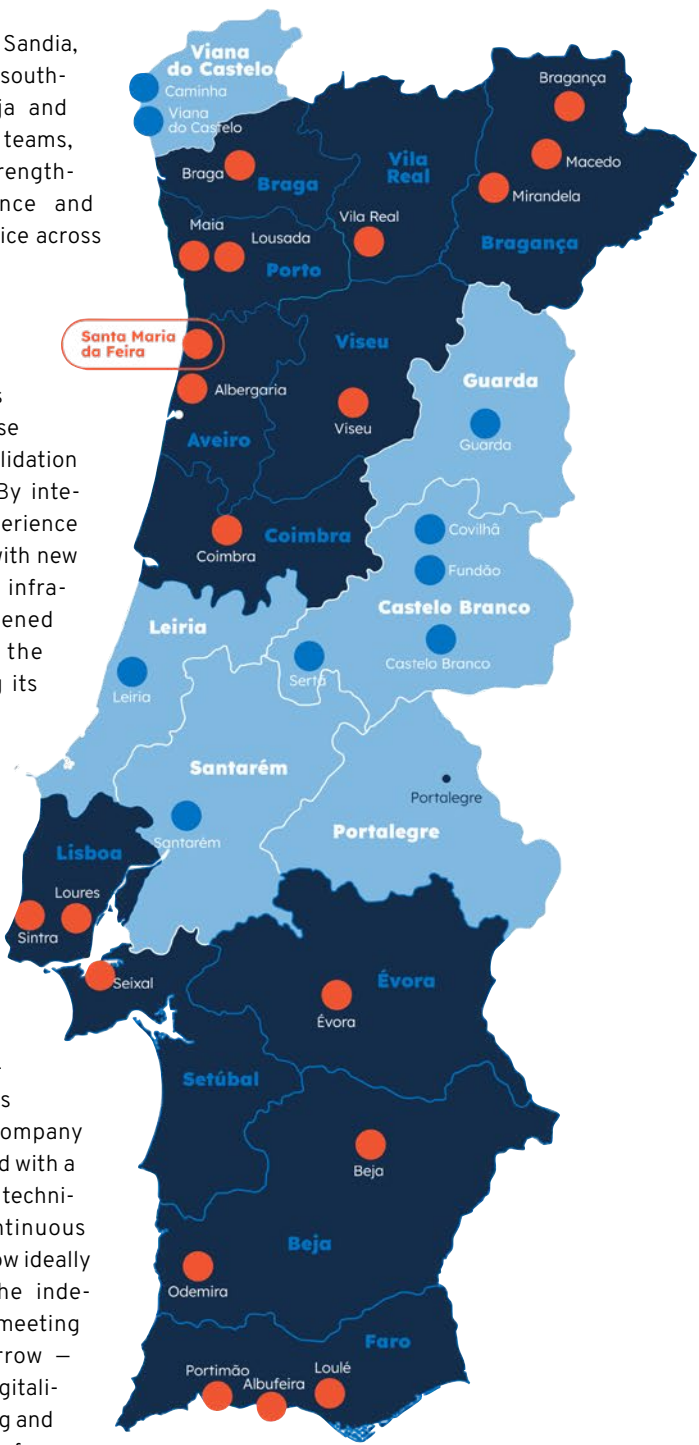
the business of Create by Sandia, a major distributor in the southern regions of Faro, Beja and Évora. The integration of teams, systems and facilities strengthened Drive360’s presence and ensured continuity of service across the Algarve and Alentejo.

Building an integrated future

Today, Drive360 moves confidently into a new phase built on innovation, consolidation and sustainable growth. By integrating the historical experience of the Create ecosystem with new technologies, expanded infrastructure and strengthened regional capabilities, the organisation is redefining its position within the sector.

“Modernising our systems improves processes and boosts competitiveness for everyone – for us and for our customers.” Pedro Proença, CEO of Drive360

Its strategy centres on creating a fully unified national distribution network that leverages the strengths of each company within the group. Combined with a commitment to proximity, technical excellence and continuous investment, Drive360 is now ideally positioned to support the independent aftermarket in meeting the challenges of tomorrow – from electrification and digitalisation to efficiency, training and the evolving needs of professional workshops.





Seventy years of Grupo Master: scaling trust across Guatemala

Founded in partnership with Bosch in Guatemala, Grupo Master now serves the country with 400+ colleagues, 100+ brands and 36 own stores – while accelerating its own-brand strategy

Seventy years ago, Grupo Master began its journey in Guatemala hand in hand with Bosch. Today, it is a national company with more than 400 colleagues, a portfolio of over 100 brands, and 36 own stores across the country. As Grupo Master marks this anniversary, the company reaffirms its commitment to a better, more prosperous Guatemala – creating solid development opportunities and long-term careers for Guatemalans.

Growing with Guatemala

Over seven decades, Grupo Master has built a business that combines world-class representation with local execution. Its teams support customers nationwide through its stores, distribution capabilities, and service culture, always aiming to earn trust through quality, availability and technical know-how. They invest steadily in training and professional development so that its people can grow with the industry and with the country.

Building its own-brand portfolio

In 2026 Grupo Master will celebrate the launch of KIMO brake pads – an important milestone in its strategy to develop a robust own-brand portfolio in parallel with the representation of global brands such as Brembo and Bosch. KIMO strengthens

the company's ability to offer customers dependable options that meet market needs and performance expectations, while reinforcing consistency in availability and value across the network.

Marketing momentum and digital ambition

In 2025, Grupo Master launched its first mass campaign focused on Bosch car batteries under the slogan “Llama a la Alemana”, highlighting the confidence and quality associated with the brand. In 2026, the company will continue to strengthen its digital channel, deploying artificial intelligence solutions to improve the customer journey, personalise interactions, and make buying and after-sales

KEY FACTS

Grupo Master employs over 400 colleagues nationwide, supporting career growth and skills development in Guatemala's automotive aftermarket. Its portfolio includes more than 100 brands, combining global leaders with a rapidly expanding range of own-brand products, and 36 company-owned stores across the country bring products and technical support closer to customers in every region.

support more convenient – from discovery to delivery.



„Llama a la Alemana“ 2025 campaign – bringing Bosch battery quality and trust to a broad national audience.

New drive, new brakes: Why the Aftermarket needs to rethink friction



ATE New Original: Brake components developed to meet the requirements of new vehicle generations

KEY FACTS

ATE New Original is a brake product line specifically engineered for battery electric vehicles, offering matched discs and copper-free pads designed for reduced mechanical braking and higher durability, covering major BEV models while meeting upcoming regulations like Euro 7 and supported by the sustainable SecuBrake DOT 4 fluid.

Electric vehicles don't announce themselves. They roll into the workshop quietly, almost politely – and then start asking uncomfortable questions. About corrosion. About noise. About brake pads that hardly get used and still have to perform perfectly. For workshops, this new reality means one thing above all: business as usual no longer applies, especially when it comes to braking systems.

That's exactly where ATE New Original comes into play. The new product line was developed to address the specific demands of new brake generations – particularly in battery electric vehicles. Instead of simply adapting existing components,

ATE took a closer look at how braking really works in everyday EV use. Less mechanical braking due to recuperation, longer standstill periods, higher expectations in terms of comfort and lower emissions: all of this changes the rules of the game.

ATE New Original focuses on perfectly matched friction pairs of brake discs and pads. Designed as a system rather than individual parts, they are tailored to typical EV operating conditions. The result is improved durability, consistent braking performance and reduced noise – even when brakes are used less frequently. At the same time, the components are engineered with sustainability in mind. Copper-free brake pads already meet the requirements of the US Better Brake Law and are prepared for upcoming regulations such as Euro 7, which will put a stronger focus on particulate emissions from braking systems.

For workshops, this means fewer compromises and more confidence when servicing electric vehicles. The ATE New Original range already covers many popular BEV models, including vehicles from Volkswagen, Tesla, Polestar, Cupra and others, and will continue to expand in line with market development. That makes it easier for workshops to stay prepared as the EV parc grows.

The product family also includes ATE SecuBrake, a DOT 4 brake fluid that takes a slightly different approach to sustaina-

bility and safety. Free from borates, it requires no hazardous substance labelling, making storage and handling in the workshop simpler and safer. At the same time, it exceeds the technical requirements of conventional DOT 4 fluids and is suitable for electric vehicles. Produced in Germany using a certified process with renewable raw materials, SecuBrake significantly improves the CO₂ footprint compared to standard brake fluids.

ATE New Original doesn't try to reinvent the workshop – but it does acknowledge that the vehicles rolling in today are not the same as ten years ago. With solutions that combine OEM expertise, regulatory readiness and practical benefits, the product line helps workshops stay one step ahead, even when cars arrive almost silently.



Driving Innovation in the Automotive Aftermarket

The Automotive Aftermarket is a highly dynamic environment that requires innovative solutions. With febi and SWAG, two of the IAM's leading brands offering repair solutions for cars, LCVs (febi Car, SWAG) and commercial vehicles (febi Truck), the bilstein group is continuously pushing boundaries to meet evolving demands. Here's an overview of two recent initiatives.

ATR & bilstein group Social Media Challenge 2025

To strengthen sales in one of the most important product lines, Steering & Suspension, the bilstein group has launched a joint Social Media Challenge. Both febi and SWAG provided posts highlighting their Steering & Suspension ranges, tailored for Facebook and Instagram (febi Car, SWAG) as well as LinkedIn (febi Truck).

The ATR shareholders posted this content across their own channels over a one-month period. Following the campaign, the posts with the highest reach and engagement were selected. The prize shareholders could win: two tickets for a weekend in Lisbon including a visit to the Web Summit marketing event. The winner of the car category Artur Jagodziński, Senior Social Media Specialist at Inter Cars Poland, shared his experience:

"Winning the Social Media Challenge enabled an inspiring visit to Web Summit 2025 in Lisbon, offering valuable insights into the latest marketing trends. The event provided exceptional networking opportu-

nities with industry leaders. Lisbon's vibrant atmosphere made the entire experience personally unforgettable."

The winner of the truck category was the ATR shareholder Augsburg in Romania. The initiative proved to be a resounding success as a joint vertical marketing activity. In total, around 700,000 people were reached by leveraging customer channels and peer-to-peer sharing, significantly amplifying brand visibility and relevance. This organic distribution approach delivered engaged audiences and demonstrated the power of collaborative social media activities.

How uhura Empowers Wholesalers in Their Daily Operations

Another example of how the bilstein group connects partners across the IAM information and distribution chain is its API uhura. The core mission is to act as a data gateway, providing seamless, real-time access to stock levels, orders and product information.



uhura special communication

The bilstein group's commitment to creative solutions is embodied in solutions like uhura, which are purposebuilt to address the real-world needs of automotive wholesalers.

KEY FACTS

About uhura:

- Centralised product data and availability information
- Direct order placement with real-time order tracking
- Real-time inventory visibility
- Integrated marketing tools
- Customer data management

Product in Highlight: Diesel Particulate Filters



What is the Diesel Particulate Filter (DPF)?

The diesel particulate filter (DPF) is a part of the exhaust system that helps to reduce the amount of harmful soot particles emitted in exhaust gases. The soot particles are dangerous to human health and can cause different diseases like cancer. To reduce health risks and pollution, a correct functioning DPF is of the utmost importance.

It exists in two different systems: cordierite and silicium carbide. The cordierite diesel particulate filter is better suited for long distance driving while the silicium carbide diesel particulate is perfect for all driving circumstances and also works very well for short distance driving in the city due to better soot loading capacity and higher heat resistance.

Due to stricter legislation and increasing inspections, the demand for catalytic converters and diesel particulate filters will continue to rise. Be prepared and contact your local sales representative!

Why choose BOSAL?

Bosal delivers outstanding Original Equipment (OE) quality and exceptional durability, ensuring long-term emission reduction while minimising health risks. Designed with environmental responsibility in mind, Bosal products offer high and reliable performance. Customers benefit from an excellent price-to-quality ratio, strong market coverage, and wide availability. Furthermore, every Bosal product is



Cleaned or refurbished DPFs may still pose a risk to the end users

Function	OE refurbished filter	Bosal AM filter
Product	Reuse, are no longer approved	New, approved
Operation	May no longer meet emission standards	Outstanding performance, environmentally friendly
Risks	• Possible filter cracking or damage from forced cleaning • Shorter lifespan • May become clogged more quickly	New product
Value	Moderate, quality control	Excellent OE quality

homologated to meet strict European standards and legislation, and comes with a 24-month warranty for added confidence.



KEY FACTS

Bosal's Diesel Particulate Filters (DPFs) provide new, OE-quality emission control solutions that ensure reliable performance, long-term durability, and compliance with strict European standards, reducing health risks and environmental impact.

Connect with Bosal

Bosal's LinkedIn
[Bosal aftermarket catalogue website](#)

Bosch Spark Plugs – Technology that also fits for Hybrid Vehicles



Modern spark plugs such as the Bosch EVO are already suitable for the latest hybrid applications and ready for future requirements



Bosch EVO spark plug

Charging the high-voltage battery of a plug-in hybrid vehicle

There has been a continuous development of electric vehicles for many years already. As a technology to bridge the gap, the number of hybrid vehicles equipped with both a gasoline engine and an electric drive is increasing as well. These vehicles' combustion engines are subject to the same emission regulations as other gasoline engines. Accordingly, modern Bosch spark plugs can be used for hybrid vehicles without any restrictions.

Bosch spark plugs: fit for hybrids

Car drivers highly appreciate the silent electric motor, which replaces the gasoline engine in inner-city traffic while effectively supporting it in operations under high loads – a relief for the spark plugs. However, this also leads to a higher frequency of cooler operating points, which increases the sooting and causes the spark plug to cool down more frequently. Deposits can build up on the insulator nose, creating a partially conductive, competing path-

way. This can result in an inefficient spark or, in the worst case, a failure to ignite. However, this doesn't occur with Bosch spark plugs, as they undergo cold-start tests designed for such extreme temperature conditions.

Future-oriented technology: Bosch EVO spark plugs

The hybrid-vehicle car park will continue to grow while the engines become more powerful and more efficient. Robust Bosch EVO spark plugs are already designed to cope with these upcoming demands.



KEY FACTS

Modern Bosch spark plugs are fully compatible with hybrid vehicles and are designed to handle the increased sooting caused by frequent cooler engine points from electric motor support.

AT A GLANCE

COLD-START TESTS FOR BOSCH SPARK PLUGS

Phase 1: deep cooling

The vehicle, cooled down to -20°C, is briefly driven in first gear, and then parked and allowed to cool down again.

Phase 2: ignition

After half an hour of cooling, the engine is started again, accelerated, and gears are shifted. Afterwards, it is allowed to cool down once more.

Phase 1 and 2 are repeated 10 times



Choose prime. Choose safety.

The Brembo Prime family of premium pads, discs, callipers, and fluids offers a complete braking solution for every European application. The range's exceptional parc coverage (98%), along with ready availability and fast-moving references, brings significant business potential for distributors

Brembo Prime braking solutions deliver optimum braking efficiency for any vehicle in any condition. Produced to the highest OE specifications, these components are designed and tested together to ensure perfect synergy.

Brembo's Prime brake discs and pads for passenger cars and LCVs incorporate every technical advantage to ensure smooth and effective brake control. The OE-specification, high-carbon cast iron used for Prime brake discs minimises vibration and noise while maximising performance. Additionally, a patented internal pillar ventilation system aids cooling and enhances disc resistance. Brembo's market-first, solvent-free UV surface coatings, developed in collaboration with car makers, protect the discs against corrosion, and have achieved a salt spray test resistance of more than 240 hours. The range also includes two-piece Prime discs made from lighter-weight materials and designed specifically for premium cars, featuring options such

as the Composite, Floating, Co-cast, Lightweight, and Dual Cast discs. For fitters, Prime discs cover 98% of the running parc, and come with all the required fixing hardware for fast and simple installation.

Brembo has pared its Prime discs with a comprehensive selection of Prime brake pads. By specifying the right eco-friendly friction materials for each vehicle, every pad ensures long-lasting performance, comfort and wear. Careful scorching and directionality of the friction compound prevents fading, resulting in less noise and vibration. Features such as patented damping weights, chamfers, slots and multi-layer piston shims further reduce brake noise. Additionally, the copper-free Prime Ceramic pad range offers enhanced durability and low dust emissions. For easy servicing and installation, each pad includes an at-a-glance wear indicator and comes with a fitting accessory kit.

Adding further business potential to the range are Brembo's Prime callipers for LCVs. Specifically designed by Brembo for the long distances covered by light commercial vehicles, each calliper ensures reliable and efficient braking performance.

They can also be paired with a Brembo bracket for complete and safe servicing of the braking system.

Prime brake discs and pads for

KEY FACTS

Brembo's market-first, solvent-free UV surface coatings, developed in collaboration with car makers, protect the discs against corrosion, and have achieved a salt spray test resistance of more than 240 hours.

commercial vehicles offer an exceptional, all-round solution for even the toughest heavy-duty needs. The supremely durable Prime CV disc range includes not only standard references but also Co-cast and Ring options, whose advanced technologies ensure superior mechanical resistance, better heat dissipation, thermal crack reduction and longer life across thousands of kilometres. Each Ring disc also includes fittings that allow for surface replacement only without the need of substituting the entire hub. Matched perfectly with the discs, Brembo's Prime CV pads incorporate 18 different friction materials and 30 different components to meet every heavy-duty need.

Completing the range, are Brembo's Prime brake fluids which provide ultimate braking amplification for all vehicle sizes and types, while protecting important components from corrosion. These high-standard, specially developed fluids guarantee safer braking, featuring low viscosity and a reassuringly high boiling point.

You can find more information here: www.bremboparts.com.



Hooray for hybrids: New multi V-belt kits for mild hybrids



Around ten years ago, the first vehicles with a mild-hybrid drive system were brought out, opening up a new dimension in efficiency and paving the way for the breakthrough of electric mobility. The belt-driven starter generator expanded the functions of the basic start/stop system while also allowing fuel-efficient coasting in traffic as soon as the driver released the accelerator. These systems additionally enabled recuperation – i.e. the recovery of energy

Continental already brought out another 50 new kits in September.

while braking – and a boost mode for brief bursts of extra power, for example, when accelerating or overtaking. The mild-hybrid models have been a major success and as a result continue to be a common sight on roads today.

To make sure workshops are ideally equipped for the associated repair tasks, Continental has beefed up their product range specifically for this purpose. 26 new multi V-belt kits are now available for models from manufacturers such as Volvo, Toyota and Mercedes. Continental already brought out another 50 new kits in September. This means that automotive professionals can now find products from

Continental for around 260 million vehicles. The full Continental product range offers solutions for virtually all popular high-volume models on Europe's roads – including classics such as the Audi A4 2.0 TFSI MHEV (B9), for which the belts are available separately or as part of the 6PK1139 EXTRA K1 kit.

KEY FACTS

Mild-hybrid vehicles, introduced about a decade ago, have become widely adopted, and to support related repairs, Continental has added 76 new multi V-belt kits—expanding its coverage to around 260 million vehicles across Europe.



Delphi Art Car

Delphi

A vehicle as extraordinary as the Alpine A110 Rally GT, sporting the unique livery of the Delphi Art Car, demands an equally extraordinary presentation. That's why this manifestation of art and technology saw the light of day at the Italian event, Tutto Bene

KEY FACTS

The Delphi Art Car, based on the Alpine A110 Rally GT+, was unveiled at the Tutto Bene Hillclimb in Italy as a tribute to the engineers and mechanics behind both elite motorsport and everyday road cars.

For decades, Delphi has been committed to providing technicians worldwide with expertise, tools, and training for maintaining and servicing vehicles. Delphi's contribution goes beyond technical excellence – it reaches into the cultural heart of motoring, where vehicles inspire innovation, reflect identity, and create shared experiences.

Technology turned beautiful

The Delphi Art Car was created to pay tribute to all the engineers and mechanics whose work shapes the cultural significance of cars – from the technological benchmarks of Formula 1 racing cars to the everyday road cars that populate our streets. The role of canvas for the first Delphi Art Car was entrusted to the Alpine A110 Rally GT+: the ultimate rally-spec evolution of one of the most celebrated sports cars of the past decade. The livery was designed by BlackFish – a progressive German creative studio operating from its headquarters near the legendary Nürburgring. BlackFish's clients include world-renowned racing and rally teams, and the company also creates visualisa-

tions for many exciting automotive projects.

The icon

The Alpine A110 from the 1960s and 1970s is now a motorsport icon. Thanks to it, the Dieppe-based brand became the first-ever Manufacturers' World Rally Champion. In 2019, the modern version of the A110 Rally debuted and immediately scored a victory at the 2020 Le Touquet Pas-de-Calais Rally, followed by three titles in the French Rally Championship (FFSA 2WD classification) and two FIA R-GT Cups. In 2024 Alpine unveiled a new, improved version of its rally car: the A110 Rally GT+.

A perfect setting

Tutto Bene is no ordinary hill climb. It's a vibrant celebration of automotive culture set against the stunning backdrop of the Mottarone Massif in northern Italy. This exclusive event invites selected participants to immerse themselves in a unique experience that combines art and engineering, presenting the cars as dynamic masterpieces. The Tutto Bene

Hillclimb 2025 took place on 10 September 2025. Signatech, Alpine's motorsport partner for over a decade, was responsible for preparing the car for the start. Their specialists were involved in the design of the A110 Rally GT+. Behind the wheel of the Delphi Art Car was Raphaël Astier, winner of the FIA R-GT Cup and the French Rally Cup, and the Pikes Peak hillclimb record holder.

delphiaftermarket.com





Strengthening Aftermarket Performance through new DRiV Product Solutions

New DRiV product additions help distributors and workshops address evolving repair demands

The Automotive Aftermarket continues to evolve at pace, driven by increasing vehicle complexity, expanding repair categories, and rising expectations for first-time-fit quality. To support distributors, workshops and fleets in this changing environment, DRiV continues to expand its Aftermarket portfolio with OE-quality product solutions designed to deliver reliable performance, strong coverage and practical repair benefits across multiple systems.

These latest additions reflect DRiV's commitment to helping Aftermarket professionals respond confidently to both current and emerging service needs.

Expanded suspension and ride control solutions

Suspension and ride control systems play a critical role in vehicle safety, comfort and durability. DRiV has strengthened its offering through expanded Monroe® air spring solutions, covering a wide range of vehicle applications. Designed using OE expertise and validated under demanding conditions, these air springs help maintain correct ride height, protect surrounding components and reduce the risk of premature failure.

By combining premium materials with application-specific designs, MonroeR air springs support consistent and durable performance while helping workshops reduce service comebacks and improve repair efficiency.

Walker® broadens high-demand repair categories

The Walker® brand continues to grow into a comprehensive solution provider. Recent portfolio additions, all engineered to OE quality standards and supported by Walker's three-year warranty.

These products enable installers to rely on one trusted brand across multiple high-growth repair categories, while also supporting sustainability goals through remanufacturing processes that reduce material and energy consumption.

Supporting workshops beyond the part

In addition to product innovation, DRiV supports workshops through its digital and technical tools designed to simplify everyday repairs. QR codes on DRiV brand packaging provide fast access to product-specific information, including installation guidance and free technical drawings, help-

KEY FACTS

DRiV has expanded its Aftermarket portfolio with OE-quality product solutions – including enhanced Monroe air springs and new Walker remanufactured components – to help distributors and workshops meet evolving repair demands. Beyond parts supply, DRiV supports workshops with digital tools (QR-code-enabled product information), technical resources and training via Garage Gurus.

ing technicians work accurately and efficiently. More information is available [here](#).

Combined with technical training and resources from Garage Gurus, these tools help workshops reduce downtime, improve confidence and deliver consistent repair quality.

A portfolio built for today's Aftermarket

By expanding its product range across multiple systems and brands, DRiV enables ATR Shareholders to offer solutions that reflect OE-level quality, strong coverage and practical workshop support. This integrated approach helps Aftermarket partners stay competitive while meeting the demands of a rapidly changing vehicle parc.

Further information on DRiV's product portfolio is available [there](#).



Elring Service:

Expertise that drives your business forward



Das Original

The automotive spare parts market is changing. New drive technologies, smarter diagnostic systems and increasingly complex component parts require flexibility, precision and reliable technical support. Both wholesalers and repair shops need to stay up to date in order to remain competitive – and they need partners who can supply solutions and genuine expertise.

Elring Service offers exactly that: Elring provides spare parts in OEM quality, along with technical advice, digital and face-to-face training, and practical application support.

To further expand this support, we are introducing Elring Tech Talk – short, practical video clips that focus on real installation scenarios, helpful tips and common sources of error. The compact videos explain, for example, the correct handling of PTFE shaft seals, typical problems with sealing surfaces and the correct selection and application of sealing compounds.

Elring Tech Talk – your quick, practical knowledge boost for smoother processes, fewer installation errors and more satisfied customers.

Stay up to date!

Subscribe to the [Elring YouTube channel](#) or follow @elring_official on [Instagram](#) to receive regular professional tips, product information and repair shop-proven know-how. Whether you're a wholesaler or a repair shop, our content will help you strengthen customer relationships and reduce technical queries.

Don't wait – join our Elring community now and stay one step ahead.

KEY FACTS

Elring Service provides OEM-quality spare parts along with comprehensive technical support to help wholesalers and repair shops stay competitive in a rapidly evolving automotive market.



Exide's 12V AGM: OEM Pedigree delivered to Automotive Aftermarket



Exide reveals why its AGM batteries are best-in-class and built for the future. Workshops and distributors alike can benefit commercially, and 70% of European car brands rely on Exide right from the start

Exide Technologies, a leading provider of innovative and sustainable battery solutions for automotive and industrial applications, is reinforcing its leadership in the Independent Automotive Aftermarket with its latest generation of high-performance AGM batteries.

Powering the Aftermarket with OEM pedigree, Exide's comprehensive AGM battery range offers distributors and workshops powerful, durable and profitable solutions that support both today's mobility needs and the technologies of tomorrow.

Why are AGM batteries a future-proof solution?

Nearly three-quarters of vehicles on today's roads feature start/stop systems – a technology that became widespread as part of efforts to improve fuel efficiency and reduce emissions. Most new cars also come equipped with advanced driver assistance systems (ADAS), a figure expected to reach approximately 90% by 2030. At the same time, modern vehicles' electrical equipment is becoming increasingly power-hungry. These combined demands put significant pressure on the 12V batteries and emphasise the importance of AGM technology across internal

combustion, hybrid and fully electric vehicles (xEVs) alike.

AGM batteries are designed to handle high-energy throughput and frequent charge- and discharge cycling, and they continue to operate reliably even in a partial state-of-charge. Their absorbed glass mat construction immobilises the electrolyte, enhancing charge acceptance and enabling faster energy recovery during, for example, regenerative braking or start/stop mode.

The design delivers exceptional resistance to vibration, reduced internal corrosion, and improved thermal stability. As a result, AGM batteries maintain consistent performance – even under demanding conditions. They provide reliable power for safety-critical systems, such as ADAS, as well as for a wide range of onboard electronics.

Why Exide?

Exide is a trusted partner to OEMs, with 70% of European car brands relying on Exide from the very start. Manufacturers include Abarth, Alfa Romeo, BMW, Citroën, Dacia, Ferrari, Fiat, Ford, Genesis, Hyundai, Iveco, Jaguar, Jeep, Kia, Lancia, Land Rover, Ligier, Maserati, Mazda, Mini, Nissan, Opel, Peugeot, Polestar, Renault, Rolls-Royce, Suzuki, Toyota and Volvo.

Crucially, Exide's AGM Aftermarket batteries are identical to those supplied to OEMs. They are manufactured in Europe on the same production lines as their OEM counterparts – using the same materials, processes, rigorous testing and quality controls – ensuring that the entire automotive sector receives best-in-class quality.

Benefits for workshops and distributors

For workshops, Exide's AGM batteries inspire confidence. Clear labelling,

KEY FACTS

Rising electrical demands from start/stop systems, ADAS, and increasingly power-hungry vehicle architectures are making AGM batteries essential across ICE, hybrid, and Electric Vehicles. At the same time, Exide Technologies delivers OEM-identical AGM batteries to the Independent Aftermarket, supplying 70% of European car brands and transferring that same production quality directly to workshops and distributors.

OE-level specifications and comprehensive vehicle coverage enable fast and accurate first-time fitting – and remember, AGM batteries must always be replaced like-for-like. Furthermore, warranty claims are expected to remain minimal thanks to the batteries' compatibility across a wide range of European and Asian vehicles.

For distributors, a growing market brings clear commercial advantages. As AGM batteries become standard on more vehicles and enter the replacement cycle, demand increases – creating strong opportunities to boost revenue.

Mission to be the benchmark

Daniel Royer, Senior VP Automotive at Exide Technologies, said: "Exide's OEM heritage of more than a century, combined with European production, a strong brand reputation, and proven durability, makes its AGM range a compelling, future-ready proposition for the Automotive Aftermarket."

For more information about Exide's AGM solutions, visit [Exide | AGM](https://www.exide.com).



Micro-V Accessory Belt Drive System Tensioners



How they work and when to replace your belt drive system components

Accessory Belt Drive Systems (ABDS) are heroes of automotive performance. Gates' latest focus is on tensioners, explaining their role in maintaining smooth engine function, reducing vibration, and extending belt life. Discover why timely replacement is vital and how to choose the right components to maximise your vehicle's performance efficiency.

What is an Auxiliary Tensioner?

Vehicles using multi-ribbed belts normally incorporate automatic tensioner(s) within the accessory drive system. An automatic tensioner applies a constant force on the belt, compensating for belt length changes due to wear and constantly changing operational loads generated within the accessory drive system

Signs of wear and when to replace

Tensioners wear over time. The damping mechanism operates like a braking system drum brake arrangement. An internal heavy-duty spring forces the (half-moon shaped) damping mechanism against the inside of the tensioner's housing generating friction. Spring fatigue will eventually affect and reduce spring tension over time, as the spring is constantly

compensating as the damping mechanism wears.

When the damping mechanism has worn it reduces the tensioner's capabilities to control belt fluctuations or belt slapping. Belt slapping transfers vibrational stresses and generates noise within the drive system, eventually leading to part failure. The slapping effect of the belt also generates heat which will transfer into bearings operating within the accessory drive system. This increase in heat can lead to grease purge from bearings leading to bearing, pulley, and belt failure.

A worn tensioner pivot bush will cause excessive tensioner arm movement, allowing the arm and belt to track into or away from the engine, this tracking effect generates misalignment problems within the drive system, drastically reducing belt life and drive system reliability. The belt tensile cord pack can become damaged if the belt tracks into and fouls against the engine, causing a weakened area along the side of the belt, eventually leading to failure of the belt. Tracking misalignment problems caused by the worn pivot bush will also lead to uneven loading of the belt's tensile cord pack, increasing belt noise levels, and accelerating rib wear of

the belt, leading to premature belt failure.

Many moving components exist within an ABDS system. The components are individually manufactured but they are designed to work together as a system.

Be system-smart and replace the complete accessory drive system, (not just a single part):

Gates Micro-V® kits are the perfect solution for an efficient replacement of the accessory belt drive system, one kit containing one or more gates branded multi-ribbed belts and matching metal parts, tensioner(s), idler(s) & water pump.

Kits are also available with matching torsional vibration dampers (TVD) – and / or – (clutch pulley – overrunning alternator pulley – OAP) saving the time and trouble to select all these parts separately.

Gates: one name, one box, one solution

KEY FACTS

Accessory belt drive system tensioners wear over time and must be replaced as part of a complete system to maintain performance, prevent belt failure, and avoid damage to related components.



GKN Automotive delivers true OE quality in the Aftermarket

GKN Automotive brings patented OE technology to the Independent Aftermarket, with identical standards across OE, OES, and IAM production

OE specifications, ensuring compatibility and durability

Every product is engineered, tested and manufactured to OE standards, ensuring parts fit perfectly and can be assembled quickly, reducing time spent replacing failed components.

The right accessories and the right materials

Workshops benefit from GKN Automotive's OE-quality components, engineered with patented technology and designed to match exact vehicle specifications. From SX joints and crash optimised shafts to OE matched suspension springs and precision steering components, every part delivers durability, safety and OE-level performance.

GKN Automotive's CV boot kits showcase this commitment: made from manufacturer specified rubber or TPE and resistant to extreme temperatures and dynamic stresses, they ensure long-lasting protection. Each kit includes all required parts for a professional, perfect-fit repair – a level of quality unmatched by alternative suppliers.

Outstanding expertise comes as standard

Service goes far beyond simply supplying new parts to workshops, with in-depth,

easy-to-use fitment guides for all products and excellent technical support, enabling workshops to make rapid repairs with greater confidence. The GKN Automotive Service Portal has a wide range of literature in multiple languages, including factsheets detailing IAM products, Tech Tips for hundreds of products, and Core Criteria.

All products are listed in the order systems of the vast majority of vehicle manufacturers and the catalogues of well-known distributors. State-of-the-art warehouse logistics systems ensure fast and reliable parts sourcing and delivery.

Working in partnership to deliver results

With its culture of co-operation and inclusion, both between its own staff and with Aftermarket providers, GKN Automotive delivers innovation and technological progress that ensure parts are unmatched for quality, durability, safety value, and smooth installation.

As a producer of OE-quality products for independent workshops and repairers, as well as Original Equipment Manufacturers themselves, GKN Automotive makes business simple, to ensure workshop operations are efficient, cost effective, reputable and profitable as possible.



KEY FACTS

GKN Automotive stands out in the Independent Aftermarket by bringing patented OE technology to every product, ensuring identical standards across OE, OES, and IAM production for unmatched compatibility, durability, and precise fit.

Every GKN Automotive product, as well as those of sales brands Spidan and Lööbro – engineered, tested and manufactured to OE standard – and more information are available on the website.

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FORVIA HELLA produces its 100 millionth radar sensor



KEY FACTS

FORVIA HELLA manufactured its first radar sensor ever 20 years ago at its plant in Hamm (Germany).

Radar is no longer a premium feature. Many advanced driver assistance systems, now widely mandated by European Union regulations, rely on radar sensors as their technological backbone. They act as the "eyes" of these systems, reliably measuring distance, speed and movement of surrounding road users in all weather conditions. Originally focused on front applications, radar is now widely used at the rear and along the sides of vehicles as well.

This leads to:

- Increasing market relevance of radar-based systems
- Growing demand for spare parts, diagnostic and calibration solutions
- New requirements across the entire value chain – from parts distribution to vehicle repair

20 years of radar expertise – from OE to the IAM

FORVIA HELLA has been manufacturing radar sensors for series production since 2005 and is regarded as a pioneer in rear radar systems. Today, series projects are underway for almost 30 passenger car and commercial vehicle manufacturers world-

wide. This extensive OE expertise forms the foundation for a consistent transfer of technology into the Aftermarket.

Radar portfolio for the Independent Aftermarket at a glance:

- Coverage for more than 1,500 vehicle applications across passenger cars and commercial vehicles
- OE-derived technology from proven series applications
- High vehicle parc coverage across multiple generations
- 1:1 interchangeable sensors with identical form factors and interfaces
- Designed for long-term availability and stable supply capability

This approach addresses not only workshops, but also wholesalers, buying groups and workshop networks that rely on OES-level quality, scalability and future-proof solutions.

77 GHz: A technological shift shaping the future of the IAM

With the introduction of 77 GHz radar technology, brought into series production by FORVIA HELLA in 2020, the next evolutionary step in driver assistance systems

has been reached. Compared with 24 GHz solutions, these sensors deliver significantly higher resolution, more precise distance and speed measurement, and reliable object differentiation even in complex traffic situations. This level of performance is essential for modern and future assistance functions and, at the same time, increases the requirements for spare part expertise, diagnostics and calibration processes within the Independent Aftermarket.

Looking ahead, radar will remain a key enabling technology: by 2030, around 90% of all new vehicles worldwide are expected to feature assisted or automated driving functions. FORVIA HELLA supports this transformation with series-proven sensor technology, an OE-based Aftermarket strategy and practical solutions, providing orientation and planning certainty for all IAM players. More information on FORVIA HELLA's radar sensor portfolio is available [here](#).



Based on 77 GHz technology, the latest sensors provide the necessary environmental data for highly advanced automated systems.

KYB sponsors the BMW M Motorsport endurance racing programme



BMW M Hybrid V8

KEY FACTS

KYB power steering technology is being used and validated at the highest level of international endurance racing through its partnership with BMW M Motorsport.

KYB Corporation has announced a sponsorship with BMW M Motorsport, strengthening KYB's long-standing involvement at the highest levels of global endurance motorsport and reinforcing its reputation for performance power steering technology under extreme conditions.

The sponsored vehicles are the BMW M Hybrid V8, BMW M Motorsport's flagship prototype developed for top-level global endurance competition. Designed to compete in the world's most demanding long-distance races, the BMW M Hybrid V8 combines high performance hybrid power with advanced chassis control to deliver consistent, predictable handling over extended race distances. The chassis has been built in collaboration with world-renowned and successful manufacturer Dallara. Competing in endurance formats that include multi hour and 24-hour events, the cars must perform reliably in heavy traffic, variable conditions and sustained high load operation, making steer-

ing precision and durability critical to overall performance.

The vehicles will compete in the IMSA WeatherTech SportsCar Championship (IWSC) across the USA, and also in the FIA World Endurance Championship (WEC). Endurance racing places unique demands on vehicle systems, requiring components that can deliver repeatable performance despite heat, vibration, tyre wear and driver fatigue.

At the heart of the vehicle's dynamic control is KYB's S-EPS (sports electronic power steering) system. This technology has become world famous in endurance racing for its ability to deliver precise steering feedback, high reliability and consistent performance over extended race distances. The system is engineered to provide drivers with clear, predictable steering feel while maintaining robustness under sustained high load operation.

By supporting BMW M Motorsport in endurance competition, KYB power steering technology is put through its paces in

one of the most demanding test environments available. Data and experience gathered on the racetrack contribute directly to KYB's ongoing development of advanced steering systems for both motorsport and road car applications.

The sponsorship highlights KYB's continued commitment to motorsport as a proving ground for advanced vehicle dynamics technology. It also underlines the company's position as a trusted partner to manufacturers competing at the highest levels of global endurance racing.

Further details of the racing programme, including event schedules, race reviews and technical insights, will be shared throughout the season on KYB Europe's social media accounts.

To view specific vehicle details, please see www.kybsport.com or <https://www.bmw-m.com/en/fastlane/motorsport/race-cars/bmw-m-hybrid-v8.html>

MAHLE Thermal Management: True OE Expertise



KEY FACTS

As an OEM development partner, MAHLE supplies Original Equipment-quality Aftermarket parts that meet manufacturer specifications, complemented by over 8,300 thermal management products and complete workshop solutions with diagnostics, service equipment and value-added support.

MAHLE's innovative strength has been the key to its success for over 100 years. The technology company sets standards in the field of thermal management. MAHLE is a leading global development partner and supplier to the automotive industry. The expertise gained from the series production of Original Equipment is used for the product range in the Aftermarket.

OE tradition

MAHLE and BEHR, which is part of the MAHLE Group since 2013, have played a key role in shaping the development of thermal management through numerous innovations. Milestones include the construction of the world's first climate wind tunnel in the automotive industry, the first serially produced full heating, ventilation and air-conditioning (HVAC) module for a passenger car, and the production of Visco® clutches and fans for passenger cars and commercial vehicles, which began in the early 1960s.

OE innovation

MAHLE continuously invests in research and development to further expand its position as a technology leader. MAHLE is actively supporting the mobility transition in the areas of

electrification and thermal management, as well as clean and efficient combustion engines. Thermal management for batteries, fuel cells, power electronics, and electric drives are key elements for electromobility.

Recent MAHLE innovations include, for example, the bionic battery cooling plate to increase the performance and service life of drive batteries in electric vehicles, and the thermal management module, which works much more efficiently than individually installed components and can increase the range of an electric car by up to 20%. MAHLE is one of the largest suppliers of thermal management systems for batteries, efficient drives, and interior comfort. The continuous development of thermal management for the mobility of the future is a central goal.

OE knowledge

As a development partner and supplier to international manufacturers, MAHLE has a deep understanding of the market and detailed knowledge of OEM products. The business unit Lifecycle and Mobility supplies partners in trade, workshops, engine repair shops, and e-commerce worldwide with products in Original Equipment quality.

OE solutions

We already offer our customers in trade and workshops a comprehensive, constantly expanding range of over 8,300 thermal management products for vehicles of all drive types, from passenger cars, vans, and commercial vehicles to agricultural and construction machinery. However, parts in proven MAHLE quality are only part of what MAHLE offers. Combined with practical workshop equipment such as vehicle diagnostics, battery diagnostics and service, exhaust gas testers, and devices for the maintenance of air conditioning systems and automatic transmissions, as well as comprehensive services, MAHLE offers workshops complete solutions – delivering unique OE expertise and added value across the value chain.



Outstanding innovation: CLEPA honors MANN-FILTER sustainability initiative



The Filtration brand receives the European automotive supplier association's Innovation Award in the "Green" category with a new product innovation made from renewable raw materials that enhances the sustainability of existing vehicles

MANN-FILTER, the global premium brand of filtration expert MANN+HUMMEL, has been recognised as a top innovator by the European Association of Automotive Suppliers, CLEPA. The award-winning technology features new CO₂-reduced filters that partially replace crude oil through the targeted use of renewable raw materials. These innovative filters are part of the Ludwigsburg-based family company's comprehensive sustainability strategy. Additional initiatives to promote more sustainable mobility are already in the pipeline. Hasmeet Kaur, President Division Transportation at MANN+HUMMEL, accepted the award on November 18 in Brussels.

"Receiving the CLEPA Innovation Award for Sustainability makes us very

proud and confirms that our commitment to climate-friendlier innovation is making an impact," says Kaur. "By using lignin, a renewable, plant-based material, into our cellulose filter media, we've achieved a game-changing breakthrough that allows us to reduce CO₂ emissions and crude oil usage significantly, without compromising performance. We've seamlessly integrated this sustainable improvement into our existing product lines, offering our customers a climate-friendlier solution with no change in price or functionality. With verified environmental savings and the potential to benefit millions of vehicles, this is a major milestone on our journey toward decarbonising mobility."

The CLEPA award serves as both motivation and obligation for MANN+HUMMEL to continue developing innovative and sustainable solutions for the mobility of

the future. More information about the sustainable filters from MANN-FILTER is available at: <https://www.mann-filter.com/en/news-stories/sustainability.html>.

About the CLEPA Innovation Award

The CLEPA Innovation Award is one of the most prestigious accolades in the European automotive supplier industry, recognising companies that set new standards for the mobility of tomorrow with innovative and sustainable technologies.

KEY FACTS

MANN-FILTER received CLEPA's Green Innovation Award for its CO₂-reduced filters made with renewable raw materials such as lignin, delivering verified environmental savings without compromising performance, functionality, or price.



Magneti Marelli Parts & Services: Advanced Diagnostic Solutions for forward- looking Workshops

Magneti Marelli Parts & Services has recently presented its new range of advanced diagnostic tools and solutions to the international Aftermarket



The new range of diagnostic equipment, which is modular and flexible, can also meet the needs of professionals who already use other devices. With this launch, the company completes its comprehensive range of professional equipment for fast, reliable and effective workshop repairs.

The new range of diagnostic solutions offered by Magneti Marelli Parts & Services consists of: Visual Plus, a rugged tablet with a dual Wi-Fi communication card and a 13.3" screen that features high-definition graphics and an advanced interface; Data Plus, a complete VCI (Vehicle Communication Interface) that covers the three different types of diagnosis, Multi-Brand, Pass-Thru and Remote, with a single hardware interface; Data Box, a practical VCI for multi-brand diagnosis, which can be interfaced to the Visual Plus tablet or to other Android displays.

Data Plus is a highly comprehensive and advanced tool, equipped with a 3.97" Single Touch screen, capable of covering various diagnostic needs. When paired with Visual Plus via Wi-Fi, it allows multi-brand diagnosis, drawing on one of the most complete databases on the market that includes approximately 150 European, Asian and American manufacturers. It can also perform online coding for very advanced operations and activate guided diagnosis procedures.

Data Box is a VCI that allows multi-brand diagnosis by relying on the same extensive vehicle database as the Data Plus multi-brand version. Compact and robust, the tool proves to be easy to use and at the same time advanced in terms of diagnosis operations. It can be interfaced with both



to enable the Data Bank, which offers immediate access to numerous Technical Service Bulletins (TSBs), as well as a link to fault codes and the related case descriptions. The database also offers solutions and suggestions thanks to the guided diagnosis of the component, based on the error values found, thus becoming an essential support for the workshop.

Magneti Marelli Parts & Services also offers

Visual Plus and another Android display and is equipped with USB and Bluetooth connections, thus guaranteeing a flexible interface. Data Box is also equipped with three RGB LEDs that indicate power supply, communication with the vehicle and the type of connection (USB or Bluetooth), again for the benefit of smoothness in the workshop.

On the Data Plus multi-brand version and on Data Box, the important Cyber Security function is also enabled, with unlocks already active for the main manufacturers and others coming soon. Both VCIs support the DOIP protocol for fast diagnosis on new vehicles and are equipped with Ethernet Bus communication, which is already integrated in Data Plus and can be used on Data Box by simply connecting a specific cable.

As an option, both on Data Plus multi-brand version and Data Box it is possible

the EV Battery Diag kit for diagnosis to complete its range: on-board, through the OBD socket, and off-board, through adapter cables, with a coverage of over 95% of the vehicle park; a 4-channel Oscilloscope to display, acquire and analyse signals coming from the vehicle; a Signal Generator designed for diagnosis and simulation of sensor faults. The latter two are only available with Visual Plus.

KEY FACTS

Magneti Marelli Parts & Services has launched a new range of advanced, multi-brand diagnostic tools—Visual Plus, Data Plus, and Data Box—enhancing workshop efficiency and cybersecurity.

\$16.5 Billion Market: ATR and MEYLE launch Boost Campaign to unlock Automatic Transmission Services potential



KEY FACTS

Europe's automatic transmission market is growing 8.5% annually and is projected to reach \$16.5 billion by 2030. Germany leads this development with a 31% market share. Between 2019 and 2025, the number of automatic transmission vehicles in Germany increased by more than 50%, from 10.5 million to nearly 16 million.

The automotive industry is undergoing a fundamental transformation, creating major opportunities for the Independent Aftermarket. In Europe, the market for automatic transmissions in passenger cars is growing at 8.5% annually and is expected to reach USD 16.5 billion by 2030 (Source: Verified Market Research, 2025). Germany leads this development with a 31% market share. Between 2019 and 2025, the number of automatic transmission vehicles in Germany increased by more than 50%, from 10.5 million to nearly 16 million (Source: IfD Allensbach, AWA 2025). All of these vehicles potentially require regular servicing.

Workshop reality, however, shows a clear gap between awareness and action. A MEYLE survey conducted with INNOFACT among 350 independent workshops across Germany, France, Spain, Poland, Sweden and the US found that while up to 79% recognise the importance of automatic transmission maintenance, only a small share performs the service regularly. In France, this applies to 28% of workshops, and in Poland to just 23%. One key reason is low customer

demand, as many drivers are unaware that automatic transmissions require service.

This gap represents significant potential for ATR members. With service intervals of 80,000 to 120,000 kilometres and average vehicle ownership exceeding ten years, automatic transmission servicing offers recurring revenue over the long term. The growing number of hybrid and electric vehicles further accelerates this trend.

A major barrier remains the widespread "lifetime fill" myth. Many vehicle manufacturers imply that transmission fluid does not need to be changed over a vehicle's lifetime. In reality, transmission fluid ages, loses viscosity and additives degrade, potentially leading to rough shifting, delayed gear changes or transmission failure.

The MEYLE and ATR "ATK Boost Campaign" addresses this challenge with a dual approach: supporting workshops with knowledge, practical guidance and personal assistance, while simultaneously raising awareness among end customers. By clearly explaining that "lifetime fill" does not mean lifetime durability, the

campaign creates demand and enables workshops to actively offer the service.

Key elements include the MEYLE ATK Europe Tour 2026, delivering hands-on training directly at workshops across Europe, supported by a three-tier technical field service and digital knowledge resources. Point-of-sale materials increase service visibility, while a parallel B2C campaign informs drivers about the importance of regular transmission oil changes.

With more than 67 years of experience and over 210 active ATK references, MEYLE positions itself as a strong partner for this market. Their complete ATK kits simplify installation, reduce errors and support efficient workshop processes.

"The market is ready – now it's time to unlock its potential together."



New Product Launch

Premium AC Hoses line from Nissens

AC Hoses is a new product line from Nissens – expanding the company's range with a reliable First-Fit solution for a leak-free AC System

KEY FACTS

Nissens Automotive, a leader in thermal management solutions, proudly introduces its new product line – AC Hoses.

Nissens Automotive, a leader in thermal management solutions, proudly introduces its new product line – AC Hoses. This launch targets a high-demand market niche with a leak-free, high-performance, and long-lasting solution for automotive air conditioning systems.

Looping the AC System with reliability

In a market niche with limited coverage and technical support, leaks and contamination contribute to severe AC system and component failures. Nissens' launch addresses this critical gap and the pain points in Aftermarket repairs.

The Nissens AC Hose is a premium-quality Aftermarket product featuring a meticulous design fully compatible with vehicle layouts and modern refrigerants. It is thoroughly tested to ensure complete tightness, efficient performance, and a long, trouble-free service life.

With an initial range covering approximately 25-30% of the European passenger and light commercial vehicle car parc, Nissens empowers workshops with a one-stop-shop solution for AC system repairs—minimising comebacks and optimising first-time-fit installations.

Driving success for the AC System Aftermarket

The launch of Nissens AC Hoses creates a closed and trustworthy ecosystem for market professionals. For distributors, it strengthens customer trust and enhances their market positioning as providers of complete and reliable solutions. For system technicians, it ensures access to high-quality, readily available parts, supporting successful daily service delivery and revenue growth.

Haris Sabic, Product Category Manager at Nissens Automotive, underscores the strategic importance of the launch:

"This launch reinforces our 360° approach to climate system reliability. With a perfect fit for vehicle layouts, barrier-layer integrity, and installation parts, workshops gain a turn-key solution that safeguards against repeat failures. Our AC Hoses range is engineered and designed to break this cycle. For distributors, it represents a significant opportunity to elevate service offerings, mitigate operational risks, and capture greater value."

Nissens AC Hoses – Key Features

- Genuine Nissens Quality: Designed, developed, and rigorously tested for performance and longevity. Compliant

with or exceeding SAE J3062 and J2064 standards.

- Double-Wall Barrier Construction (5-Layer Design): Combines EPDM, PA (nylon), and PET layers for superior refrigerant retention, vibration resistance, and corrosion protection.
- Helium-Tested & 100% Inspected: Ensures leak-free performance and precise bend alignment for seamless integration into tight layouts.
- Temperature Range: -40°C to +135°C, suitable for extreme operating conditions.
- First-Fit Product: Includes pre-mounted O-rings, gaskets, and fixed brackets, reducing installation time and eliminating the need for sourcing side parts. Orifice tubes, filters, and mufflers are also included when applicable.
- Compatibility with YF Refrigerants: Future-proof repairs guaranteed.
- Safe, Recyclable Packaging: Protects against dirt and moisture during storage and transportation. Features a sustainable, single-material design.

For more information about the Nissens AC Hoses range, contact your local Nissens representative or visit:

nissens.com/ac-hoses

NTK O₂ Sensors forged on Decades of Experience

NTK's oxygen sensors are underpinned by decades of expertise, product excellence, and superb customer service

Niterra's NTK Vehicle Electronics brand is a trusted option for OE and Aftermarket customers, offering oxygen sensors that deliver optimum engine performance and proven reliability, while reducing fuel consumption and emissions. Alongside the company's NGK Ignition Parts and its core spark plugs, the sensors are now a central element of Niterra's range of top-class products. The quality of this lineup was recently demonstrated by the top marks the brands received in an independent 2025 EMEA Customer Satisfaction Survey.

With more than 40 years of experience in sensor development, NTK oxygen sensors are used by a wide range of vehicle manufacturers, including premium and performance brands.

Crucial for optimum engine performance

A key component in NTK's sensor range, the O₂ sensor, is paramount in regulating the combustion engine's optimum air-to-fuel mixture (lambda). It helps to

ensure complete combustion and enables the vehicle's catalytic converter to operate at its most effective level. This is achieved by transmitting information on oxygen levels to the engine control unit (ECU), which makes the necessary changes to the air-fuel mixture. Engine efficiency is key as the European Union introduces ever more stringent emissions controls, which depend on engine components, such as the O₂ sensor, to ensure powertrains emit as little CO₂ and particulate matter as possible.

Market growth reflects the O₂ sensor's quality and reliability

OE fitment of NTK O₂ sensors has grown from 24% of the market in 2008 to 74% in 2024 as more automakers rely on the brand. In the Aftermarket, NTK Vehicle Electronics ranks among the top suppliers of premium oxygen sensors and anticipates having a 73% market share in Pan-Europe by March 2026. With 650-part references for almost any car, NTK O₂ sensors have an extremely wide coverage.

Niterra

KEY FACTS

OE fitment of NTK O₂ sensors has grown from 24% of the market in 2008 to 74% in 2024 as more automakers rely on the brand. By March 2026, the Aftermarket coverage in Pan-Europe is expected to have risen 10% in a year to 73%.

As they are manufactured to OE standards, they adhere to the same high levels of precision, reliability, and very low failure rates. Additionally, they are underpinned by Niterra's long-standing motorsport partnerships, resulting in FIA homologation following years of rigorous track testing.

Excellent customer care and support

Niterra offers a wide range of direct fit, standardised direct fit, and universal plug-and-play components, making them a safe choice for almost any car, and they are designed for straightforward installation. No less impressive is the customer service that accompanies them. Direct sales support, combined with a host of online resources, including e-training sessions, ensure that customers receive the most up-to-date information on components. They can also benefit from loyalty and incentive schemes that are part of Niterra's customer-centric approach, which is grounded in transparency and fair, dynamic pricing.

Together, this combination of cutting-edge sensor technology, extensive market coverage, and exceptional customer support makes Niterra a strong choice for professionals seeking excellent performance and reliability.



NRF Turbochargers – boosting Performance the orange way

KEY FACTS

At launch in January 2026, NRF's range included 492 references with 72% vehicle-in-operation (VIO) coverage, supported by a full ecosystem of components and technical support.

From 2026, NRF is your new turbo specialist. Why? For years, NRF has supplied all key components of the turbocharger ecosystem, from intercoolers and EGR systems to turbo hoses. The only missing piece was the turbocharger itself. That's why NRF invested strongly in technical expertise, built a dedicated team of turbo specialists, and established a state-of-the-art testing and validation centre. Supported by a strong supply chain and extensive stock capacity, NRF is now introducing one of the largest turbocharger ranges for passenger cars and light commercial vehicles in the Aftermarket!

Introducing a large range for PC and LCV

At its introduction in January 2026, NRF launched a turbocharger range of 492 references, achieving a vehicle-in-operation (VIO) coverage of 72%. This instantly positions NRF among the largest turbocharger suppliers in the Aftermarket.

Why NRF stands out as a turbocharger distributor?

- Wide range for passenger cars and light commercial vehicles
- In-house technical validation of all products
- Ease of handling thanks to a "no old core return policy"
- Extensive range of turbocharger ecosystem products

Why NRF is a true turbocharger specialist?

- In-house turbocharger expertise
- Tailor-made Easy Fit installation kits

- Vehicle manufacturer installation manuals
 - On-site and online technical support for mechanics
- Let's highlight a few of them...

No old core return policy

Traditionally, turbochargers are sold across multiple tiers, often involving core returns. To support distributors with a transparent and scalable business model, NRF sells turbochargers on an outright (direct) basis. This approach dramatically simplifies handling for a fast-growing product line like turbochargers. It also boosts profitability by eliminating unnecessary logistics and transportation costs.

Seamlessly adapted cross-selling range

Several product groups within the existing NRF Aftermarket portfolio interact directly with the turbocharger and influence its performance. NRF already supplies key components such as intercoolers, turbo hoses, oil coolers, EGR coolers and valves, as well as exhaust gas temperature and exhaust gas pressure sensors. This makes NRF a one-stop supplier for the complete turbocharger ecosystem.

Step-by-step technical support for mechanics

Turbochargers are complex components that demand technical understanding, precision and proper installation. Improper installation of a turbocharger can lead to damage to the turbocharger and/or the engine. Before installing a new turbocharger, mechanics should inspect the entire

engine environment for any damages or other external failure causes.

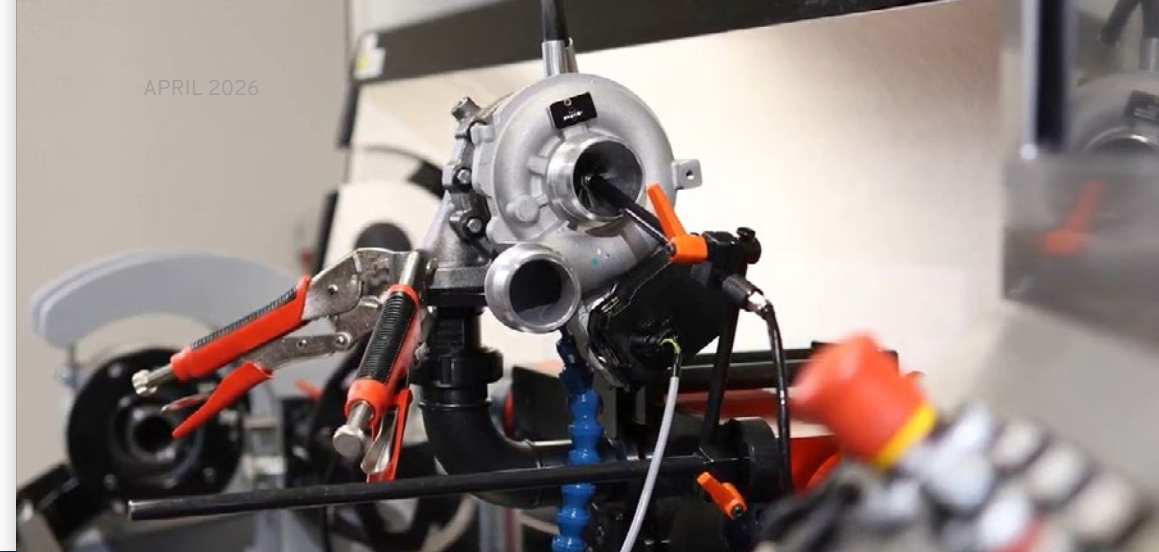
NRF is here to assist. When a mechanic wants to install the new NRF turbocharger, he or she needs to simply scan the QR code on the packaging. There, they find a step-by-step approach to correctly installing the new turbo. Available in 26 languages!

Tailor-made Easy Fit installation kits

NRF developed tailor-made Easy Fit kits for all its turbochargers. During installation, mechanics must ensure that only new fitting materials are used. That's why NRF includes all necessary installation components directly in the turbocharger packaging. Each NRF turbocharger is supplied with the gaskets, seals, studs, and accessories required for a safe and reliable installation.

Quality and reliability guaranteed

NRF is known for its high quality standards, and turbochargers are no exception. To guarantee reliability and long-term durability, NRF has established a dedicated technical validation and testing centre for turbochargers. Within this facility, turbochargers undergo extensive performance, functional, and durability testing, including actuator testing, airflow analysis, boost validation, and overall performance testing.



Greater safety in the event of breakdowns: ams OSRAM supports Spain's transition to connected V16 lights



Spain is focusing on connected road safety. Instead of warning triangles, drivers will only be allowed to use certified and connected V16 warning lights from the beginning of 2026. Solutions such as the OSRAM LEDguardian ROAD FLARE Signal V16 IoT can be attached directly to the vehicle, thereby increasing safety at the scene of an accident. Mandatory connectivity enables automatic location transmission for faster assistance. Accidents and breakdowns also pose a risk on German roads. The LEDguardian ROAD FLARE Signal TA20 can provide additional safety in combination with a warning triangle



cant safety risk here. According to a study by VUFO GmbH, there are more than 300 accidents with personal injury each year in this country as a result from a previous accident or breakdown at the roadside. Statistics show that such accidents are particularly frequent on expressways and at dusk or at night. The figures make it clear that this aspect of road safety also requires modern solutions.

Unlike Spain, Germany does not currently allow the use of V16 lights. Nevertheless, drivers in this country have options for increasing their safety with the latest lighting technology. For example, the LEDguardian ROAD FLARE Signal TA20 has been approved, which, in combination with a warning triangle, can significantly increase visibility at the roadside and thus alert other road users to the danger zone.

Anyone who has a breakdown or accident on a highway or motorway in Spain is required to use a certified V16 warning light such as the LEDguardian ROAD FLARE Signal V16 IoT from OSRAM Automotive. With this regulation, the Spanish traffic authority (DGT) aims to increase safety at accident sites and enable faster assistance. Via a mandatory communication module, the lights are directly connected to the Spanish traffic authority (DGT) and can automatically transmit their location if necessary. In Germany, V16 lights are not yet approved.

Connected safety with the LEDguardian ROAD FLARE Signal V16 IoT

The LEDguardian ROAD FLARE Signal V16 IoT from OSRAM alerts road users to a breakdown or accident safely and reliably.

Thanks to its 360° light emission and a range of up to 1,000 meters, the light, which is approved in Spain, illuminates the danger zone brilliantly. Since the light can be attached magnetically to the car roof, those affected do not have to leave the car and put themselves in danger, as is the case with conventional warning triangles. A simple, energy-saving IoT communication module automatically sends an emergency signal to the central DGT platform every 100 seconds after the lamp is switched on. From there, emergency services can be called more quickly and in a more targeted manner, and traffic warnings can be disseminated in real time.

Approved lighting solutions also available in Germany

A look at Germany shows that breakdowns and accidents also pose a significant

KEY FACTS

In Spain, drivers involved in a breakdown or accident on highways are legally required to use a certified, DGT-connected V16 warning light such as the LEDguardian ROAD FLARE Signal V16 IoT from OSRAM Automotive, which automatically transmits the vehicle's location to traffic authorities – while V16 lights have not yet been approved in Germany.

Schaeffler expands repair solutions for electric drives: Comprehensive portfolio for e-axle repairs now available



Schaeffler Vehicle Lifetime Solutions (VLS) is systematically expanding its offering of repair solutions for electric powertrains. Following the successful launch of the initial E-Axle RepSystem-M and E-Axle RepSystem-G solutions in 2024, Schaeffler is now introducing a significantly expanded portfolio for the repair of e-axes and their subsystems, such as electric motors and transmissions.

Effective immediately, repair systems for the transmission (E-Axle RepSystem-G) and for the electric motor (E-Axle RepSystem-M) are available for these vehicle models: Hyundai Ioniq AE-EV, Volkswagen eGolf VII with 100 kW and 85 kW, Volkswagen eUp, BMW i3, and Nissan Leaf.

Empowering workshops to easily repair electric drives

With this expansion, the company is taking another step towards guiding workshops safely through the technical requirements of e-mobility. The new repair solutions cover a wide range of common electric vehicle platforms, bundling all necessary components for repair into a single kit, along with a clearly structured repair

guide. Workshops benefit from a broad selection of vehicle-specific repair systems and gain a cost-effective and sustainable alternative to replacing complete e-axes.

At the same time, Schaeffler Vehicle Lifetime Solutions is continuing to expand its range of digital training offerings and repair information under the REPERT service brand. The aim is to equip workshops with the technological know-how they need for e-mobility and to enable them to repair modern electric drive systems safely, efficiently, and independently.

"The repair of electric drive systems is becoming a key success factor in the after-market," says Stephan Niese, Director Global Product Management E-Mobility at Schaeffler Vehicle Lifetime Solutions. "We make these repairs manageable and economical for workshops. With the right components, tools, and training, workshops can professionally and safely repair e-axes."

KEY FACTS

Schaeffler is now introducing a significantly expanded portfolio for the repair of e-axes and their subsystems, such as electric motors and transmissions.

E-Axle Repair Tool: Professional assembly and disassembly of electric motors

All E-Axle RepSystem-M repairs can be carried out using the E-Axle Repair Tool developed by Schaeffler, ensuring the proper repair of electric powertrains. This special tool enables the safe and contact-free disassembly and assembly of the rotor and stator, ensuring precise positioning of the components. This is particularly important to prevent wear that could potentially lead to motor damage.

AT A GLANCE

- Schaeffler E-Axle RepSystem-M and RepSystem-G now cover a wide range of electric vehicle models, including the Hyundai Ioniq AE-EV, Volkswagen eGolf VII and eUp, BMW i3, and Nissan Leaf
- Complete kits provide precisely matched components, professional repair procedures, and cost-effective alternatives to replacement
- Schaeffler VLS empowers workshops to carry out safe and efficient e-axle repairs with specialised tools, training, and services





Valeo
Service

Discover Valeo's new services for Aftermarket professionals

Your Augmented Service Partner

As an "Augmented Service Partner," Valeo drives business growth by empowering distributors and workshops through a comprehensive digital ecosystem. This online set-up includes real-time technical support, advanced training, and streamlined tools to help them navigate an increasingly complex automotive landscape.

Valeo Tech Assist: Technical expertise at your fingertips

Valeo Tech Assist is the free online technical assistance platform allowing professionals to identify the right Valeo part and access all the associated technical information and practical tutorials. Available in 17 countries and 11 languages, it covers over 70,000 Valeo parts and is used by more than 1.6 million professionals each year.

This mobile-friendly interface offers fast, intuitive access to technical information in just one click. Users can search by license plate, VIN, or vehicle model, compare parts at a technical level, and retrieve previous searches thanks to a smart history feature.

More than 5,000 technical documents provide step-by-step fitting procedures, complemented by a complete library of free video tutorials.

Valeo Help Center: Online assistance made simple

Valeo's Help Center supports professionals, in their own language, through email, live chat, and Facebook Messenger.

Part of the technical assistance offering, it provides professional guidance to help mechanics install, maintain, and better understand Valeo products – ensuring quick, reliable assistance when it matters most.

Valeo My Portal: Advanced distributor extranet

Valeo My Portal is an exclusive digital platform designed for distributors and already deployed in 69 countries and used by 2,500 customers. As a fully integrated self-service portal, it enables distributors to place orders, check real-time stock, access pricing, manage warranties, and track invoices – all through a single, intuitive interface available around the clock.

Beyond operations, the portal offers personalised business insights, including performance analyses, dedicated promotions, and support for new product launches – helping distributors optimise resources and better serve workshop partners.

Valeo Tech Academy: Shaping expertise with training

As the automotive sector undergoes a profound transformation, gaining new competencies has become a decisive factor for competitiveness and sustainable growth. Valeo Tech Academy stands out with a unique approach to training and a satisfaction rating of 9.5/10.

It combines Valeo's technological expertise with innovative training methods that blend IMI-certified e-learning with practical workshops covering key topics such as electrification, transmissions, and ADAS.

KEY FACTS

Valeo Specialist Club is a fully digital loyalty program active in 16 countries with over 85,000 members, designed to reward garage owners and support distributors in promoting Valeo products.

In-person sessions feature a simulator replicating over 150 real-world vehicle failures across all vehicle brands, enabling professionals to diagnose and resolve issues they encounter in everyday workshop conditions.

Valeo Specialist Club: Rewarding loyalty

Finally, Valeo Specialist Club rewards its garage owners through a fully digital loyalty program active in 16 countries with more than 85,000 members; this program aims to cultivate a robust community of partner repairers.

Additionally, through exclusive, co-designed, and tailored animation campaigns, distributors can increase sales to their garage networks by leveraging Valeo Specialist Club promotional campaigns.

With this comprehensive ecosystem of digital services, support, and training, Valeo continues to empower Aftermarket professionals worldwide. This ongoing commitment has also helped delight its customers, with a Net Promoter Score that keeps rising year after year and now exceeds 50 (worldwide score, on distributors) reaching an excellent performance.

Diagnostics competence reimaged



With ZF [pro]Diagnostics, ZF Aftermarket is bundling its diagnostic expertise in a cross-manufacturer platform for passenger cars and commercial vehicles. A central component of this is ZF MultiScan, a multi-brand diagnostic solution that combines practical functions with OE-level diagnostic depth

ZF MultiScan combines diagnostic software and compatible hardware to create a cross-brand solution for independent workshops, tire service centres, and system workshops. The solution is designed for passenger cars as well as light and heavy commercial vehicles and is available in various packages tailored to the specific focus of the business.

The focus is on a clear, functional approach: no superfluous extras, just practical diagnostic functions that make everyday workshop life easier and faster. These include, among other things:

- Automatic vehicle recognition (AutoVIN)
- Reading and clearing fault codes
- Service resets and basic settings
- Actuator tests and control unit coding
- Live data and guided troubleshooting
- Dynamic flight recorder
- PassThru capable DC
- Integrated Security Gateway license for more than 19 brands
- ADAS calibration functions for passenger cars, vans, and commercial vehicles.

High vehicle coverage and up-to-date protocols

ZF MultiScan offers very broad coverage of the European car park and also supports new vehicle models within a short time after their market launch. The diagnostic platform is designed for current communication standards and supports DoIP and CAN-FD, among others.

Certified secure gateway access for numerous vehicle brands is available as part of the standard license at no additional cost for accessing protected vehicle data. Hybrid and electric vehicles are also included in the coverage. Optional technical repair and maintenance information (HaynesPro tecRMI data) can be added to the standard license.

Suitable hardware for various applications

To enable the ZF MultiScan diagnostic software to reach its full potential, the ZF DCI MultiScan provides a robust OBD interface for a reliable connection to the vehicle. The device supports all common diagnostic protocols and connects to a Windows laptop or tablet via Wi-Fi or Bluetooth. LED status indicators and an illuminated OBD connector facilitate use in everyday workshop operations.

Thanks to its PassThru function, ZF MultiScan also enables access to programming and update functions at OEM level.

Flexible usage model

ZF MultiScan is offered as part of a software subscription that can be billed monthly or annually, depending on requirements. Workshops can choose from four differently equipped packages, giving them exactly the scope of services that suits their everyday work. The subscription model ensures clear cost planning and enables an economically sensible entry into modern multi-brand diagnostics. In addition, ZF Aftermarket offers a traditional purchase option for the ZF DCI MultiScan hardware. This allows workshops to purchase the diagnostic interface permanently, independently of the subscription.

Technical support at the user level is already included in the software subscription. Further support – for example, for more complex diagnostic or application



questions – can be booked as an option if required.

With ZF MultiScan within ZF [pro]Diagnostics, ZF Aftermarket provides a cross-manufacturer diagnostic solution tailored to the real requirements of independent workshops – from classic service to advanced diagnostics for modern passenger car and commercial vehicle technology.

KEY FACTS

ZF MultiScan combines powerful software and hardware in a multi-brand diagnostic solution for passenger cars and commercial vehicles, offering wide vehicle coverage, fast updates, and practical functions that streamline everyday workshop diagnostics and servicing.

Thinking to the future

With workshops facing increasing costs, how can the aftermarket sector improve its resilience?

As overheads increase across the board, Tier suppliers, distributors and workshops are coming under increasing pressure. Faced with uncertainty, aftermarket businesses are looking towards innovative solutions to mitigate risks and seek resilience during one of the sector's most challenging periods.

The European aftermarket is currently navigating a 'perfect storm', with economic trends overlapping with technological transformation. Businesses are being impacted by shrinking margins, as a direct result of decreasing consumer spending, rising operational costs and new challenges resulting from the evolving car parc. Amidst the uncertainty, however, there also lies opportunity. In a challenging period of change, those willing to adapt and evolve will find resilience.

Suppliers struggle amidst competition and profitability challenges

Automotive Tier suppliers are an integral element of the European aftermarket. For them to innovate, upskill and invest in

R&D, the general guideline is to achieve profit margins greater than 5%. However, in 2026, approximately 70% of European automotive suppliers

expect lower margins, while an astonishing 33% expect no profit entirely.¹

The explanation is complicated, but around 69% of suppliers cite increasing competition from Chinese imports. This is leading 86% of suppliers to report that competitiveness is the top challenge they face. The result is staggering; half of suppliers are planning to reduce production capacity in Western Europe.¹ On the ground,

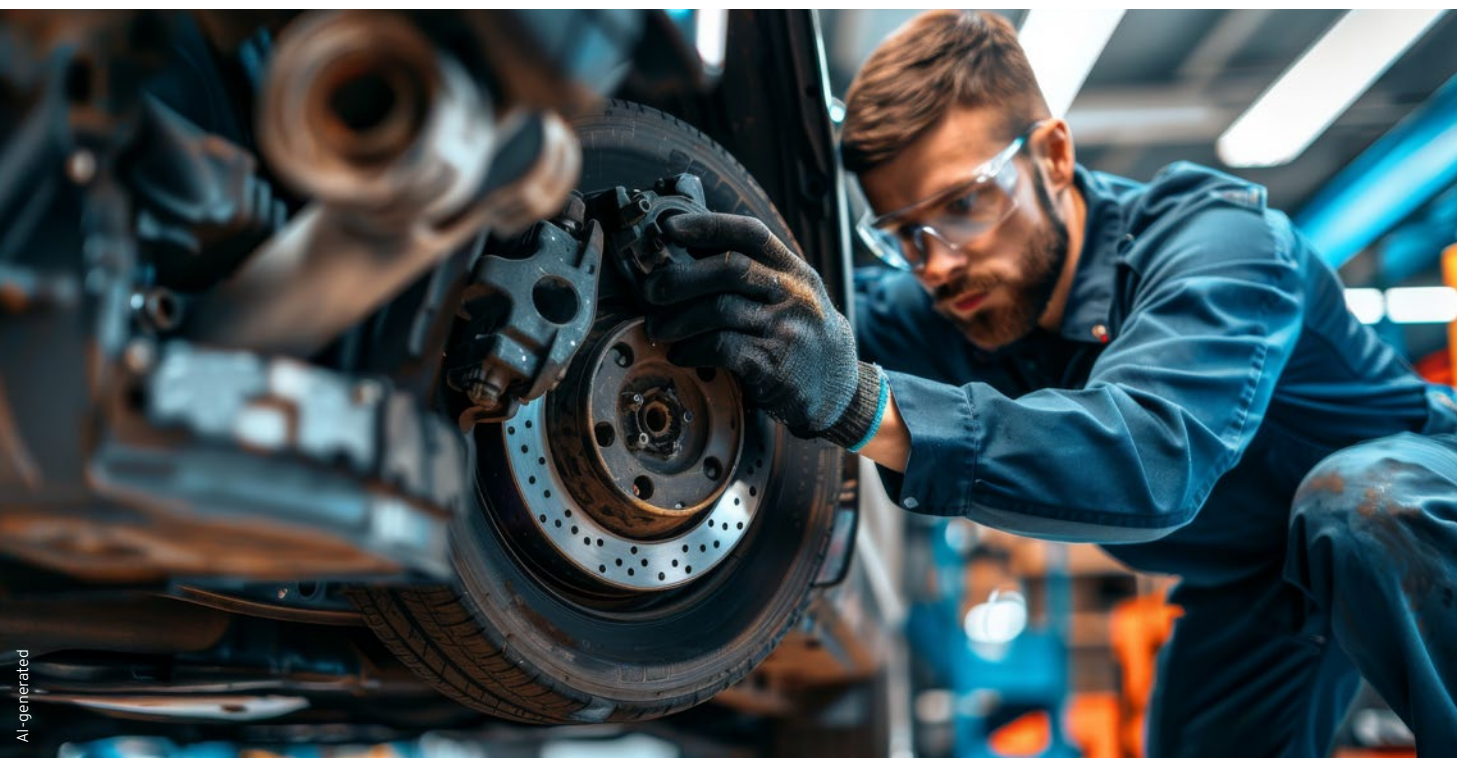
this has translated to around 104,000 job cuts – equivalent to 142 jobs per day across 2024 and 2025 – exceeding even figures from the COVID-19 pandemic.²

During this period of transition, it is essential that suppliers make the most of high-margin, pre-established parts and technologies to fund the development of new products. Additionally, a combination of nearshoring and remanufacturing may be able to help drive down overheads, with the former cutting logistics expenses and the latter cutting production costs by up to 50%.³ For many suppliers, increased provision of remanufactured parts would align with the broader aftermarket sector – lack of remanufactured parts or their availability were two of the main issues outlined by distributors and workshops.⁴

Distributors seek across-the-board efficiency

It's no secret that one of the key areas affected by rising costs is logistics – the

Logistics now represents between 15 to 20% of the final retail price for components.



stock and set pricing with a greater degree of precision.⁷ In fact, AI-based forecasting can reduce errors by up to 50%, reduce warehousing costs by 10% and reduce administration costs by up to 40%.⁸

Private labels are another area where distributors are able to increase profitability,

core of automotive component distribution. In fact, the cost of moving parts in Europe has increased by more than 50% since 2019.⁵ Logistics now represents between 15 to 20% of the final retail price for components.⁶

However, it's not just logistics that distributors are grappling with. The rising diversity of vehicle technologies, as well as the complexity and age of the European parc, has resulted in stock keeping unit (SKU) proliferation. This presents warehouse and stocking challenges, as distributors must maintain a greater number of SKUs to provide the same level of market coverage.

In an increasingly complex market, there is a clear need to leverage technology and AI to a greater extent. Conventionally, demand forecasting is based on customer requirements, past data, basic variance (seasonal or regional) and a distributor's expertise. Working with many more variables and complex data, AI models can help distributors anticipate demand, manage

with many workshops seeking lower-cost components for customers. These private labels account for around half of basic component sales, making them an important consideration for distributors seeking a competitive edge.⁹

Aftermarket workshops seek improved resilience

When asked about their greatest challenge heading into 2026, most workshops were quick to mention rising operational costs. This will be further exacerbated by reduced demand, with the majority of workshops believing that customers will be unable to afford routine maintenance and may skip or delay vital work on their vehicle due to the increasing cost of living. Simultaneously, more than two-thirds believe they will face rising part prices this year.¹⁰

Stuck between a rock and a hard place, workshops must seek efficiencies in every aspect of their business, as well as new opportunities.

The rise of 'software-defined' vehicles and increasing vehicle complexity add another layer of pressure, with workshops requiring investment in equipment and training. Diversification into high-voltage systems and optimised ADAS calibration, for example, could introduce new revenue streams. These closely align with the relatively modern vehicles that are currently falling out of warranty into aftermarket care, requiring more complex diagnostics and repairs.

Also, to that end, recent changes via the EU Data Act have been a critical win for the independent aftermarket. Workshops will no longer be required to pay fees to access vehicle data and will instead gain access from the vehicle owners themselves, though the exact implementation is not yet clear.¹¹ As OEM subscriptions cost thousands of Euros per vehicle brand, this could add up to substantial savings for European workshops.

Another important opportunity for workshops is to offer and promote remanufactured components. Already, remanufactured parts make up around a quarter of workshops' offerings to customers, while 92% of European workshops actively select remanufactured parts for certain applications.⁴ This opportunity is set to strengthen further as more consumers seek reduced service costs and request remanufactured parts.

Adapting to a complex commercial environment

Heading into 2026, the European aftermarket is facing a number of complex challenges. From OEMs and Tier suppliers right through to distributors and workshops, there is a requirement to streamline costs and refine offerings to better align with market requirements. The road ahead will certainly be challenging, but forward-thinking businesses will be able to mitigate risks as they modernise operations or explore new offerings to build resilience.

KEY FACTS

In 2026, approximately 70% of European automotive suppliers expect lower margins, while 33% expect no profit. Around 69% blame rising competition from Chinese imports, and 86% say competitiveness is their top challenge.

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