NFDA EV Marketplace Seminar

3 December 2019 Warwick







## Agenda

#### 09:30 – 10:00 Coffee and registration

- 10:00 10:10 Introduction and Agenda
- 10:10 10:25 **Sponsor MHA "The Players in the Game"**
- 10:25 10:45 **Graeme Cooper National Grid**
- 10:45 11:05 **Carl Bayliss Centrica**

#### 11:05 – 11:30 Coffee break

- 11:30 11:50 Oliver Larkin Volkswagen Group
- 11:50 12:10 Stig Sæveland Hedin Automotive
- 12:10 12:45 Panel Discussion Moderator Jason Cranswick (Jardine Motor Group / NFDA EV Group)
- 12:45 13:00 NFDA and EVA

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10.00	_ ~		1





# STEVE FREEMAN & JON POLLOCK

Sponsors – MHA Macintyre Hudson

## NFDA EV Market Place Seminar

3 December 2019
By Steve Freeman & Jon Pollock





### Local **Excellence**

Established over 135 years ago, MHA MacIntyre Hudson is a growing, successful top 15 UK independent accountancy firm, with 13 offices across the UK, 88 Partners and over 600 professional staff.

MHA MacIntyre Hudson identifies with your goals and your needs, because we've been there ourselves. We've navigated the complexity, taken advantage of the opportunities and we're here to help you do the same.

MHA is an association of some of the best independent regional UK accountancy firms

179

Partners

Staff

2200

nationwide

offices

Over

Member firms

Independent member of Baker Tilly International

**MHA MacIntyre Hudson** was established in

H

1880

Partners and over

600 m





#### Brîtish Accountancy Awards



#### WINNER **2019**

National Firm of the Year

Tax Team of the Year Graduate and Non-Graduate Programme of the Year

#### **About Baker Tilly International**

Baker Tilly International is a network of independent accountancy and business advisory firms; our firm is an independent member of the network

### Our Motor Consultancy Team

- Led by Steve Freeman Head of Motor
- Coordinated by Jon Pollock (Ex Sales Director Nissan GB) –
   EV Consultancy Lead
- EV Consulting Team:



Market leading consultants in the energy and EV sector



Motor tailored Learning programmes

### **RDA**

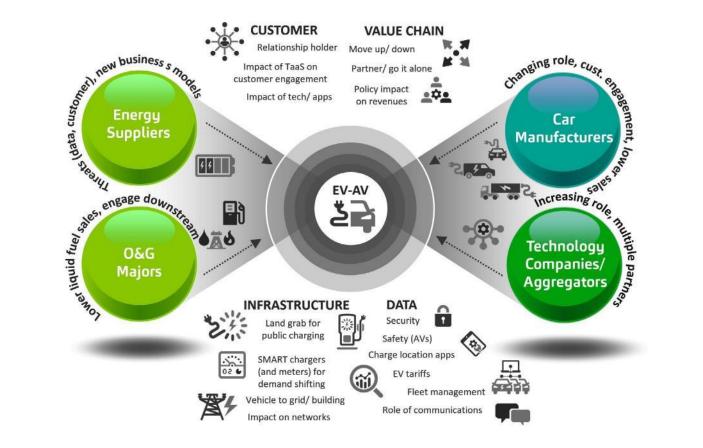
Former Motor Retailers with International experience

### **FORRESTERPR**

Automotive Start up and Electric Vehicle PR and Communication Consultants

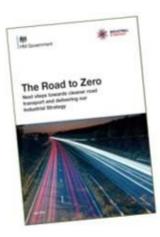
# EV'S - The landscape and stakeholders

EVs could cause significant upheaval for entities that traditionally had clear, separate roles



### **AFV** Government policy and ambition

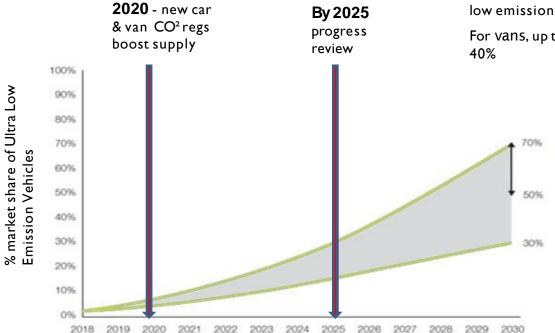
- "We will end the sale of new conventional petrol and diesel cars and vans by 2040"
- "The majority (50%+) of new cars and vans to be 100% zero emission"
- "All new cars and vans to have significant zero emission capability"



#### 2030

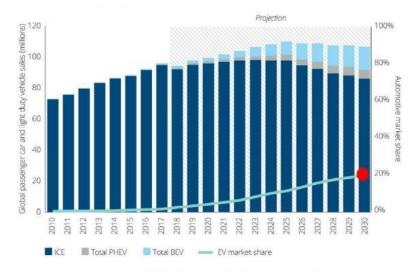
For cars, 50-70% new sales ultra low emission

For vans, up to

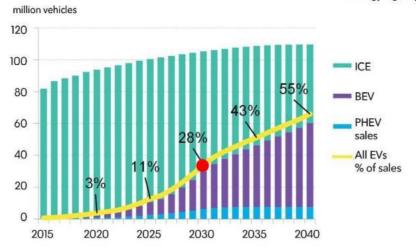


# Global AFV forecast

#### Forecast annual global EV market share projections

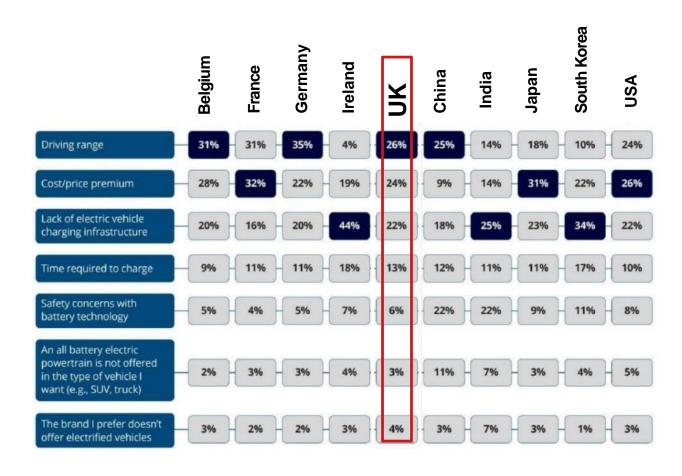


Source: Deloitte analysis using International Energy Agency and IHS data, 2019



Source: Bloomberg New Energy Finance, 2019

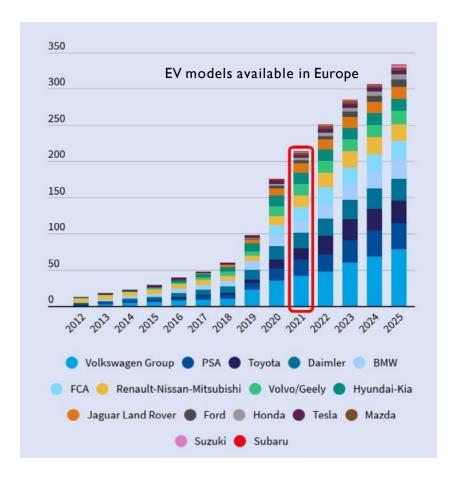
# EV consumer challenges



- Expansion driven by legistlation, consumer in catch up mode...
- 3 key areas of consumer concern remain; charing infrastructure, price premium and real world range

# EV model range will expand delivering customer choice

#### EV models available



- 250 models available by 2022
- But whether they get allocated to the UK market is another question
- Unit allocation to national markets is heavily dependent on local market attractiveness

### New car registrations October YTD 2019 (SMMT)

#### October YTD Registrations

	YTD 2019	YTD 2018	% change	Mkt share -19	Mkt share -18
Diesel	515,054	653,736	-21.2%	25.7%	31.7%
Petrol	1,306,948	1,278,625	2.2%	65.2%	61.9%
BEV	28,259	12,555	125.1%	1.4%	0.6%
PHEV	25,892	35,317	-26.7%	1.3%	1.7%
HEV	85,871	73,734	16.5%	4.3%	3.6%
MHEV diesel	22,741	2,537	796.4%	1.1%	0.1%
MHEV petrol	20,757	7,915	162.2%	1.0%	0.4%
TOTAL	2,005,522	2,064,419	-2.9%	:	:

**BEV** - Battery Electric Vehicle; **PHEV** - Plug-in Hybrid Electric Vehicle; **HEV** - Hybrid Electric Vehicle, **MHEV** - Mild Hybrid Electric Vehicle

Year to date						
	2019	:	<b>201</b> 8	% change	Mkt share -19	Mkt share -18
Private	898,237		928,128	-3.2%	44.8%	45.0%
Fleet	1,056,221		1,055,146	0.1%	52.7%	51.1%
Business	51,064		81,145	-37.1%	2.5%	3.9%
TOTAL	2,005,522	:	2,064,419	-2.9%	:	:

# **EV** impact & opportunity



BEV sales up94%

Impact to OEM profits huge: PSA – 25% earnings per share by 2021, VW – 13%, Daimler – 9%, BMW – 7%

In 2018 emissions rose to a 4 year high of 121gCO<sub>2</sub>/KM

# How do we prepare for this change? What is EV Readiness?

#### **OEM and Retailer considerations**

#### 1. Planning

- Balance of short and long term investment
- 1,3,5 year BP changes (strategic and commercial)
- Lack of clarity and independent information and guidance

#### 2. Infrastructure

- What is needed for when and cost?
- Customer requirements
- Capacity constraints
- Local Planning/Macro-structural constraints

#### 3. People and Process change

- New process definition
- Staff knowledge, skills and capabilities
- Perspective New sales, Aftersales, Used sales

#### 4. Implementation

Coaching, training and up to date knowledge

# EV Readiness: The opportunity and how to realise it

#### **EV Readiness - The solution**

## <u>Appropriate business transition through preparation, planning, successful implementation</u>

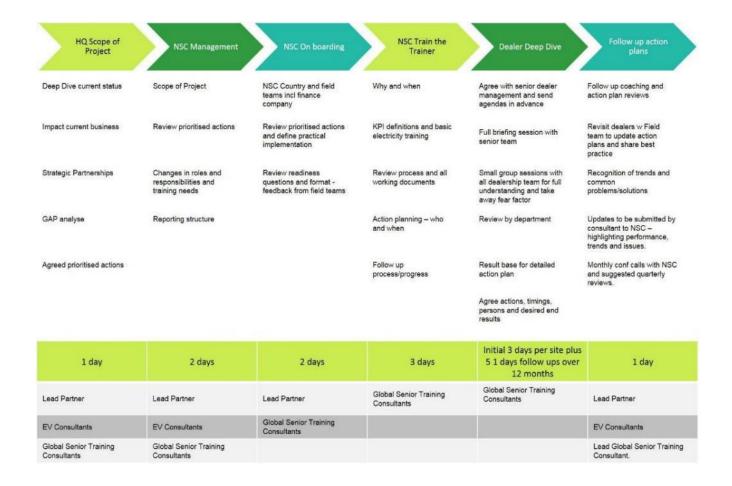
 A Business specific "EV Readiness" plan. Based on balanced objective advice from subject matter commercial specialists.

MHA MacIntyre Hudson provide a "One Stop Shop" solution of EV expertise and experience. Based on 4 key elements:

- 1 Short to long-term commercial planning covering key areas such as possible investment requirement options, cost, amortisation, tax efficiencies and ROI Optimisation
- 2 Infrastructure and Energy Supply Requirements and Options
  Review and define market options for infrastructure
- People and Process Assessment and Knowledge Development

  Knowledge and behaviour gap identification and closure. Creating consistently "EV ready" teams using coaching, training and innovative knowledge embedding techniques (AI)
- Implementation
  Design a comprehensive (by site or multiple sites) timing plan with contributions from relevant subject matter specialists. Supported delivery of the plan and on-going follow up

# EV Readiness roll-out plan example



#### Monthly reivew Calls

Quarterly Client Service and trend/feedback meetings.

# Summary - EV Readiness is key...

# Our MHA Motor consultancy team (other alliance partners)

#### **MHA Macintyre Hudson**

- EV Commercial planning Investment, tax,
   BM
- Staff knowledge and behaviour enhancement and development

#### **Baringa**

- Short to long term Energy supply/storage/resupply solutions
- . Charger Infrastructure planning and delivery
- Customer propositions

#### **RDA**

- . Retail dealer direct experience
- Staff process assessment
- Individual and group learning and development
- Commercial process improvement

#### **Intuitive Learning**

- Cognito AI driven knowledge retention platform
- Reinforcement of training through targeted, regular, pro-active post training, phone based interaction with staff
- Improved knowledge retention, compliance and engagement
- EV Product, market, charging, energy, compliance. (GDPR, FCA, WLTP)

#### **AnyData**

- Motor specialist data analysis to enhance sales and brand performance in a customer centric market
- Simplify data processing with a hybrid integration platform that connects, integrates and automates hundreds of data sources

#### **Forrester PR**

- EV PR specialists product/market launch (Polestar, Ineos, Jaguar, Rocketeer)
- Retail network EV comms support



# GRAEME COOPER

National Grid



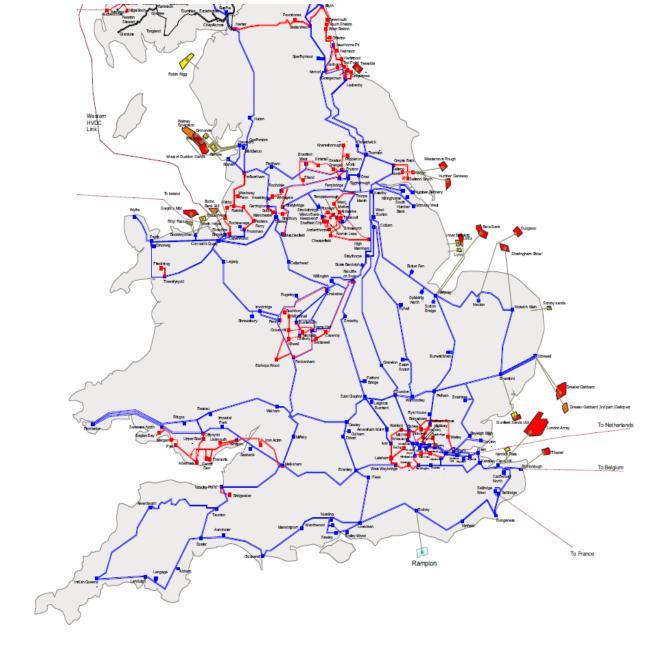
### nationalgrid

- Introductions
  - Me.....what makes me the guy stood in front of you.
  - National Grid.....what we are, what we do and what we don't do.
- From the top down, what is driving the change in the way we move "the big 3 drivers".
- How much, how fast? "targets, policies"
- Busting some myths. "can the grid cope?"

## Who are we?

Connecting people to the energy they use, we keep the lights on and the gas flowing.

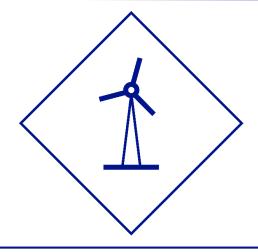
national**grid** national**gridESO** national**grid** ventures



National Grid

## What is driving the transition to electric vehicles?

# **Globally Decarbonisation**



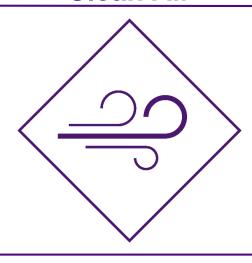
UK Government announces intention to legislate net-zero carbon emissions by 2050

# Nationally Industrial Growth



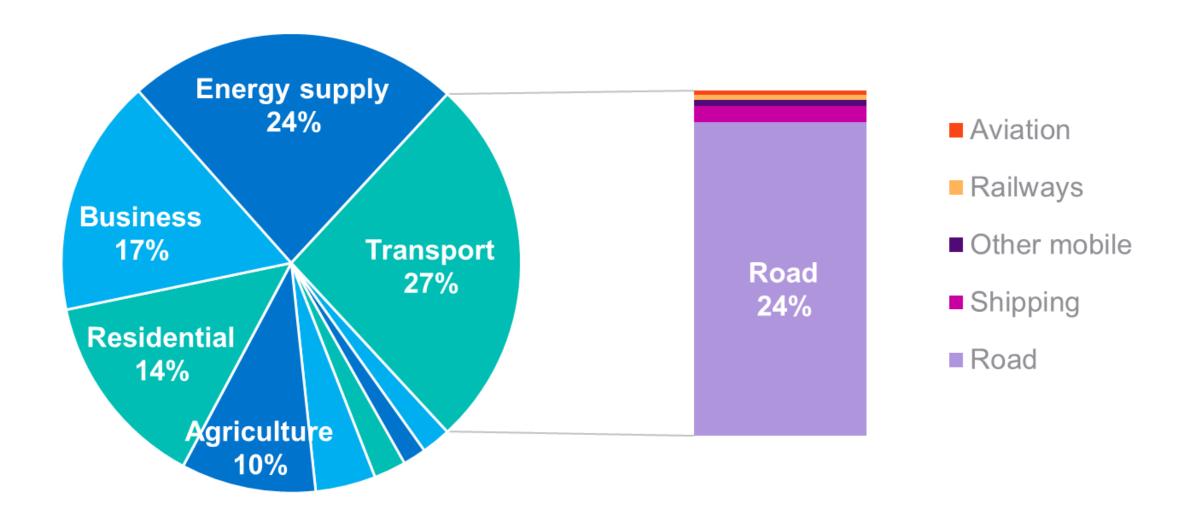
"Our mission is ... for all new cars and vans to be effectively zero emission by 2040" The Road to Zero, 2018

# Locally Clean Air



Air pollution currently leads to 40,000 premature deaths and costs over £22bn to the economy

## Road transport is the biggest source of emissions



## UK has ambitions for phasing out ICE vehicles

Government announces ambition to end the sale of petrol and diesel cars by 2040

UK Committee on Climate Change releases report outlining pathways for the UK to reach net-zero carbon emissions by 2050

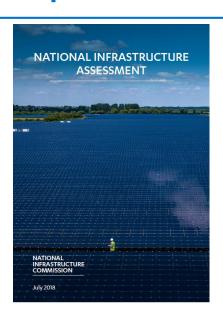
Report states "ideally, ultra-low emission vehicles would reach 100% of sales of cars, vans and motorbikes by **2030** or soon after, but must certainly do so by 2035" to reach net-zero by 2050

Government announces plans to legislate for Net Zero emissions by 2050

**National Grid** 

## Governments' policy position is about to be updated

#### **Response to NIA**



#### **EV Energy Taskforce**



#### **Project Rapid**



**National Grid** 

## Have we seen this pace of change before?





5th Avenue 1900

5th Avenue 1913

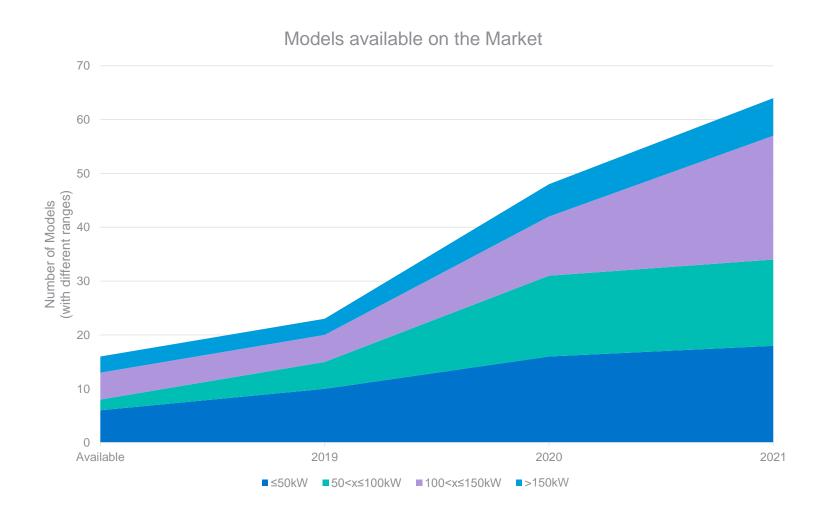
## Charging infrastructure is a key enabler for mass uptake



Among those who do not own an EV... **79%** are concerned with a lack of rapid charging points on motorways for long distance journeys

**AA June 2018** 

## Future models are set to have higher charging speeds



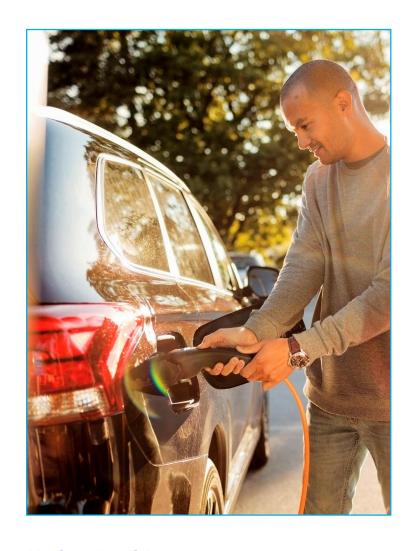
We're already seeing cars that can charge at 250kW come to market

We're already seeing automakers install 350kW chargepoints in the UK

>75% of models announced post 2019 will charge at >50kW

Source: Manufacturer announcements

## **Enabling the en-route market**

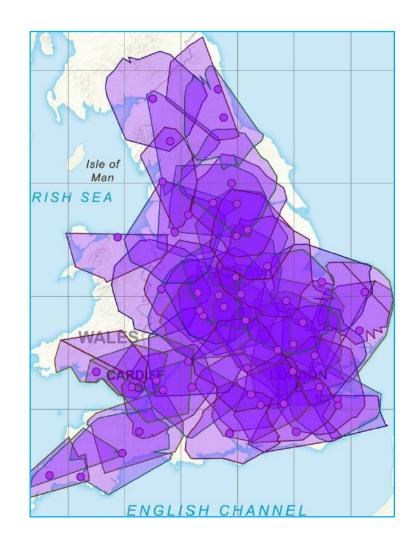


54

We have identified 54 locations for strategic ultra rapid charging along the existing motorway network.

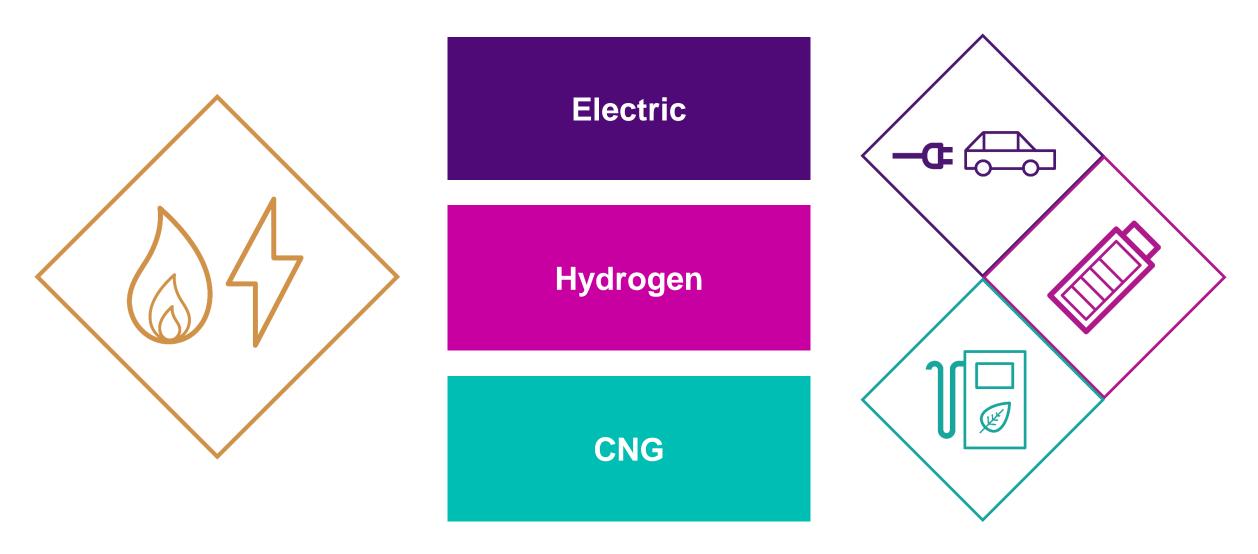
99%

of all electric vehicle drivers to be within 50 miles, in any direction, of an ultra-rapid charging station



**National Grid** 

### National Grid can enable future fleets – no matter the fuel



# nationalgrid

**Graeme Cooper** 

Project Director, Electric Vehicles, National Grid 07966 368775

Graeme.Cooper@nationalgrid.com

https://www.linkedin.com/in/graemecooper



# CARL BAYLISS

Centrica



# **Centrica as a Global Business Providing Energy and Services**

**CUSTOMER ACCOUNTS** 

26M

**ENGINEERS** 

12K

**SMART DEVICES** 

6M

























#### **Our Shared Vision**

We have developed expertise in these decarbonised areas:



## Distributed energy & storage

Accelerating the shift from energy consumer to prosumer



# **Electrification of transport**

Removing infrastructure barriers to vehicle electrification



## **Smart** home

Digitising our homes for a seamless experience and service



#### Industry 4.0

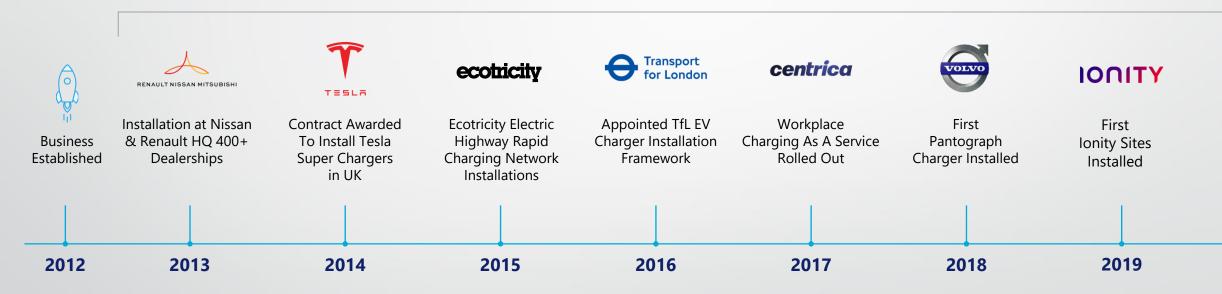
Unlocking energy efficiencies for business and industry



## **Our EV Journey**

We have been involved in the EV ecosystem since 2012:

### **Partnerships with OEMs in place**





### **Our EV Vision 5.0**

2020 to 2025

**EV 1.0** 

#### **EV Infrastructure Enablement**

Provides a solution for return-tobase fleet, at work charging and services at public sites

2020

#### **EV 2.0**

#### Beyond the Car

Tariff Optimisation, Flexibility of charging, Vehicle-to-Grid bidirectional charging to balance grid supply

#### **EV** 3.0

Connected Car, Connected Home, Connected Customers

Home Energy Management solution for EV customers

#### **EV** 4.0

#### MaaS/Mobility as a Service

Combining transportation services using a gateway that manages the trip with a single account

#### 2025

#### **EV** 5.0

#### CASE

Connected, Autonomous, Shared, Electric – Electric, shared selfdriving vehicles, connected to each other & the users

### **Our Three Year Plan**

2020 to 2023

#### **Customer/Fleets**

- Infrastructure
- Education
- Financing

#### **EV 1.0**

#### **EV Infrastructure Enablement**

Provides a solution for home, return-to-base fleet, at work charging and services at public sites

2020

#### **Dealer Activation**

- Infrastructure
- Training
- Point of Sale
- Financing

**EV 2.0** 

#### **Beyond the Car**

Tariff optimisation, Flexibility of charging, Vehicle-to-Grid bidirectional charging to balance grid supply

#### **Customer/Fleet**

- Centrica tariff
- Customer product trials (V2X)
- 'Prosumer' products
- Pence per mile (PPM)/Fleet optimisation

#### **Platform Integration**

- Centrica App
- CRM Opportunity

2023

#### **EV 3.0**

## Connected Car, Connected Home, Connected Customers

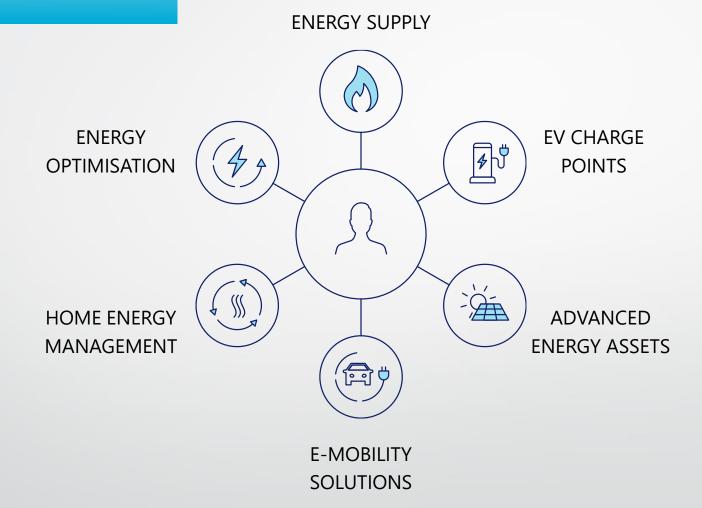
Home Energy Management solution for EV customers

#### **Destination Charging**

- Semi-public infrastructure
- Charger planning, install, maintenance and billing
- Roaming tariffs and interoperability



## Responding to our **Customers' Changing Needs**



## Transforming the way we live, work and move

**Centrica Mobility Ventures** 

Carl Bayliss, VP, Mobility – <u>carl.bayliss@centrica.com</u> 07557 614216

Lauren Dickerson, Head of Partnerships – <u>lauren.dickerson@centrica.com</u> 07557 610344

Chris Jackson, Head of Fleet Strategy – <u>chris.jackson1@centrica.com</u> 07769 540305





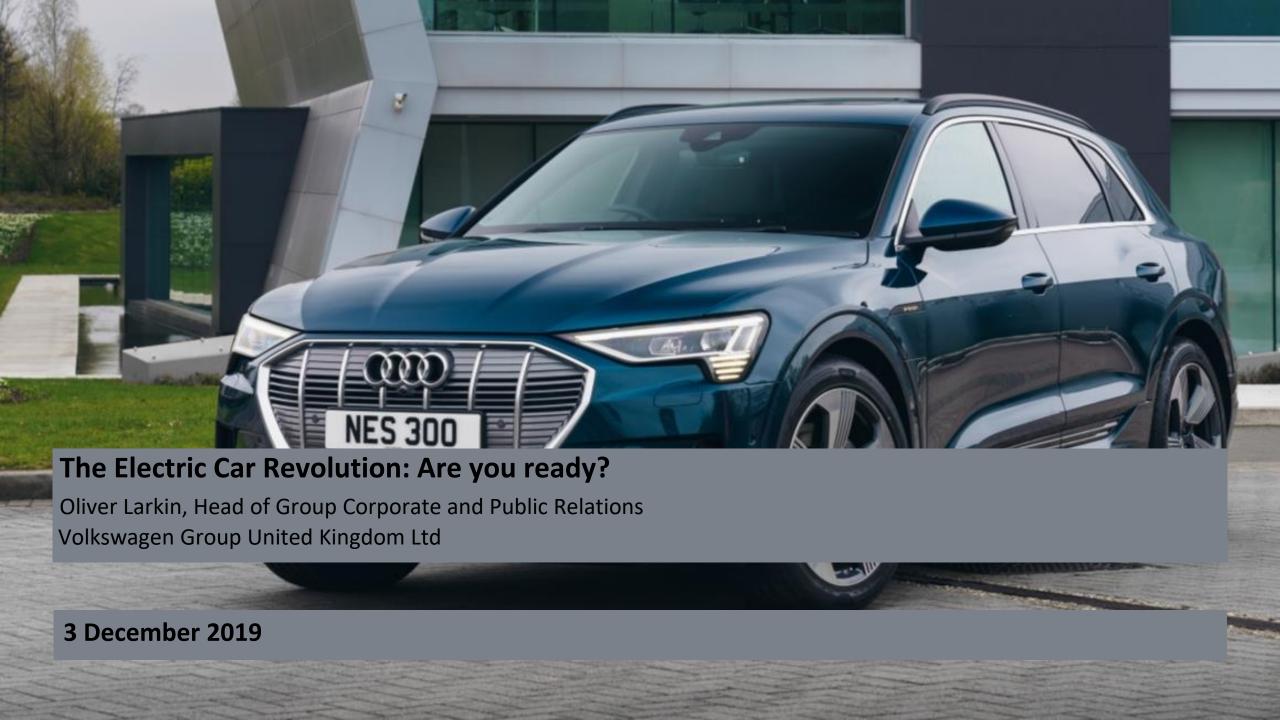
## COMFORT BREAK

Back in seats 11:30



## OLIVER LARKIN

**Volkswagen Group** 





## The Volkswagen Group: Global leader covering all sectors and segments





















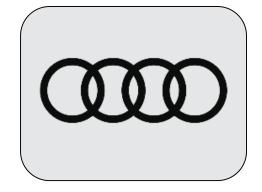






## The Volkswagen Group: Global leader covering all sectors and segments



























## The Volkswagen Group: financially robust in difficult global markets

#### **Finance**



Sales revenue: €187bn (+ 6.9 %) Profit after tax: €11.1bn (+ 19 %)

#### **Delivery**



8 Million vehicles (-1.5%)

#### **Production per working day**



Ø 44,000 vehicles



## The Volkswagen Group: global, skilled, diverse

### **Production plants**



122 worldwide

### **Employees**



672,000

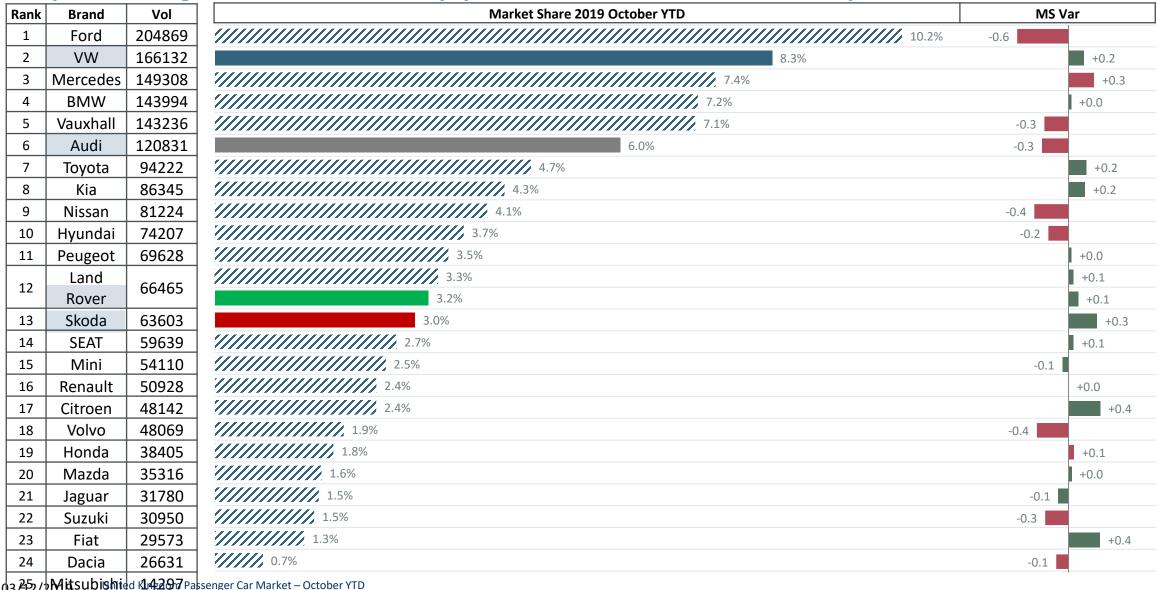
#### Models



365 (31.12.2018)

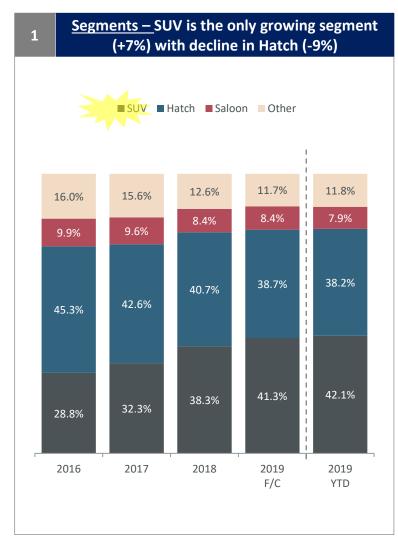


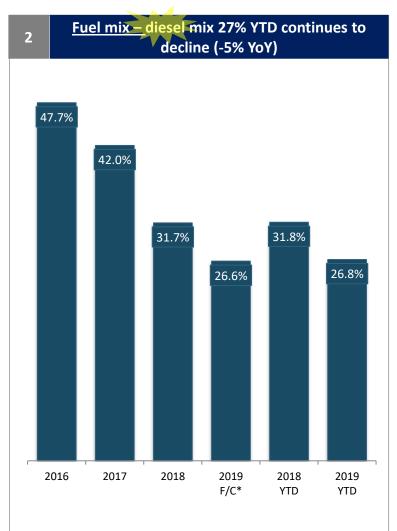
## Despite a tough market our Group performance continues to impress

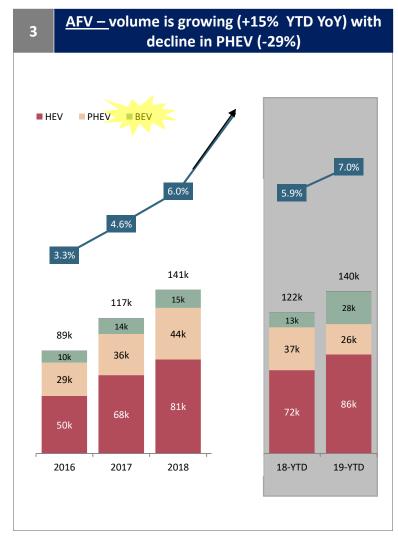




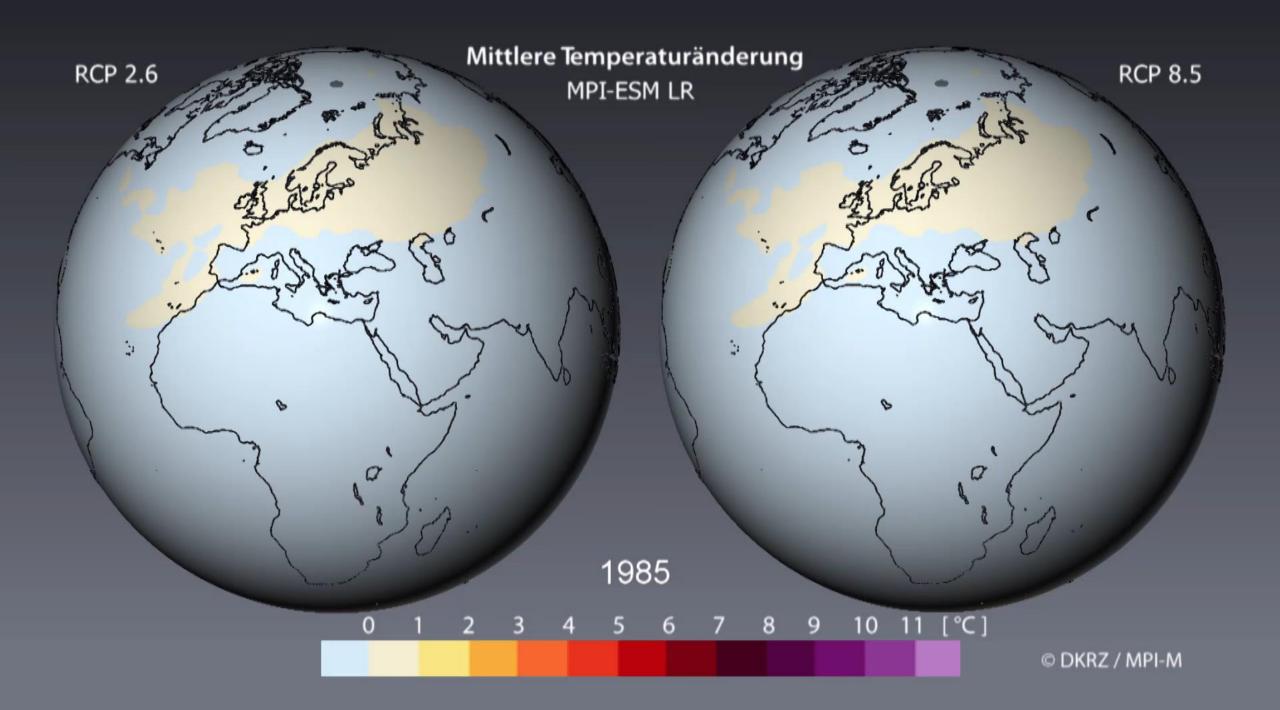
## The market is changing





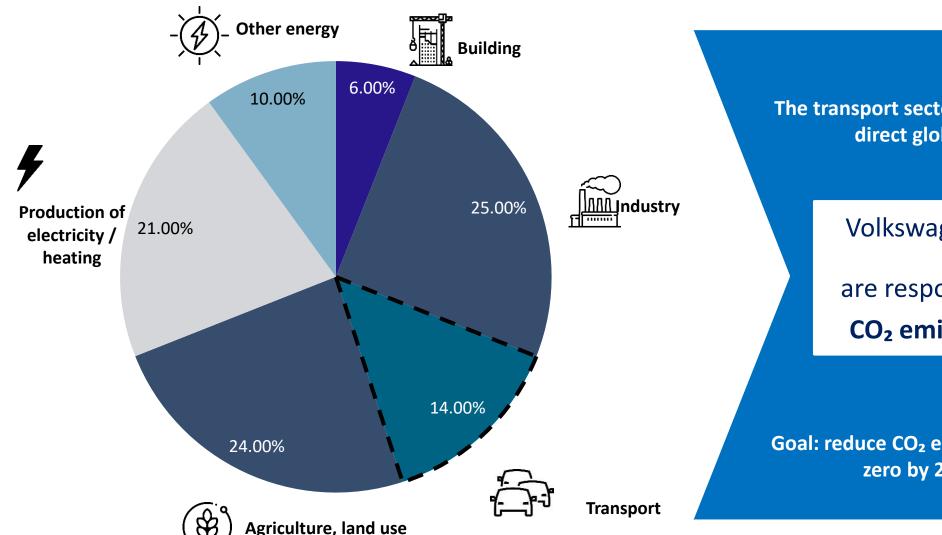


03/12/2019





## CO<sub>2</sub> emissions of the automotive industry



The transport sector is responsible for 1/7 of direct global CO<sub>2</sub> emissions

Volkswagen Group vehicles are responsible for **2%** of **CO<sub>2</sub> emissions worldwide** 

Goal: reduce CO₂ emissions from transport to zero by 2050 at the latest

03/12/2019

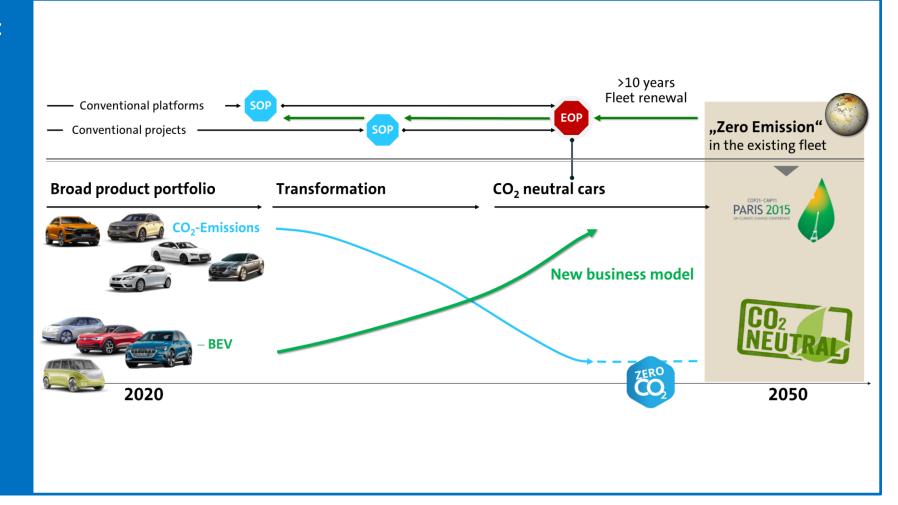


## At the Volkswagen Group, the Change is happening Now!

## **Technological paradigm shift**



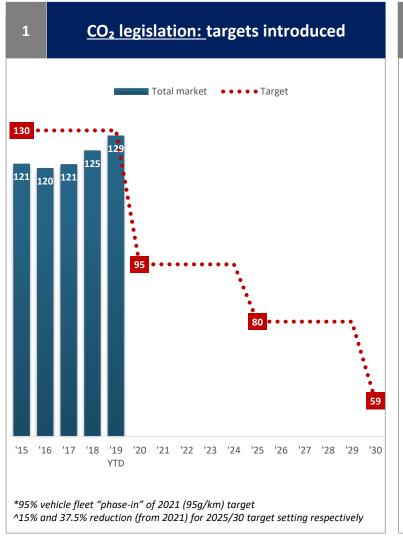
- Commitment to the goals of the Paris climate agreement
- CO₂ neutrality of the existing fleet 2050
- Tank-to-Wheel → Well-to-Wheel → Life Cycle

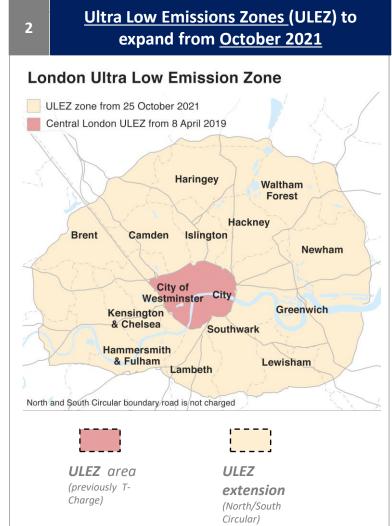


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## Sharp falls in European CO<sub>2</sub> levels are mandated, and local action is being taken too









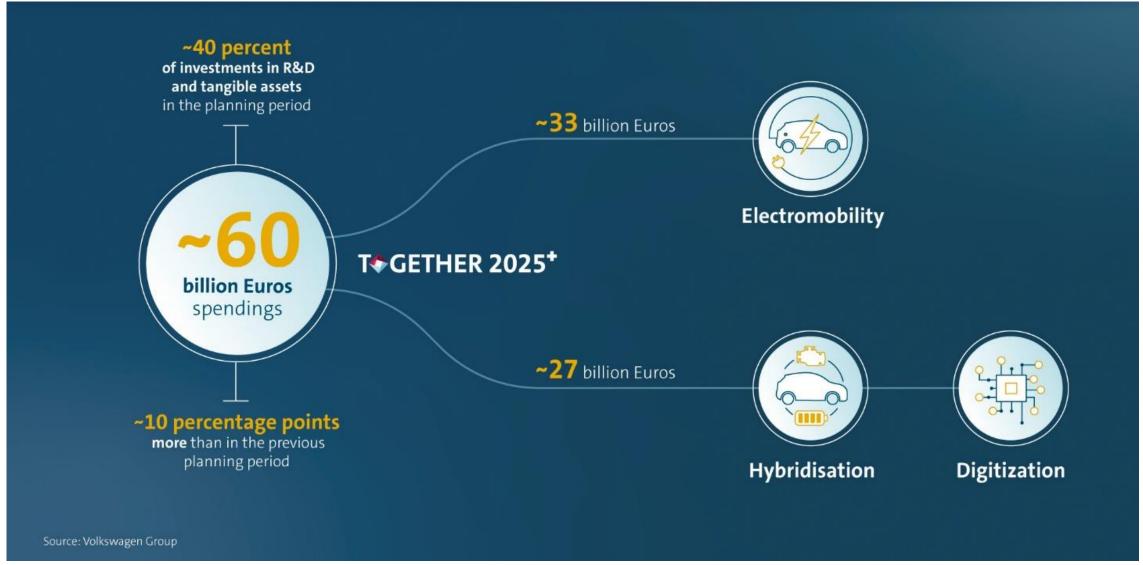
## Electric for all: The Launch of the Volkswagen ID.3 marks the start of a new era







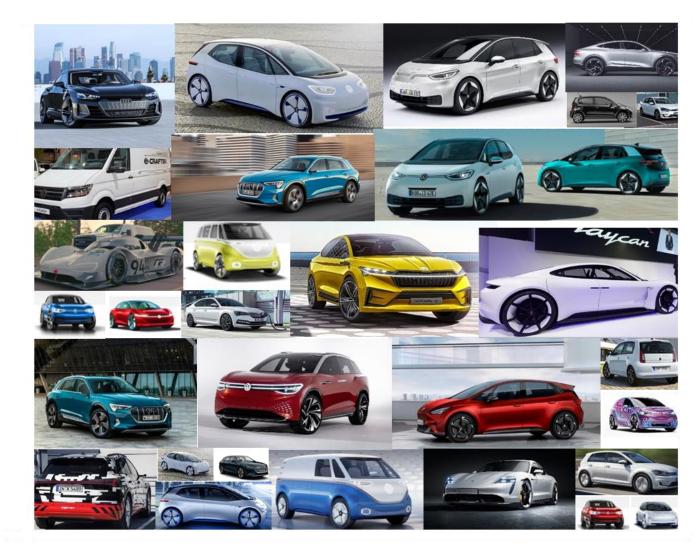
## Volkswagen investing strongly in the future





## The automotive industry's most consistent electric avalanche

- > 70+ New all-electric models by 2028
- ~ €30bn investment by 2023
- **22** M vehicles by 2028
- 18 e-locations worldwide, of which 8 MEB
- ~ **€1bn** battery cell production
- ~ **€ 250mn** for charging infrastructure



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## Required Framework to allow broad EV adoption

#### **Framework requirements**



Government subsidies for new EV purchase



Acceleration of home & workplace charging



Strategic & coordinated approach to public charging infrastructure development



Complete, reliable and auditable national charge point registry



Strategic approach to inlife taxation

## Engagement with politicians / industry stakeholders

#### F.T. Future of the car summit

Thomas Ulbrich key note address and presentation "the future is electric".





## SMMT International Automotive Summit 2019

VWG UK presence on 'future of low carbon panel' and debated wider industry plans to reach UK emissions targets.

#### EV Workshop / Roundtable at No 10

VWG UK represented in a workshop discussing the policy requirements required to build an infrastructure capable of supporting the switch to electrification.

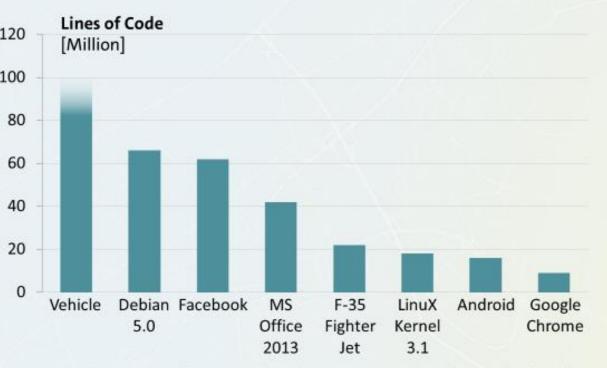


03/12/2019 60

#### THE SOFTWARE CHANGE

## Today

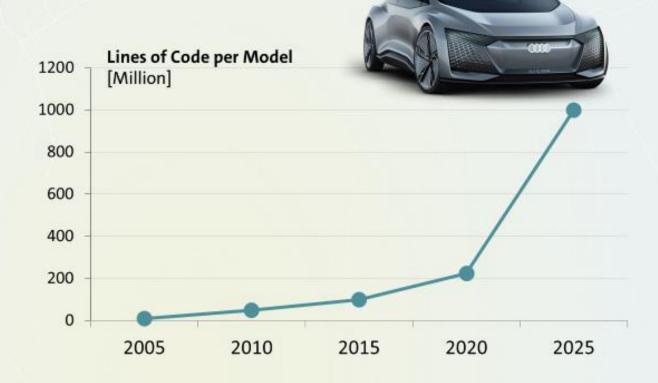
- 100 million lines of code per vehicle
- Approximately \$ 10 per line of code
- Example: Navi system 20 million lines of code



#### **Tomorrow**

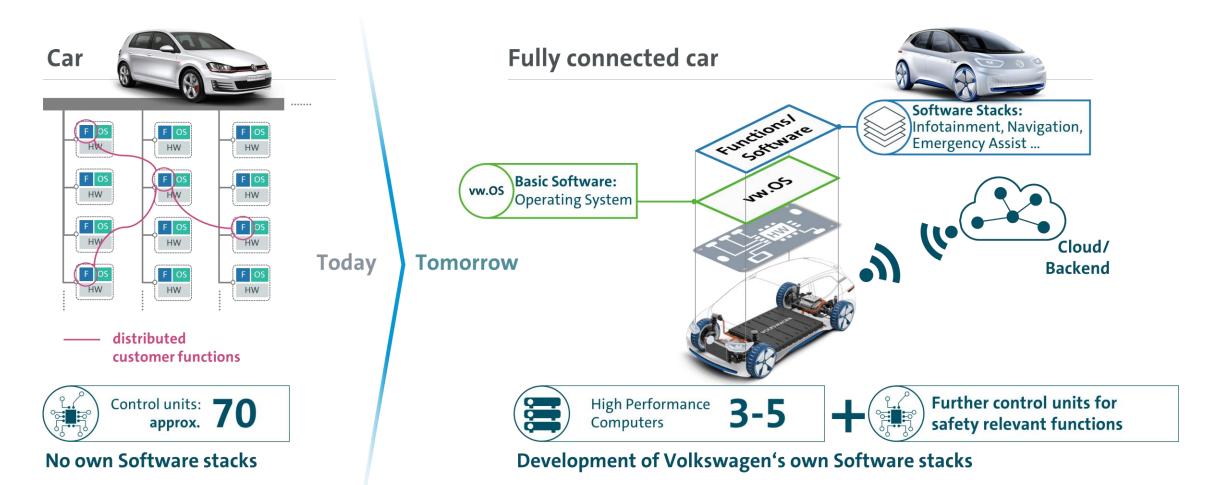
> 200 - 300 million lines of code are expected

 Level 5 autonomous driving will take up to 1 billion lines of code



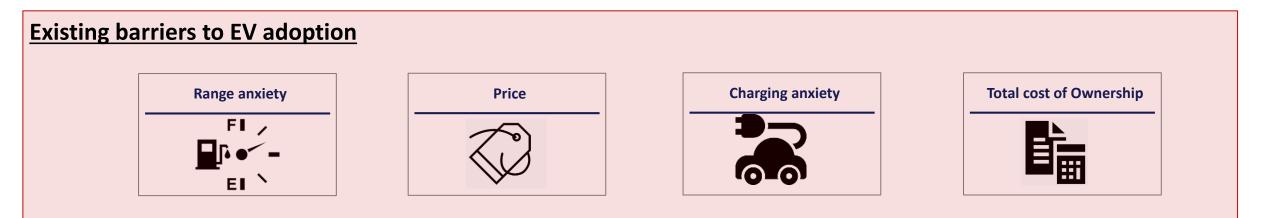


## The car becomes the most complex internet device





## Barriers to EV adoption – and how we solve them!



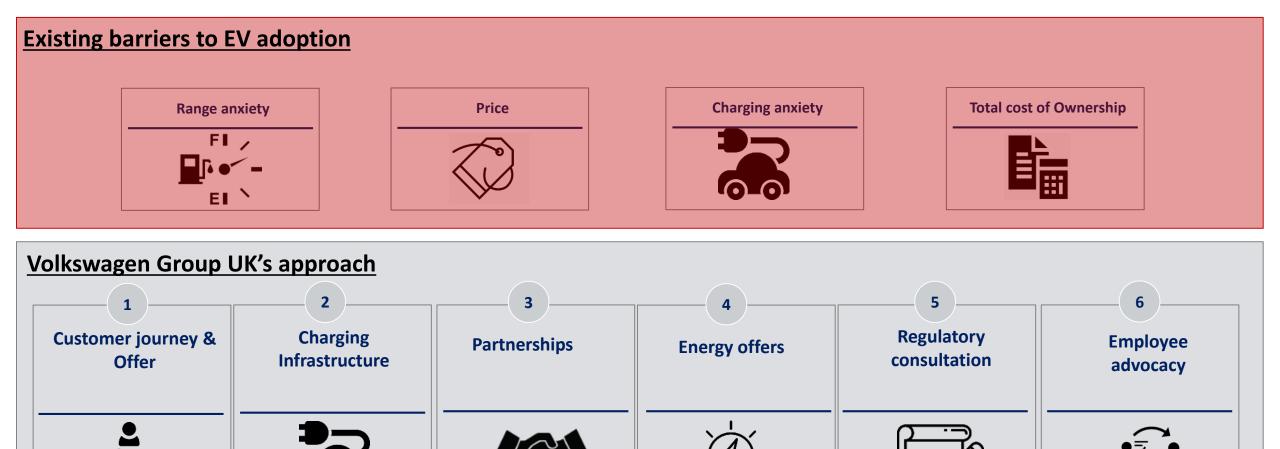




Electric Vehicle Approved



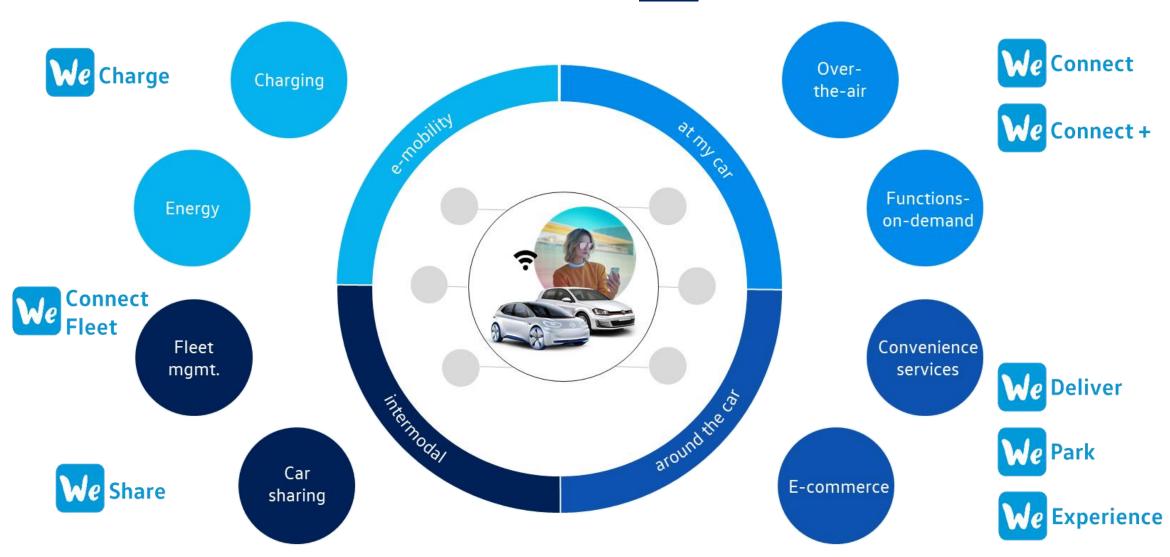
## Barriers to EV adoption – and how we solve them!



03/12/2019 65



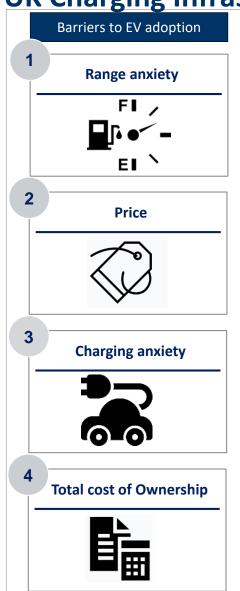
## In touch with the customer – When and Where they want



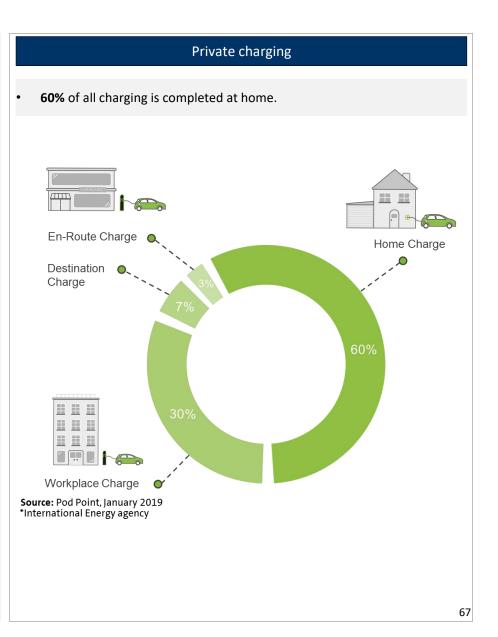
03/12/2019 66



**UK Charging Infrastructure Landscape** 









## **Charging Infrastructure Partnerships: Tesco / IONITY**



Launching the UK's biggest free EV charging network

The Partnership will deliver benefits for UK EV adoption and help realise Road to Zero targets. This partnership will increase the number of public charge bays in the UK by **14%**.

**627** stores across the UK.

**48** stores served 09/2019.

Breaking down EV barriers

- Providing tangible infrastructure
- Enabling 'point of need' charging in everyday moment

EV is for me

Bringing electrification to the masses at scale





European high power charging network

IONITY has opened three operational sites in the UK: Maidstone, Milton Keynes, Gretna Green.

Leeds Skelton Lakes is under construction.

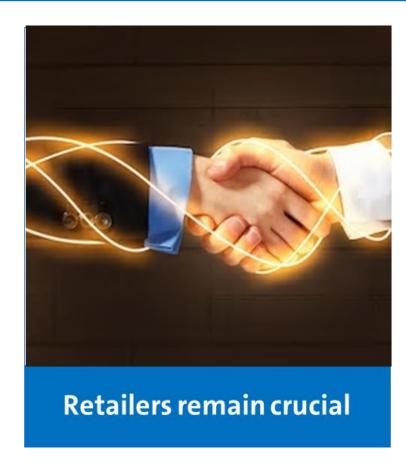
4 x 350kW IONITY High Power Chargers are available at each site.





## **Summary**







Together we face a challenging future. Dealers remain the face of our brands with customers. Together we act as one.

03/12/2019



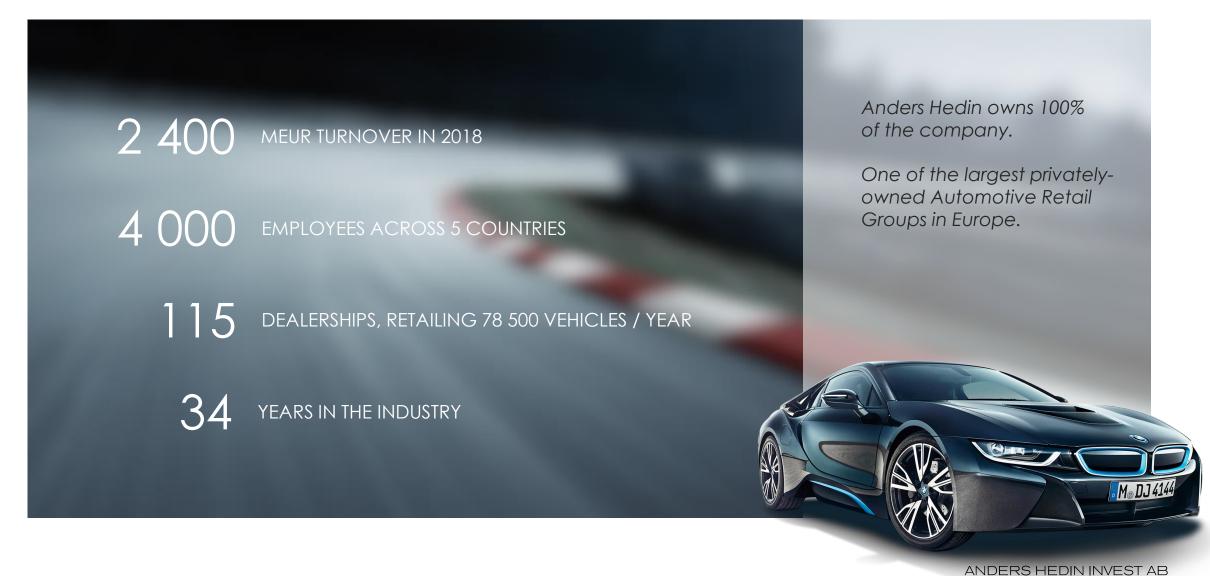


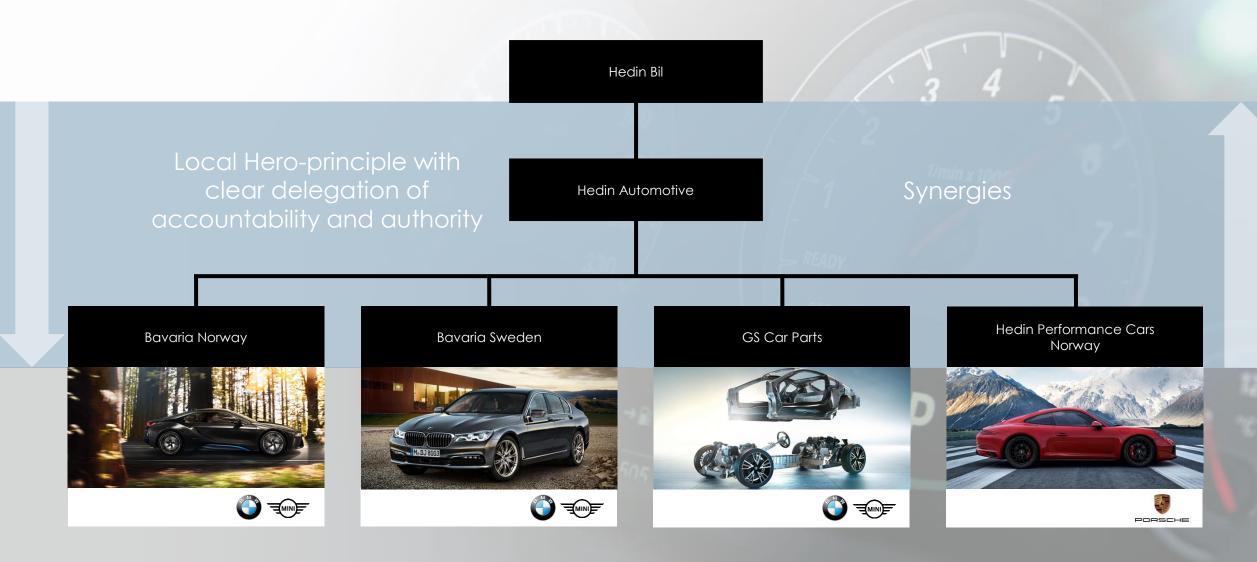
# STIG SÆVELAND

**Hedin Automotive** 

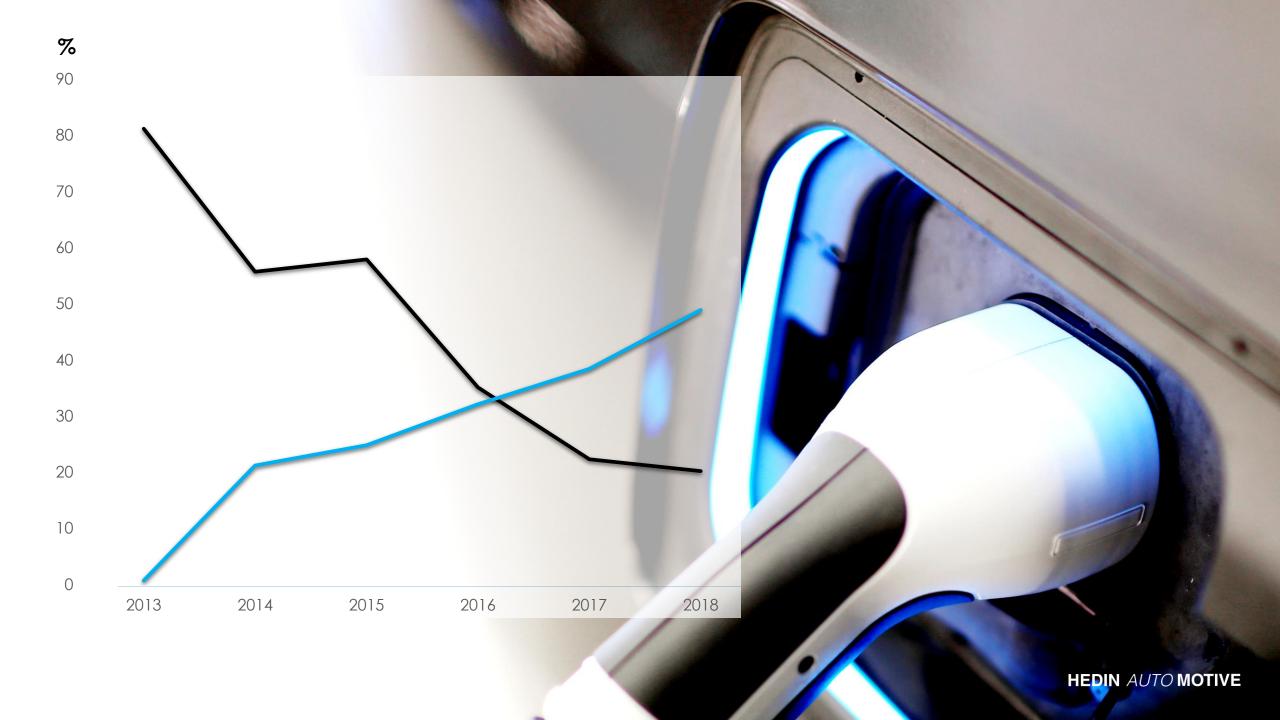


## Solid ownership with a long-term perspective





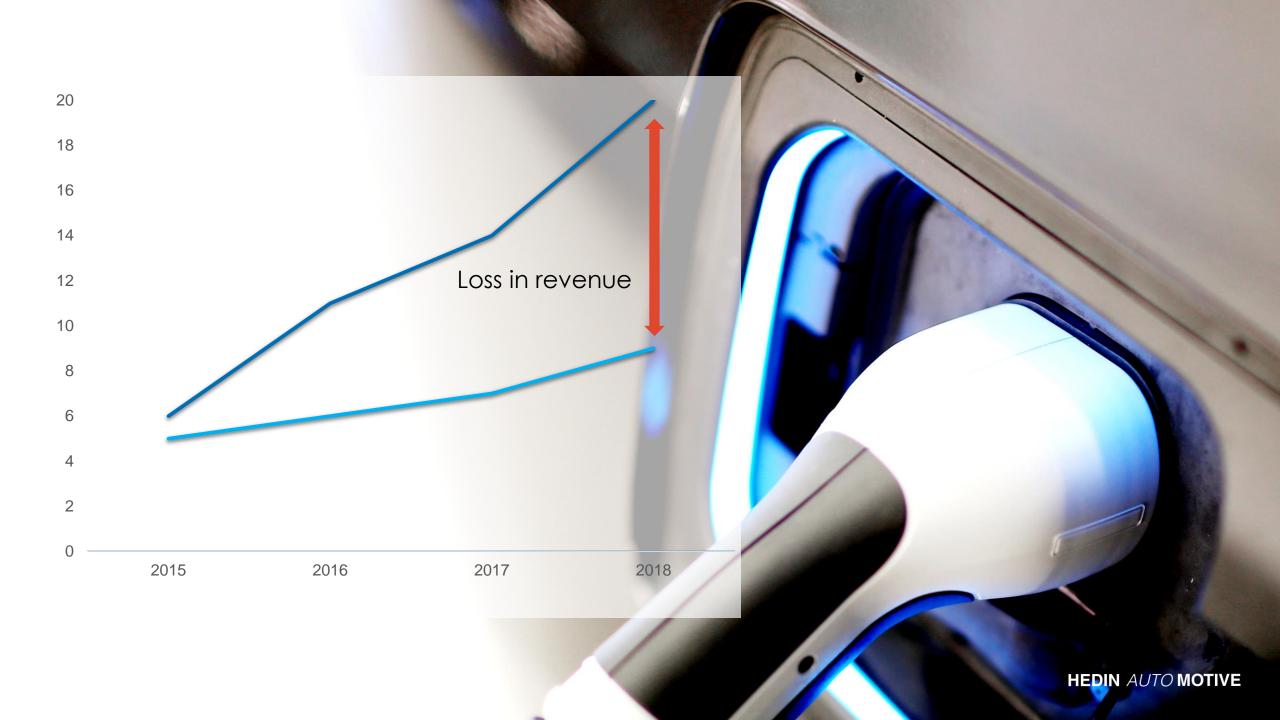
CLEAR BRAND FOCUS



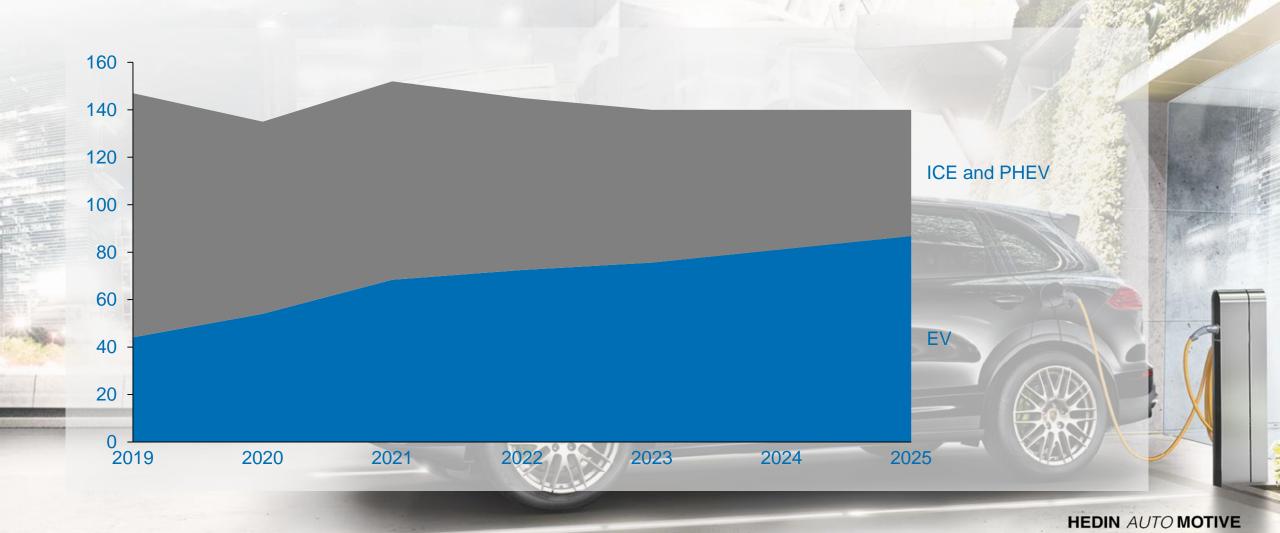














### Our purpose

We will create unique experiences for our customers.

#### Our ambition

We will lead the way and take the industry to the Next Level.

#### **Our DNA**

Surprisingly different, noticeably better.

## Our personality

We will be characterised by passion and innovation, with humility, respect and honesty as our core values.

## Our customer promise

We take care of everything – always.

**HEDIN** AUTO MOTIVE

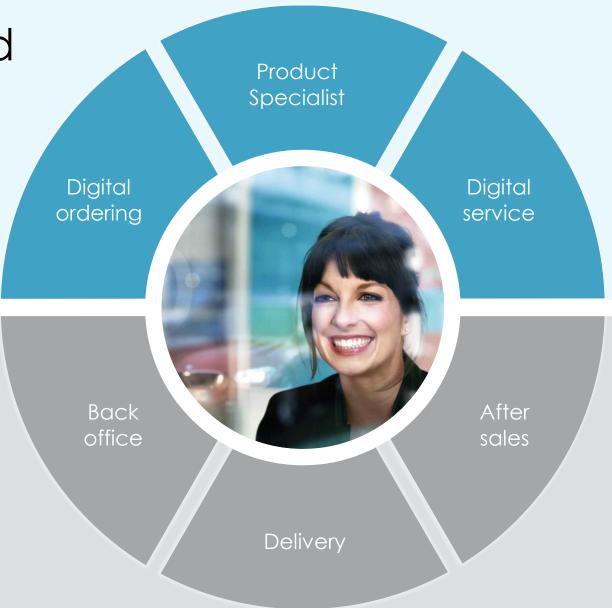
# Next Level Lean







Customer focused organization







## Panel Discussion

**Moderator:** Jason Cranswick, Jardine Motor Group / NFDA EV Group Chair

#### **Panellists:**

- Jon Pollock MHA
- Graeme Cooper National Grid
- Carl Bayliss Centrica
- Oliver Larkin Volkswagen Group
- Stig Sæveland Hedin Automotive
- Nick Hynes SOMO



# NFDA & EVA

Stephen Latham, NFDA Head of Operations



## **NFDA Member Benefits**

- Beneficial commercial services
- ADR Conciliation and Arbitration
- Health & safety advice
- General business support
- MOT quality audits







#### NFDA COMMUNICATION & CONTACTS

NEDA Communication

We are in regular communication with our members through a number of channels.



- NFDA monthly commercial vehicles
- Daily news reviews
- Regular press releases
- Regular press releases
- Up to date, informative website
- Multiple social media platforms
   The Voice, NFDA's quarterly magazine
- Dealer Attitude Survey and Consumer Attitude Survey

For more information, please contact nfda@rmif.co.uk









# NFDA Legal Support

- Legal advice and consultation
- HR and Employment Law
- Consumer Rights Act
- Dealer agreements
- Supply of goods and services
- Trade Descriptions
- Data Protection





## **NFDA Communicates**

#### QUARTERLY REGIONAL MEETINGS

North, South, Midlands, North-East and South-west

#### INDUSTRY WORKING GROUPS

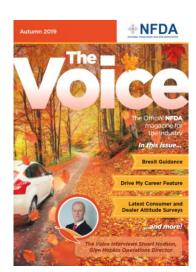
Aftersales, F&I, Used Cars, HR, Electric Vehicles, Trucks

# The voice of automotive retailers I The voice o

#### COMMUNICATIONS

Weekly news, daily updates, press releases,
 website, industry surveys and reports, quarterly magazine - 'The Voice'

Plus events, workshops and seminars





# NFDA Lobbying and Policy

- Regular liaison with Ministers and Government departments
  - Financial Conduct Authority (FCA)
  - Driver and Vehicle Licensing Agency (DVLA)
  - Driver and Vehicle Standards Agency (DVSA)
  - Department for Transport (DfT)
  - Department for Business, Energy & Industrial Strategy (BEIS)
  - HM Revenue & Customs (HMRC)
- Regular engagement with external stakeholders



## **NFDA Initiatives**

#### **Drive My Career**

To highlight and promote careers in the automotive sector



#### **Electric Vehicle Approved (EVA)**

To recognise the best EV dealers









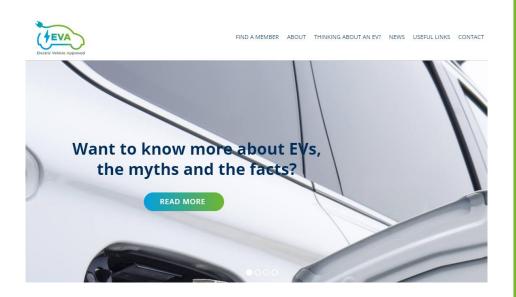


## What is EVA?

Set of EV retail and aftersales standards for **independent** and **franchised** car retailers

Three way partnership between **OLEV**, **EST** and **NFDA** 

- NFDA is the facilitator and awarding body
- EST is the independent EVA standard auditor
- OLEV supports and endorses the EVA project











# Why EVA?

Different skill and expertise levels across showrooms and workshops



Customer confusion and need for impartial EV knowledge



Consumer confidence boost











# EVA progress so far

- 30 sites in a pilot and an additional 100 funded for 2019 (all already allocated)
- Well-received audit reports showing the need for the scheme
- All car and van brands are included

Multiple partnerships in the pipeline

	THE RESIDENCE		C Table Section	1
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Below are the EVA sites closest to you, if you know of an exceptional EV site which should be part of the scheme feel free to tell us on the contact page

Villeneuve St. Georg	ges Way, Eastleigh S	Map Satellite	ENGLAND Cambridge	The Hague <sup>o</sup> Netherlands
Get my Position	Show dealers		Cardiff  Southampton  Plymouth  Change	Antwerp Esseno Brussels olille Belgium
Radius			Guernsey	-
100 KM	V	Google ettic Sea	Jersey Map data ©2019 GeoBasis-DE	/BKG (\$2009), Google, Inst. Geogr. Nacional   Terms of Us
Brands SELECT BRANDS	<u> </u>			
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		1000 1000		









# Application process

- Apply to NFDA, with eligibility, pre-screening self assessment
- EVA is to certify a site's current EV excellence, not their planned

Publicly accessible charge-points on site	<b>/</b>	
Senior manager on site appointed "EV Ambassador" responsible for delivering excellence in EV customer experience for sales and aftersales	<b>~</b>	
All staff (reception to senior management) trained in EV basics	<b>/</b>	
Always a specialist EV car sales staff member in showroom	<b>/</b>	
EV demonstrator model available for test-drive	<b>/</b>	
Sufficient specialist EV trained technicians (sufficient to cover for holiday and illness)	<b>/</b>	
Specialist EV maintenance & repair tools, & equipment		
Chargepoint(s) installed in workshop	<b>/</b>	









## **EVA** audit process

#### Focus of audit is on the overall customer experience

- Pre-audit call to check site ready for audit and agree date
- On-site audit takes c.2-3 hours
- Interviews with sales staff cover qualification and handover process
- Identify common issues and highlight areas of best practice
- Audit reports reviewed to ensure consistency

# Coverage











MOTOR TRADER.com

Top dealer groups back new electric vehicle audit scheme

Badge of approval will help buyers choose electric cars GOV.UK

Stamp of approval for dealerships trained to work with electric cars



NFDA launches Electric Vehicle Approved (EVA) certification scheme





Dealer association launches 'EV Approved' scheme



New approval scheme launched to give electric vehicle buyers peace of mind





NFDA launches EV retailer certification scheme

New kitemark scheme launched to protect electric car buyers

Approval scheme launched **FORECOURT**trader for EV-savvy dealers

| Electric Vehicle Approved scheme launched to certify EV retailers



New dealer approval scheme to help and inform EV buyers MOTORTRADER.com

Electric Vehicle Approved scheme to recognise dealers



Car dealerships who specialise in electric vehicles to be accredited

**Business**Green

Electric Vehicle Approved: Car dealership accreditation launched to drive EV sales growth









## Information

Email: eva@rmif.co.uk

Website: www.evapproved.co.uk



# THANK YOU

Lunch is in the restaurant

www.nfda-uk.co.uk

@RMI\_NFDA