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Market Entry Europe: Chery

WHAT TO DO, WHAT NOT TO DO

China's largest car exporter sells in Europe under brand names of its own, has registered close to 100,000 cars in Britain in ten months, and 814 in Germany. It has told its German dealers that partner quality now matters more than the year-end number. The paper sets out what Chery has put in place, what the German figures say so far, and why service is among the questions that will decide the next five years.

Uwe Riemeyer · IMP InterMediaPartners GmbH · November 2026

1.29m
vehicles Chery exported in 2025, about 49 percent of its sales, as reported from company figures

99,494
registrations of Jaecoo and Omoda in Great Britain, January to October 2026 (SMMT)

814
registrations of Jaecoo and Omoda in Germany, January to October 2026 (KBA), against an original target of 8,000 sales for the year

50
German dealer partners by September 2026; original target 100 by year-end, since deprioritised in favour of partner quality

01 Who Chery is

Chery is a group from Wuhu in Anhui province, founded in 1997, and a brand of the same name within it; the German reader has to hold both meanings. The operating company, Chery Automobile Co., Ltd., was listed on the Hong Kong main board on 25 September 2025 (9973.HK), raising about HK$9.14bn in what was reported as the largest automotive IPO there that year, after earlier listing attempts had failed.

The scale. The group sold more than two million vehicles in the first nine months of 2025. For the full year, company figures as reported put exports at 1.294 million vehicles, about 49 percent of sales, and Chery describes itself as China's largest passenger-car exporter for 23 consecutive years. It reported a global customer base of 17.7 million at the end of September 2025, of which 5.4 million outside China.

The brands. Chery (with Fulwin and Chery New Energy sub-brands), Exeed (premium), Jetour (SUVs), iCar (iCaur abroad), Luxeed (with Huawei), Karry (commercial vehicles), and the export brands Omoda, Jaecoo and Lepas, among others. Chery Jaguar Land Rover is a joint venture in China. In Europe, Omoda and Jaecoo operate as one dual-brand house with shared dealers; the core Chery brand follows separately.

The architecture as a hypothesis. A group can gain share under several names while its own name stays less visible to buyers. Whether German buyers know that Omoda and Jaecoo are Chery, and whether that matters to them, is a question for a brand-awareness study, not for registration data. The paper notes it because a manufacturer judged brand by brand is harder to add up.

[Remark] Scope. Public sources only; the Methodology separates sources consulted directly from figures taken from secondary reporting. Design and styling are outside the brief. People are named only in their functions. IMP has no business relationship with Chery or any of its brands.

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02 The European sequence

Chery's European presence was built across several markets within about two years: Spain and Italy in 2024, Great Britain from the second half of 2024 with Omoda and from January 2025 with Jaecoo, France in April 2026, Germany in 2026. Britain became the most visible success.

Great Britain. From January to October 2026 the SMMT recorded 64,825 registrations for Jaecoo (3.4 percent share) and 34,669 for Omoda (1.8 percent), 99,494 together; in the same months of 2025 the figures were 21,021 and 16,325. The Jaecoo 7 was Britain's best-selling car in March, September and October 2026, with 42,885 registrations in the year to October. The company reports 100,000 UK sales in under two years and a retail network of 144 sites as of June 2026. In a National Franchised Dealers Association survey, as reported by AM-online, Omoda & Jaecoo ranked first for dealer profitability; that is dealers' own assessment, not an audit of their accounts. Britain is outside the EU's countervailing duties on Chinese battery-electric vehicles; that part of the explanation does not transfer to Germany.

Spain. Chery works with the Spanish company EV Motors under the Ebro name in a former Nissan plant near Barcelona (Section 06).

Germany. Omoda & Jaecoo Deutschland GmbH has been active since the turn of 2025/2026, with the official market launch in May 2026: Omoda 5, Jaecoo 7 and Omoda 9, largely as hybrids and plug-in hybrids; a classic dealer model, with the sales chief stating that whoever underestimates that channel loses business; a central parts warehouse in Rennerod operated with Kühne+Nagel, and more than 99 percent of parts for the launch models said to be available in Germany. The targets stated in May were 8,000 sales in 2026 and 100 dealers by year-end, from 40 agreements at the time, with 240 dealers with workshops as the longer-term aim. In September 2026 the company announced its 50th dealer partner and changed course: after a first phase of fast coverage, the economic strength and quality of partners would decide, and a fixed year-end figure for dealers and sales was no longer in the foreground; no new target was named. In June 2026 the group also founded Chery Automotive Germany in Raunheim for the core brand, with dealer acquisition from July 2026 and a market launch planned for the first half of 2027.

The German figures so far. The Kraftfahrt-Bundesamt recorded 468 new registrations for Jaecoo and 181 for Omoda from January to September 2026, 174 of them in September; for January to October the figures are 599 and 215, 814 together, as reported from KBA data. Sales and registrations are not the same measure, and the official launch was in May. The order of magnitude is nevertheless clear: German registrations to October are about a tenth of the sales target stated for the year, and under one hundredth of the British figure for the same months.

Across Europe. ACEA figures, as reported by AM-online, show 94,456 Chery-group registrations in the first four months of 2026, up 338 percent, against 101,221 for BYD and 89,429 for Tesla. The brand plan was cut along the way: three brands were planned for Europe, including the premium Exlantix; by late 2025 the 2026 plan had been reduced to Omoda and Jaecoo, with a slower European market given as the reason.

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KEY FINDING

Chery arrived in Germany with experience from several European markets, a sales record in Britain, a parts warehouse, a dealer model and a target. Four months after the launch, with registrations at a fraction of that target, it told the trade that the year-end number mattered less than the economics of its partners. A changed priority in network build-up is documented. Whether it is a sensible adjustment or a response to a harder start than planned is the first German question, and the paper leaves it open.

COUNTERPOINT

Early months are a poor guide in both directions: demonstrators, stock and fleet deals distort them, and September alone accounted for more than a fifth of the ten-month total. British registrations are registrations, not proof of private demand or of profitable sales. The British record shows the model can work; the German figures show it does not work everywhere at the same speed.

03 The precedents

Chery is routinely compared with entries that went wrong. The paper keeps to what the public record supports, which is rarely a single cause.

A new company without a base. Fisker became insolvent in June 2024 after one model, leaving customers without a functioning parts and service structure. Financing, product and software all played a part; distribution is the part visible from outside, and it is the part Chery does not share: it has a parts chain, a customer base in the millions and a dealer model it has run abroad for two decades.

Chinese groups whose first sales model did not hold. Nio entered Germany with direct sales and brand houses; one German trade publication, reporting on Chery's launch, called that sales strategy a mistake. Lynk & Co, a Geely brand, entered with a subscription model and has since moved towards conventional retail. MG, SAIC's brand, is the counter-example: a conventional dealer model, aggressive prices, a familiar name, and 133,400 European registrations in the first five months of 2025, ahead of Fiat.

A hypothesis about positioning. Polestar, also from the Geely group, is built partly in China and designed and engineered in Gothenburg, and presents itself as Swedish; Lynk & Co does not. Whether European buyers perceive the two differently would take a study to establish. The hypothesis is that where a brand's identity is seen to live can matter more than who owns it. Chery's European development centre has been in Raunheim since 2018, and its retail partners are German, British and Spanish companies.

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KEY FINDING

Chery relies on an established distribution structure, dealers at accessible prices in every European market from the start, and has addressed several recognisable risks of earlier entries: parts, a workshop behind each sales point, written warranty terms. Whether that structure works economically in Germany is a question of execution, and the German registrations so far say it is not yet answered.

COUNTERPOINT

A dealer network addresses a distribution and service risk; it does not remove it. The first Omodas registered in Britain reach three years of age in 2027 and the first Jaecoos in 2028; used-car prices will appear before that. The German test begins with the first trade-ins as much as with the first registrations.

04 Service as the entry ticket

This is the section the brief was written for.

What a buyer in Germany expects. A workshop within reach; parts within days; a loan car; a person on the telephone who can decide something; and, for a customer stranded on a country road at night, a recovery service that comes. None of these is a brand attribute. Together they do much to decide whether the second car is the same brand.

What Chery has committed to in Germany. A vehicle warranty of seven years or 150,000 kilometres, and eight years or 160,000 kilometres on the high-voltage battery of the electric models; roadside assistance around the clock; the Rennerod warehouse; a dealer model that puts a workshop behind every sales point. Details and exclusions sit in the warranty terms. These are the right commitments, and they are commitments, not yet a record.

Where artificial intelligence belongs in this. The paper's author works with AI daily and would not publish this series without it. The point is therefore narrow: an automated first contact is not wrong in itself; it is wrong when it cannot act and cannot hand over at once to a person who can. The right use is behind the counter, in parts logistics, diagnostics, scheduling and the knowledge the person on the telephone draws on, and in a first contact that recognises its limits in seconds. The wrong use is as a layer between a stranded customer and a decision.

The measurable version of the question. Five figures would tell a reader whether the commitments are being kept, and none is public yet: driving time to the nearest authorised service point; the share of parts orders fulfilled on time; average and worst-case vehicle downtime; first-contact resolution and time to human escalation; and sales and workshop utilisation per active site. The last is why the September change of course can be read as understanding the problem rather than retreating from it: 814 registrations set against a network that grew to 50 partners by September is a small number of cars per site, however it is counted.

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KEY FINDING

Chery has written the right service terms and built a structure for them. The question is whether the structure is staffed, in German, with authority to decide, at the hour a customer needs it. That cannot be known from announcements. It will be known from the first winter and the first used-car prices.

COUNTERPOINT

Incumbents have service problems too, and it is a reasonable hypothesis, not an established fact, that buyers judge a new brand's failures more harshly than a familiar one's. If it holds, Chery's service has to be better than the incumbents' to be judged equal.

05 Production in Europe

The EU's countervailing duties on Chinese battery-electric vehicles apply to imports, at rates set by producer group. Assembly in the EU does not by itself settle the duty question; how a vehicle assembled from imported kits is treated depends on what is done where. That is the frame for Chery's plant decisions.

Barcelona. In the former Nissan plant, Chery's Spanish partner assembles vehicles from kits supplied from China, first the Ebro S700, a Tiggo 7 derivative; Omoda and Jaecoo models are to follow. At the Paris Motor Show in October 2026 the group said pilot production of the Jaecoo 5 would begin by the end of 2026 and spoke of more than 1,000 jobs. The production start has been postponed more than once, according to the trade press.

Sunderland. Nissan and Chery announced in April 2026 that they were considering a cooperation at Nissan's British plant, and the trade press reported in June that the plan had become more concrete. The paper has not seen the terms and treats it as a possibility, not as a second site.

Germany. A German production site was discussed in the trade press; the talks do not appear to be continuing. Raunheim is a development centre.

COUNTERPOINT

A partner's assembly line is faster and shallower than a plant of one's own, and it keeps capital low while the duty regime is unsettled. Repeated delays in Barcelona could cost local credibility, whatever their cause.

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06 Price

The announced German price points: Jaecoo 7 plug-in hybrid under €40,000, with a dealer listing from €36,900; Omoda 5 from under €30,000; Omoda 9 plug-in hybrid at about €50,000. The line-up is weighted to hybrids and plug-in hybrids, which are not subject to the countervailing duty on battery-electric imports. That is the second structural choice after the dealer model.

What the paper cannot see is the margin at either end. A manufacturer can support an entry for years through dealer bonuses, financing, marketing support and thin or negative margins; the British dealer survey says dealers rate their return well, not what the manufacturer earns. A full-year private-buyer share by brand is not public; Omoda & Jaecoo UK reported 40 percent private registrations for the single month of April 2026. What the prices do answer is the brief's concern: nobody is being asked to pay a premium-brand price for a Chery.

> **COUNTERPOINT**
> Price is the easiest lever and the most reversible. A paper written in year one sees the entry price. The buyer who keeps a car eight years sees the residual value, and nobody has one yet.

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07 What to watch, 2027

When	What	Why
January 2027	KBA full-year 2026 registrations for Omoda and Jaecoo	814 to October, against an original target of 8,000 sales
Early 2027	German partner count and partners' first-year economics	Quality against density; no new target has been named
First half 2027	Launch of the Chery core brand in Germany	Three brands, one network or two
End 2026 to 2027	Barcelona pilot production, actual start; any Sunderland decision	The plant as fact
2027 and 2028	First German winter; first British used cars at three years	Service and residual values
Open	The EU duty regime	The economics of the import model
Open	Any change of sales model or partner structure in Germany	Could signal a correction or an expansion; worth reading either way

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08 Key finding

What the public record supports, and what it does not yet.

KEY FINDING

Chery has put in place, before volume, several things earlier entrants lacked: experience in other European markets, a dealer model, a parts warehouse, written warranty terms, and a plant in its plan. Its British numbers are evidence that the model can work. Its German numbers, 814 registrations in ten months against a stated target of 8,000 sales, and its decision to put partner quality before the year-end figure, document a changed priority whose cause is open. Neither proves or disproves a strategy. What remains untested is what no press release can show: parts delivered on time, repairs done well, warranty claims handled, residual values, and whether, on a Tuesday night in February, a person answers.

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Methodology & Sources

Consulted directly, in the published tables and release texts: Kraftfahrt-Bundesamt, monthly press releases on new passenger-car registrations by brand, January to September 2026 (kba.de); SMMT car registration tables to October 2026 (smmt.co.uk); Omoda & Jaecoo UK news releases of 5 May 2026 (April registrations, private share), of July 2026 (June registrations, network of 144 sites) and on 100,000 UK sales (jaecoo.co.uk).

As reported by secondary sources: Chery group sales and export figures for 2025 and the first nine months of 2025, the customer base and the Hong Kong listing (Gasgoo, Bitauto, Yahoo Finance, AutoTimes); the German launch, targets, logistics and dealer model (ecomento, 14 May 2026; Autogazette and Auto Bild, May 2026); the 50th German partner and the change of course in network build-up (Autohaus, 21 September 2026; kfz-betrieb; Vision Mobility); warranty terms (Autogazette; Auto Bild; dealer and test publications); the Chery core brand in Germany (Autohaus and chinaelektro.de, June 2026); KBA registrations for January to October 2026 (finn.com, citing KBA); ACEA registrations for January to April 2026 and the NFDA survey ranking (AM-online); the reduced European brand plan and price points (ecomento, 27 November 2025, citing Edison); the Barcelona and Sunderland projects (autoinfos.at, October 2026; elektroauto-news.net); MG's European registrations (best-selling-cars.com); September 2026 UK market shares of Chinese brands (GoodCarBadCar).

General knowledge not sourced to a specific document: the Fisker insolvency of June 2024, the original sales models of Nio and Lynk & Co, and Polestar's Swedish positioning. Statements about them are kept qualitative for that reason.

Registrations are registrations and are labelled as such; the German 2026 target referred to sales. Design is excluded by the brief. IMP has no business relationship with Chery. Data cut-off: 12 November 2026. Not investment advice.

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