

Innovation



behind the wheel

Innovation behind the wheel....

This will
make your
life EASY !



Can't you see
me TOO BUZY
????!!!



Innovation behind the wheel....

BUSINESS

~~**AS**~~

***UN*USUAL ?**



" It will not happen "

" It will not happen "

" It will not happen "



"Handy? it will not happen"

" It will not happen "



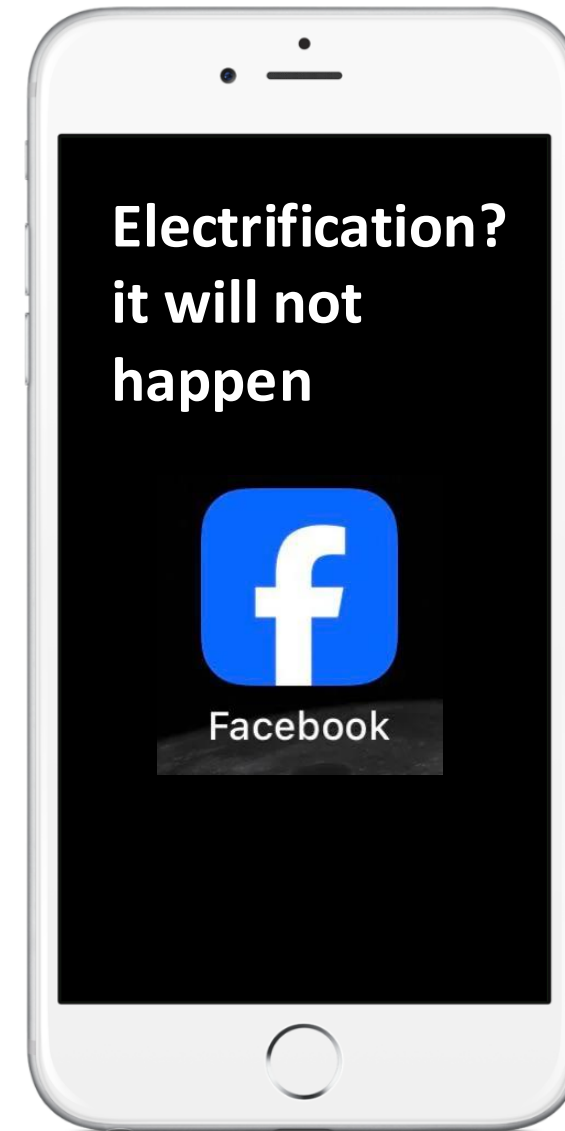
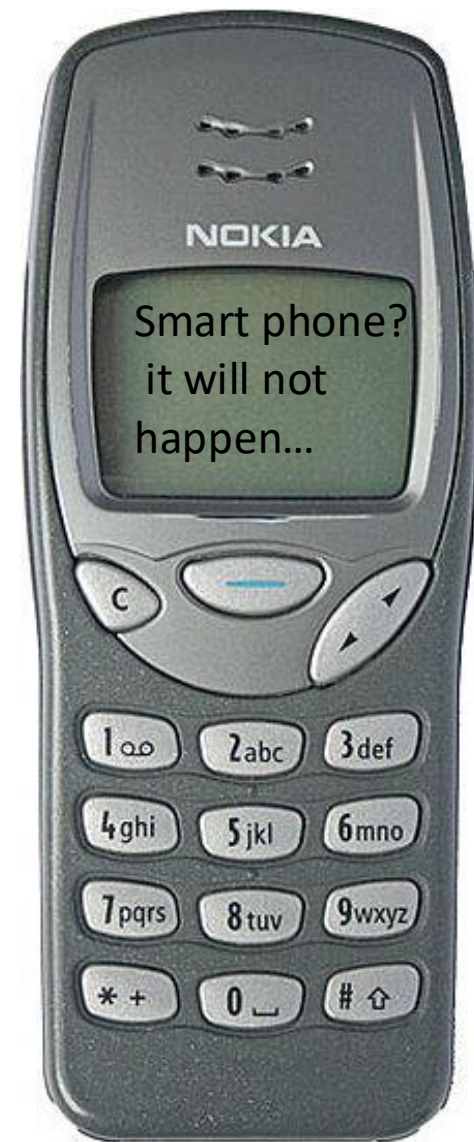
"Handy? it will not happen"



" It will not happen "



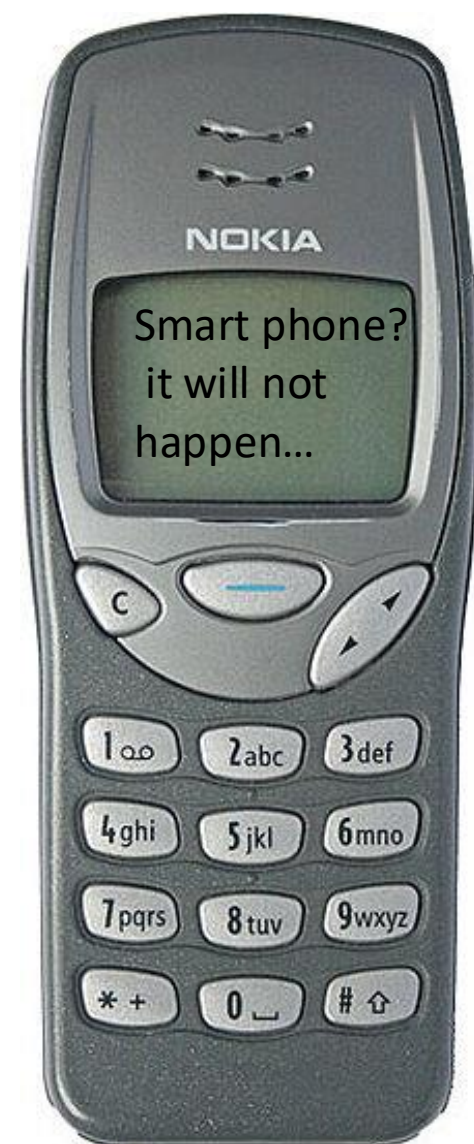
"Handy? it will not happen"



" It will not happen "



"Handy? it will not happen"



Smart EV's...



It happening !

Ready for the future ?



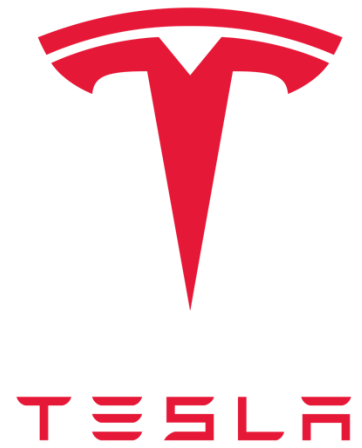


It's
happening...

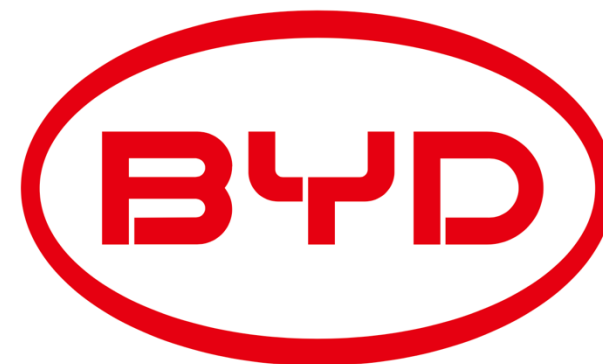
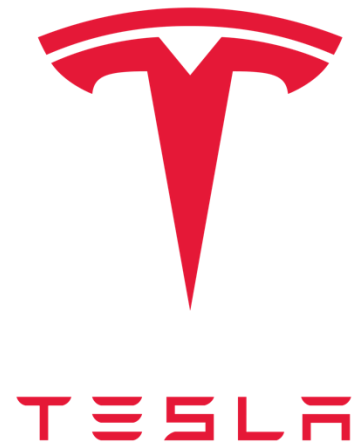
Electrification is a fact



Electrification is a fact



Electrification is a fact



Electrification is a fact

Who thinks...



"it's not
happening ???"

New weapon: BYD Seagull → BYD “Dolphin Surf” in Europe



Seagull: only \$10.000 in China...

BYD Dolphin "Surf":

Cascais Portugal
(May 2025)



EV trends



- Cell to pack
- Blade Battery, a lithium-iron phosphate (LFP)
- Full Software Designed Vehicle Architecture (SDV)
- Super fast charging 1000V
- Price effects (geopolitics + dump)
- Next step: consolidation of (Chinese) EV brands

Top groups Carmakers – Vehicle sales Europe (January – April 2025)



Market share PHEV & BEV Europe

In Europe, about 15.3% **battery-electric vehicles (BEVs)** were sold in May 2025 (ACEA).

Hybrid-electric vehicles were still the most popular, with 35.3% market share.

In total, over 900,000 electric cars sold in Europe (Q1 of 2025)

The market share of electric vehicles thus remained around 20%

28 countries

Top 25 most-registered BEV brands
April 2025 Europe-28 vs. 2024

1	Volkswagen	23,514	+61%
2	BMW	14,867	+5%
3	Skoda	13,598	+214%
4	Audi	11,958	+48%
5	Renault	10,328	+58%
6	Kia	9,101	+55%
7	Mercedes	8,739	-1%
8	Volvo	7,768	-43%
9	Hyundai	7,346	+20%
10	BYD	7,231	+169%
11	Tesla	7,165	-49%
12	Peugeot	7,082	-4%
13	Ford	6,539	+240%
14	Cupra	6,536	+133%
15	Citroen	6,133	+246%
16	Opel/Vauxhall	4,894	+65%
17	Mini	3,912	+190%
18	MG	3,443	-37%
19	Toyota	2,998	+24%
20	Polestar	2,850	+44%
21	Porsche	2,759	+309%
22	Fiat	2,623	-29%
23	Dacia	2,252	+135%
24	Xpeng	1,649	+268%
25	Leapmotor	1,426	new

Top 25 most-registered BEV models
April 2025 Europe-28 vs. 2024

1	Skoda Elroq	7,998	New
2	Volkswagen ID.3	6,932	+34%
3	Volkswagen ID.7	6,776	+640%
4	Volkswagen ID.4	6,297	+3%
5	Kia EV3	5,680	New
6	Renault 5	5,662	New
7	BMW iX1	5,518	+24%
8	Skoda Enyaq	5,037	+37%
9	Tesla Model Y	4,495	-53%
10	Citroen C3	3,962	New
11	Audi Q6 e-tron	3,955	New
12	Volvo EX30	3,712	-57%
13	Cupra Born	3,675	+31%
14	BMW i4	3,649	-16%
15	Ford Explorer	3,526	New
16	Audi Q4 e-tron	3,353	-16%
17	Audi A6 e-tron	3,161	New
18	Mercedes EQA	3,082	-1%
19	Renault Scenic	3,034	+413%
20	Cupra Tavascan	2,858	New
21	Mercedes EQB	2,768	+7%
22	Toyota bZ4X	2,733	+18%
23	Hyundai Kona	2,732	-18%
24	Tesla Model 3	2,604	-41%
25	Hyundai Inster	2,515	New

Chinese EV market share : doubled

- Market share of Chinese carmakers in Europe is growing rapidly.
- Schmidt Automotive Research: at 1 May 2025 Chinese brands account for 4.8% of car sales in Europe.
(Last year, the figure was only 2.9 per cent in the first quarter.)
- UK on top: so far not imposed any additional import duties and now accounts for almost a third of all Chinese car models entering Western Europe

Key trends and sales data from May 2025:

- **Global EV sales increased:** Global sales of battery-electric vehicles and plug-in hybrids rose to 1.6 million units
- **European EV sales surged:** Europe saw a 36.2% increase in EV sales, reaching 0.33 million units.
- **Tesla sales declined in Europe by 47%** in 2025, despite overall EV market growth.
- **Volkswagen ID.4 and Hyundai Ioniq 5** were among the best-selling EVs in the first quarter of 2025.
- **Volkswagen group** is the European market leader in VIO's (PHEV + BEV)
- **EV market share increased:** In the UK, pure electric cars captured 21.8% of the market.

TESLA: down – down – down

TESLA: down – down – down



“Up”

TESLA: down – down – down

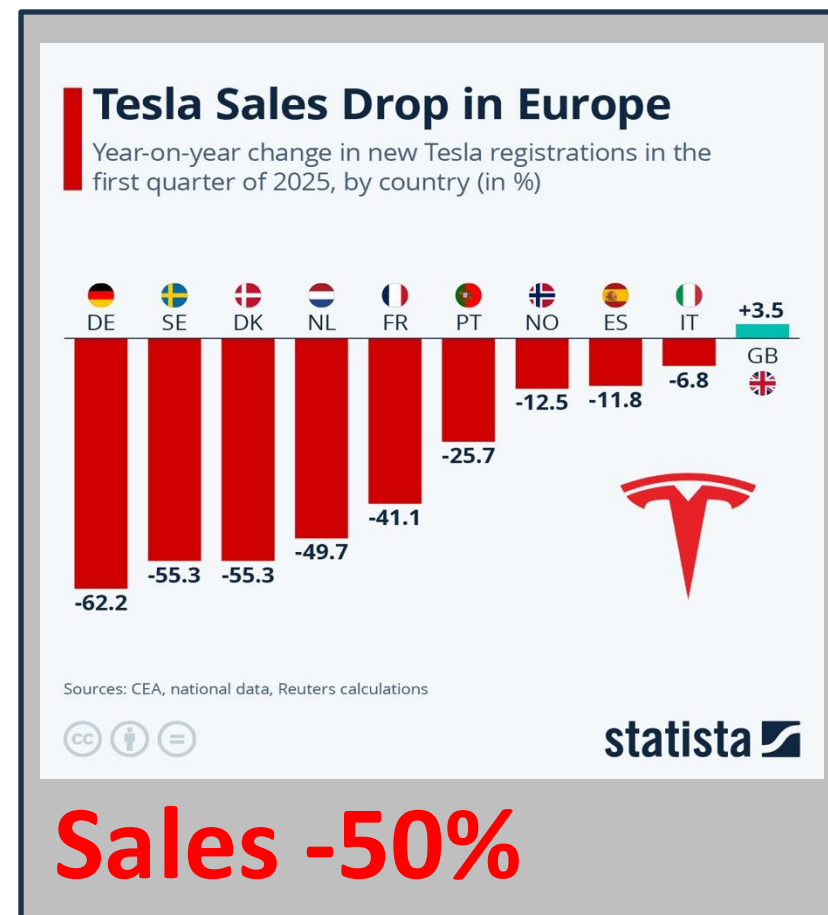


“Back up”

TESLA: down – down – down



“Back up”

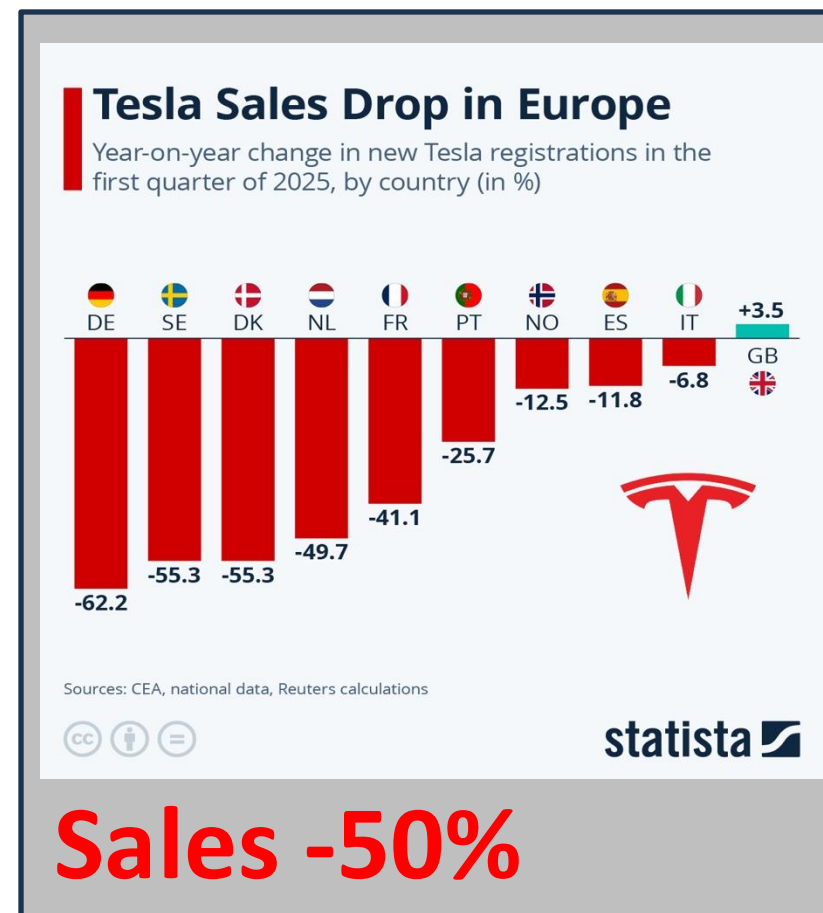


“Down”

TESLA: Up and down...



~~“Back up”~~



Sales -50%

“Down”



May 2025: shareholders upset:
missing the \$1 bio. bonus:

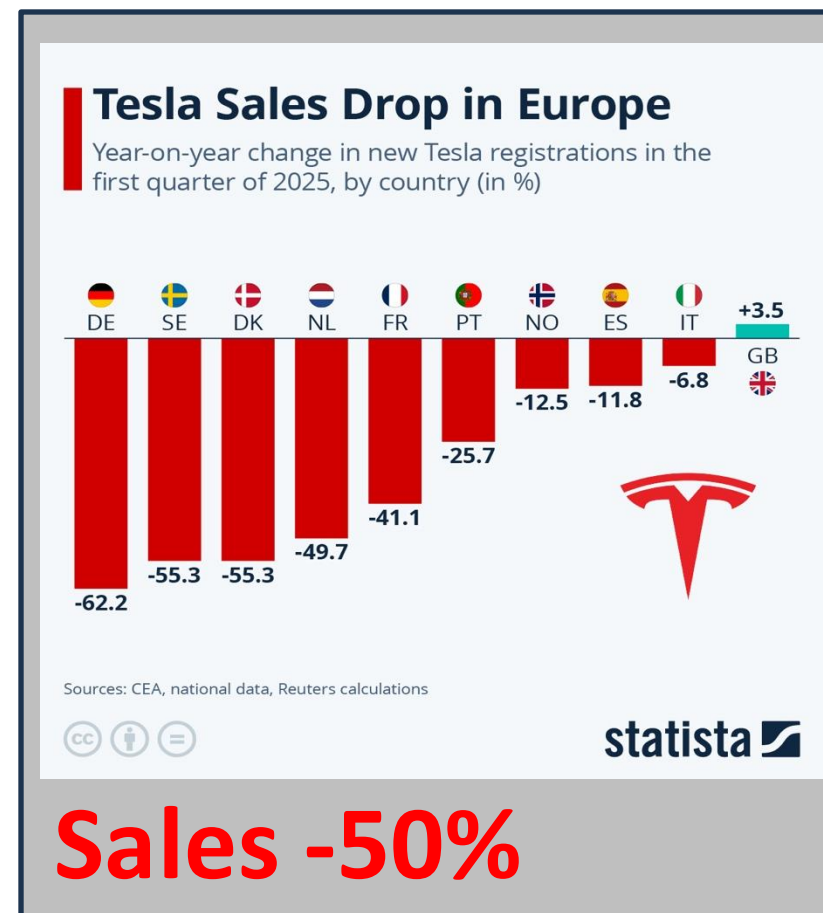
change of Tesla bylaws: (Texas law).
Only court case if > 3% shares....

“Down”

TESLA: Up and down...



~~“Back up”~~



Sales -50%

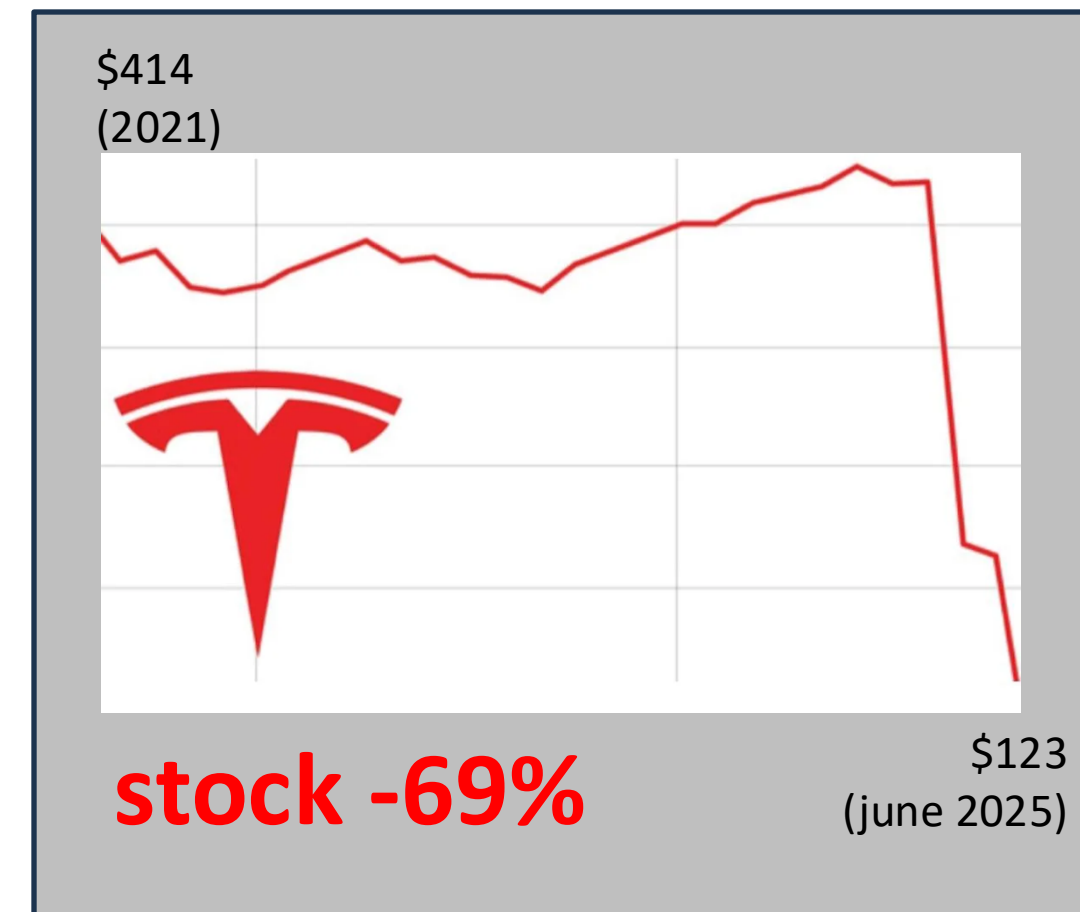
“Down”



May 2025: shareholders upset:
missing the \$1 bio. bonus:

change of Tesla bylaws: (Texas law).
Only court case if > 3% shares....

“Down”



Tesla prices down...



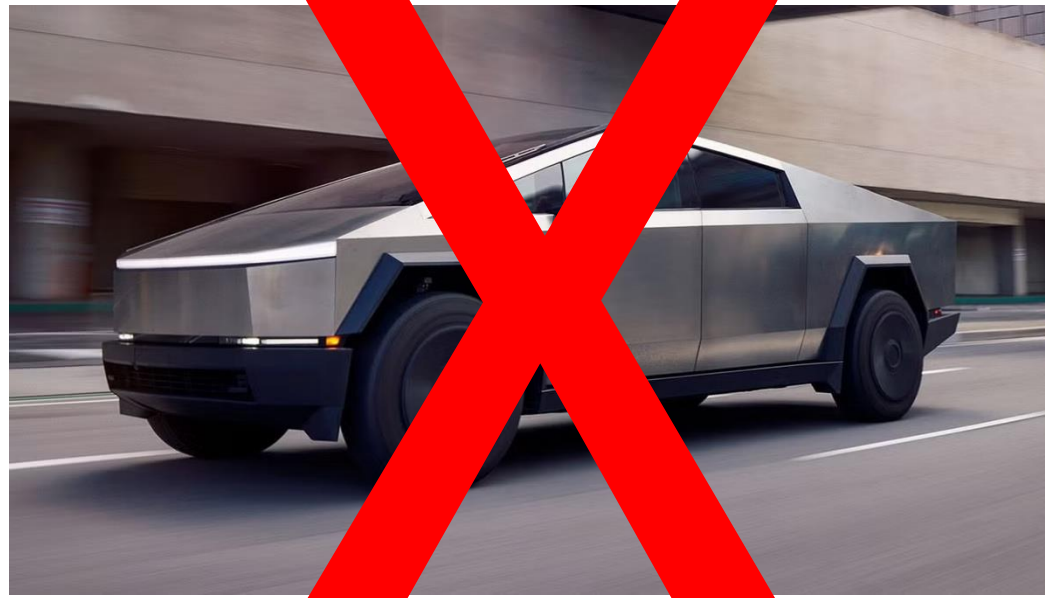
Tesla prices down...



Completely wrong model portfolio



Completely wrong model portfolio



Also other Musk business moves down...



Innovation behind the wheel

AGENDA

10. To the bar



AGENDA

10. To the bar
9. To do List



AGENDA

10. To the bar

9. To do List

8. Workshop of the future



10. To the bar

9. To do List

8. Workshop of the future

7. EV parts



10. To the bar
9. To do List
8. Workshop of the future
7. EV parts
6. EV Repair & maintenance



10. To the bar
9. To do List
8. Workshop of the future
7. EV parts
6. EV Repair & maintenance
5. The smart vehicle



AGENDA

10. To the bar
9. To do List
8. Workshop of the future
7. EV parts
6. EV Repair & maintenance
5. The smart vehicle
4. Circular Economy: Reman



AGENDA

10. To the bar
9. To do List
8. Workshop of the future
7. EV parts
6. EV Repair & maintenance
5. The smart vehicle
4. Circular Economy: Reman
3. Energy Transition: EV



10. To the bar
9. To do List
8. Workshop of the future
7. EV parts
6. EV Repair & maintenance
5. The smart vehicle
4. Circular Economy: Reman
3. Energy Transition: EV
2. Digital Transformation: SDV



10. To the bar
9. To do List
8. Workshop of the future
7. EV parts
6. EV Repair & maintenance
5. The smart vehicle
4. Circular Economy: Reman
3. Energy Transition: EV
2. Digital Transformation: SDV
1. Megatrends



AGENDA



MEGATRENDS

Geo-politics

Military wars

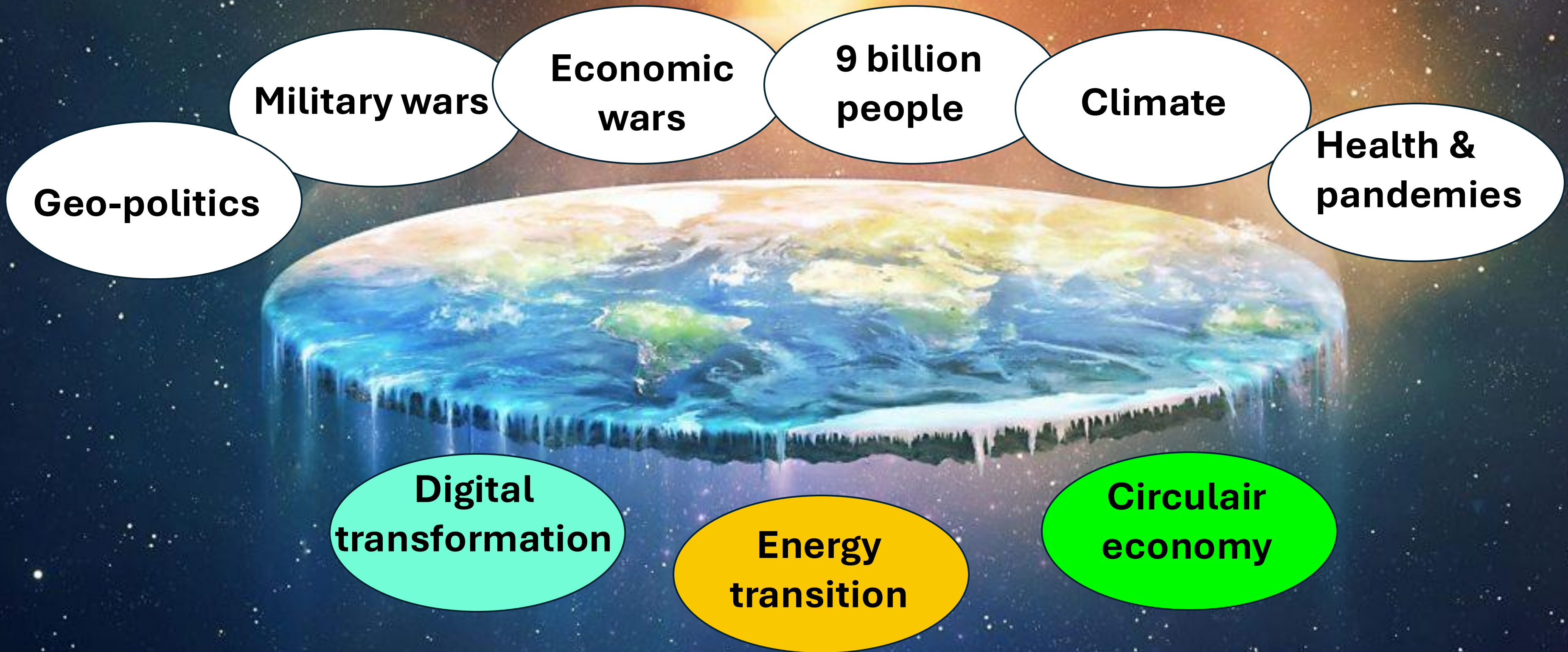
**Economic
wars**

**9 billion
people**

Climate

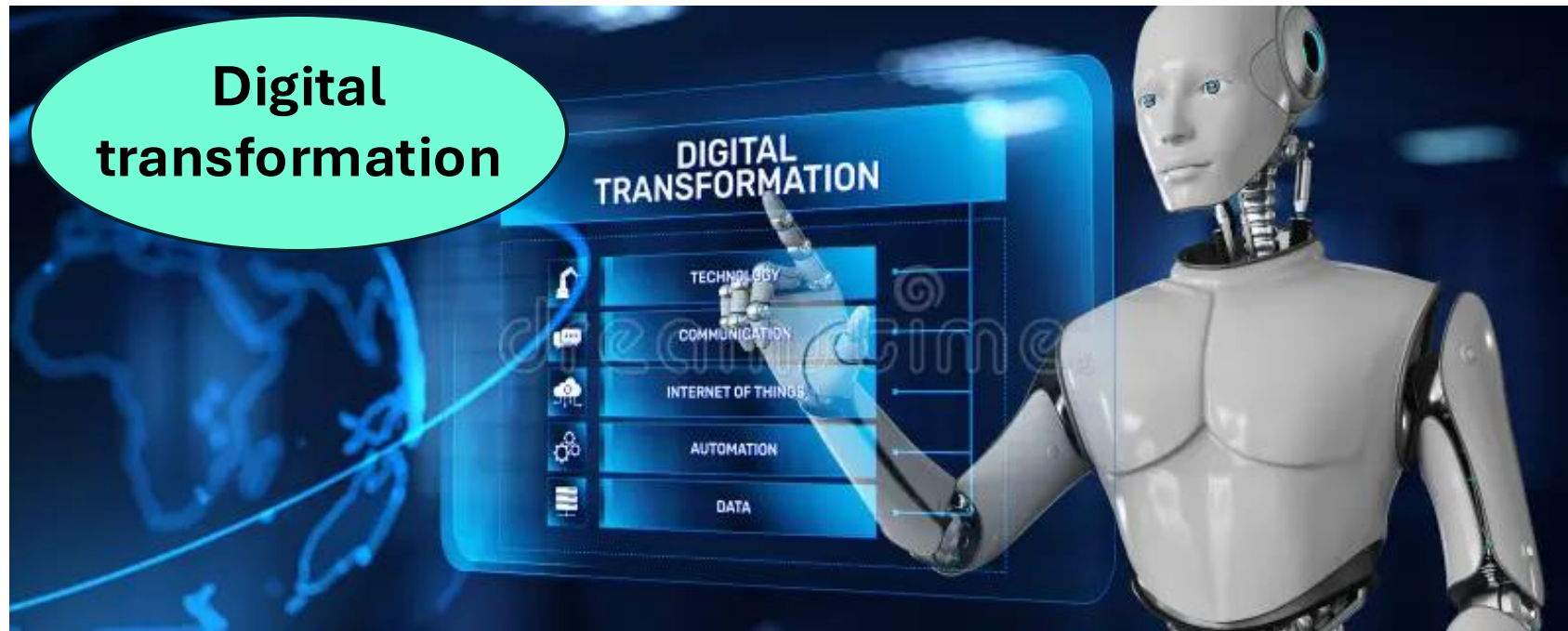
**Health &
pandemics**



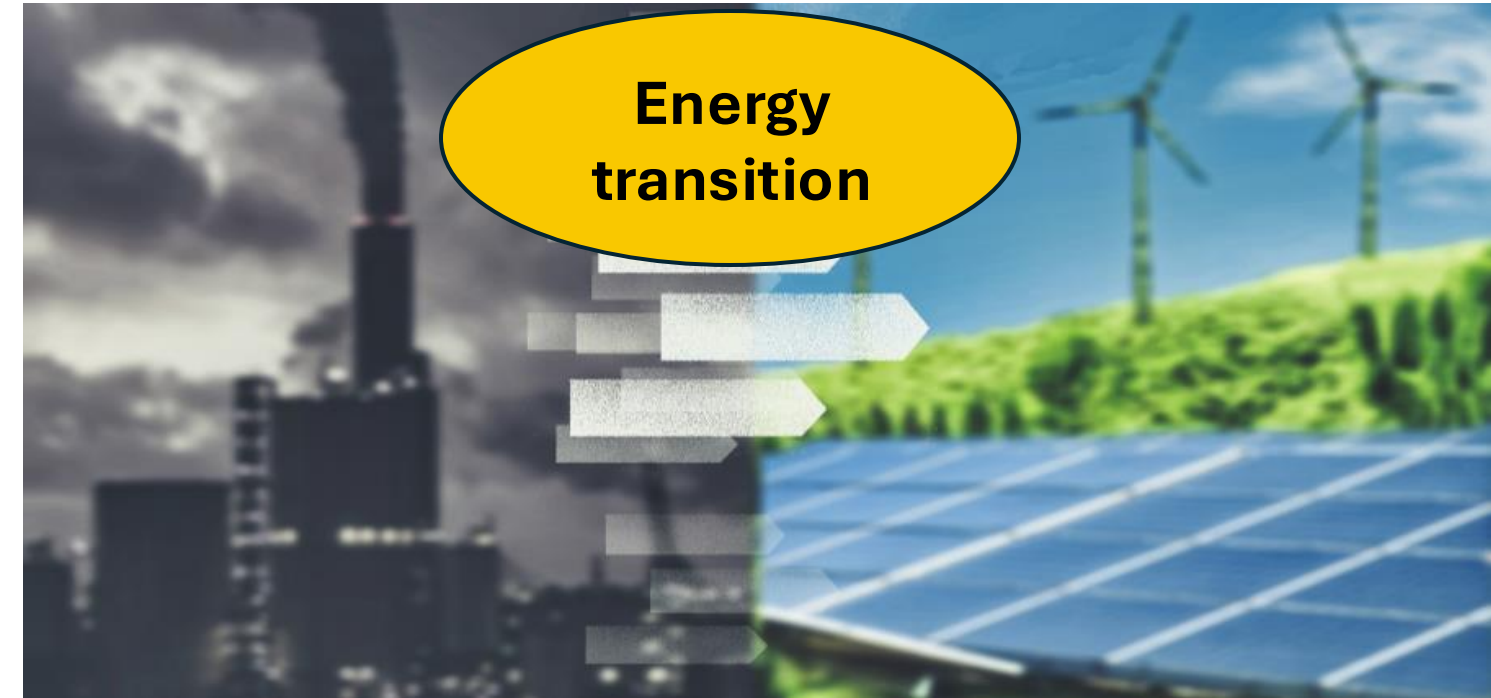


Direct impact on Automotive

Digital transformation



Energy transition



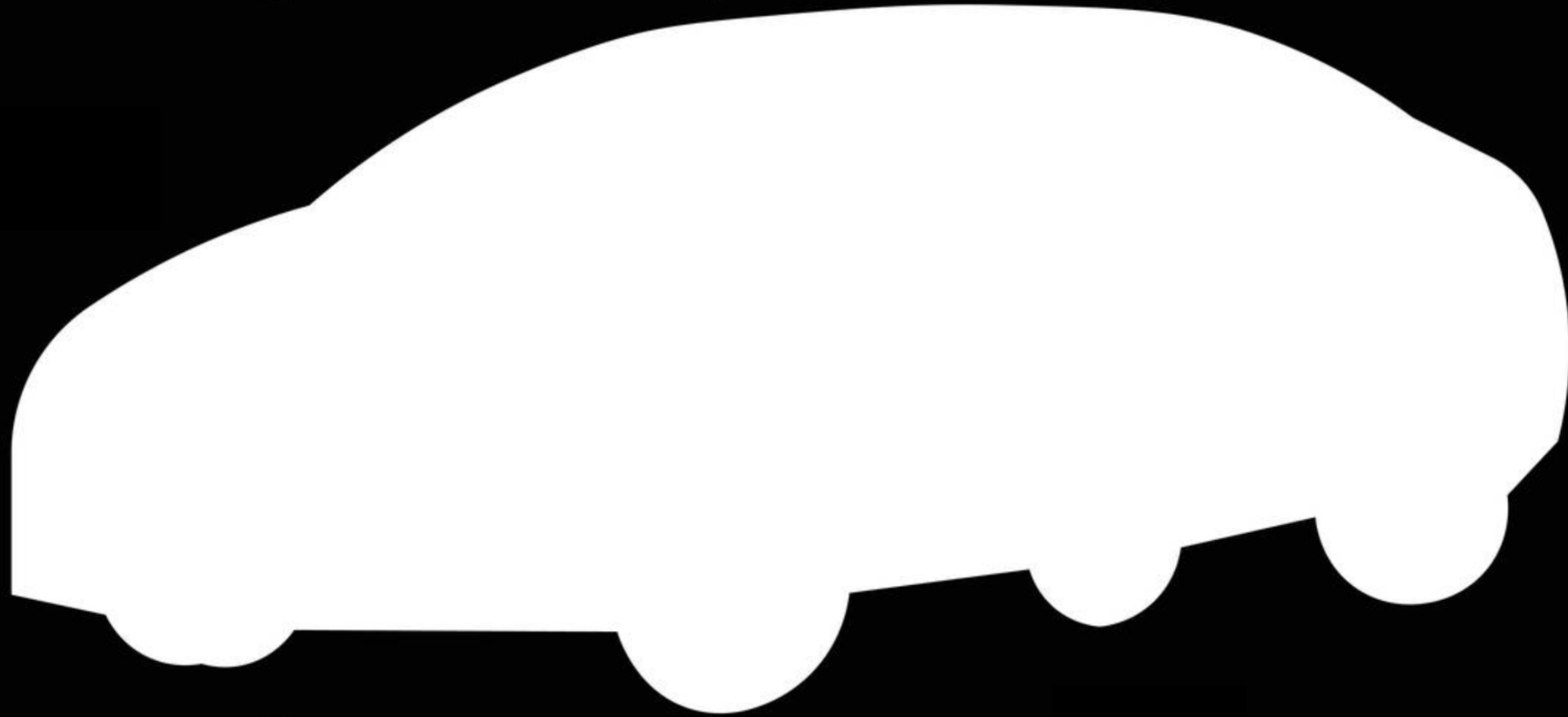
Circular economy

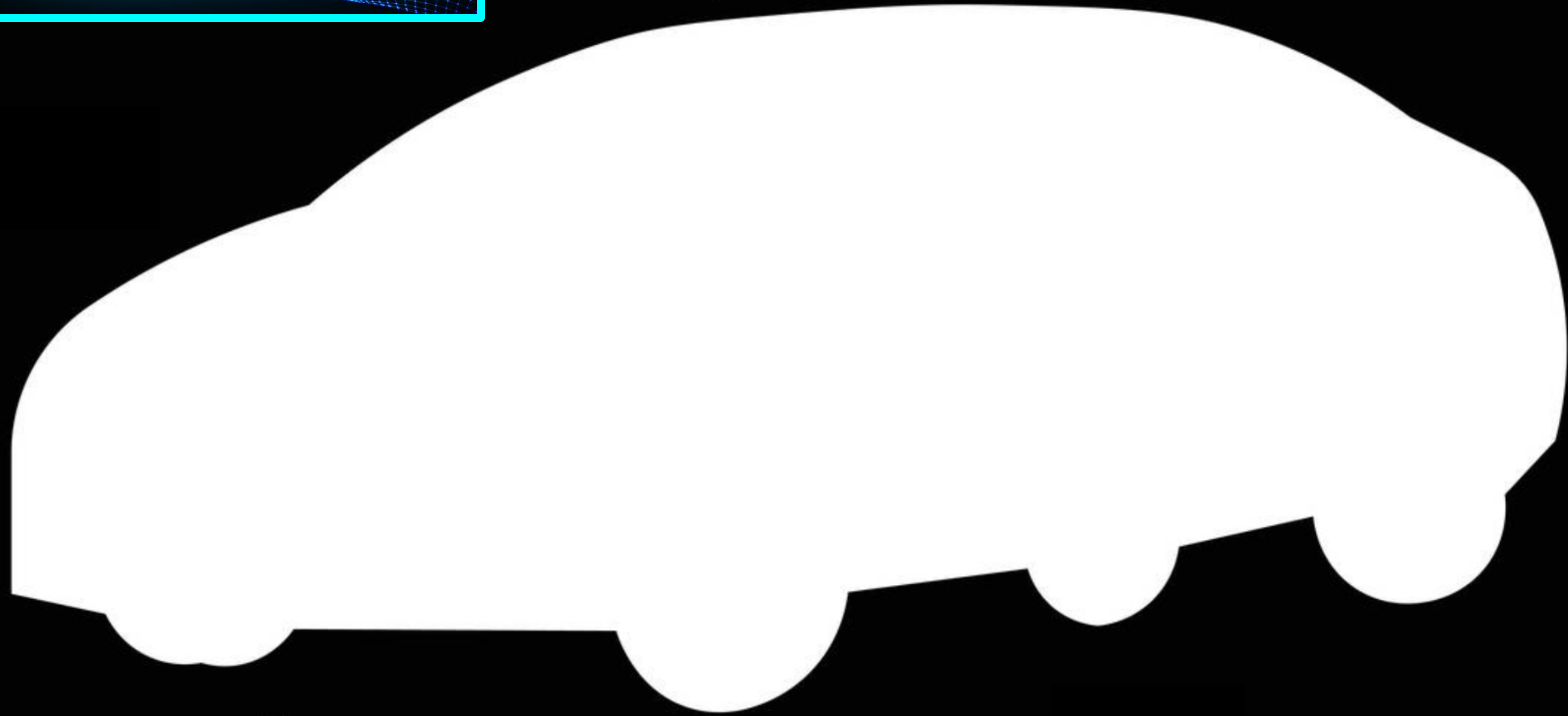


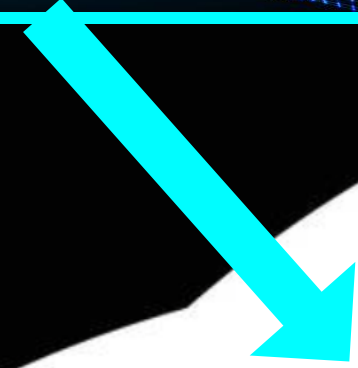
A dramatic sky with a bright sun or moon and multiple lightning bolts striking down.

1. Digital transformation

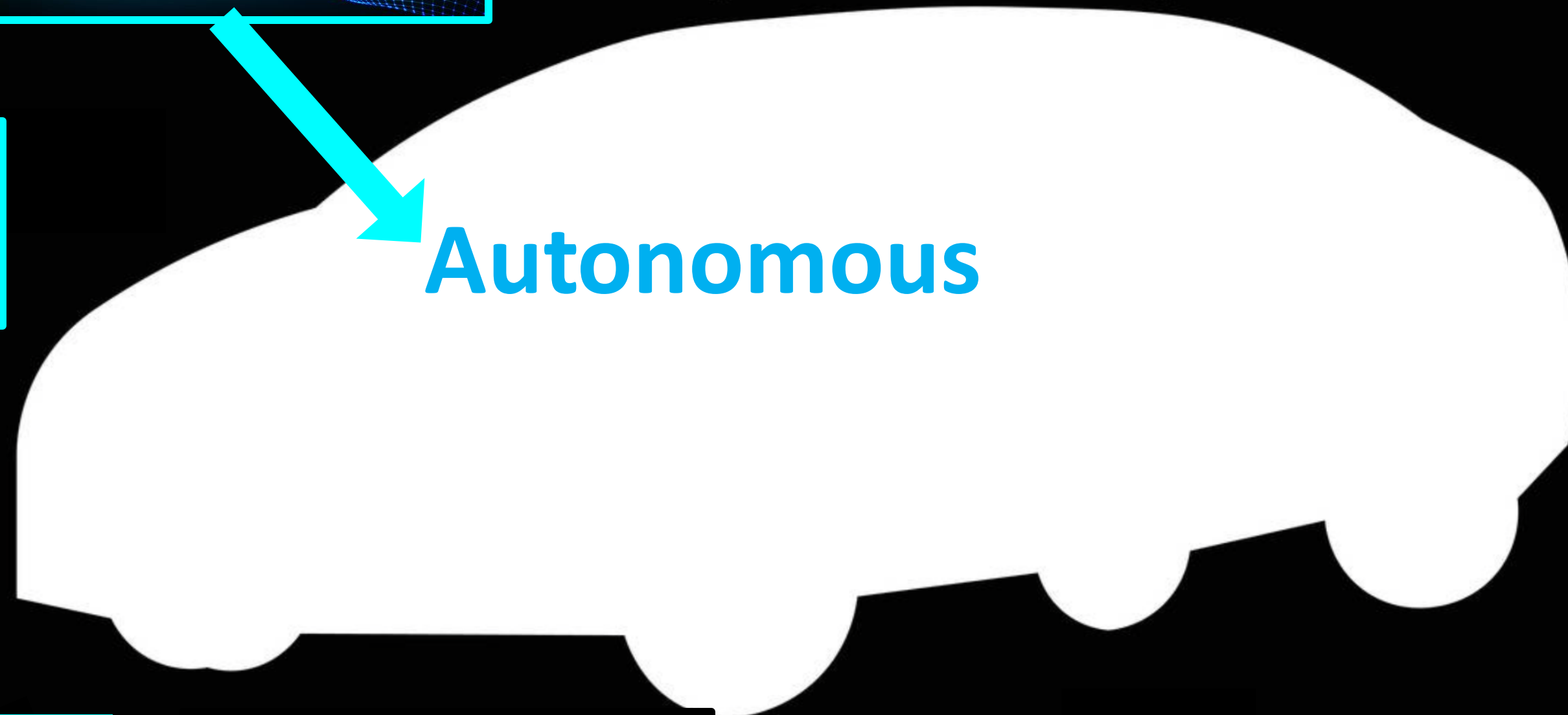
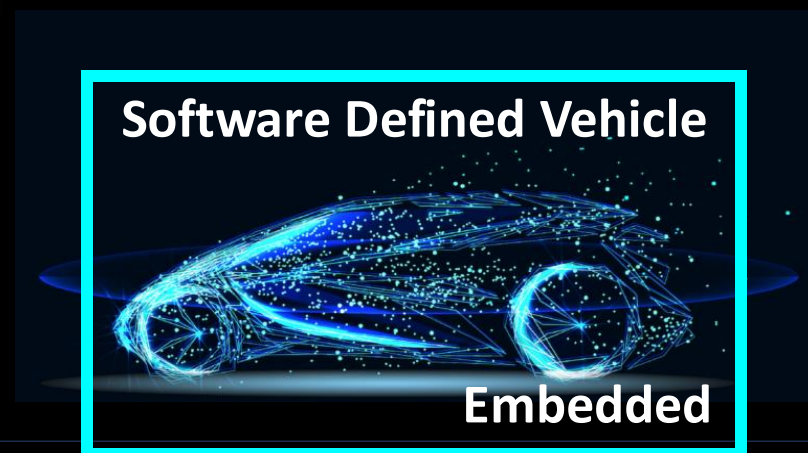
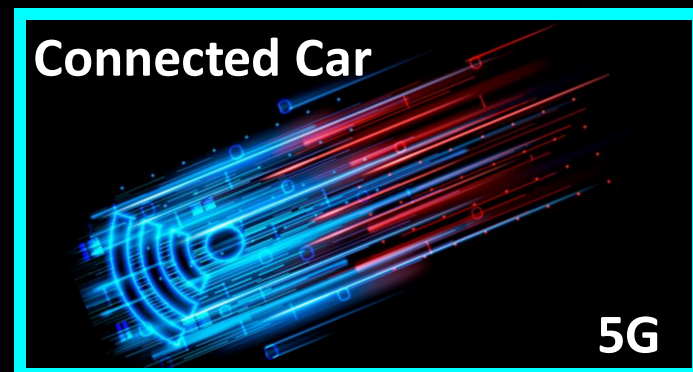
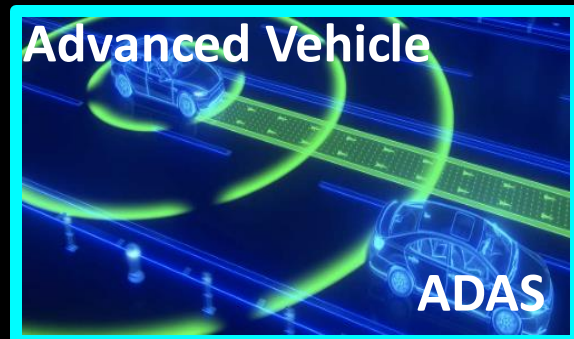
Car technology today:

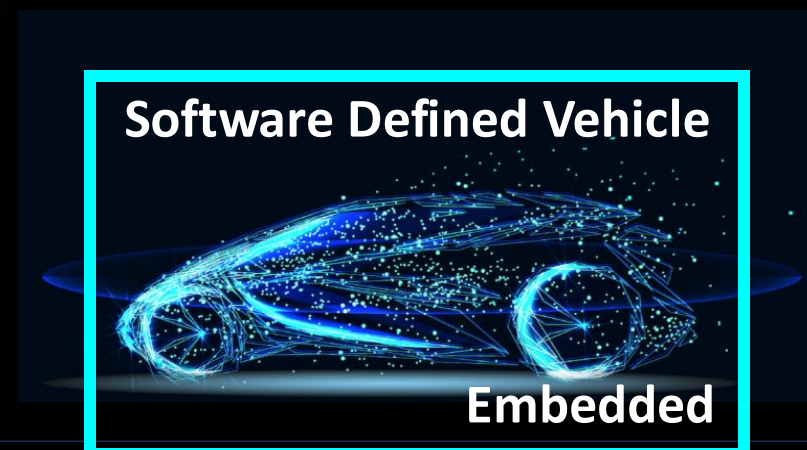
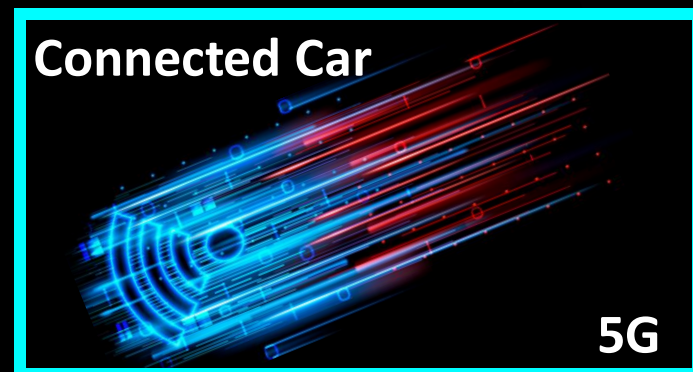




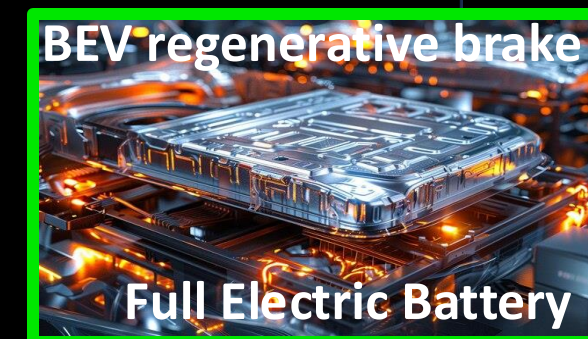
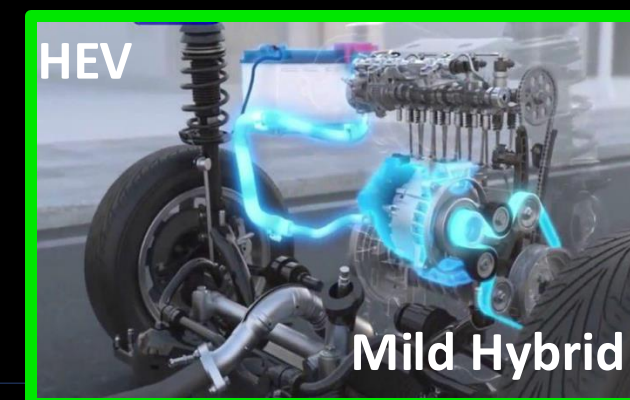
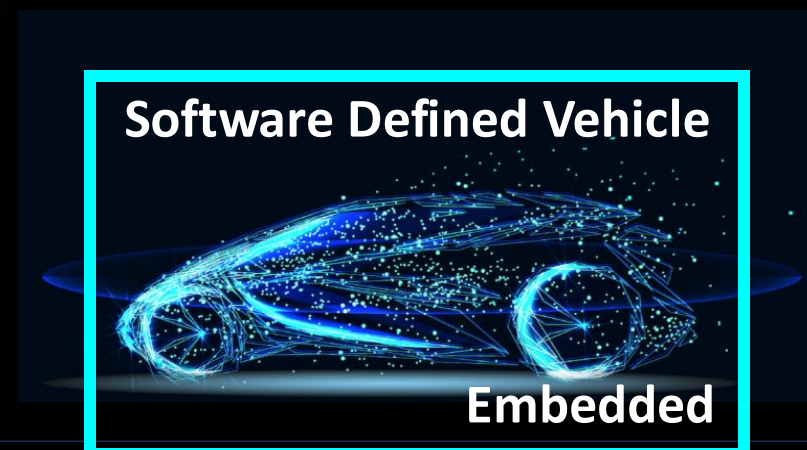
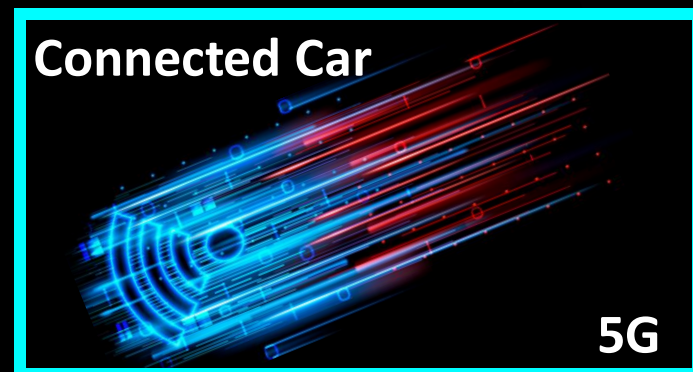


Autonomous

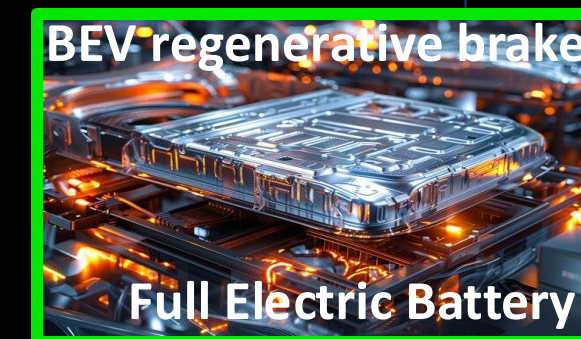
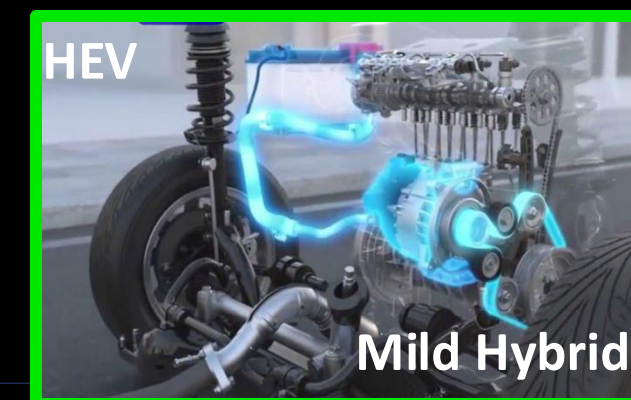
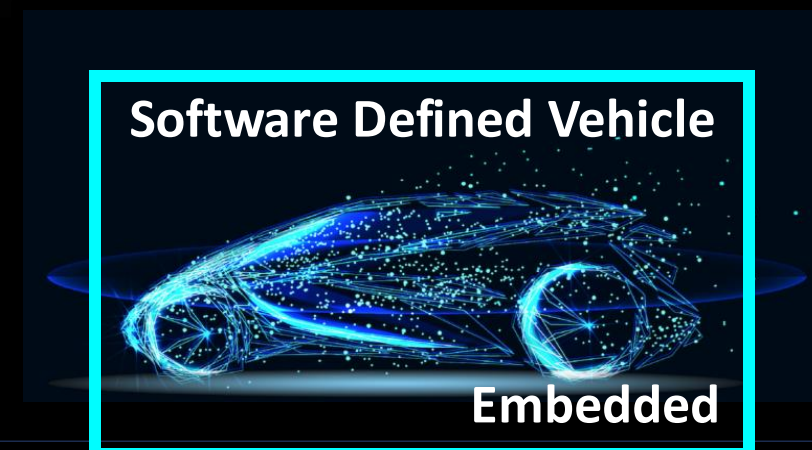
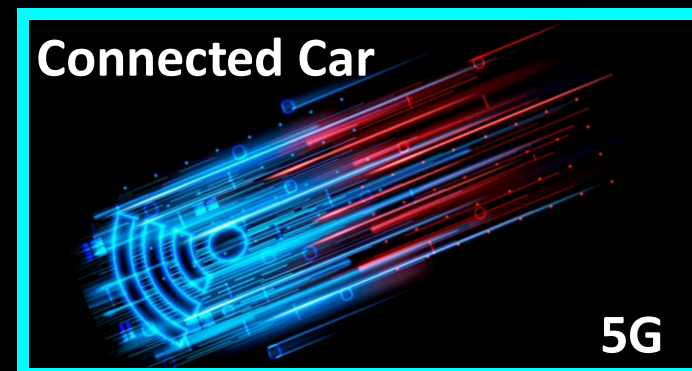




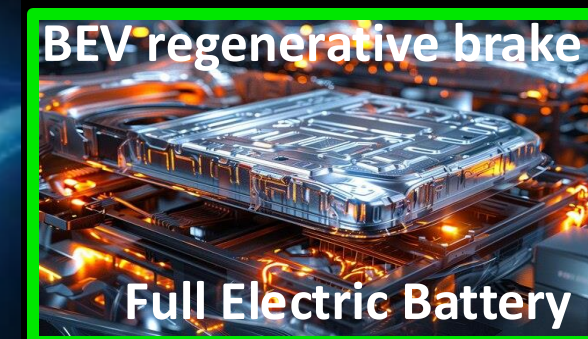
**Autonomous
ZERO Emission**

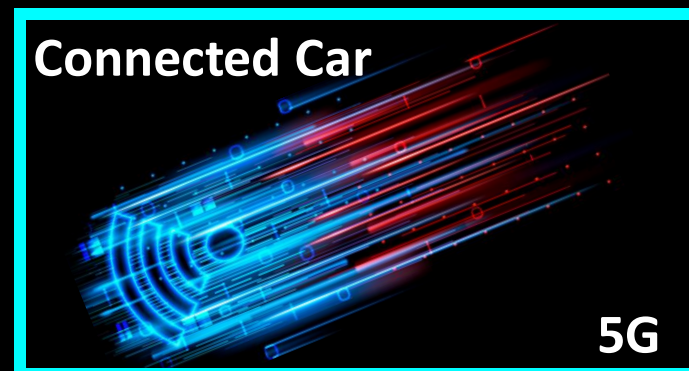


Autonomous
ZERO Emission



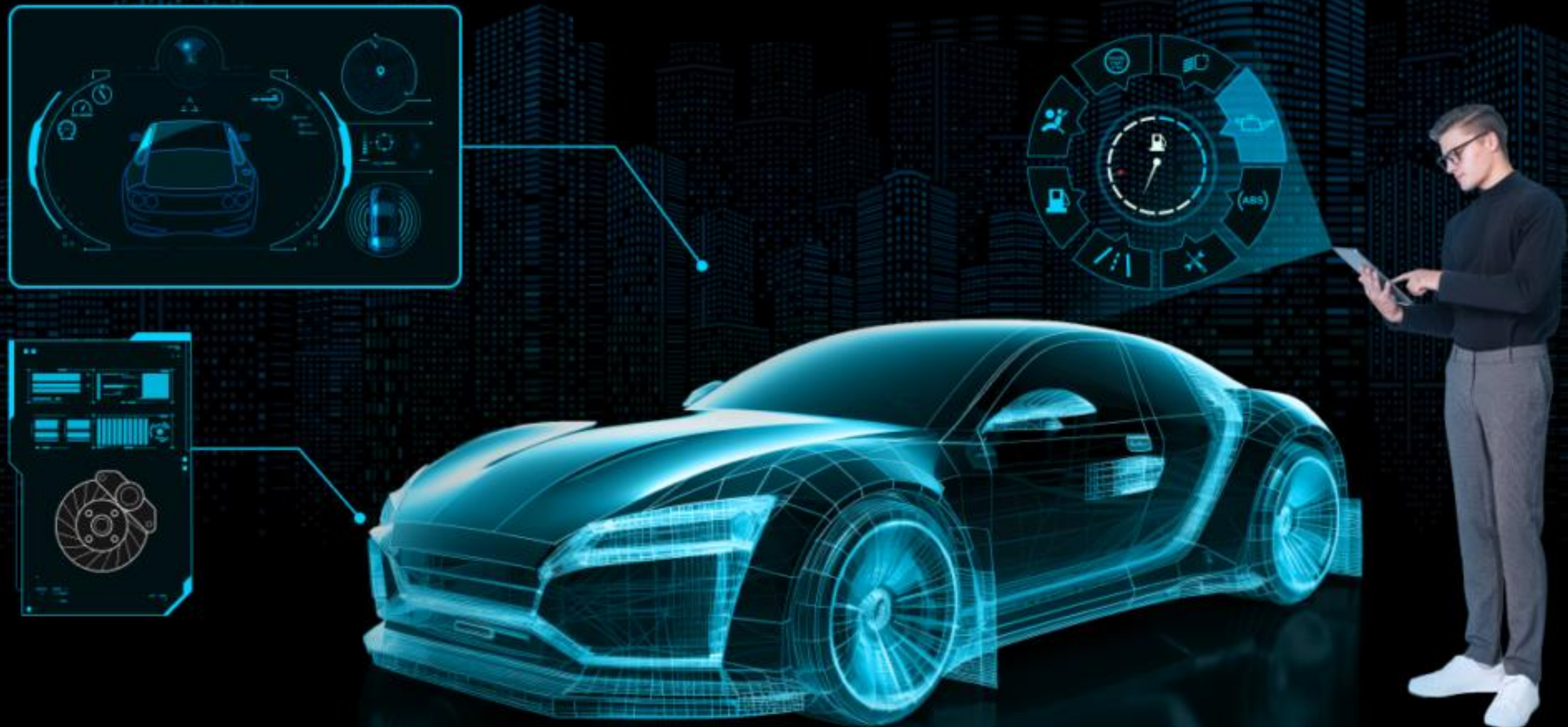
Autonomous
ZERO Emission
A.I. prEdicted R&M





the smart car

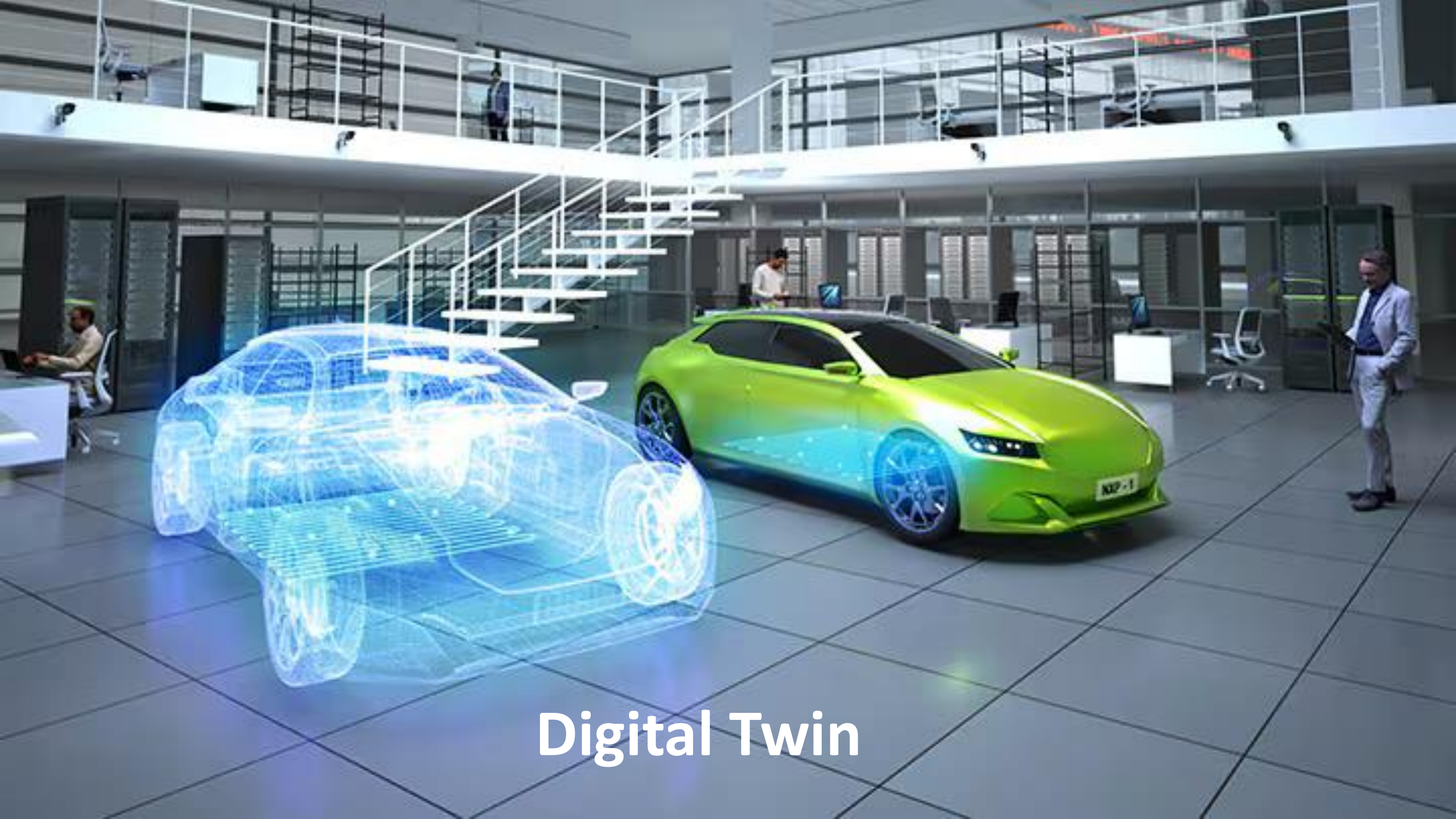
Software Defined Vehicles:



SDV:

- **Updates**
- **Upgrades**
- **Connected**
- **Embedded**
- **Enhanced**
- **Autonomous L5**
- **Electrified**





Digital Twin

Digital Twin: OTA updates



How to get access to software / in-vehicle data?



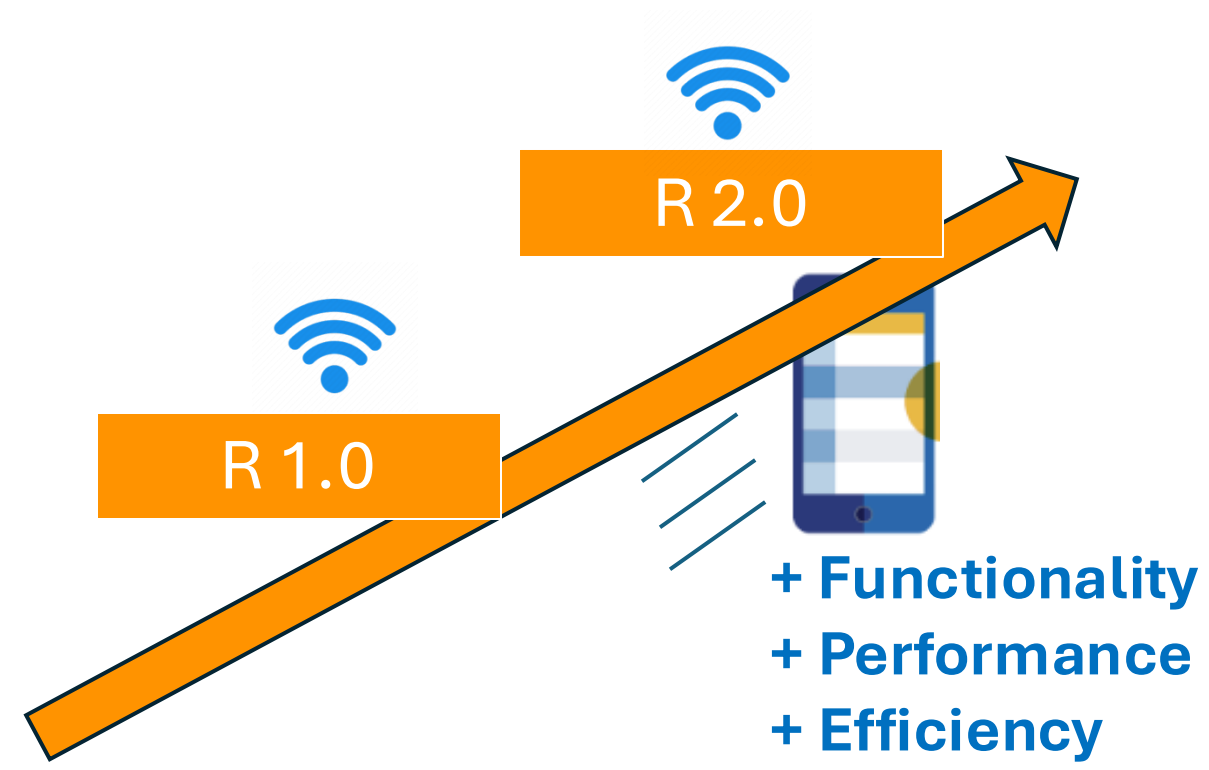


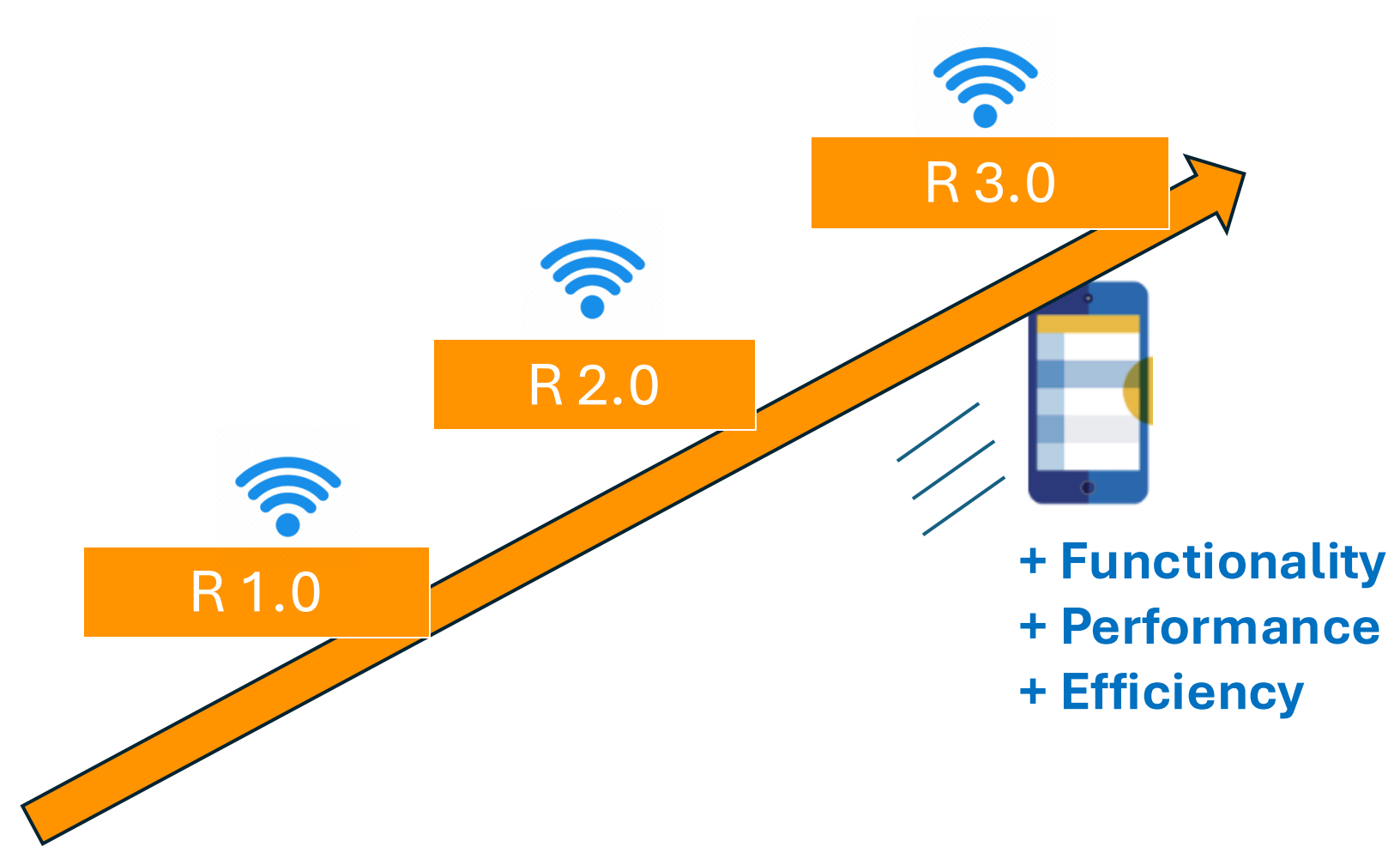
[illegible]

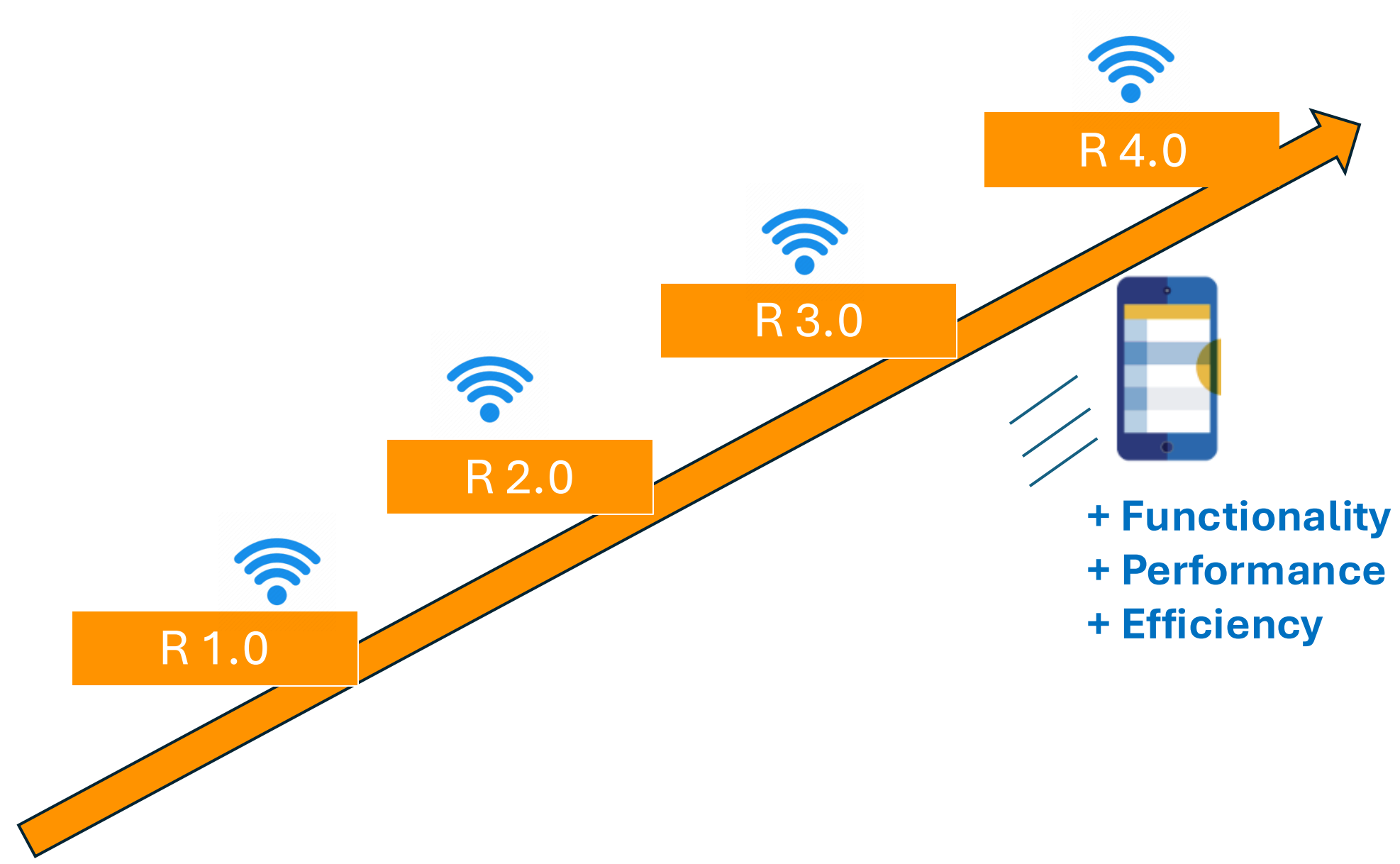
The embedded phone, camera, ALL I CAN DO personal friend

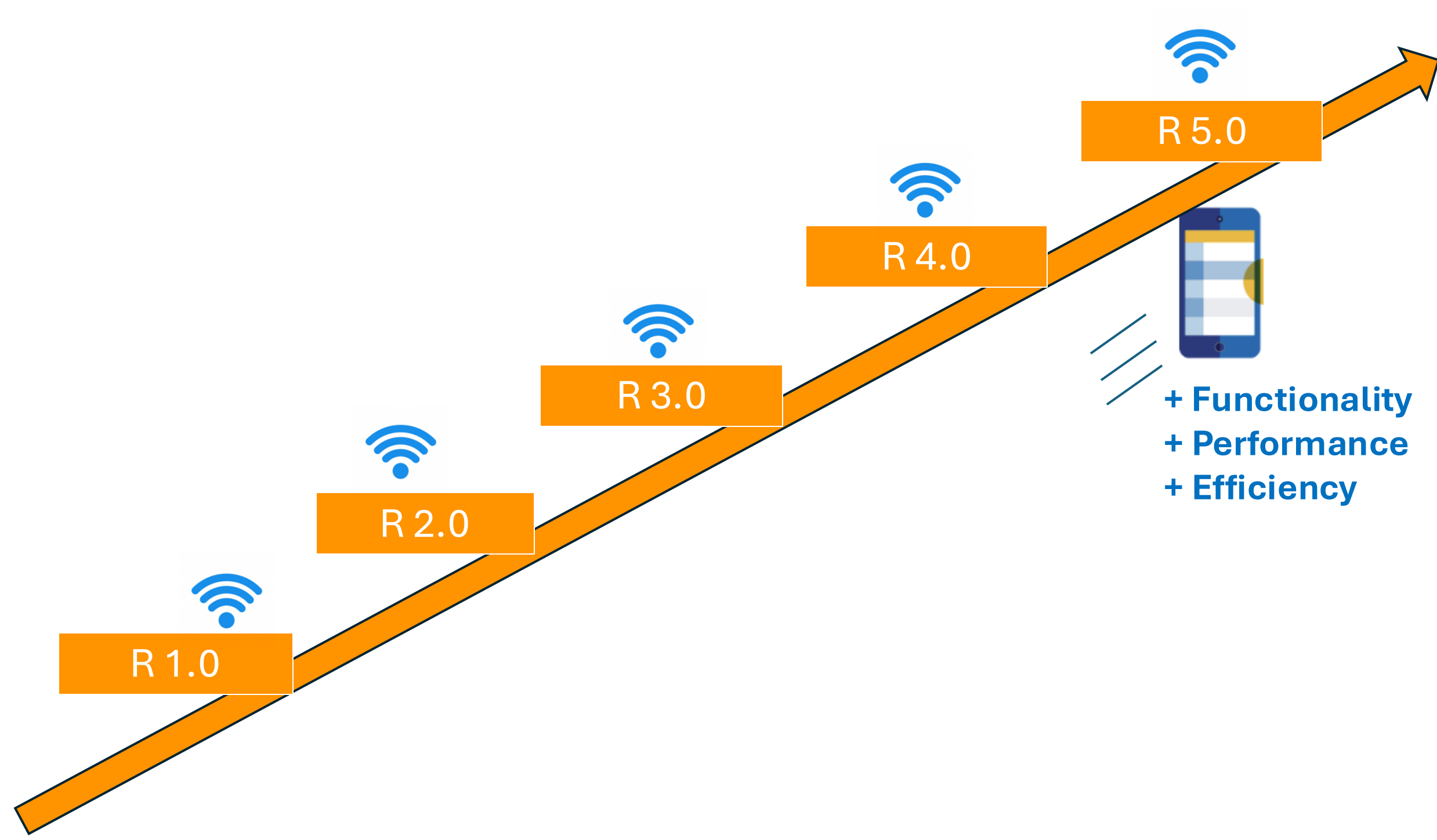


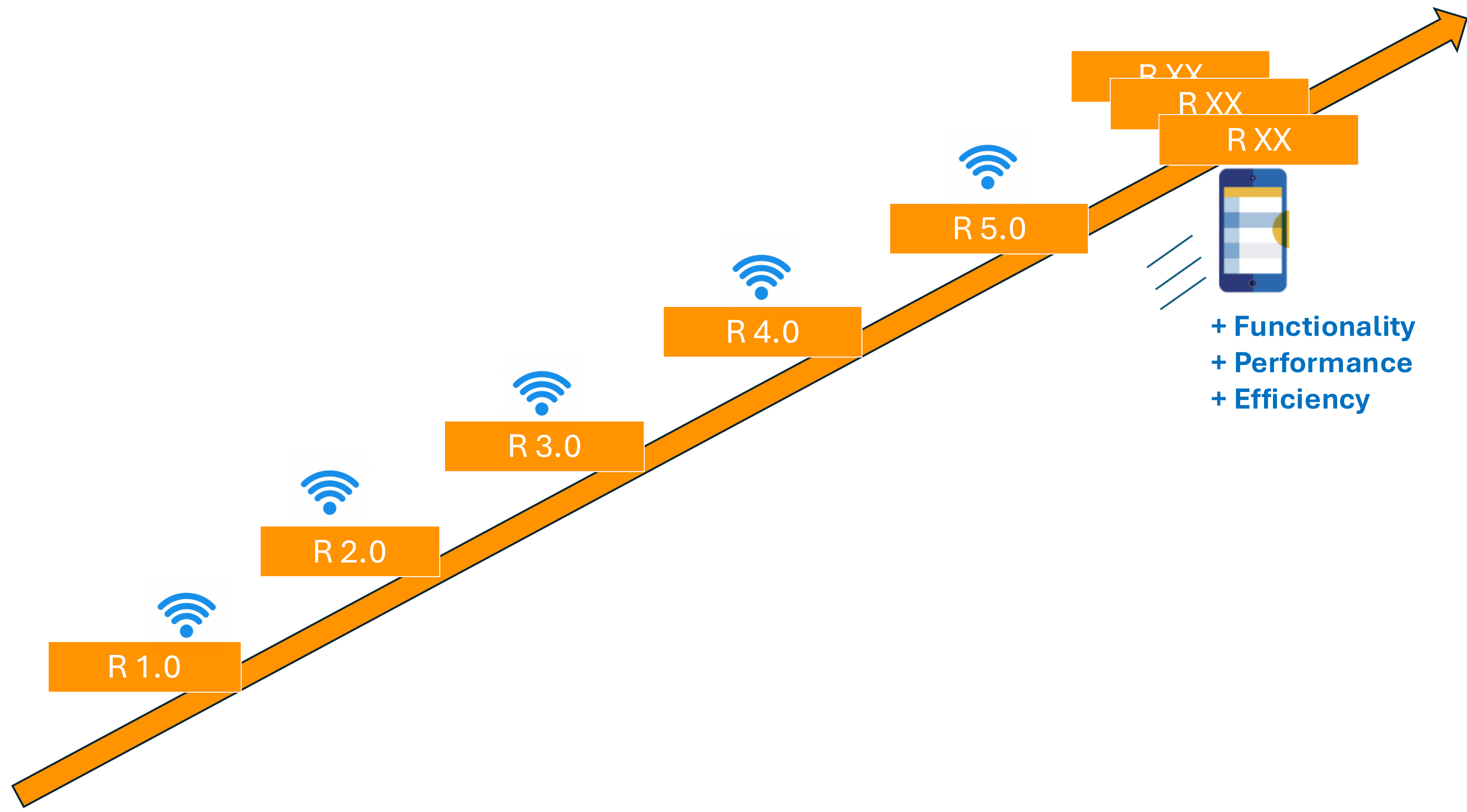


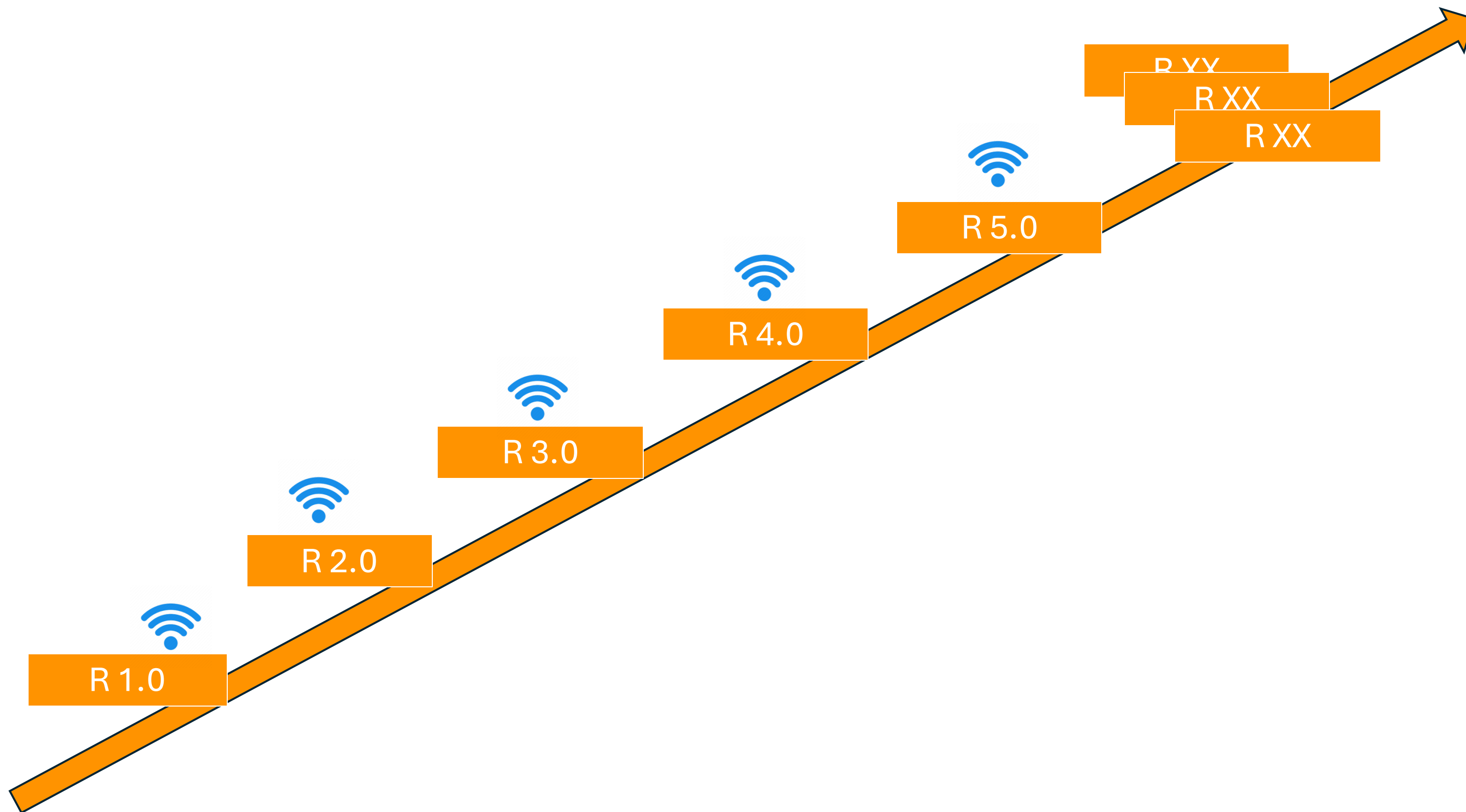


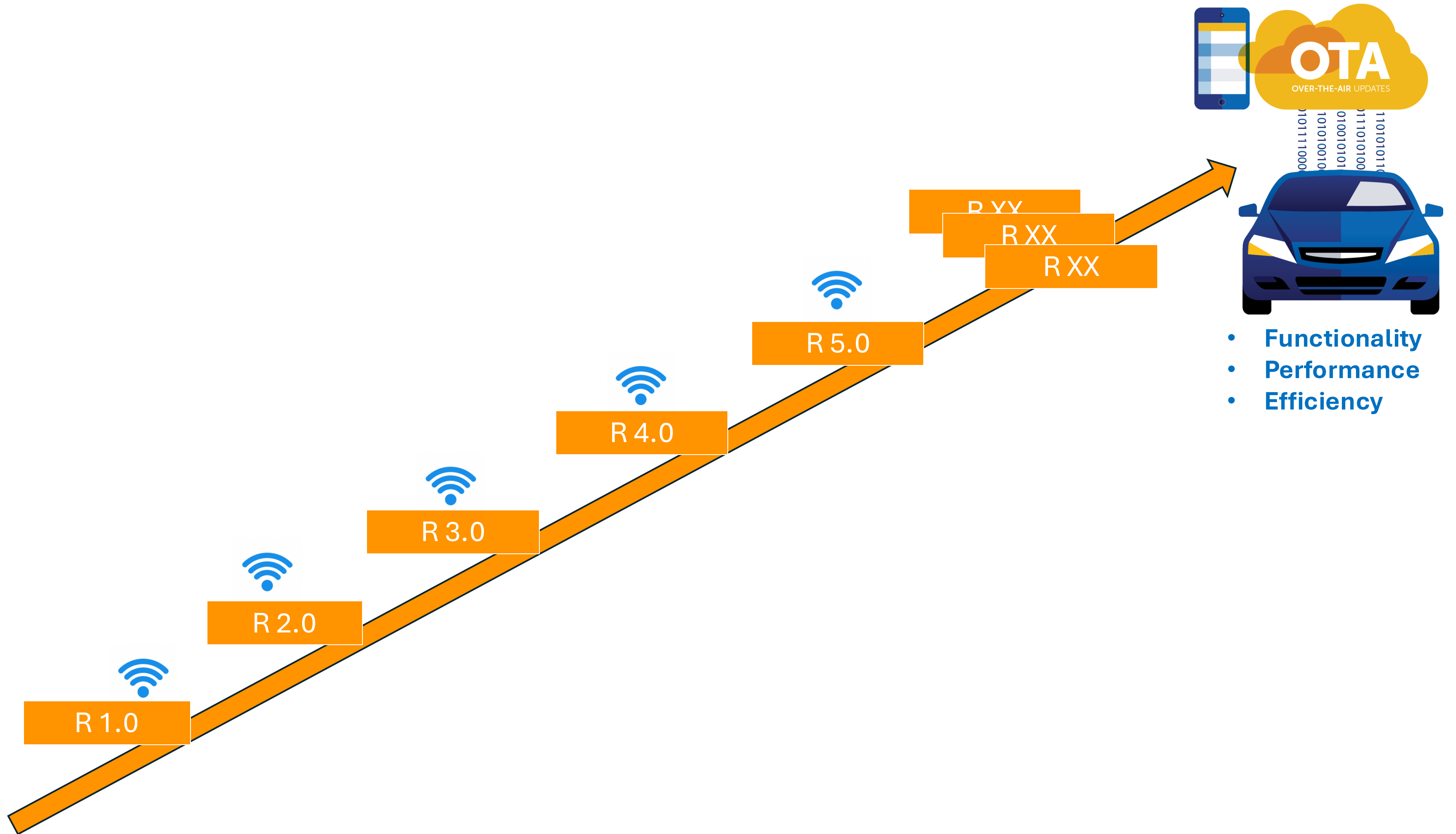










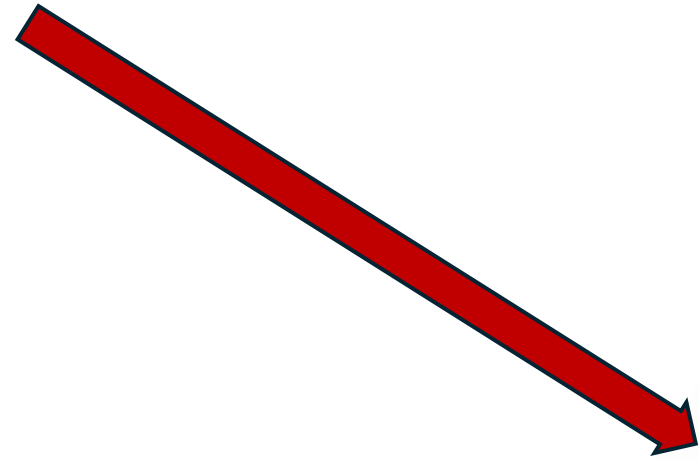




legacy ICE



legacy ICE



- **wear & tear**
- **oil consumption**
- **less power**
- **less performance**
- **higher fuel consumption**
- **etc.**





legacy ICE

- wear & tear
- oil consumption
- less power
- less performance
- higher fuel consumption
- etc.



**”over
& out”**

The background of the image is a vibrant, abstract digital landscape. It features flowing, undulating waves of light in shades of blue, purple, and magenta. These waves are composed of numerous small, glowing particles and dots, creating a sense of motion and depth. The overall effect is reminiscent of a high-speed data stream or a digital ocean. The text is centered over this dynamic background.

Digital Transformation WAVES

Digital Transformation WAVES

Mainframes

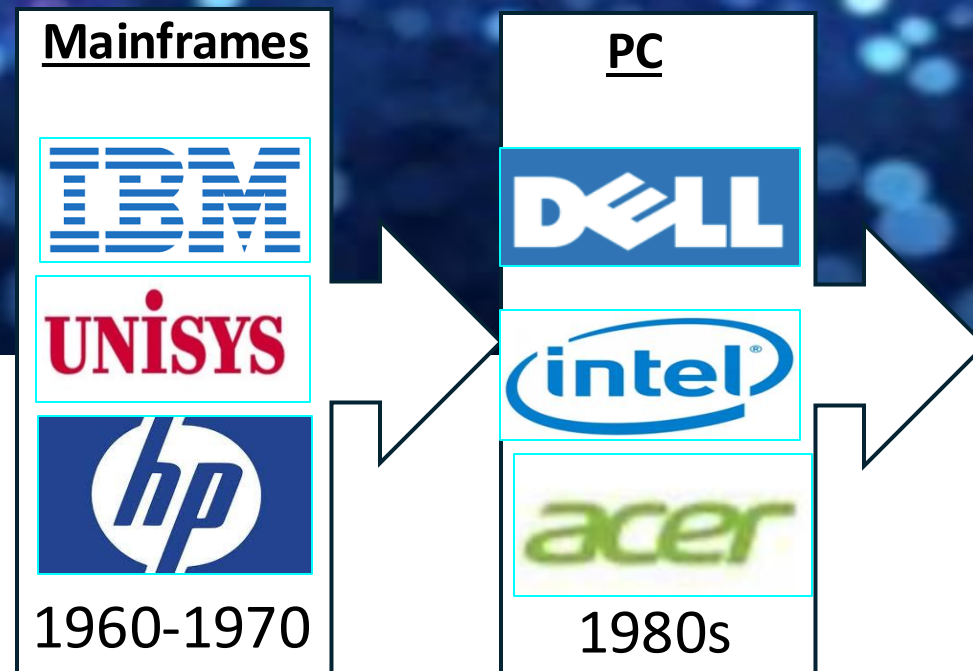


UNISYS

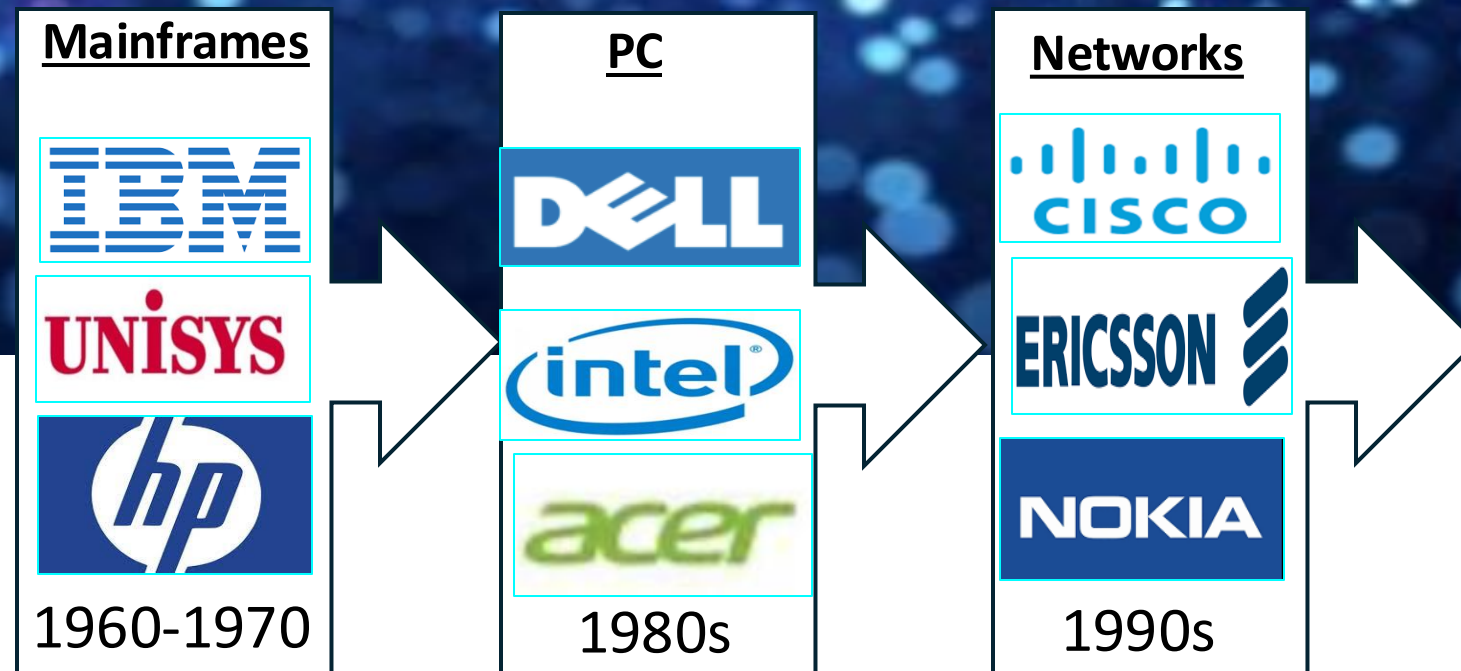


1960-1970

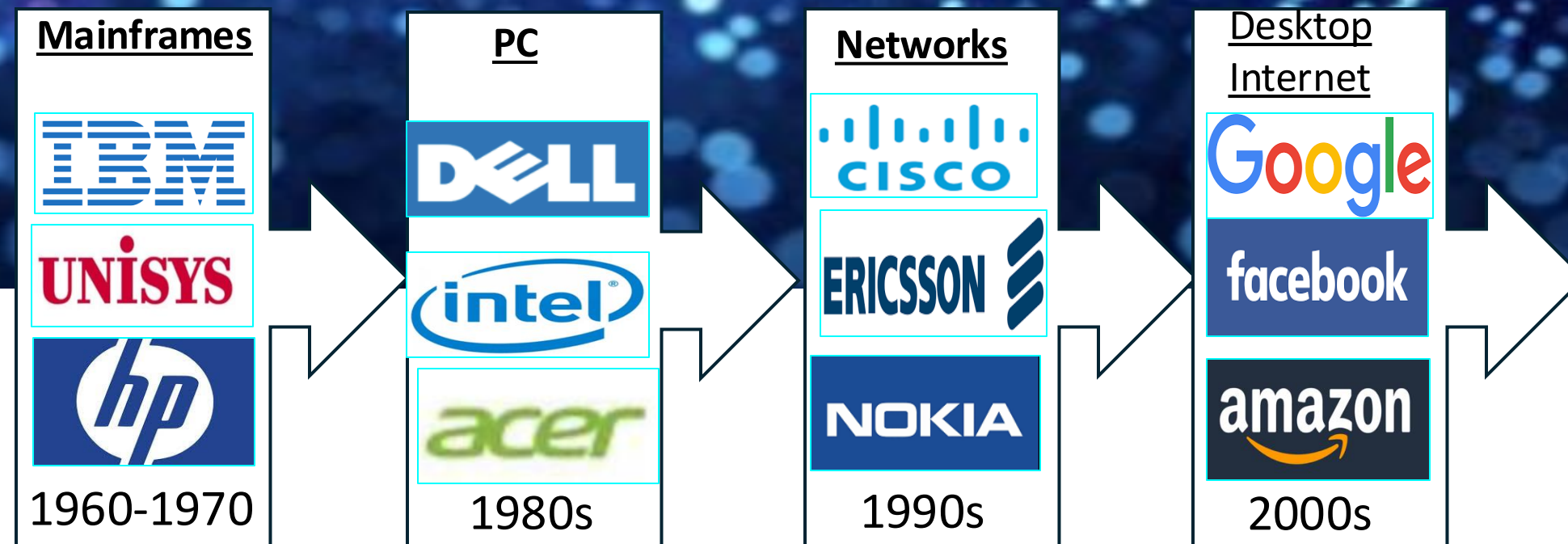
Digital Transformation WAVES



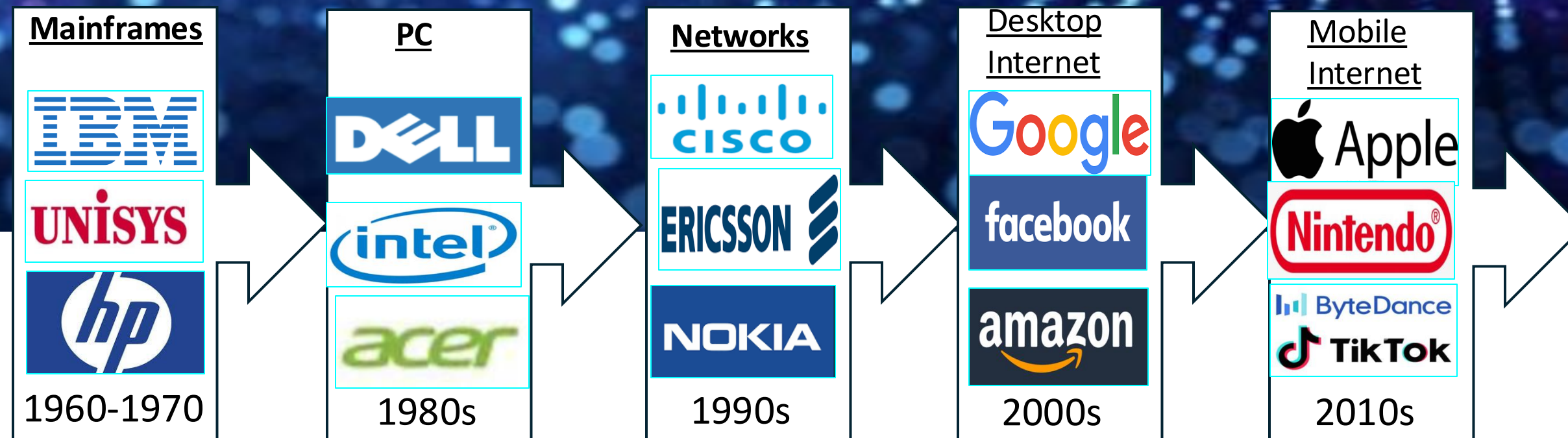
Digital Transformation WAVES



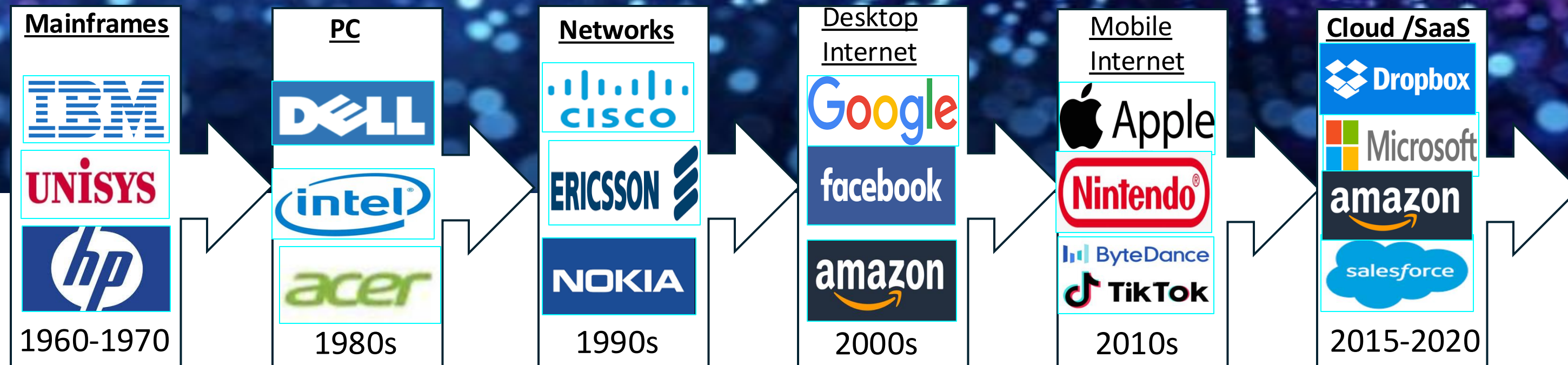
Digital Transformation WAVES



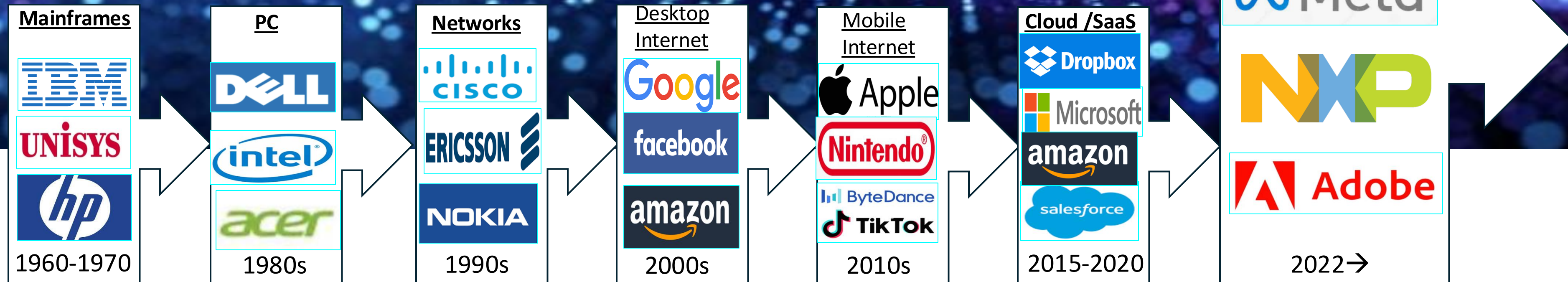
Digital Transformation WAVES



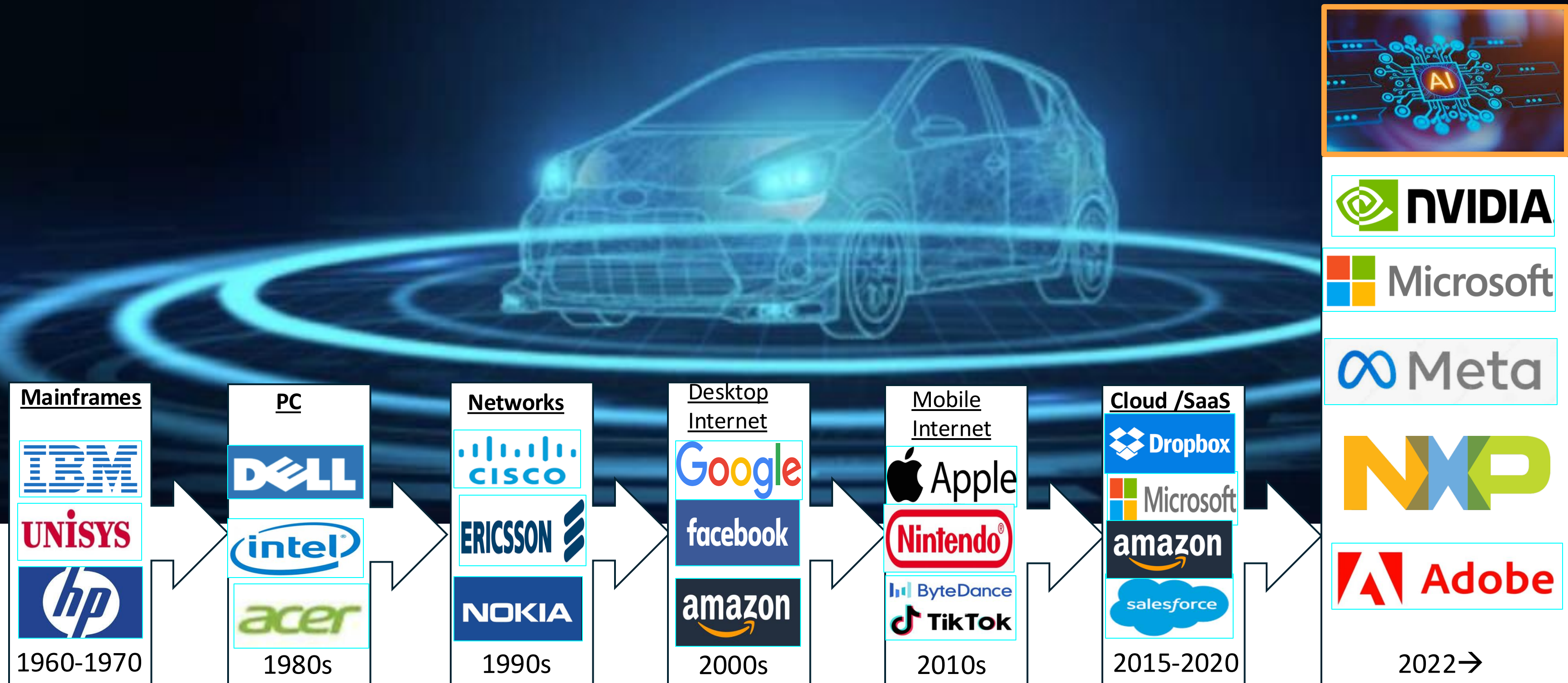
Digital Transformation WAVES



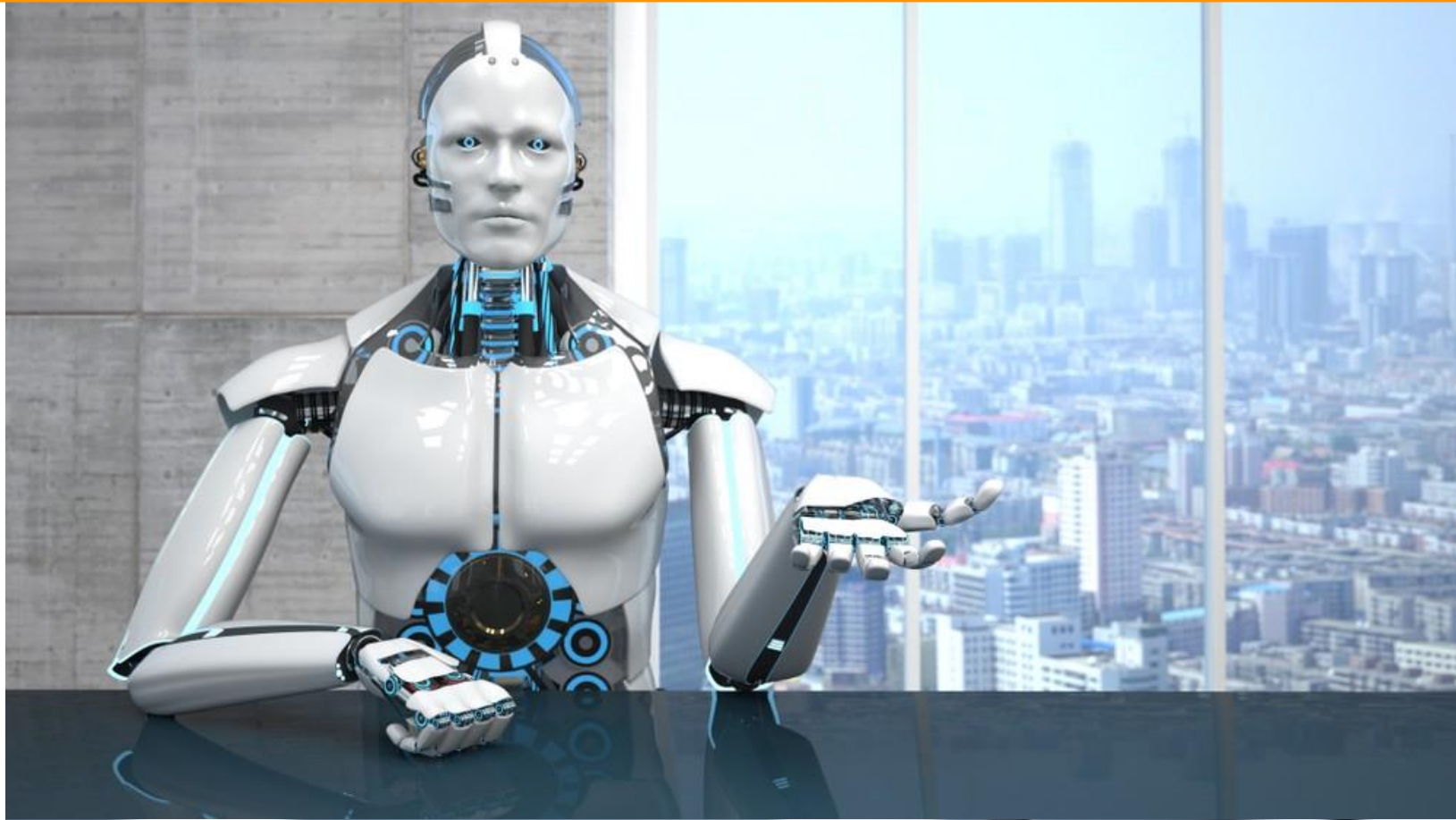
Digital Transformation WAVES



SMART CAR



ai: robotics

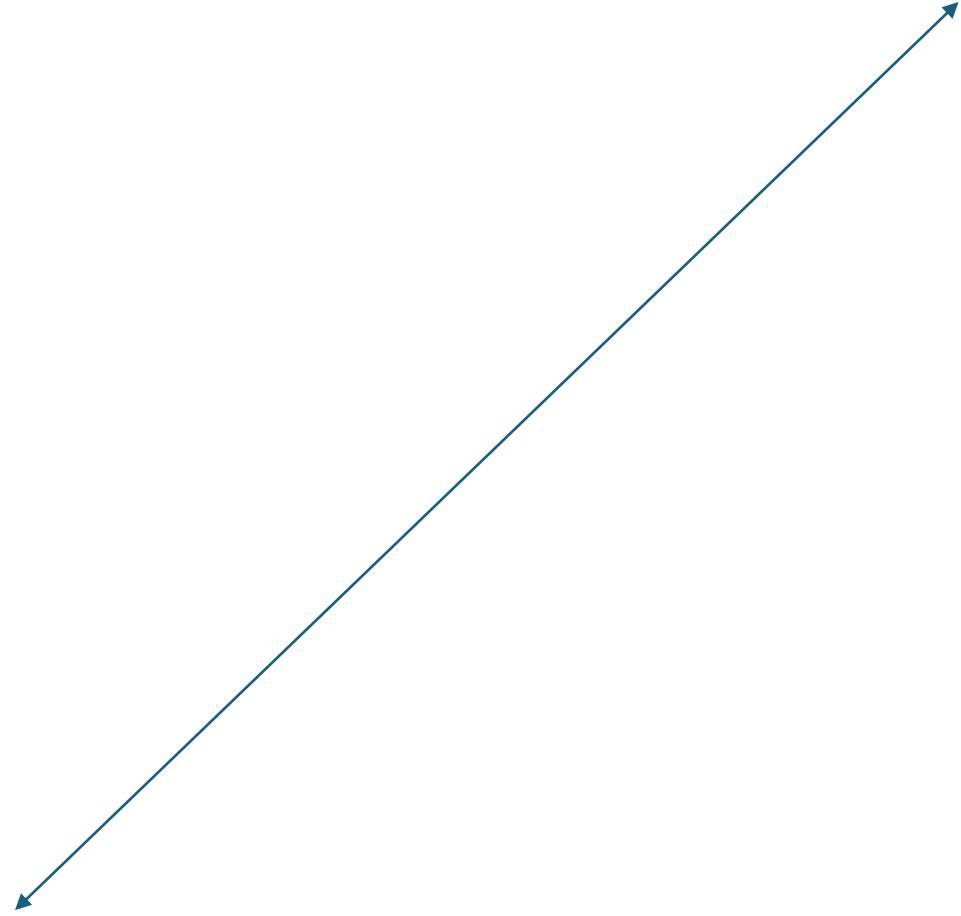


Conclusions:

1. The Smart Car , SDV, has arrived
2. Autonomous driving: just a matter of time
3. Vehicle access / in-vehicle data are under pressure !



Data? Pass-Tru?



Data? Pass-Tru?



23 CONTRACTS ?

Manufacturer's server
Contract with the
vehicle manufacturer



Data? Pass-Tru?

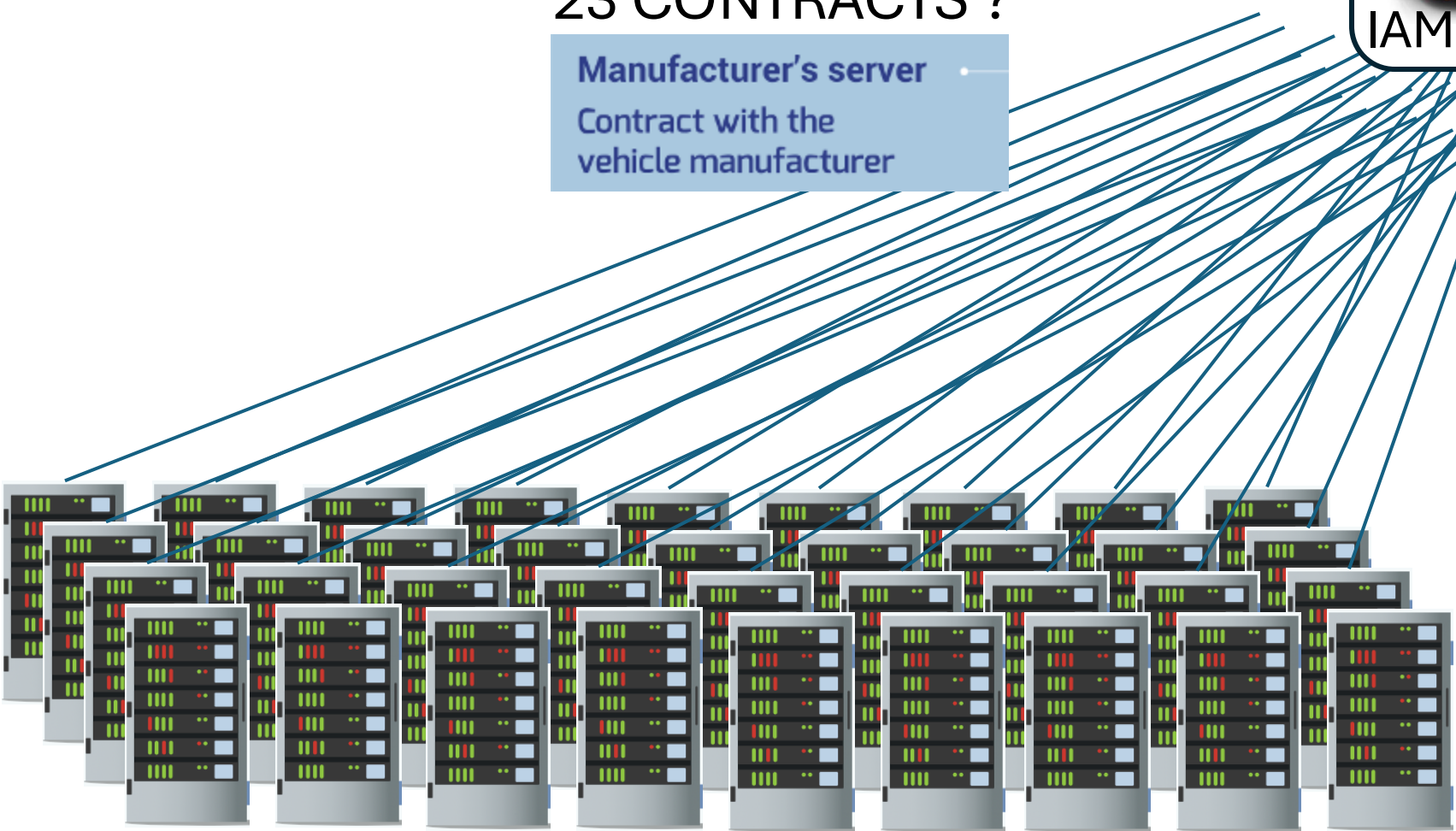


23 CONTRACTS ?

Manufacturer's server
Contract with the
vehicle manufacturer

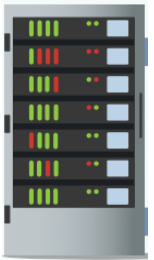


IAM workshop



Manufacturer's server
Contract with the
vehicle manufacturer

contract ?



TESLA



Data? Pass-Tru?



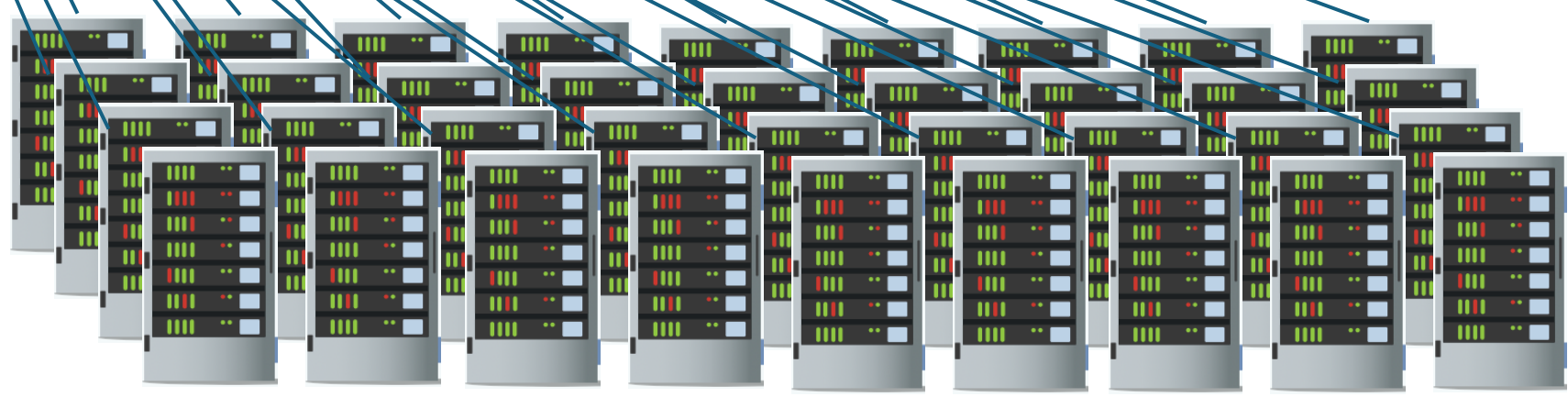
23 CONTRACTS ?

Manufacturer's server
Contract with the
vehicle manufacturer



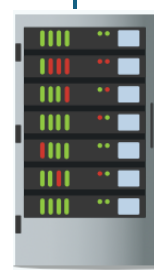
200 CONTRACTS ?

Manufacturer's server
Contract with the
vehicle manufacturer

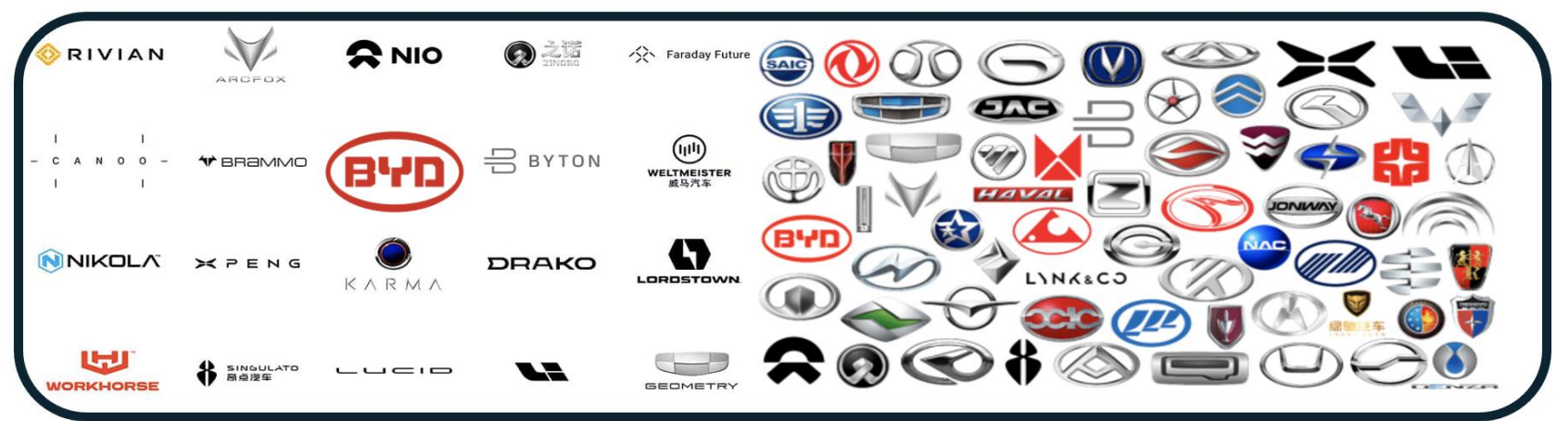


Manufacturer's server
Contract with the
vehicle manufacturer

contract ?



TESLA



DARK FUTURE



Carmunication

NEW BOARD



BOARD CHAIRMAN:

FREEK BLEKXTOON

NRF



BOARD MEMBERS:

MICHAEL KRAMPE

HAYNESPRO



PATRICK LO PINTO

TEKNÉ CONSULTING



CARINE BONNET

NEXUS AUTOMOTIVE
INTERNATIONAL





Carmunication

**Concerned
about in-vehicle
data**

represents

25

MEMBERS

180

COUNTRIES

~62B €

REVENUE

~6000000

EMPLOYEES

WE ENABLE FAIR ACCESS TO LIVE VEHICLE DATA



Carmunication

Concerned about in-vehicle data



AFTERIIZE



ALLDATA



AUTIG



INFOPRO DIGITAL



LKQ EUROPE



MAHLE



MEYLE



AUTODATA



DANSK BILBRANCHERÅD



DEUTSCHE AUTOMOBIL
TREUHAND



DRIV - TENNECO



MTE-THOMSON

MTE-THOMSON



NEXUS



NITERRA



NRF



GEOTAB



HAYNESPRO



HELLA GUTMANN SOLUTIONS



HERTH+BUSS



P.S. AUTOMOTIVE



SAG SERVICES



TEKNÉ CONSULTING SRL



TMD FRICTION



TOPMOTIVE

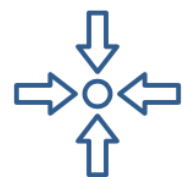


WESP



Carmunication

Concerned about in-vehicle data



Unifying Companies

We unify the entire data supply chain of the Automotive Aftermarket (IAM).



Identifying New Revenue

We provide recommendations on how to benefit from the data management revolution.



Providing Independent Insights

We are an independent association that delivers unbiased facts and insights on in-vehicle data.



Political Voice

We are the political representation of the Independent Automotive Aftermarket.



Decision Management Tool

We explain where the market is going, and how to better anticipate.



Knowledge Hub

Whenever you need an answer concerning data in the IAM, **Carmupedia**® will provide the answers.

Cyber security & access:







2. Energy transition

Energy Transition



Energy Transition → ZERO EMISSION → EV



Energy Transition → ZERO EMISSION → EV



Energy Transition → ZERO EMISSION → EV

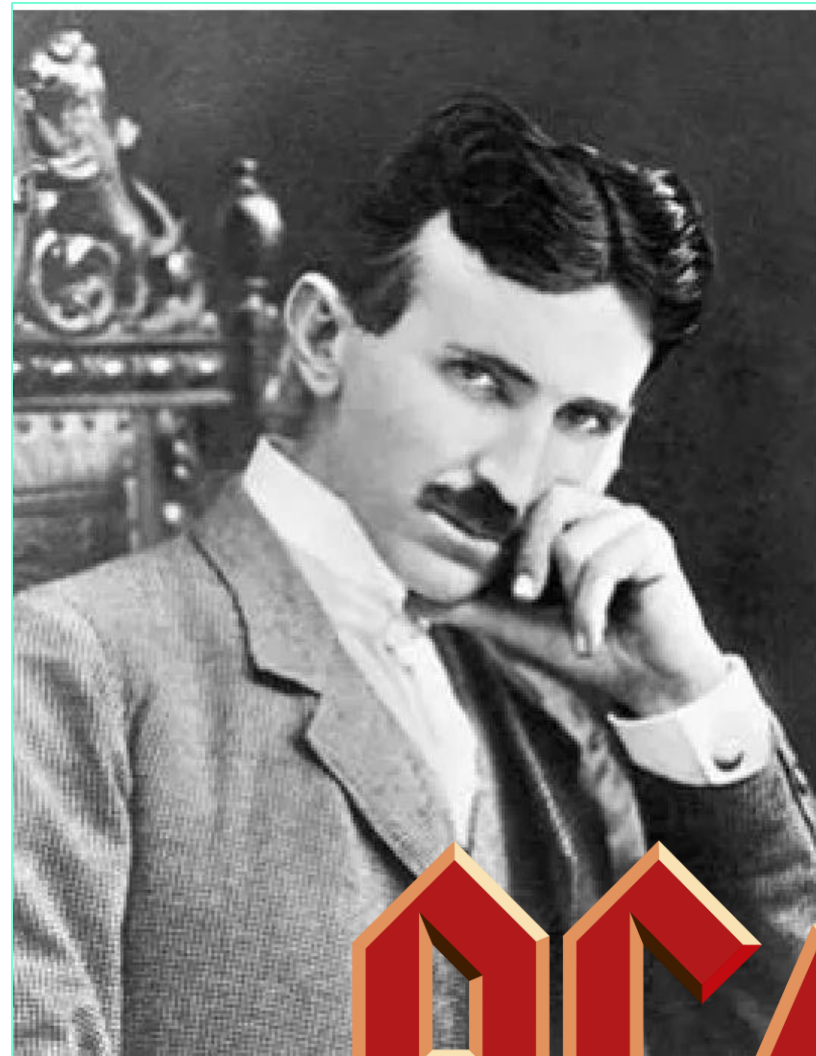




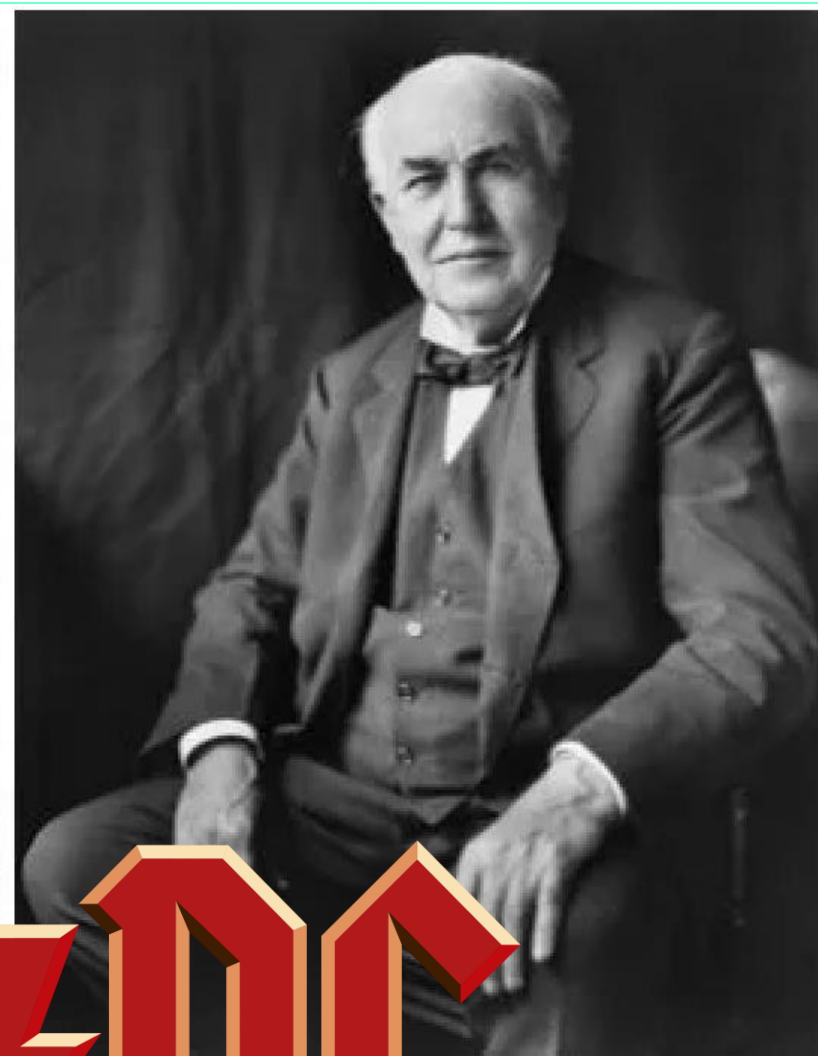
1978

Energy Transition → ZERO EMISSION → EV

Tesla:



Edison:

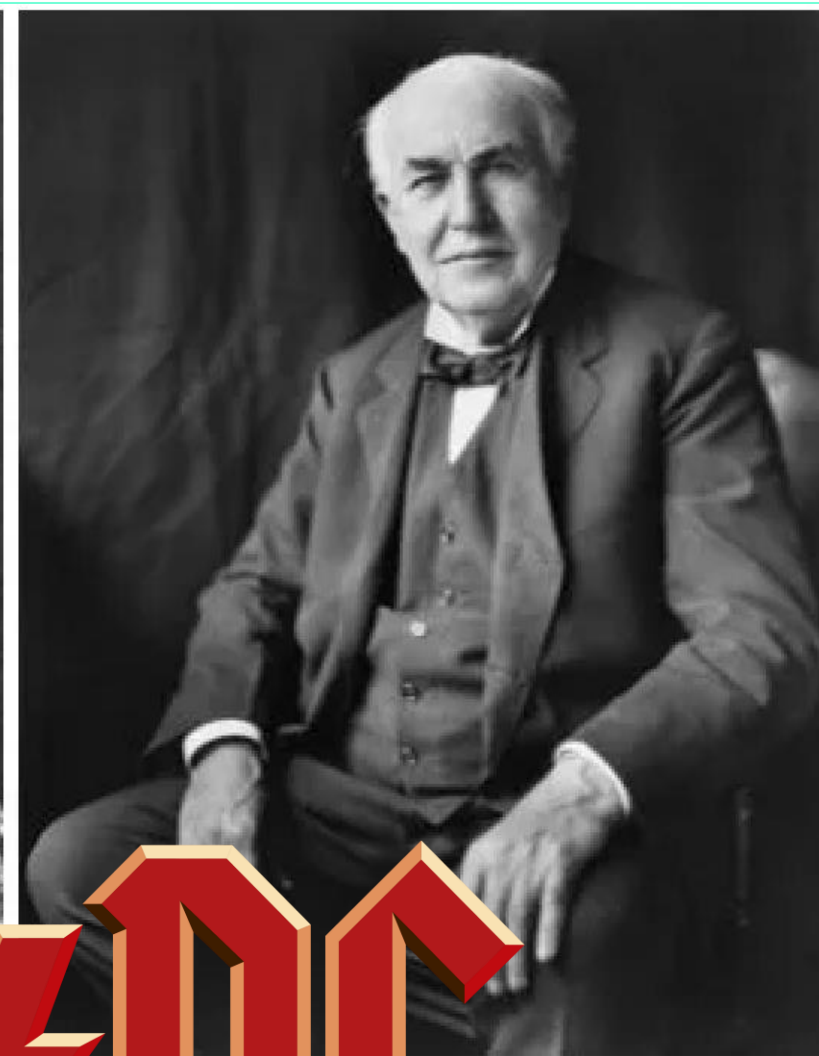
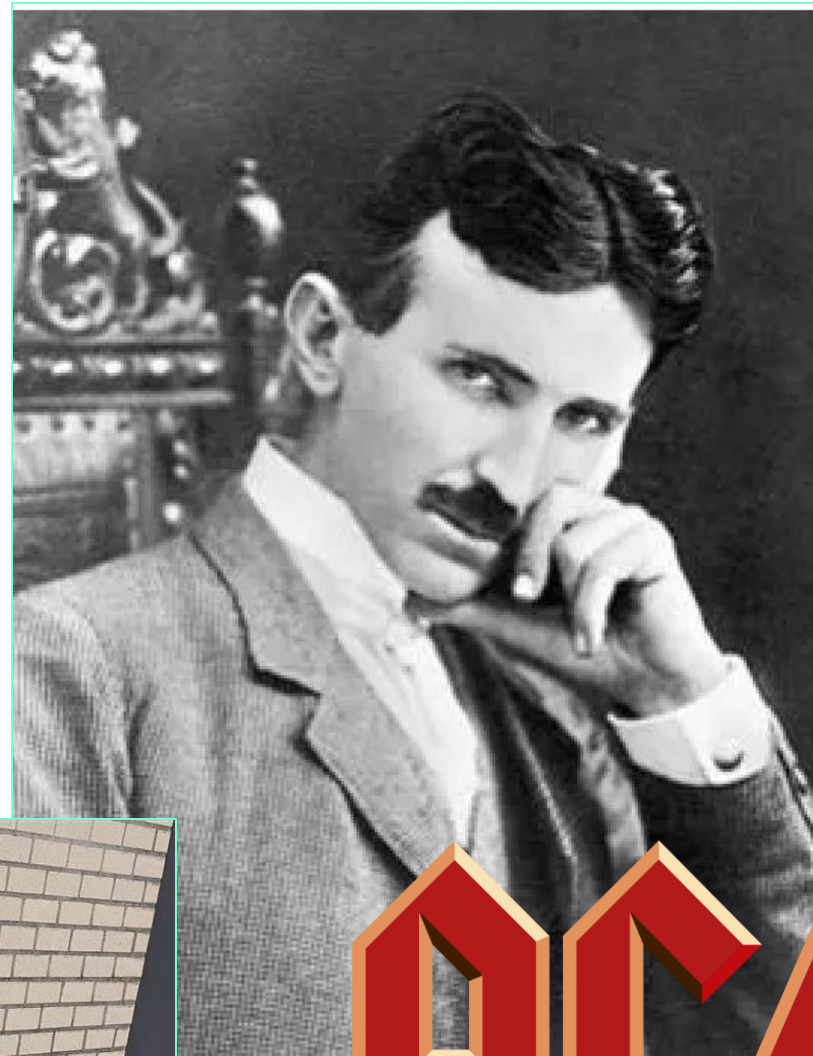
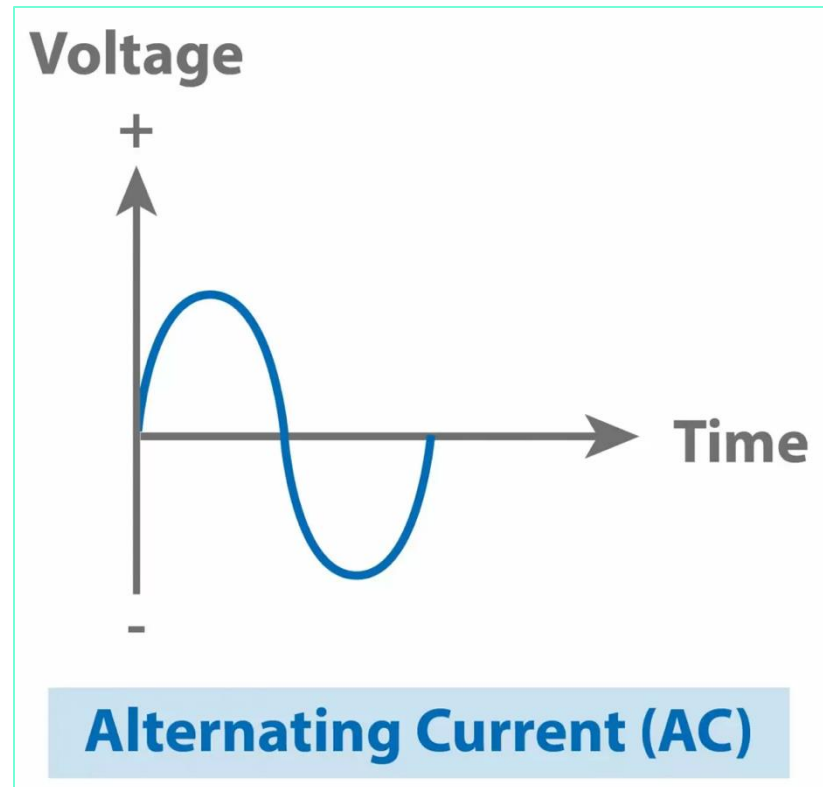


AC/DC

Energy Transition → ZERO EMISSION → EV

Tesla:

Edison:

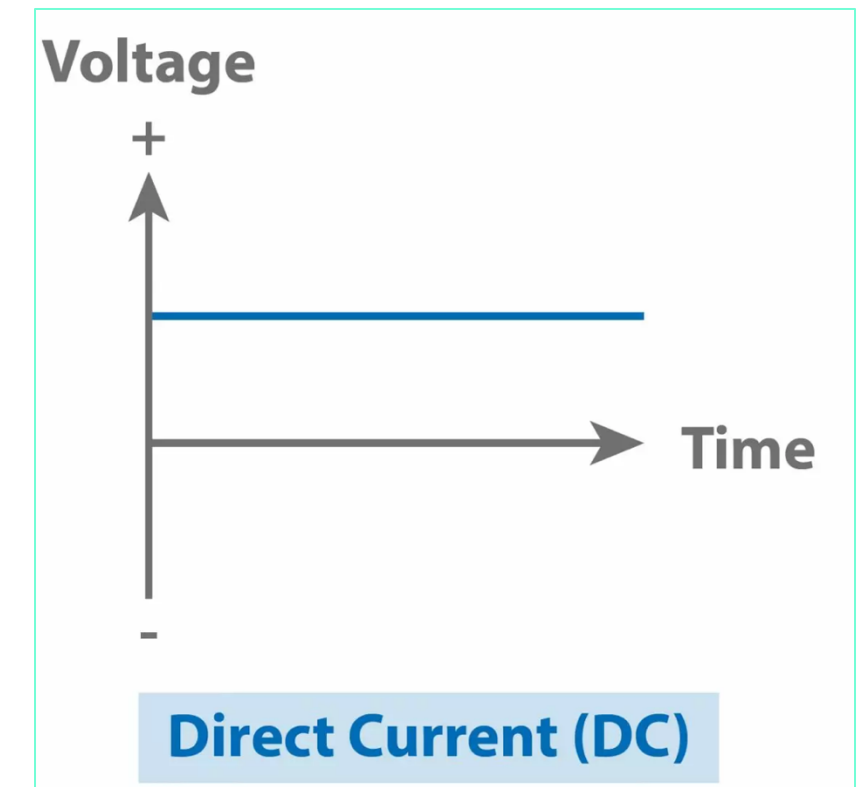
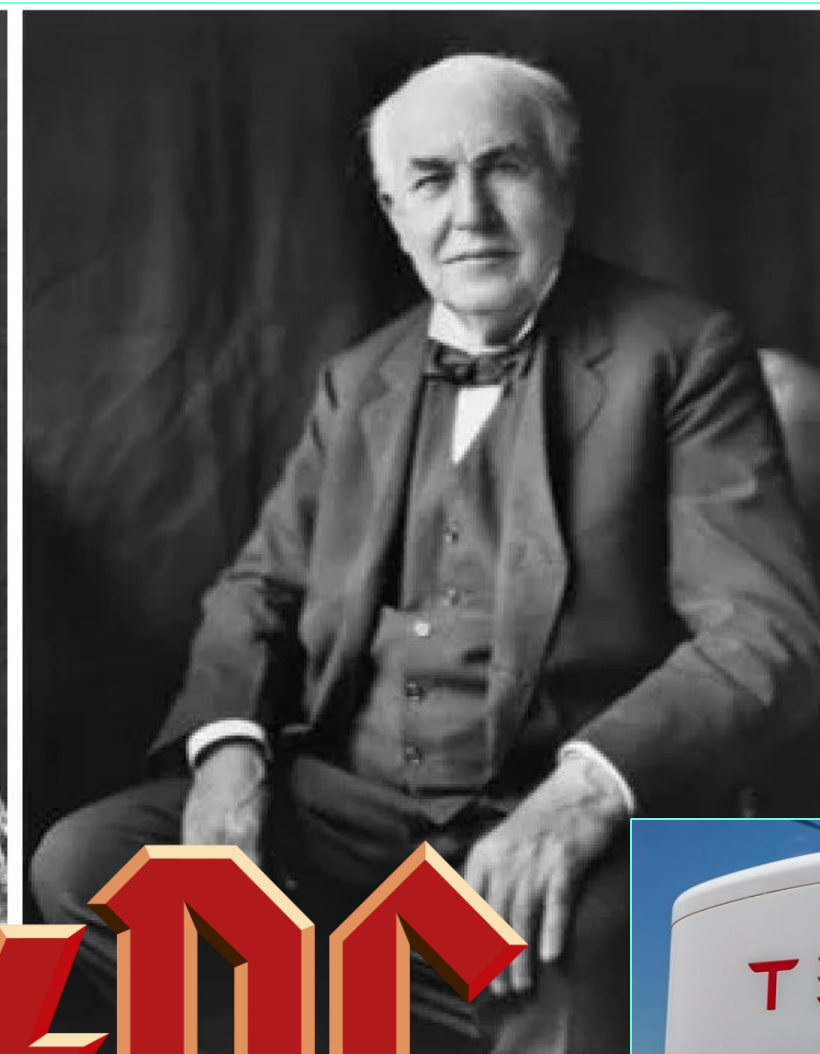
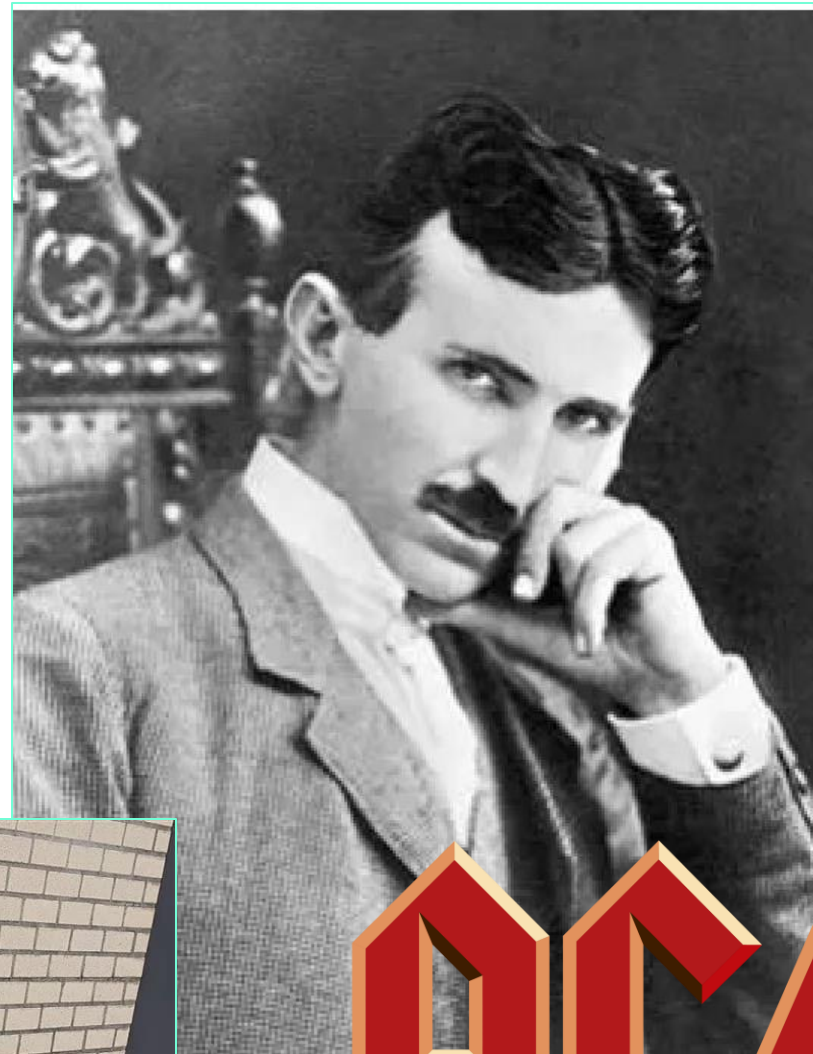
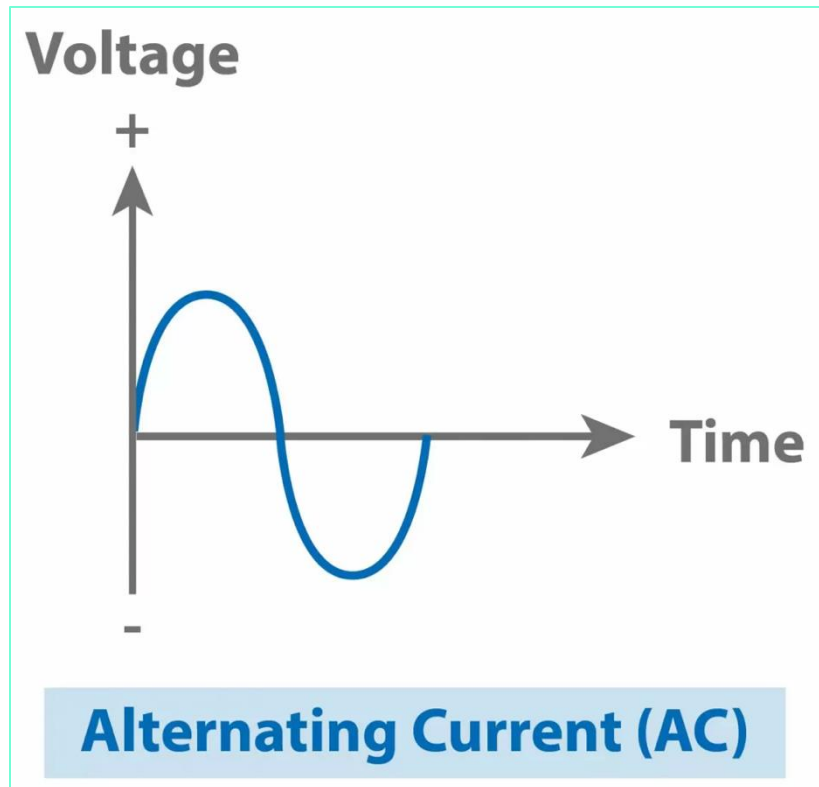


AC ⚡ DC

Energy Transition → ZERO EMISSION → EV

Tesla:

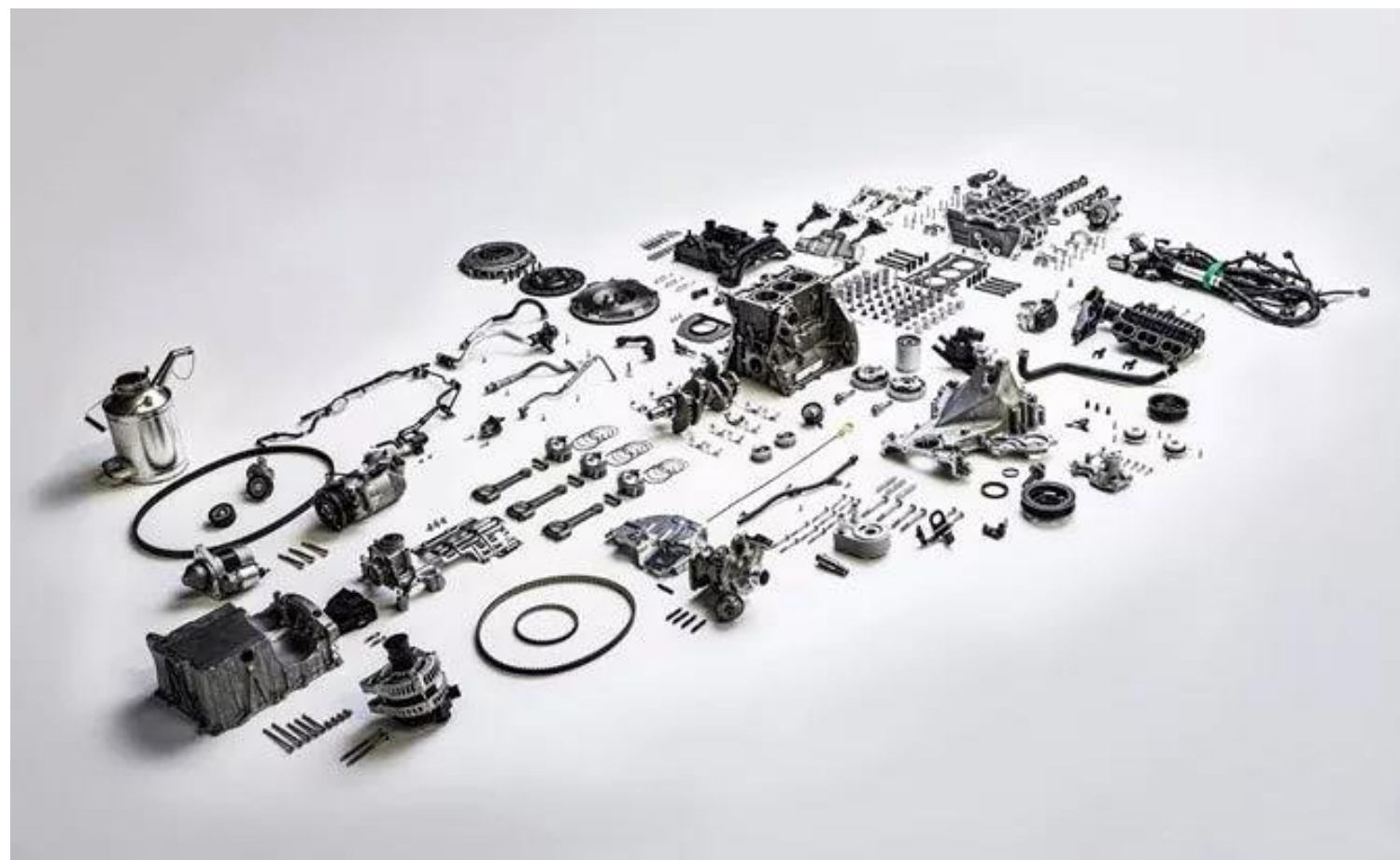
Edison:



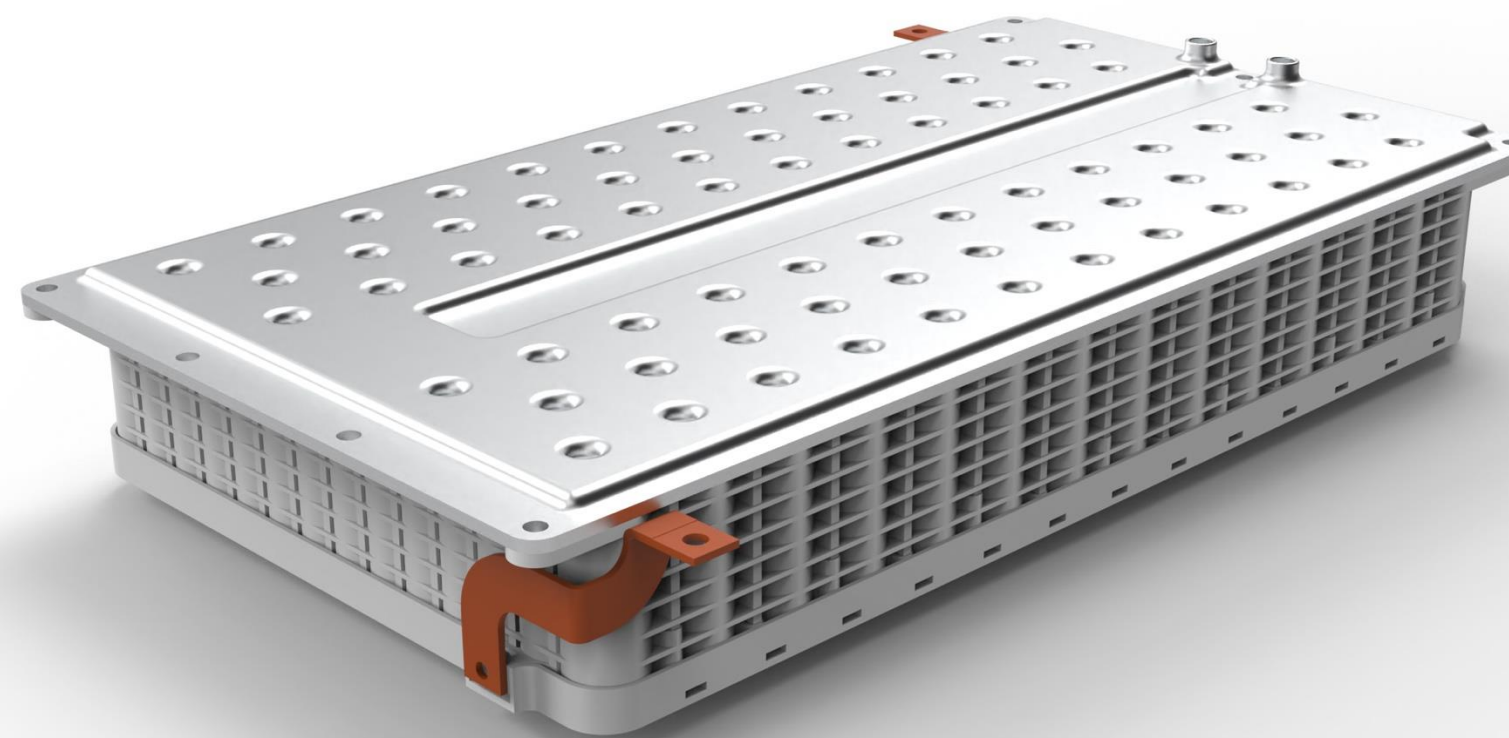
AC ⚡ DC



Energy Transition → ZERO EMISSION → EV



ICE



EV



The background of the image is a dramatic, high-contrast sky. A bright, glowing sun or moon is positioned in the upper left corner, casting a strong light across the scene. Several jagged, bright yellow lightning bolts are visible, striking down from the dark, stormy clouds. The overall color palette is dominated by deep oranges, yellows, and dark browns, creating a sense of intense energy and power. The text "The vehicle of the future" is centered in the image, with "The vehicle of" on the top line and "the future" on the bottom line. The text is white and bold, with a slight shadow effect that makes it stand out against the complex background.

**The vehicle of
the future**



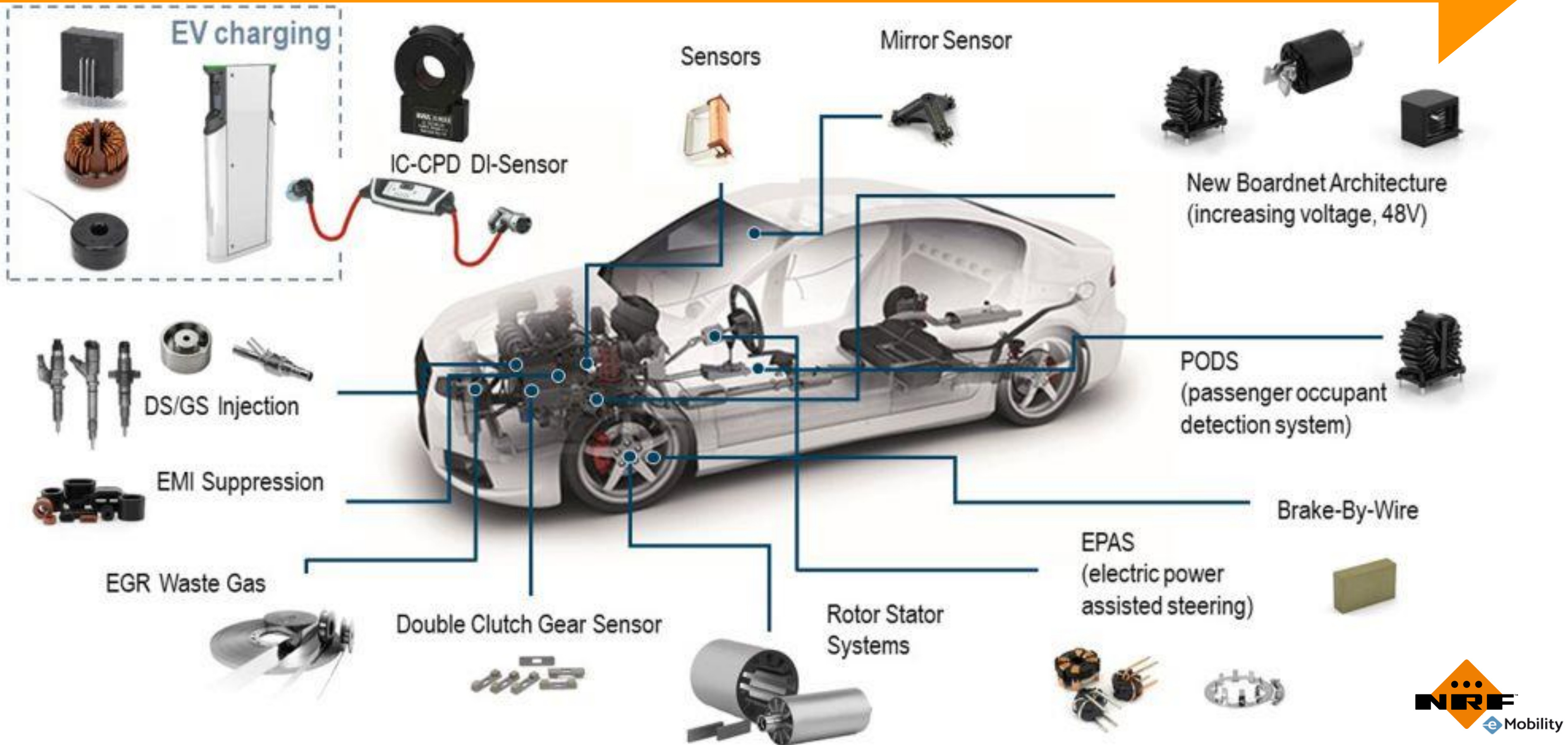
The vehicle of
the future today

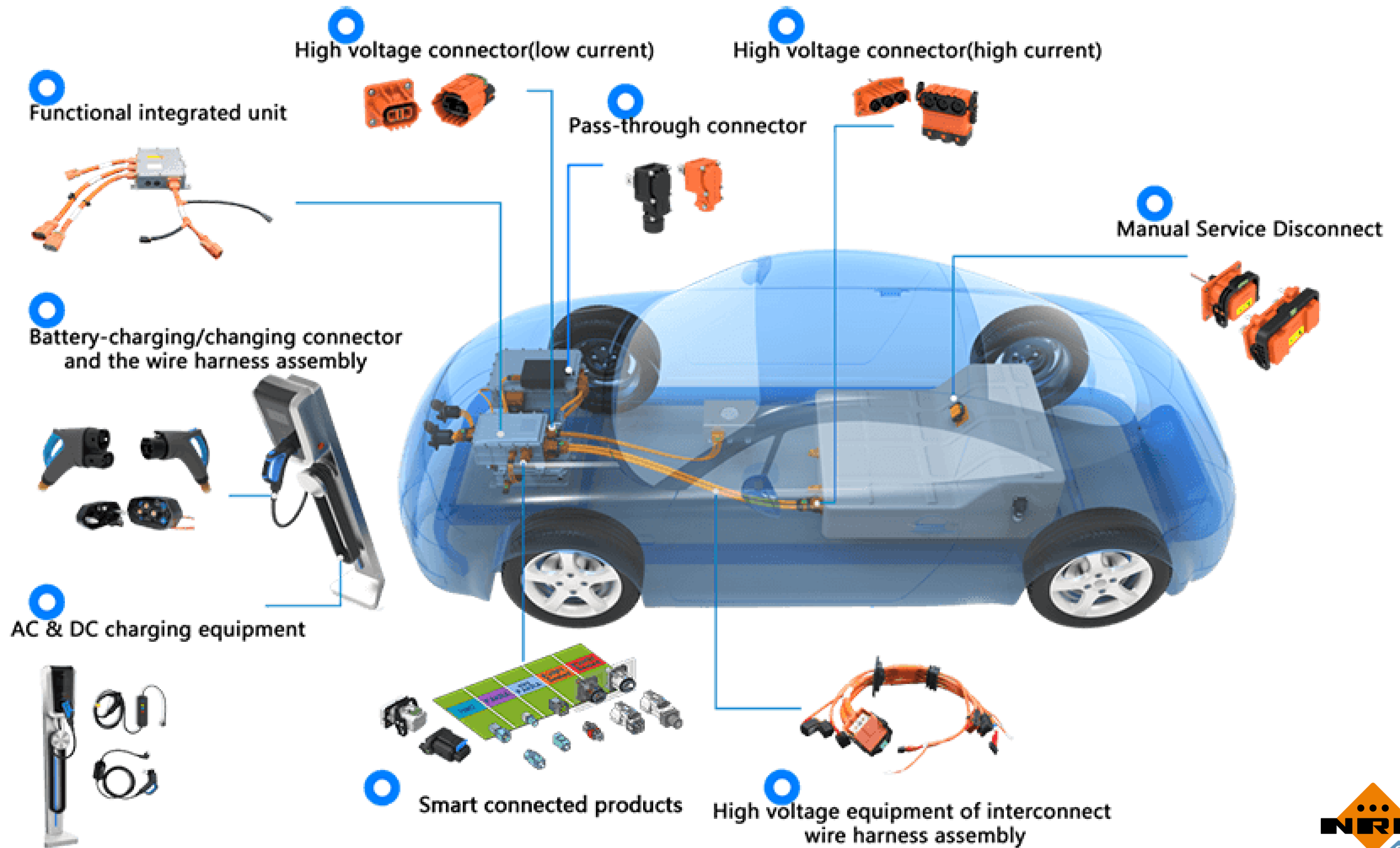
THE SDV OF THE FUTURE / TODAY

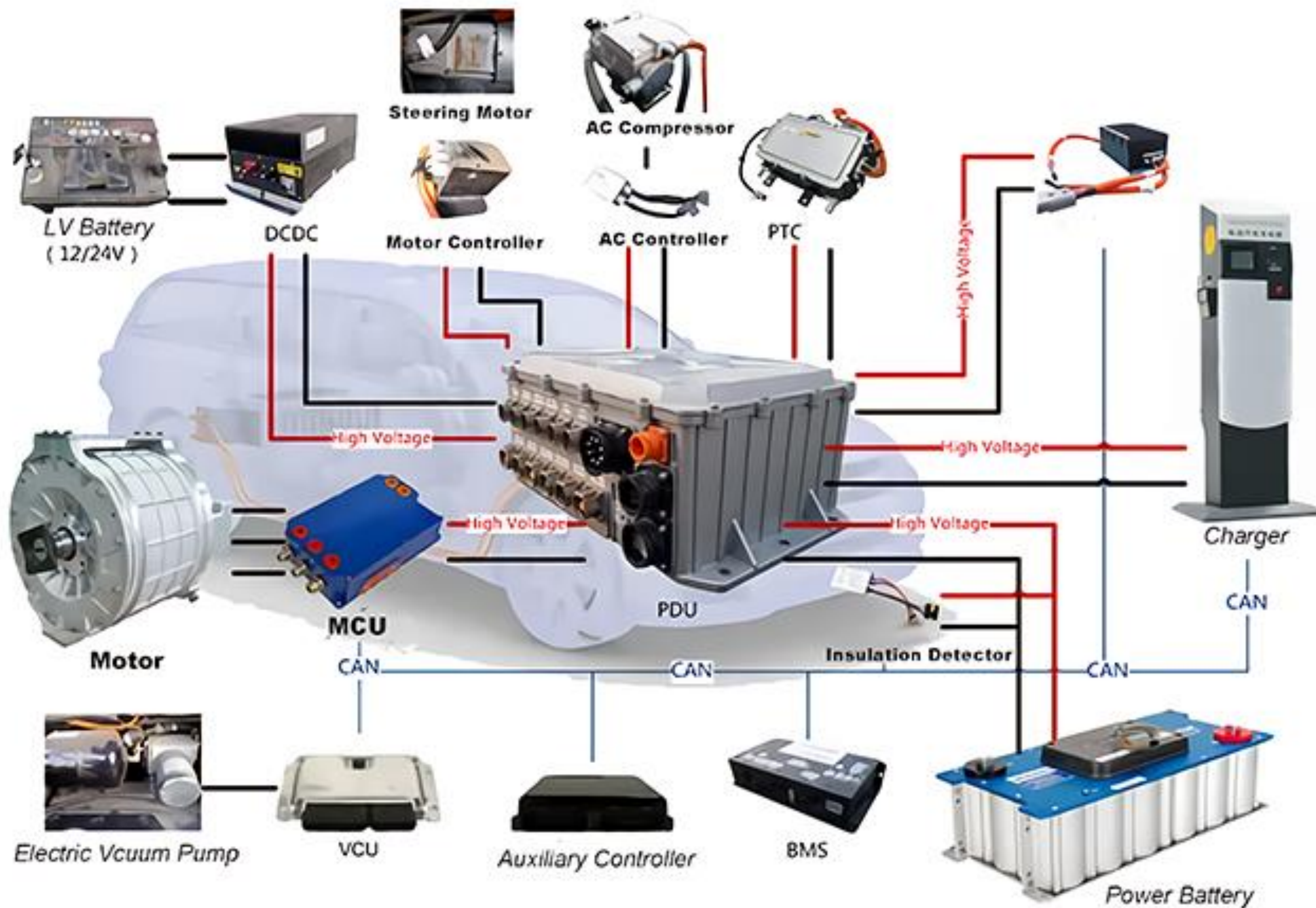
**JIM FARLEY
(CEO)**



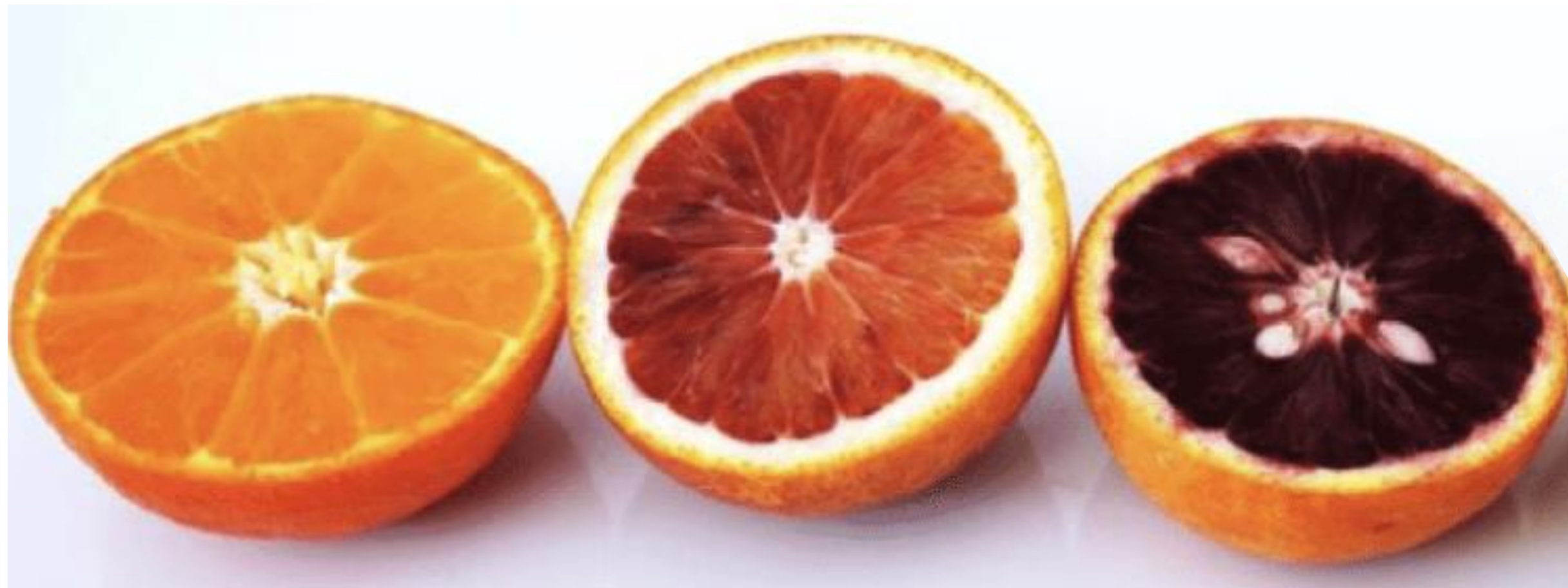
EV components overview







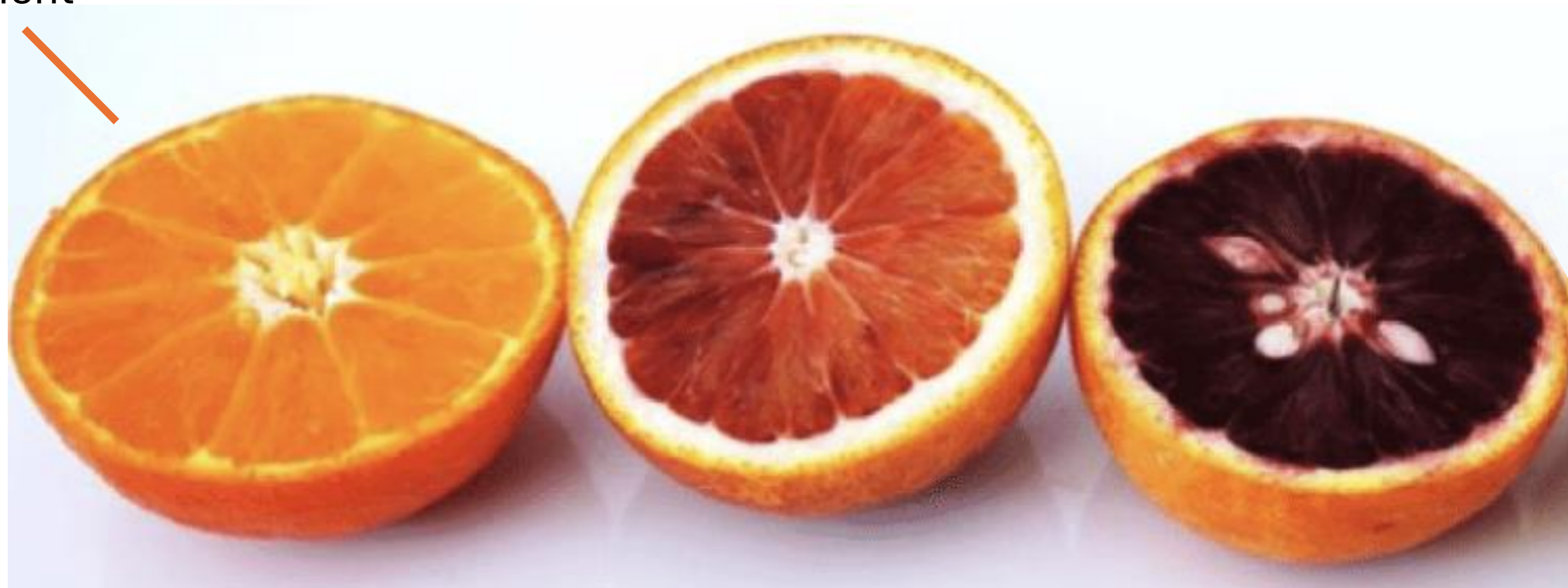
Market segments: 3 tastes of origin



Market segments: 3 tastes of origin



Establishment



Market segments: 3 tastes of origin



Establishment



TESLA



Market segments: 3 tastes of origin



Establishment

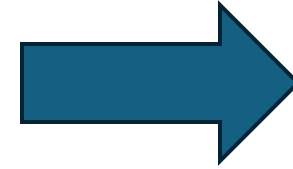


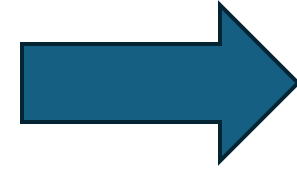
TESLA

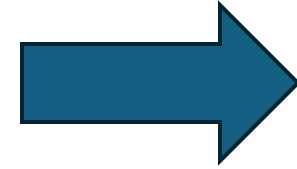


Chinese











Circulair Economy

“No waste”



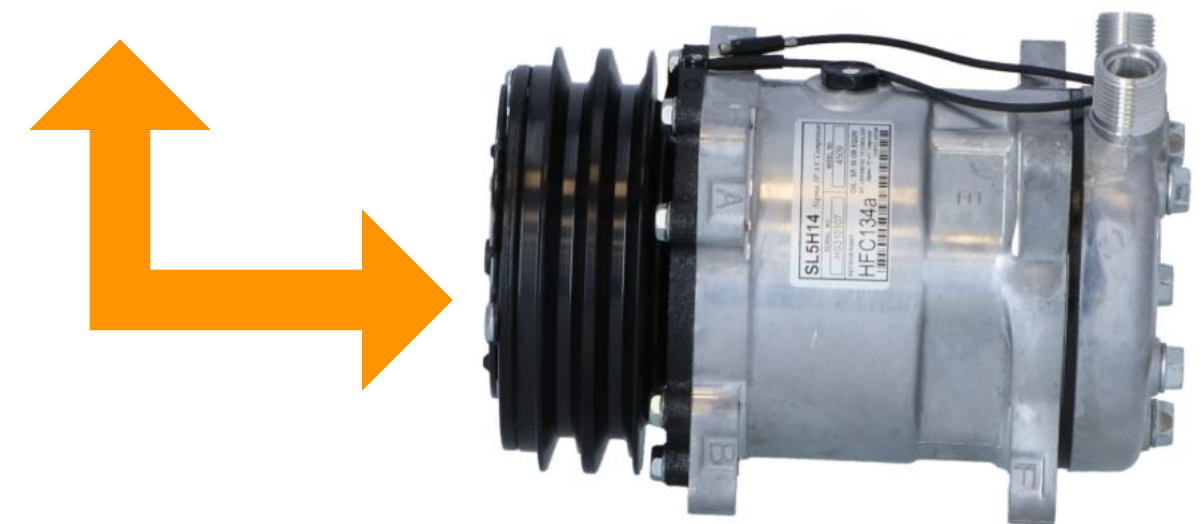
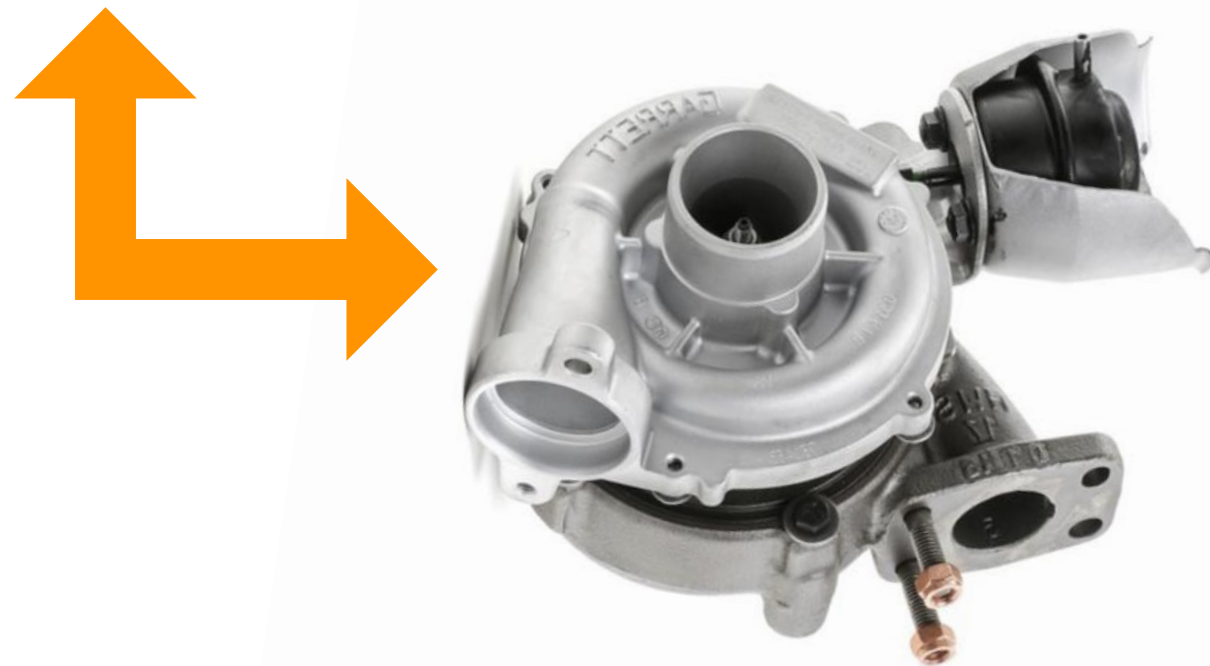
Refuse
Reduce

Reuse
Repair

Refurbish
Recycle

BIOBASED
Recover

Remanufactured products





Parts of the future

Random EV Parts



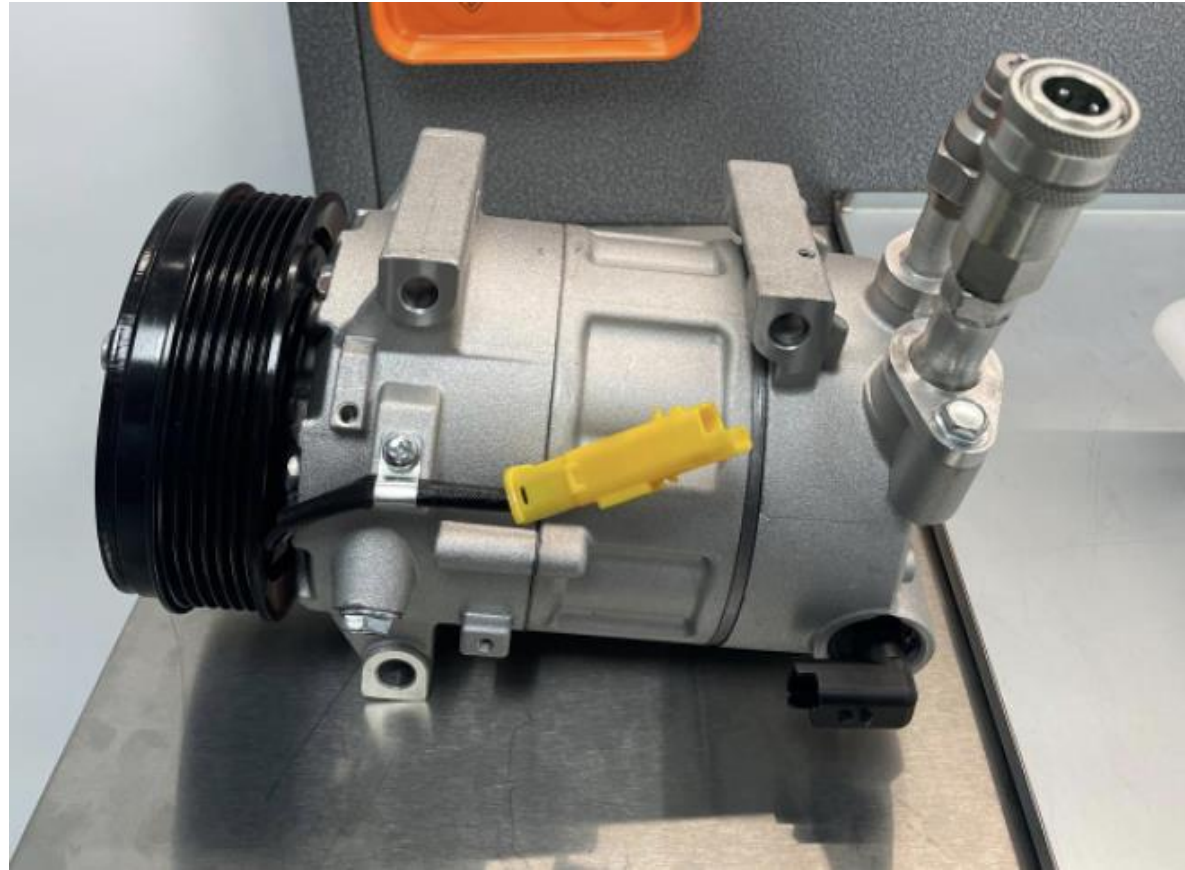
Random EV Parts



Random EV Parts



3 Crucial Parts in an EV



e-compressor



converter



on board charger

also PTC heater (dual zone)

Electric heater, using
Positive Temperature Coefficient



Another example: TESLA model Y “Octavalue”

Heatpump with
eight-port
rotary valve that
controls
the flow of
coolant.



e-compressors: with IP → software

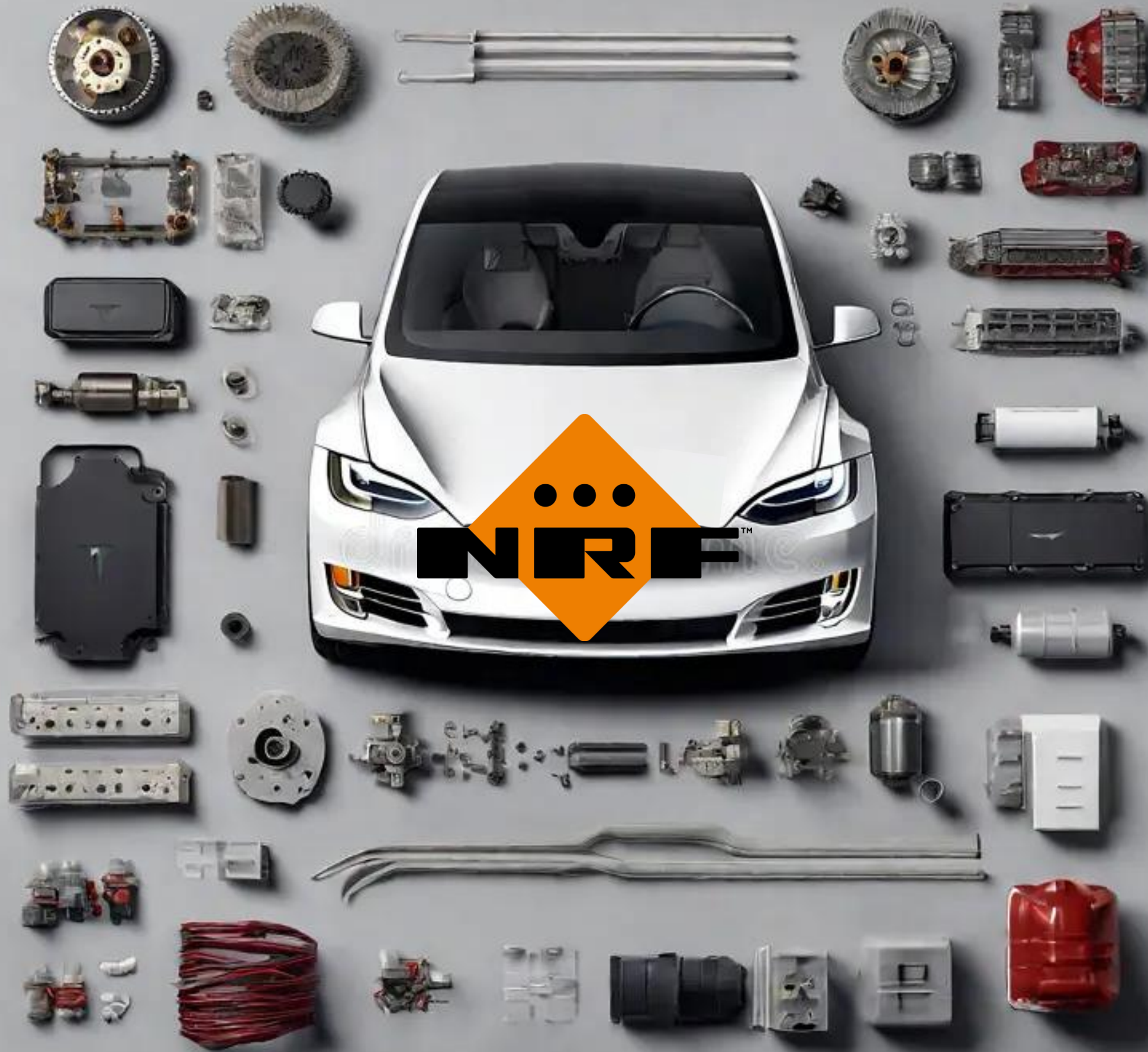


e-compressors fragile: welding, contacts, software - flash





INNOVATION RANGE



NRF: all EV parts



3 reasons JUST to start: why e-mobility is disruptive



1. Sustainability & Euro-7

- emissions → penalties
- price dump of EV

3 reasons JUST to start: why e-mobility is disruptive



1. Sustainability & Euro-7

- emissions → penalties
- price dump of EV



2. AI - SDV – ADAS – EV : ready.

- * Euro-US-Asian car makers forgot.
- * Tesla + Chinese are ready.

3 reasons JUST to start: why e-mobility is disruptive



1. Sustainability & Euro-7

- emissions → penalties
- price dump of EV



2. AI - SDV – ADAS – EV : ready.

- * Euro-US-Asian car makers forgot.
- * Tesla + Chinese are ready.

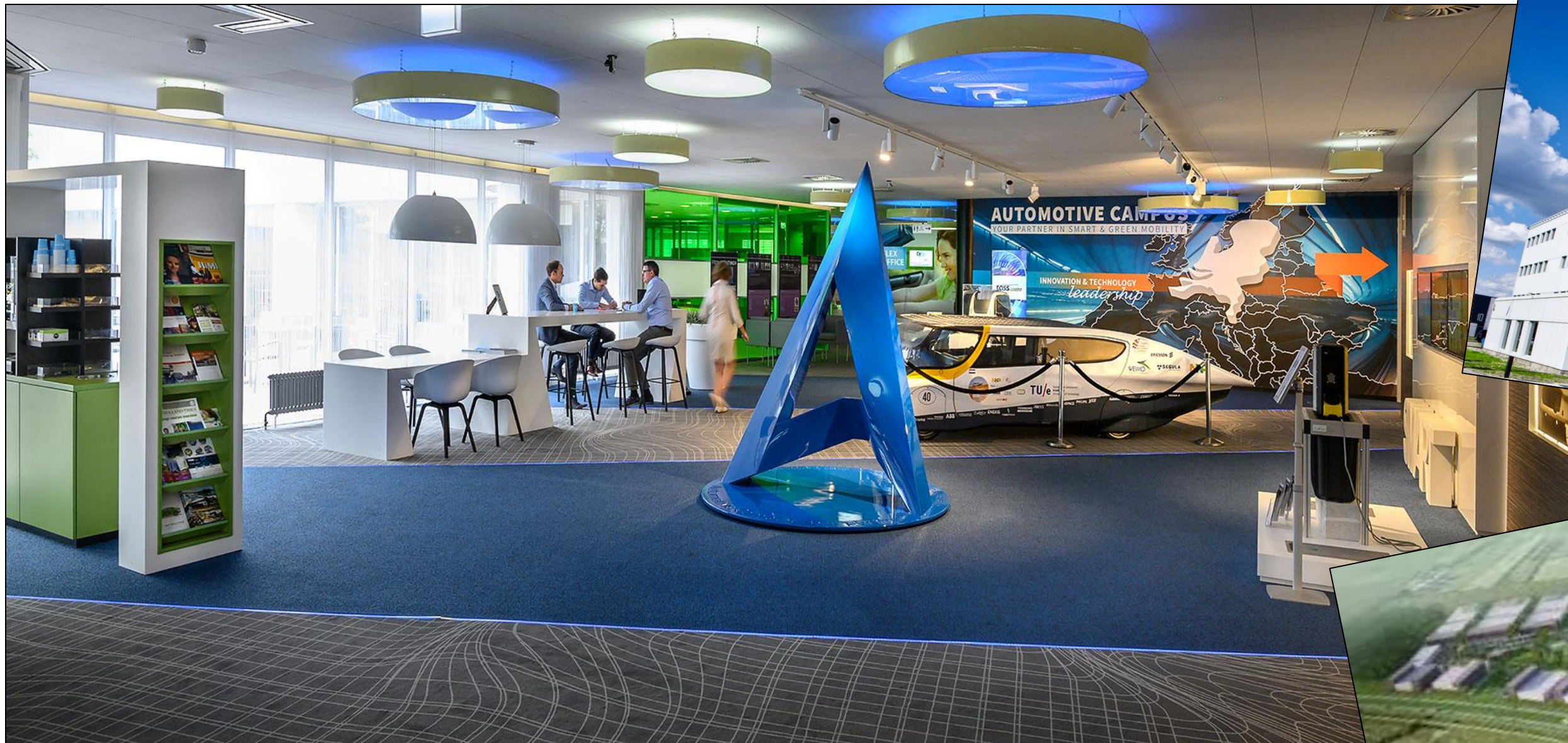


3. it's happening.

- * Tsunami of BYD incl. Hybrids.
- * Tough competition 200 chinese car brands
- * Price dump. Reason: price war

We started: we are present at the E-Mobility Hotspot Europe

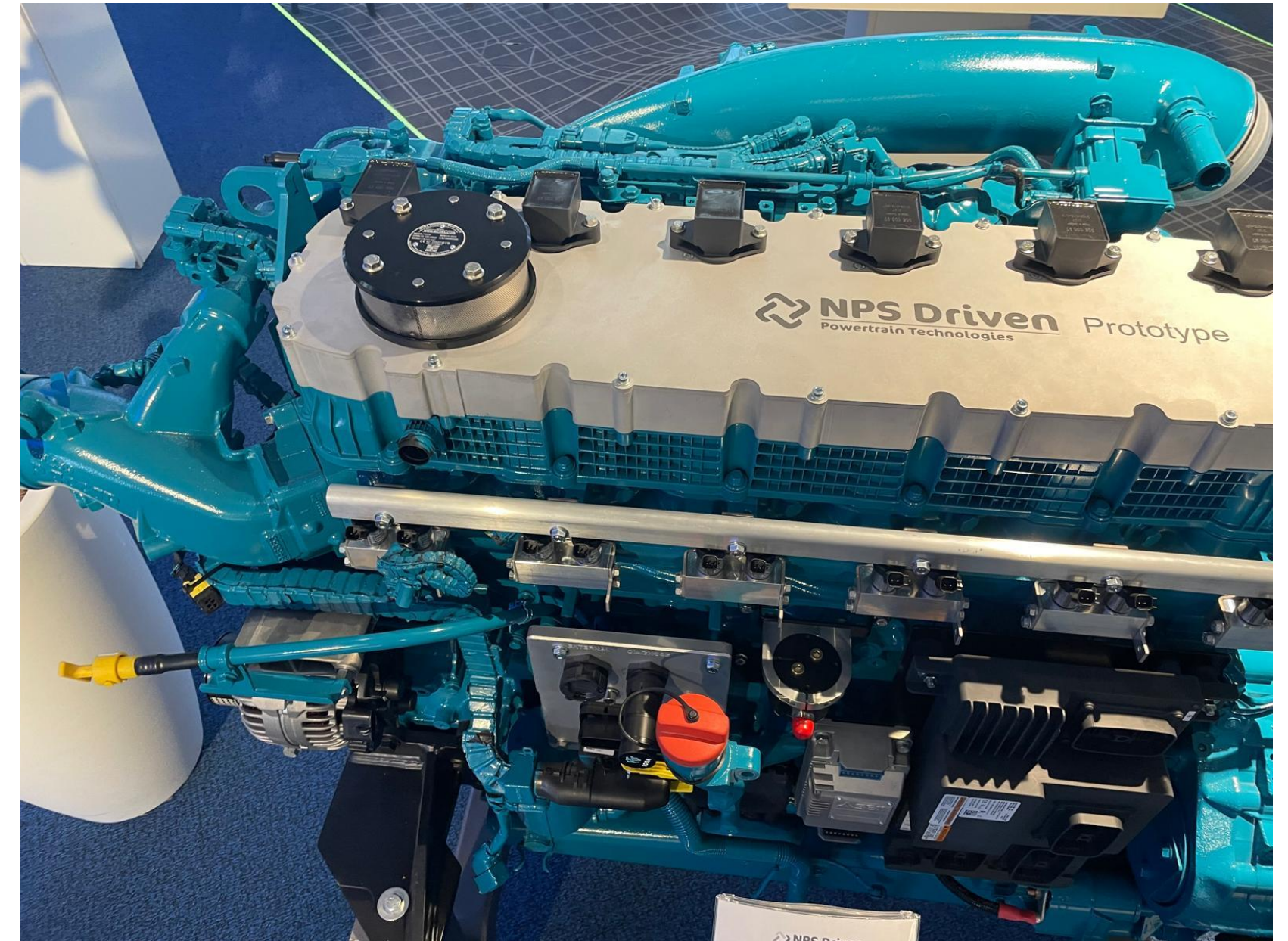
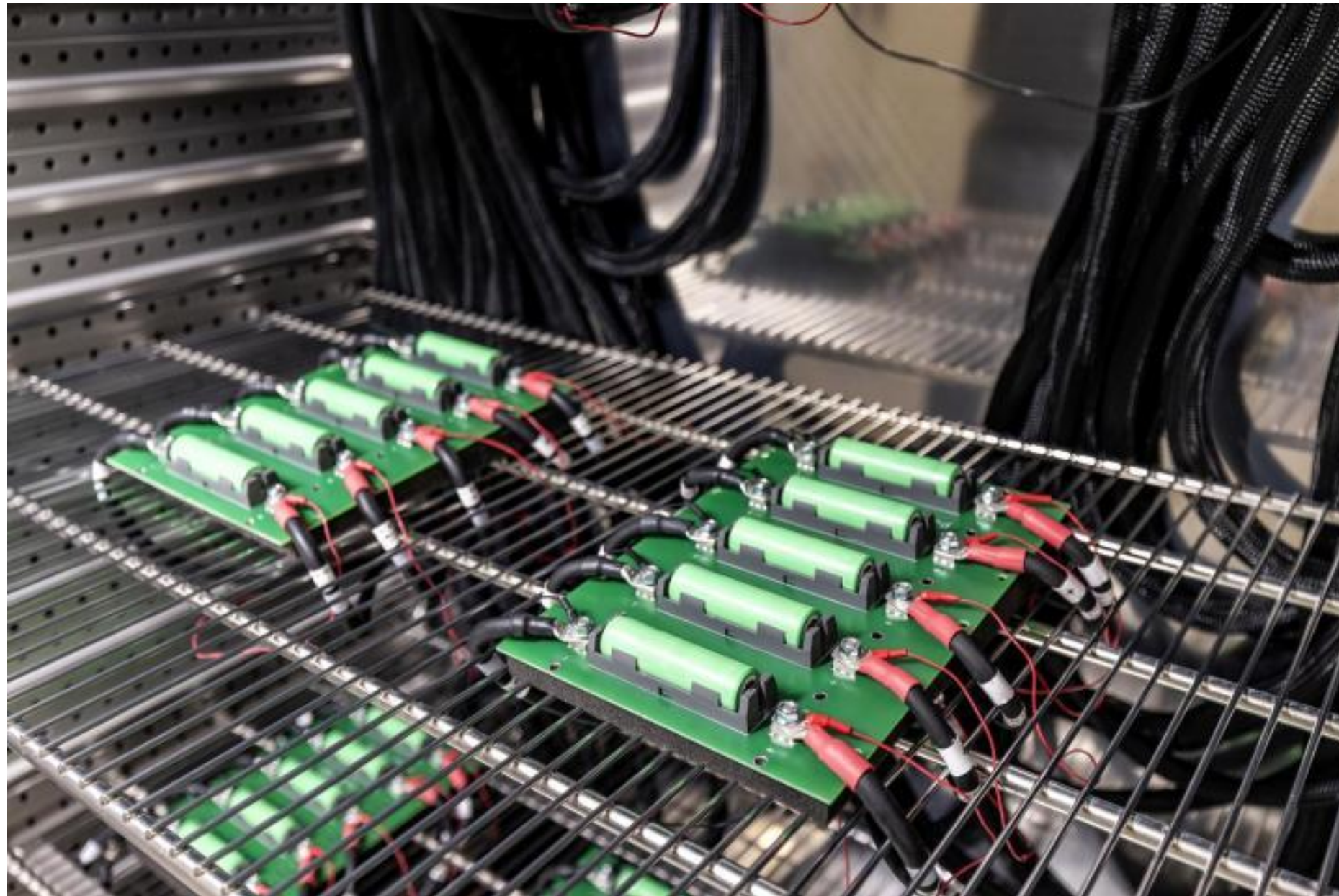
Automotive Campus Helmond



E-Mobility Hotspot Europe



E-Mobility Hotspot Europe



EV & Hydrogen

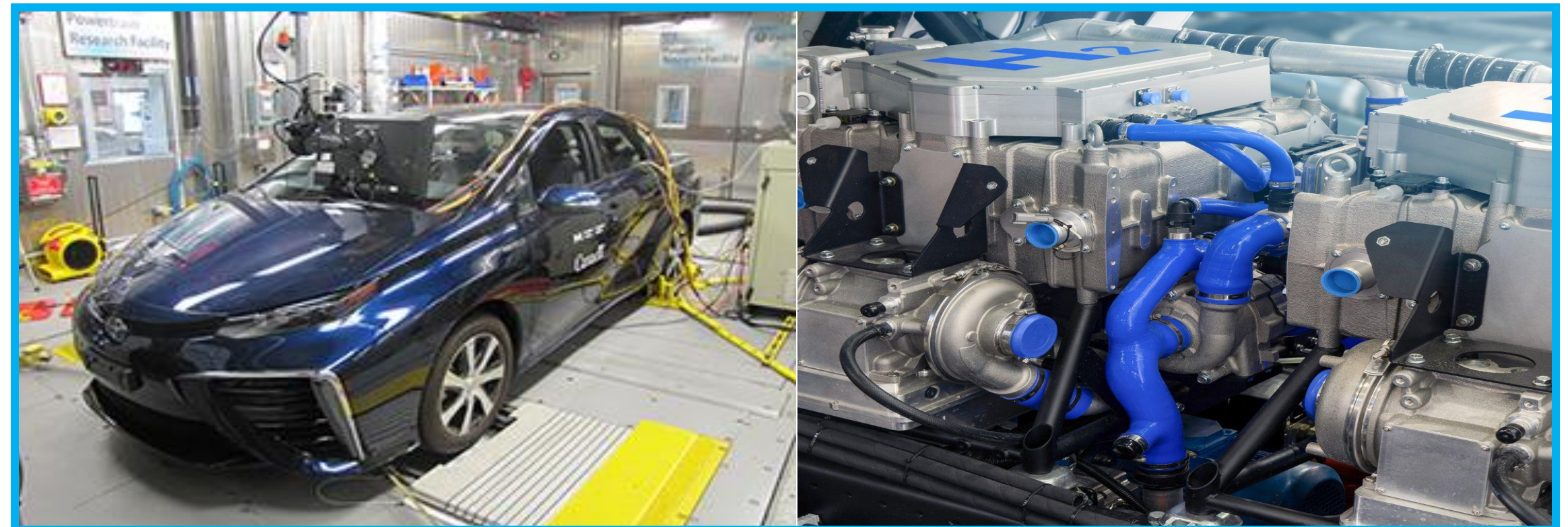
5 NRF EV-workshops: we dismantle cars



EV workshop



Hydrogen
workshop





EV Repair & Maintenance

INNOVATION BEHIND THE WHEEL

WHY REINVENT THE
WHEEL WHEN YOU
DON'T HAVE TO?





factory , dealerships and workshops visits



Dealership SMART & XPENG





dealership Benz & Hans Reinke



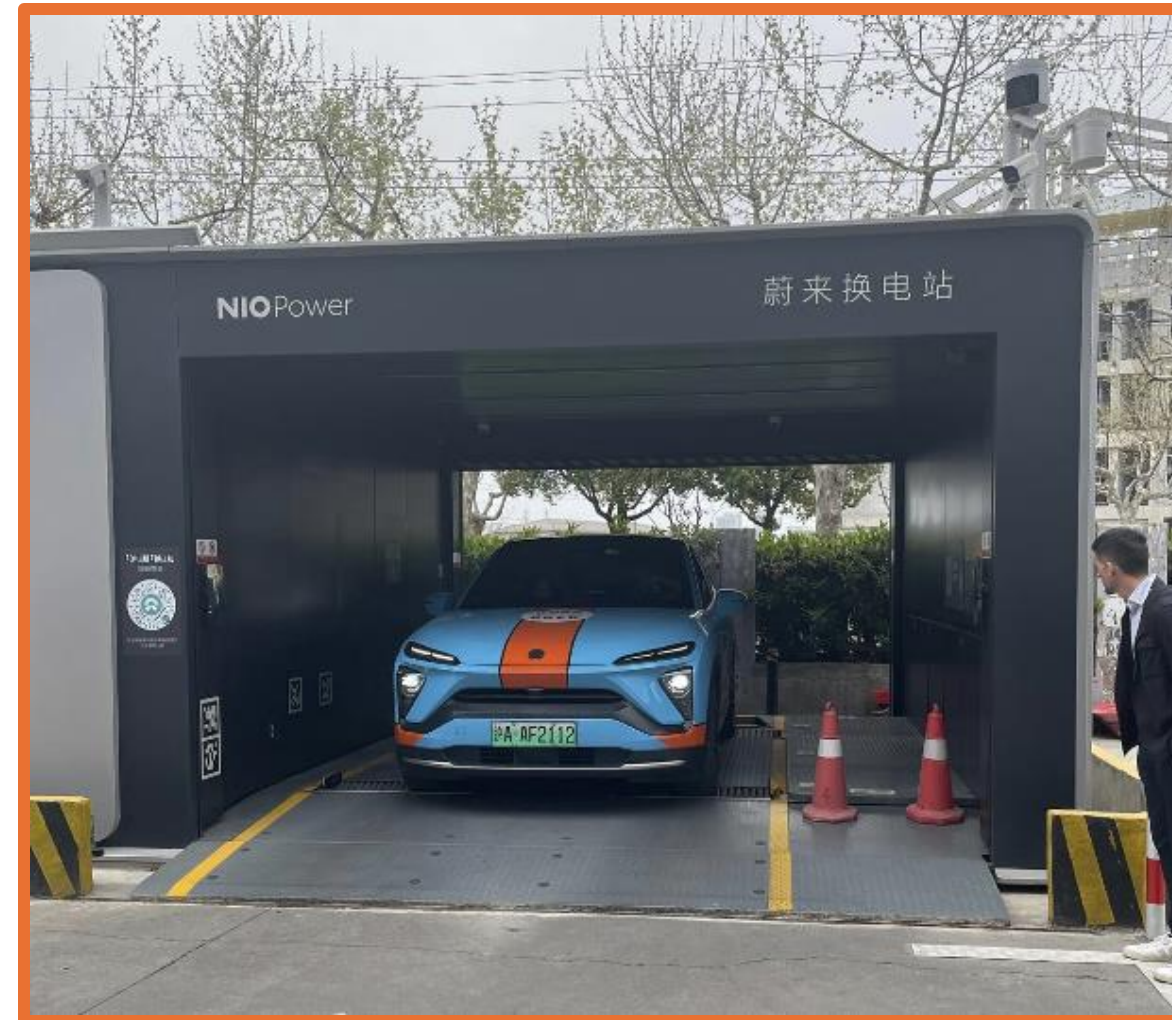
dealership Benz & Hans Reinke



dealership ZEEKR



NIO swapping station





Integrated phone software is ESSENTIAL



xiaomi



Apple CarPlay

SAMSUNG

Integrated phone software is ESSENTIAL



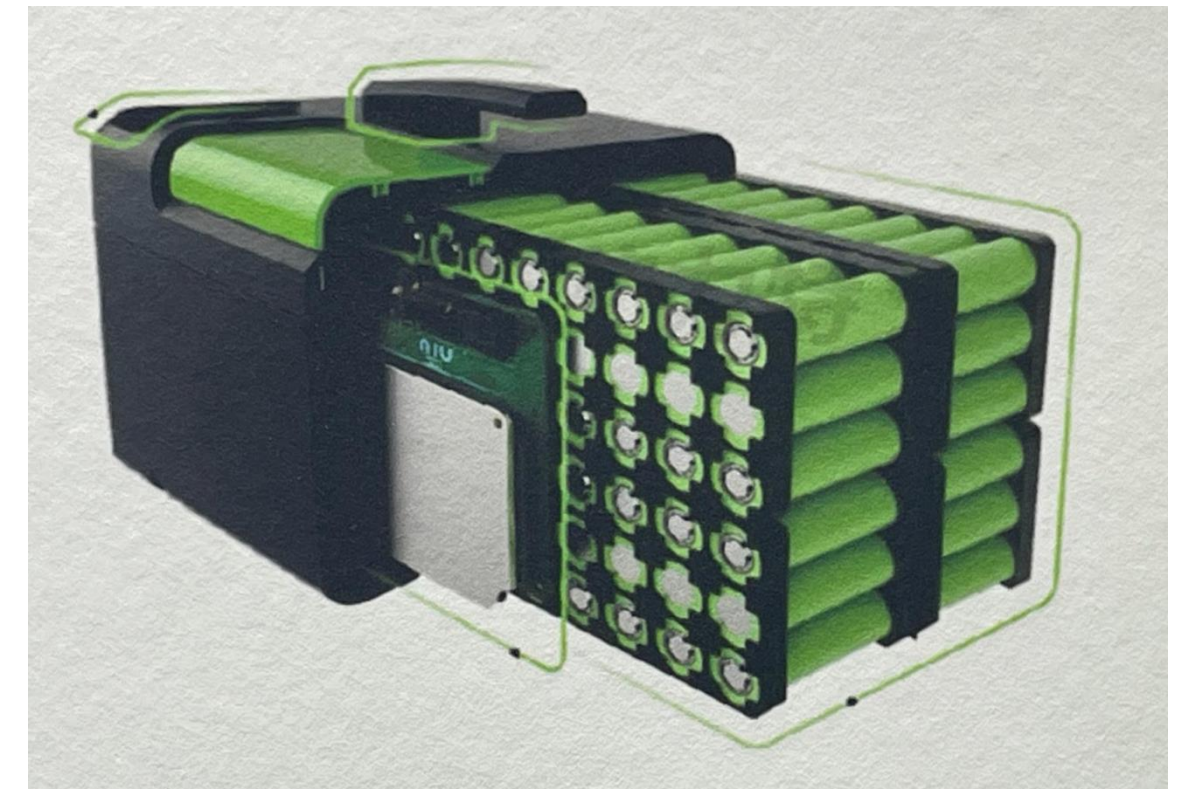
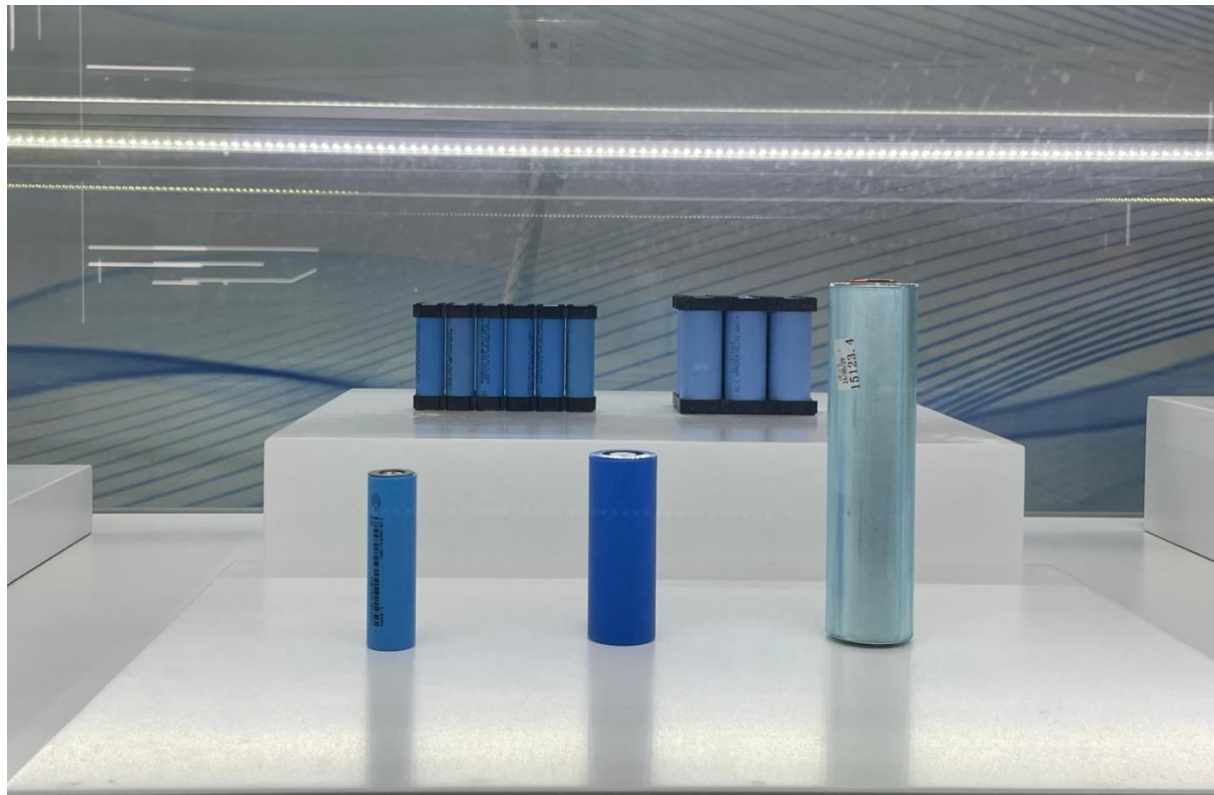
New cars , Xiaomi SU7



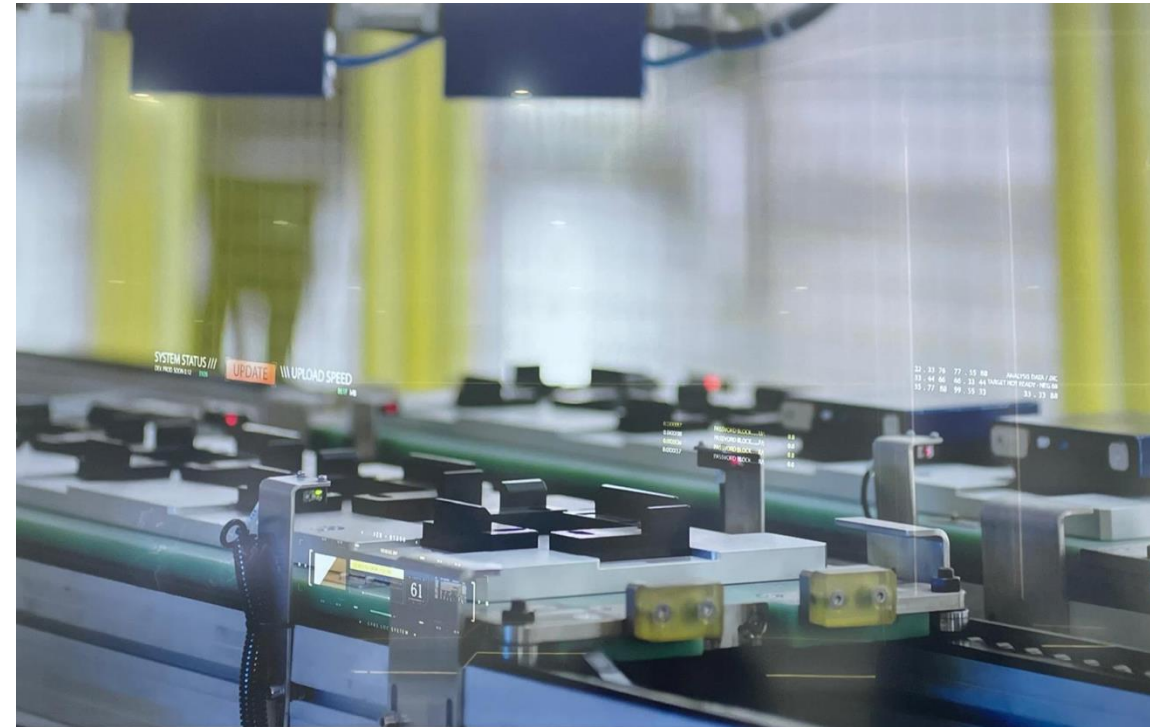
nr. 1 Battery manufacturer CATL



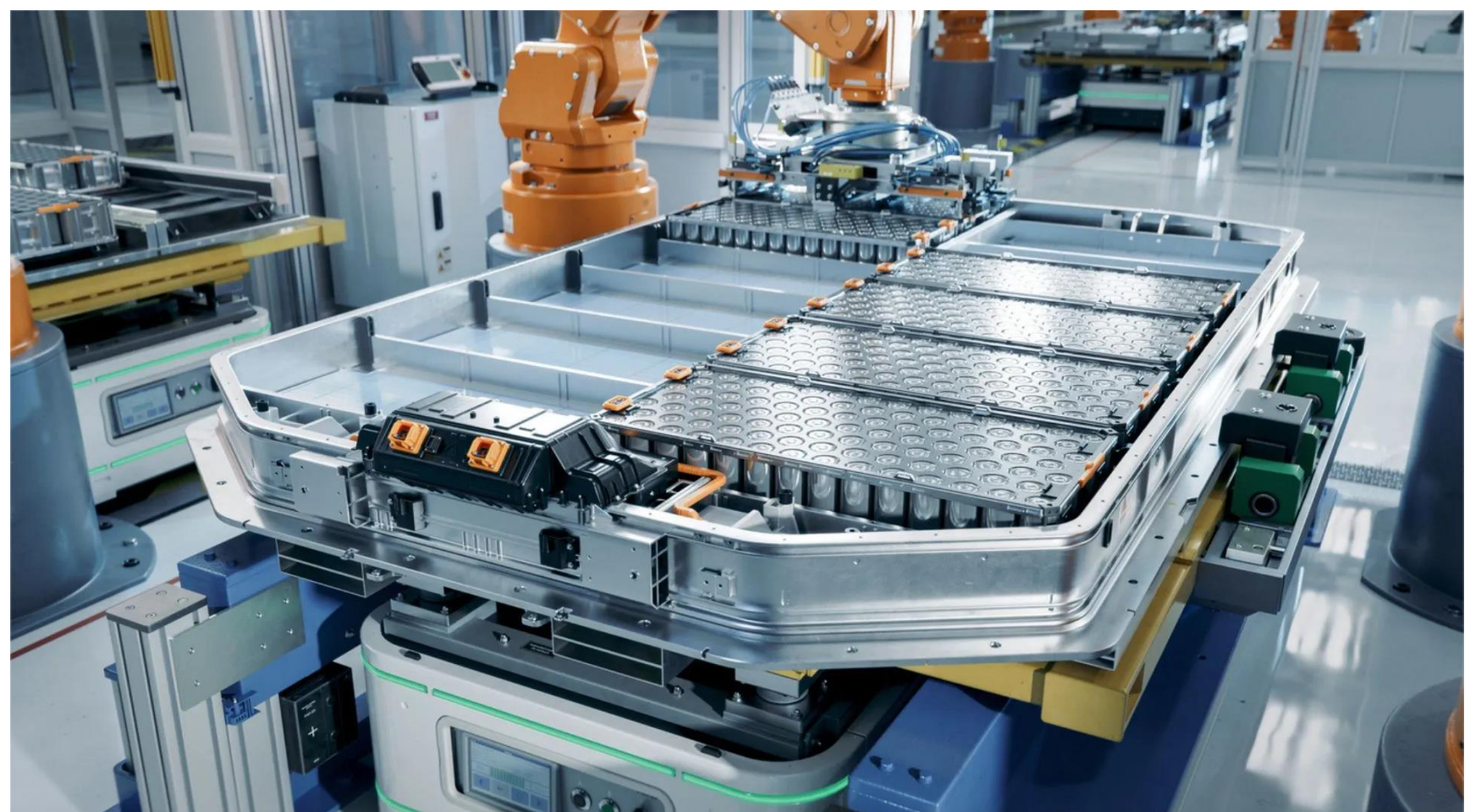
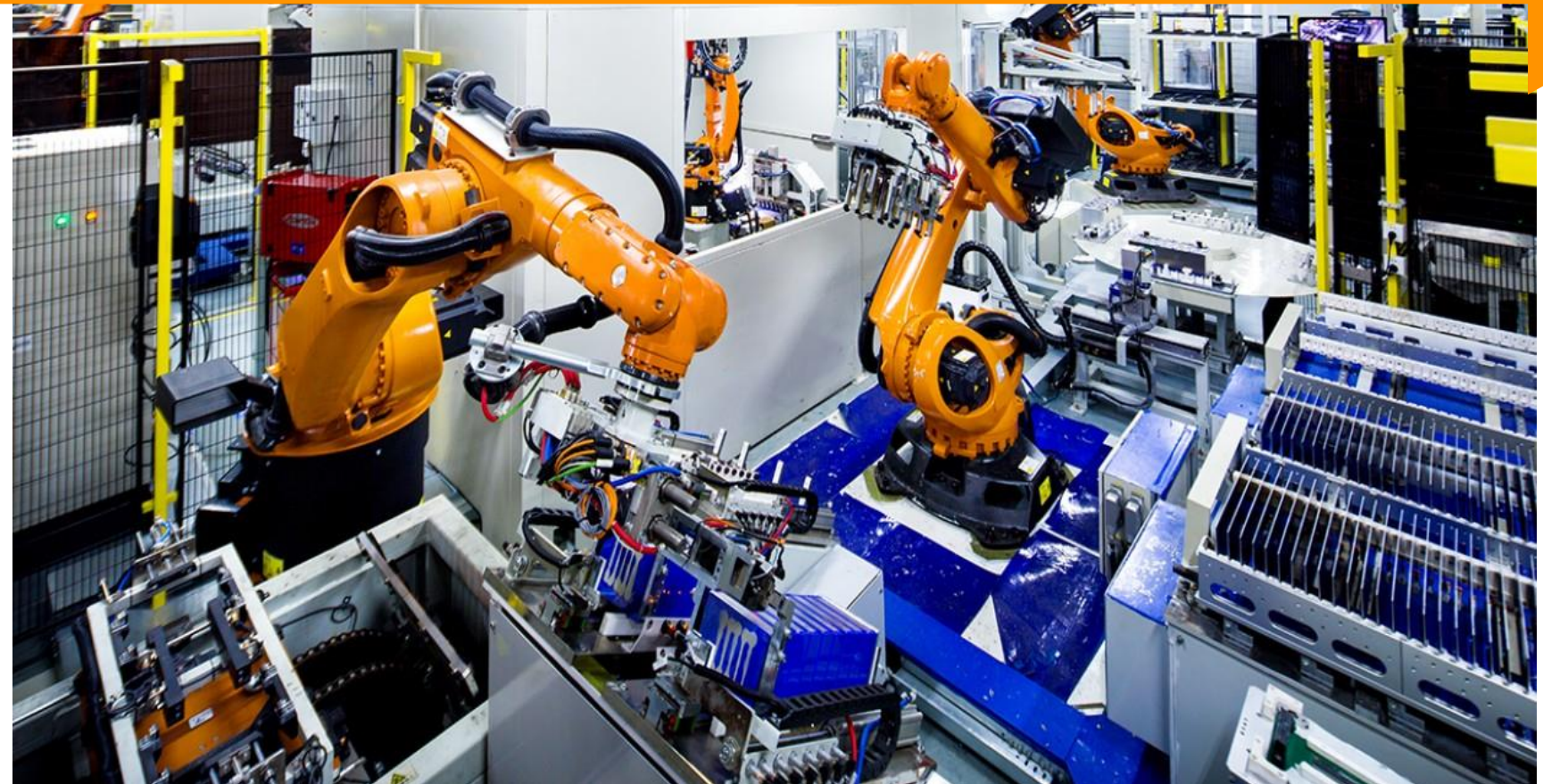
nr. 1 Battery manufacturer CATL



nr. 1 Battery manufacturer CATL



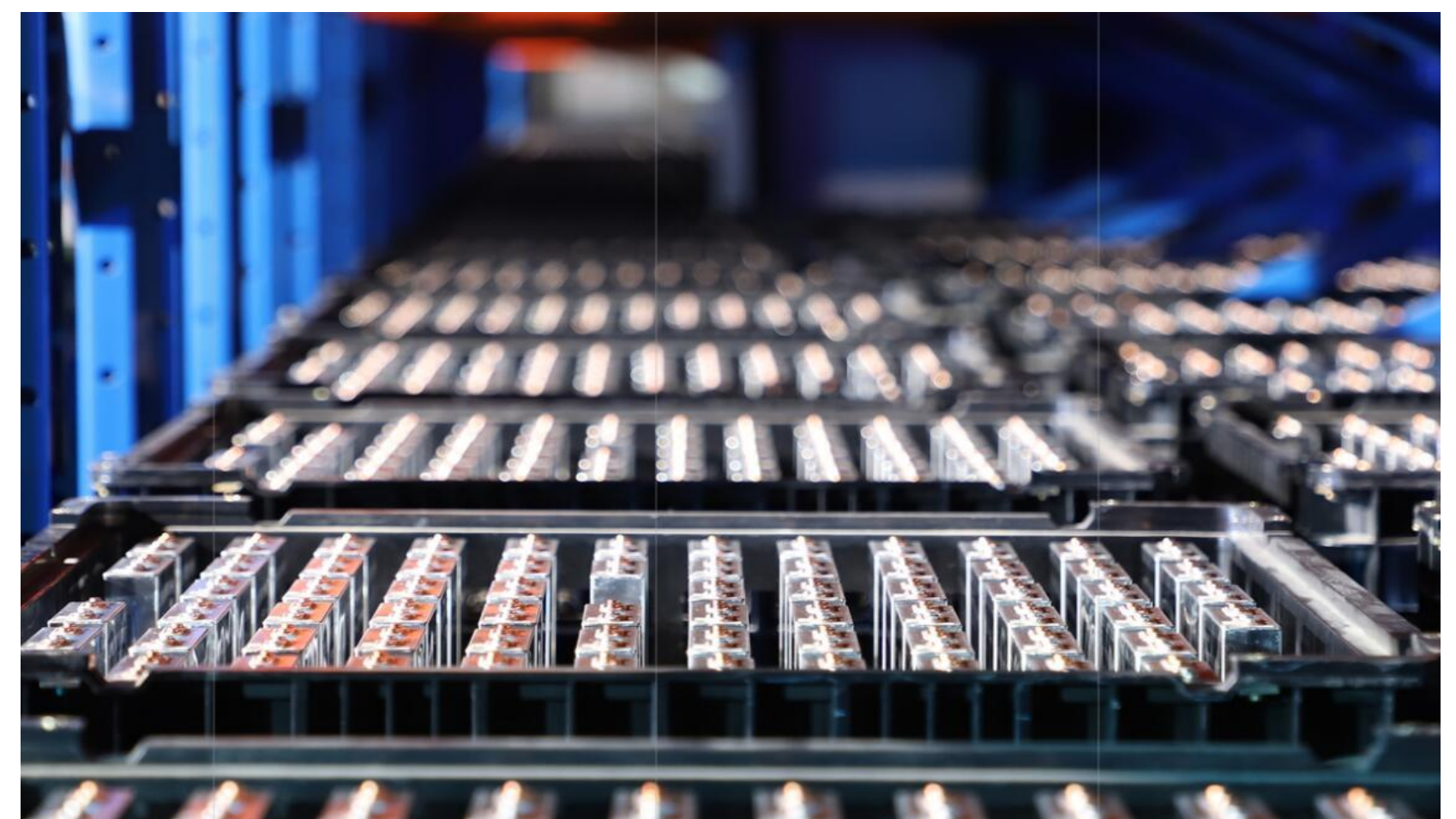
nr. 1 Battery manufacturer CATL



nr. 3 Battery manufacturer GOTIAN (26% VAG)

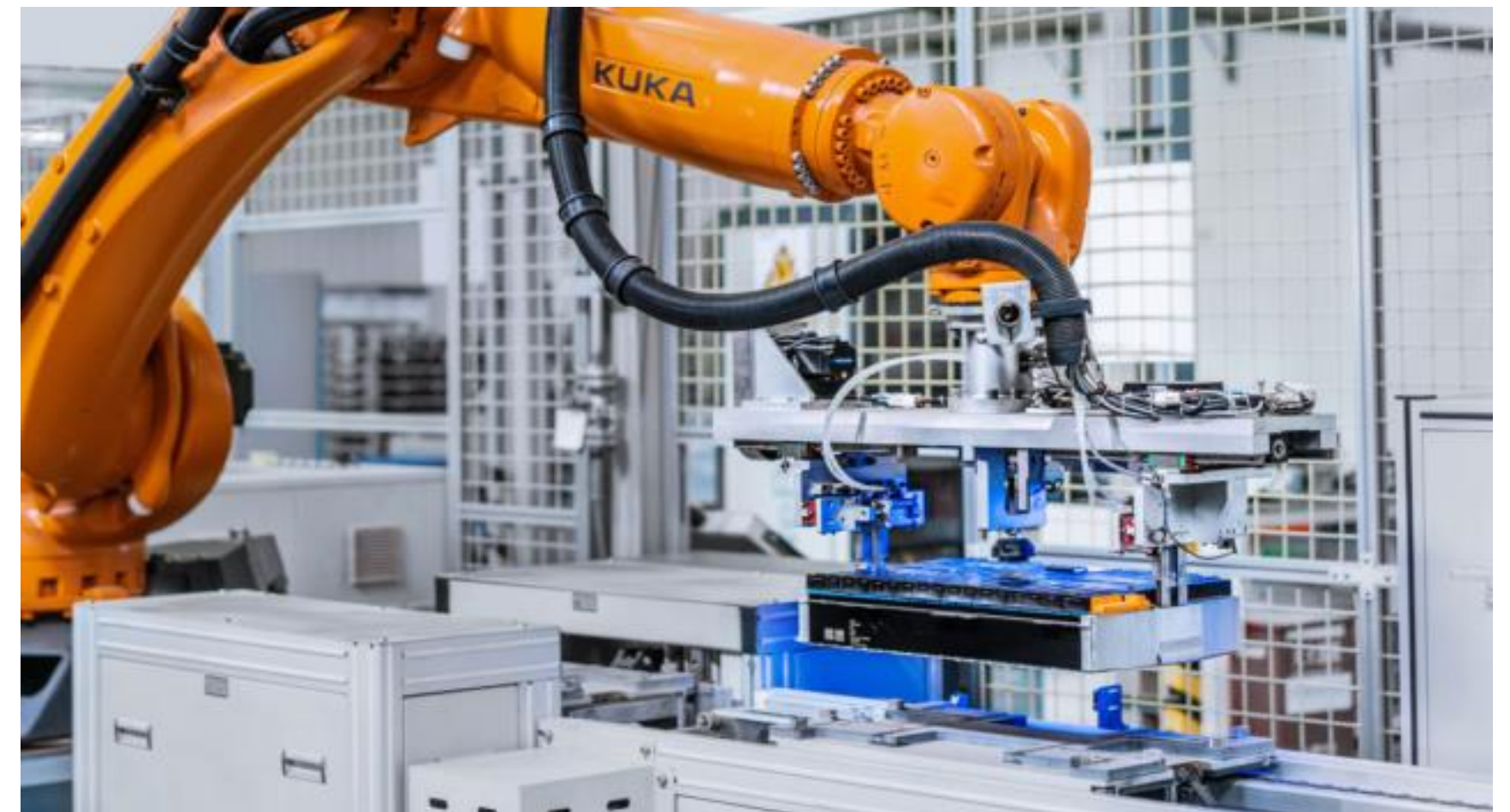
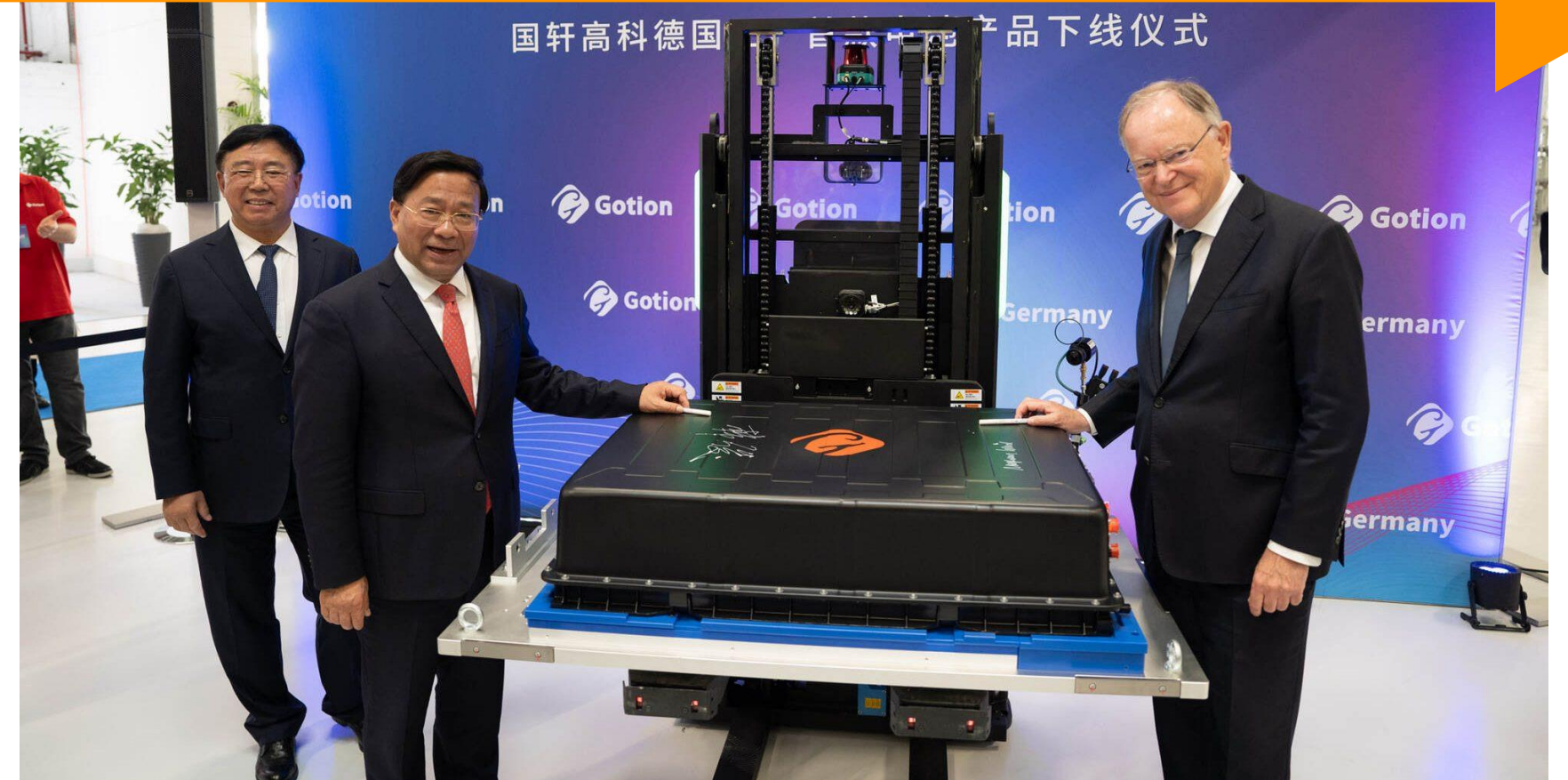


nr. 3 Battery manufacturer GOTIAN (26% VAG)





nr. 3 Battery manufacturer GOTIAN (26% VAG) → Germany



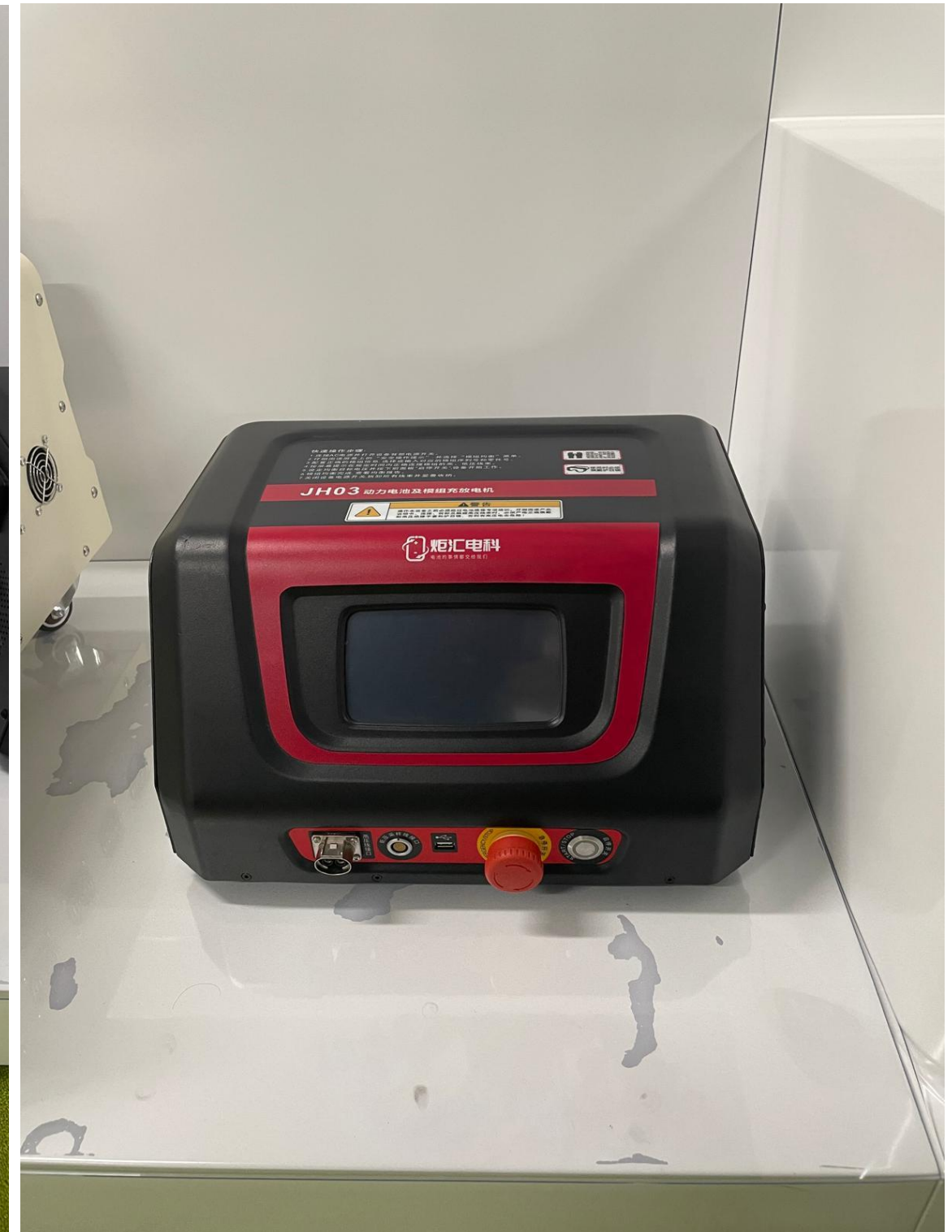
nr. 1 Independent repair network China



nr. 1 Independent repair network China



nr. 1 Independent repair network China



SOH test real time, diagnose, balancing

nr. 1 Independent repair network China



nr. 1 Independent repair network China



ZIL SERVICE

智霖 您身边值得信赖的汽车服务管家

nr. 2 Independent repair network China



nr. 2 Independent repair network China



nr. 2 Independent repair network China

Battery repair ?



China Auto Technology Institute

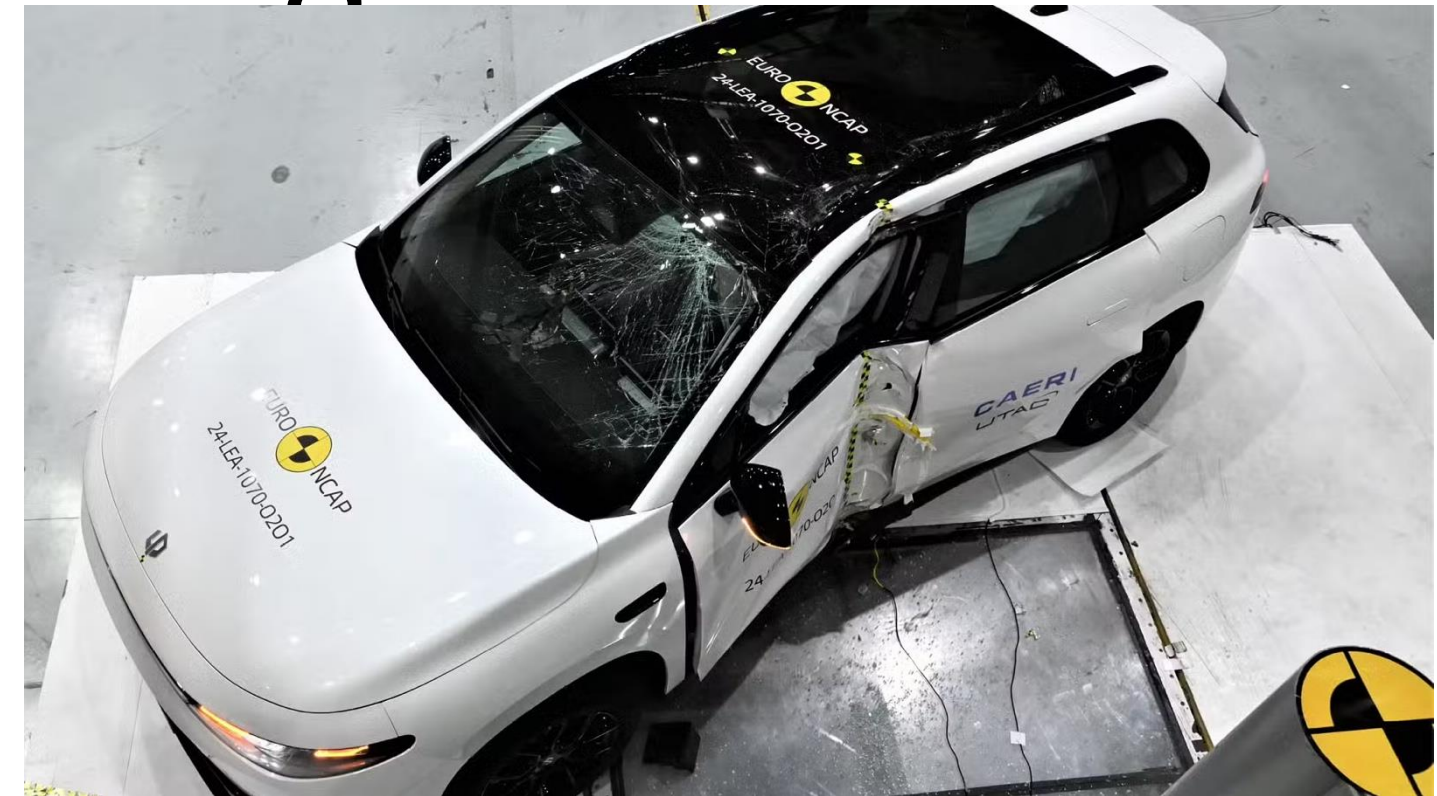
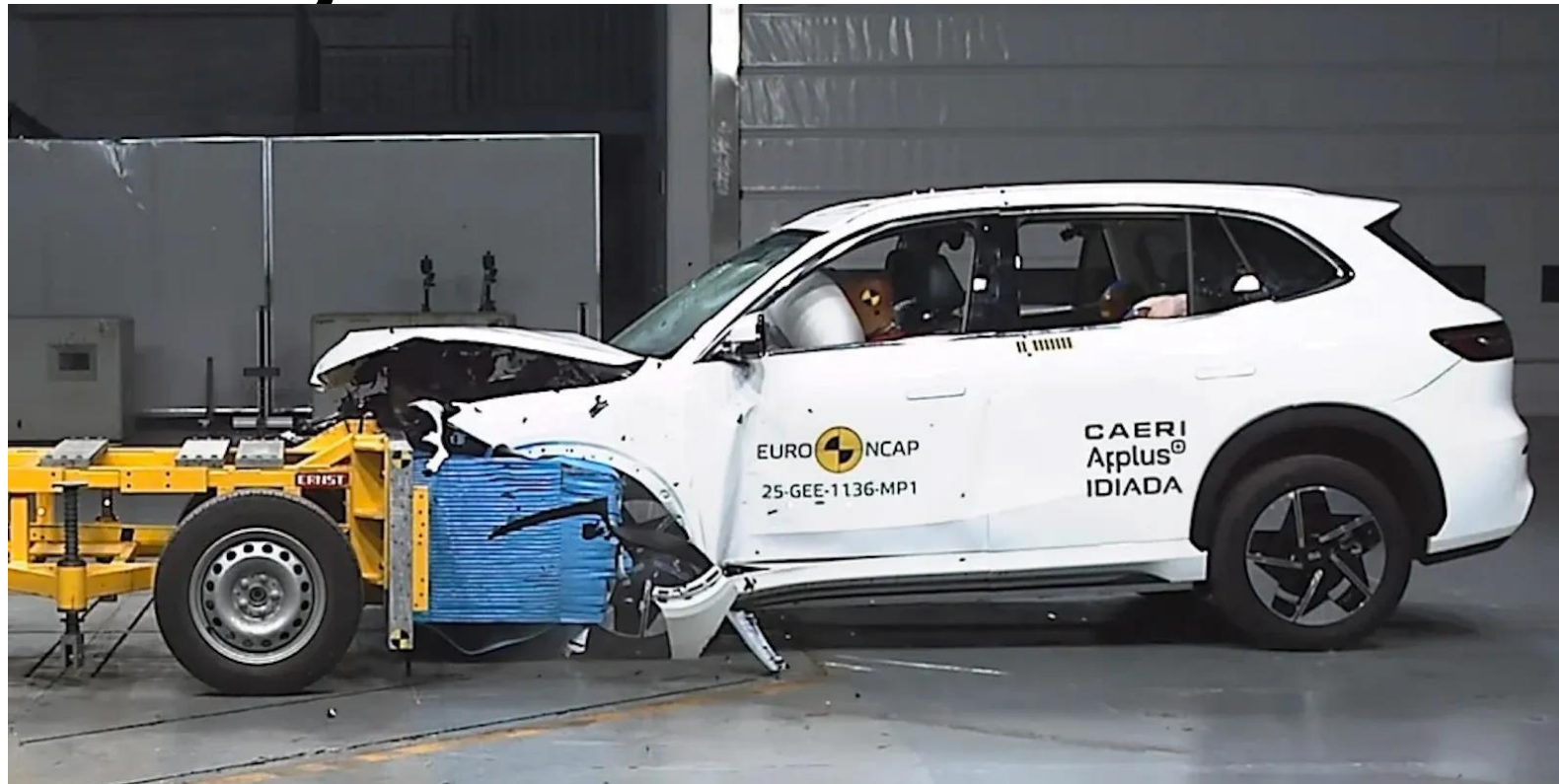
中保研汽车技术研究院
CIRI Auto Technology Institute

欢迎欧洲汽车后市场企业来访交流

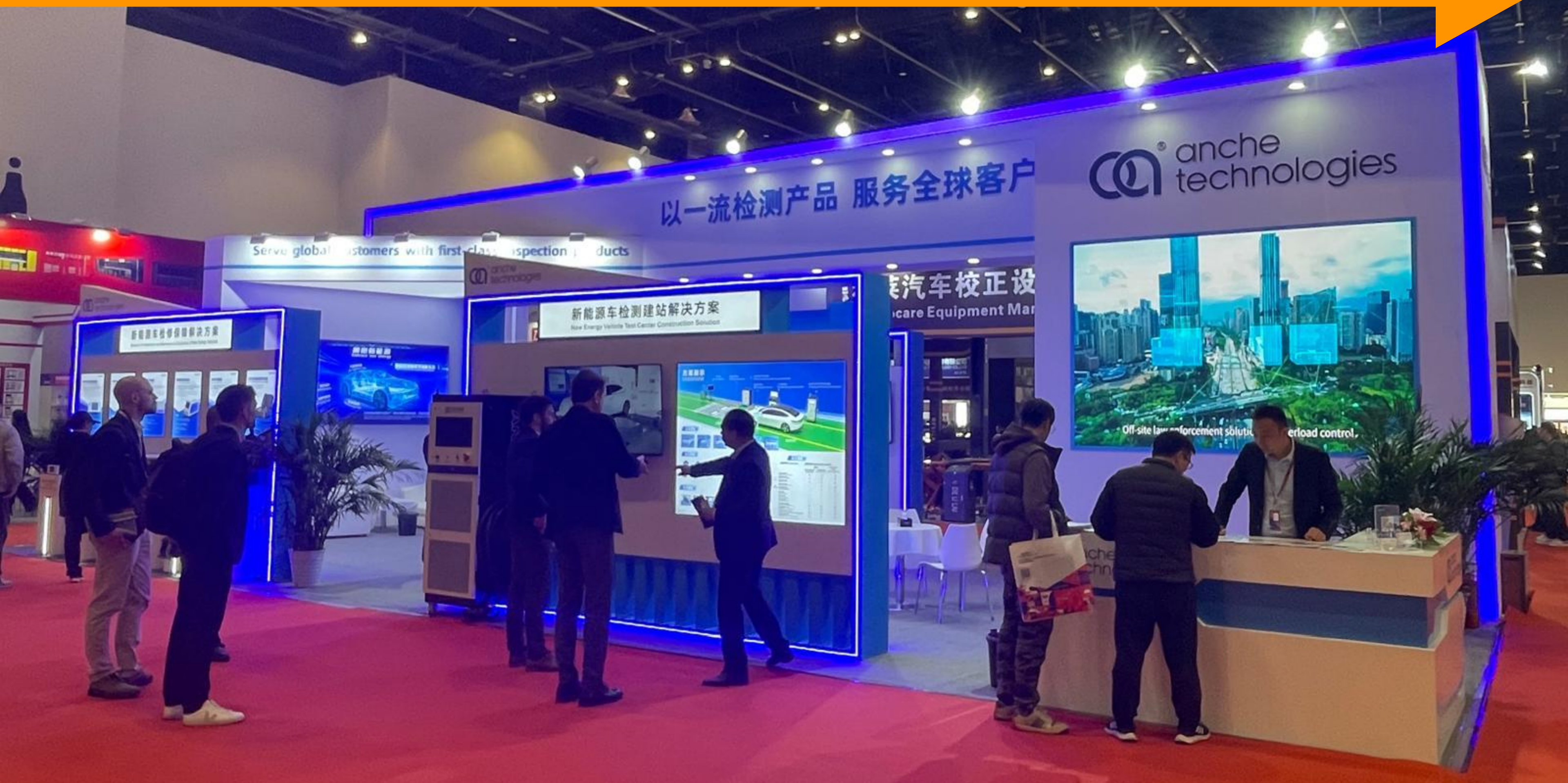


Safety Test Center China

Safety test center for homologation & insurance

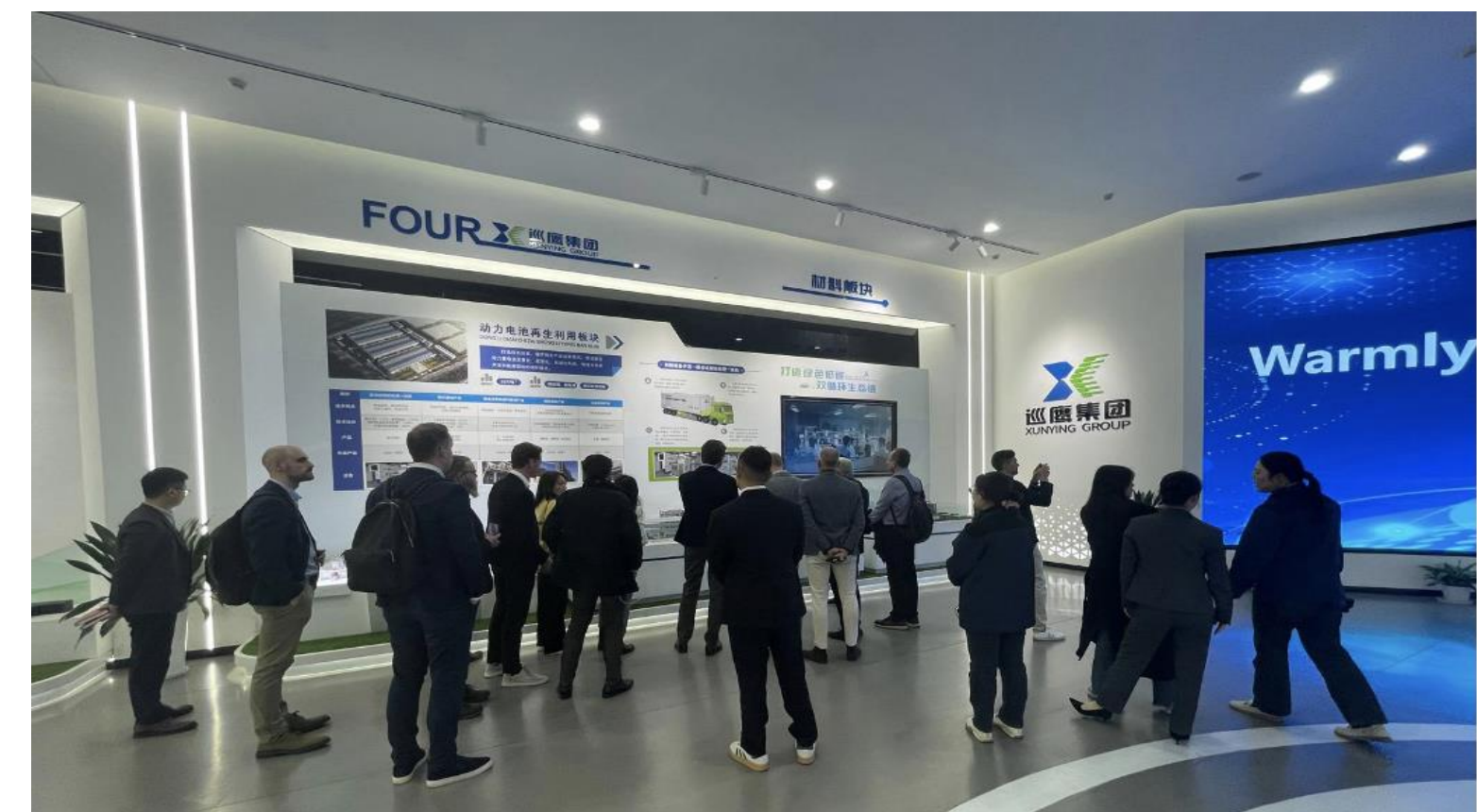


Automotive expo Beijing China

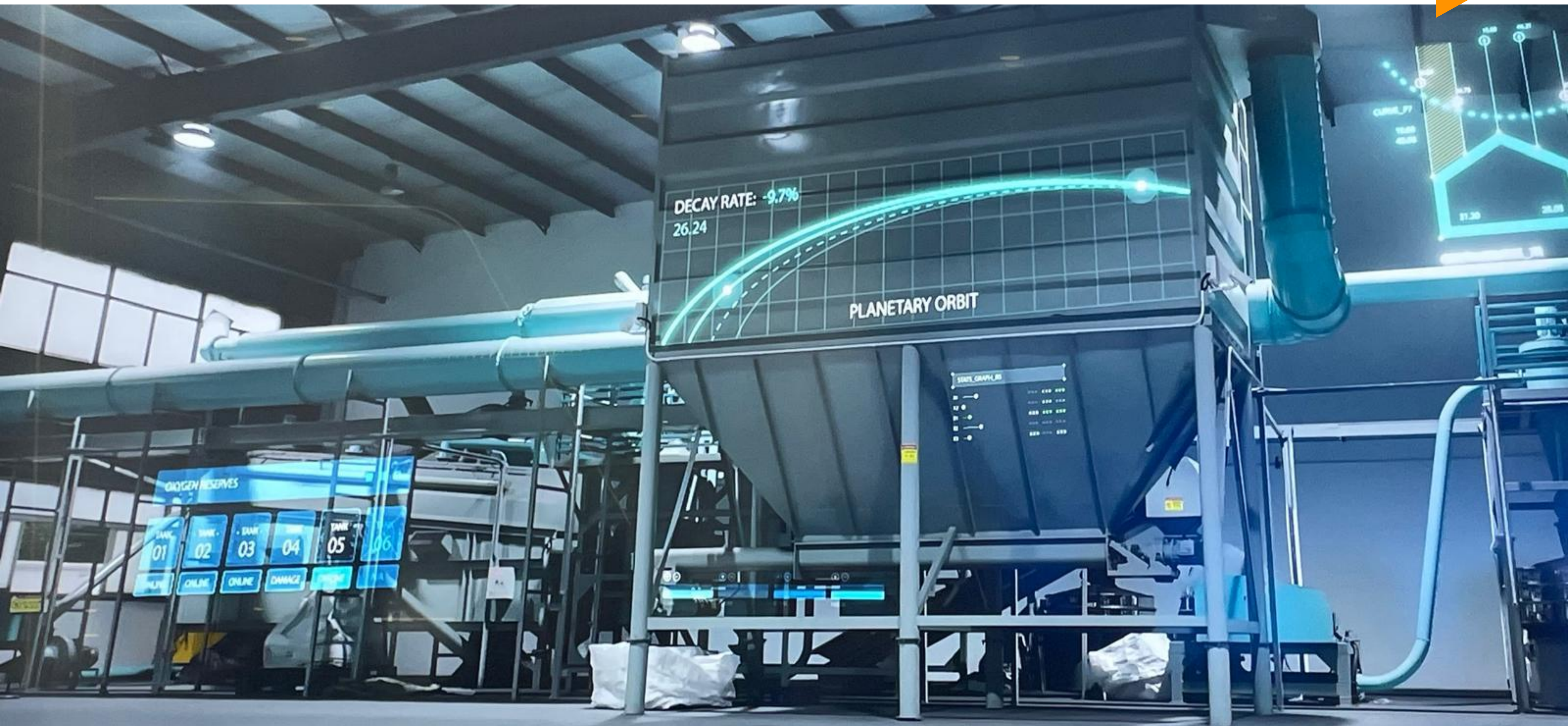


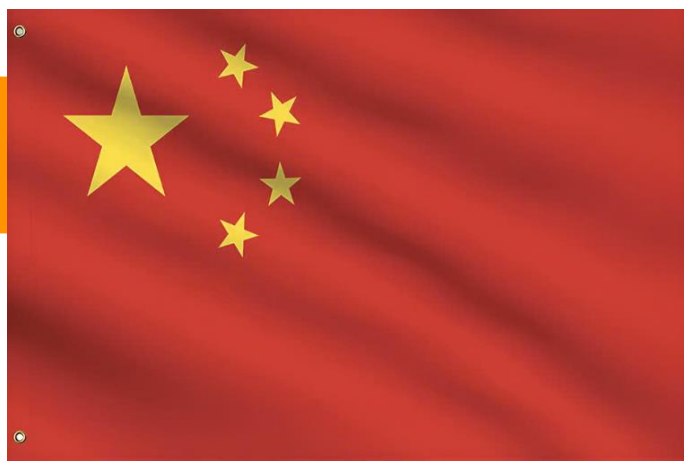


Recycling factory EAGOAL



Recycling factory EAGOAL





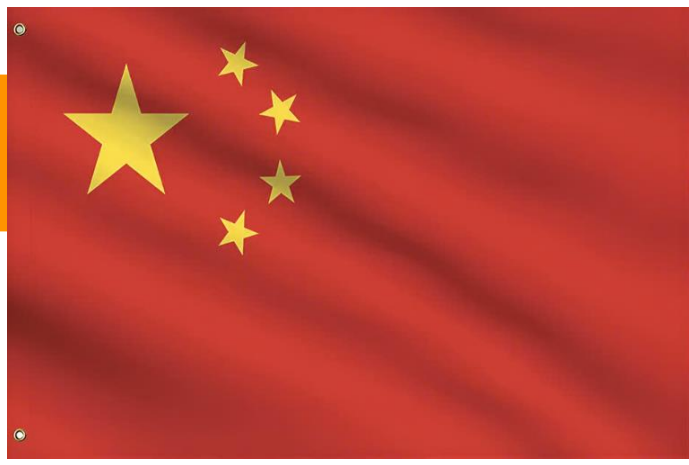
CONCLUSIONS

CHINA''

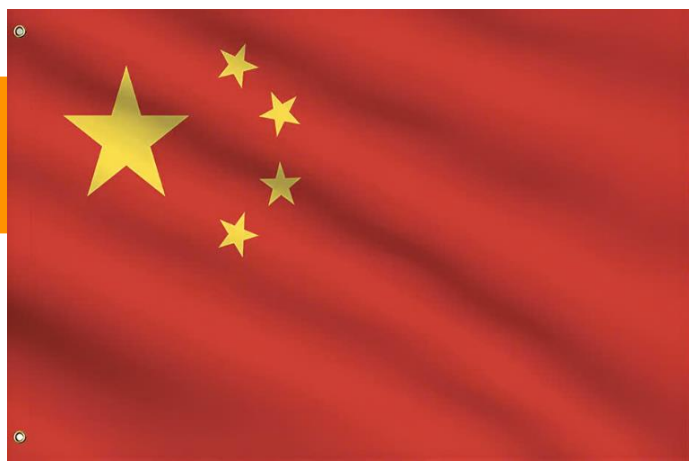
350 mio cars, 35 mio EV (2025): → 16 battery expert shops (only BYD & CATL)

EUROPE:

350 mio cars, 3,5 mio EV (2026): → 0 battery expert shops

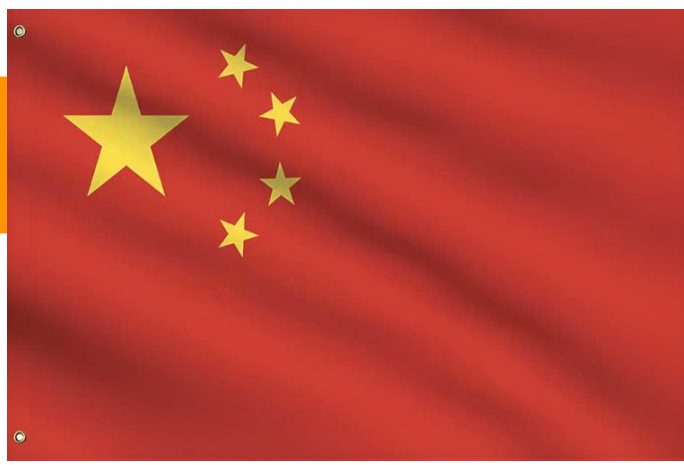


CONCLUSIONS



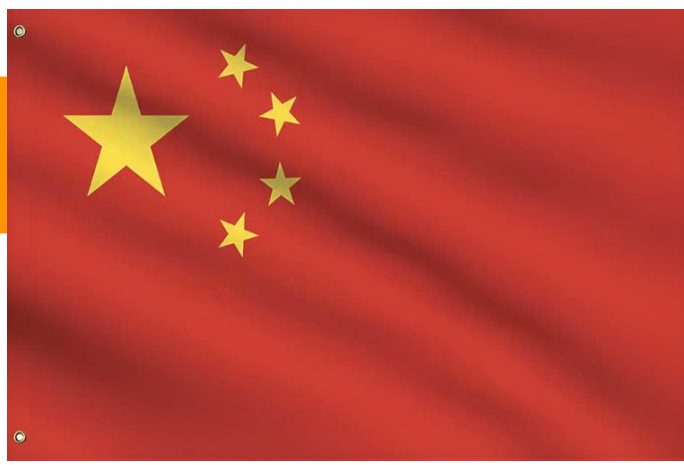
CONCLUSIONS

1. Business COMPLETELY changes



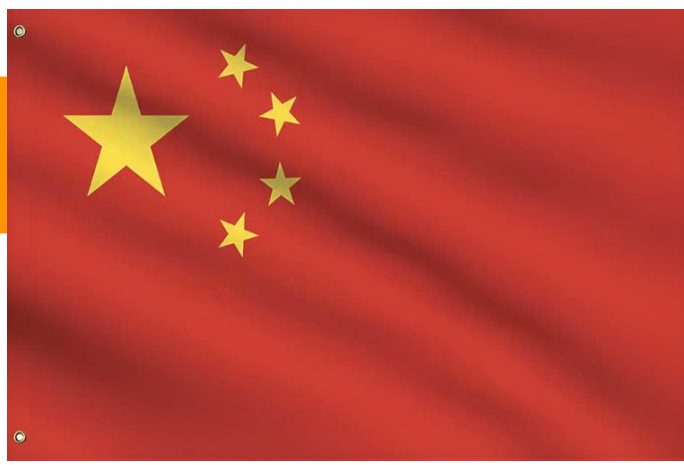
CONCLUSIONS

- 1. Business COMPLETELY changes**
- 2. EV battery repair is NO business case for workshops**



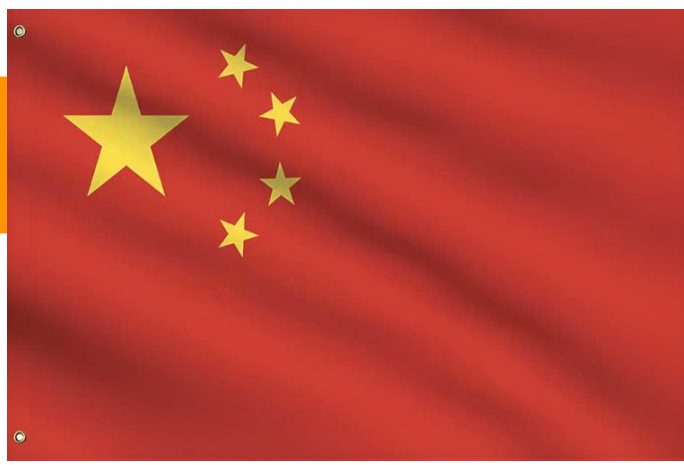
CONCLUSIONS

- 1. Business COMPLETELY changes**
- 2. EV battery repair is NO business case for workshops**
- 3. EV training is essential**



CONCLUSIONS

- 1. Business COMPLETELY changes**
- 2. EV battery repair is NO business case for workshops**
- 3. EV training is essential**
- 4. Acces to vehicle and in-vehicle data is essential**



CONCLUSIONS

- 1. Business COMPLETELY changes**
- 2. EV battery repair is NO business case for workshops**
- 3. EV training is essential**
- 4. Acces to vehicle and in-vehicle data is essential**
- 5. Access to EV parts is evident**

THE CHALLENGES TO TACKLE **TODAY**

THE CHALLENGES TO TACKLE **TODAY**

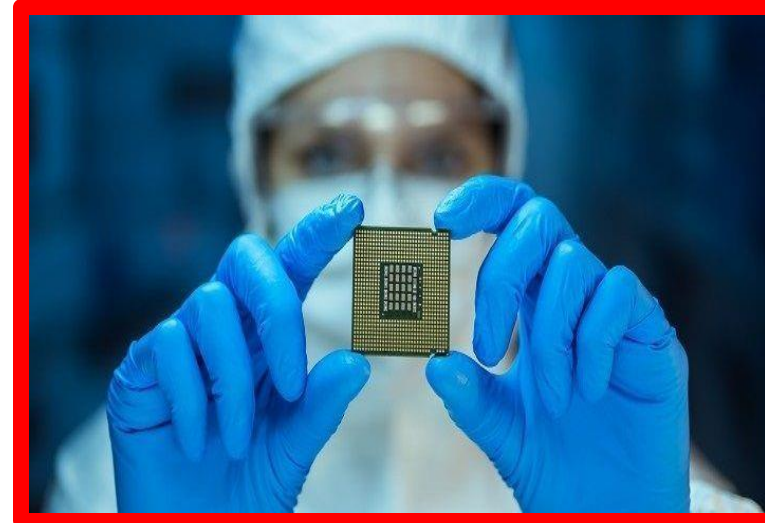


× Parts

THE CHALLENGES TO TACKLE **TODAY**



✗ Parts

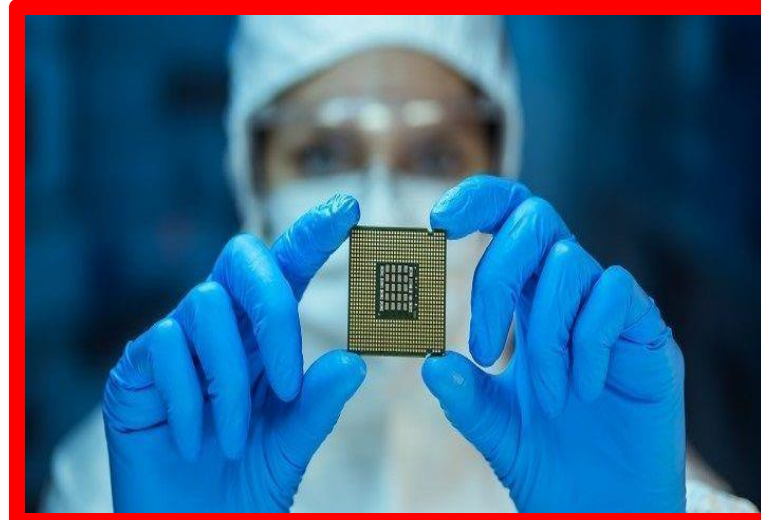


**✗ Semi
conductors**

THE CHALLENGES TO TACKLE **TODAY**



✗ Parts

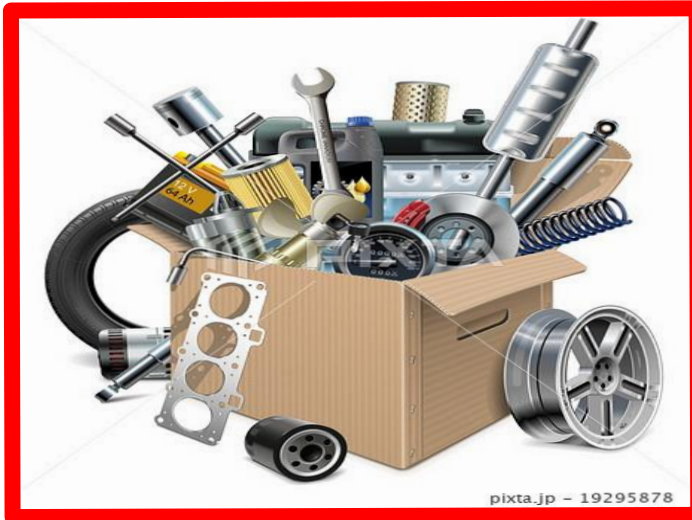


**✗ Semi
conductors**

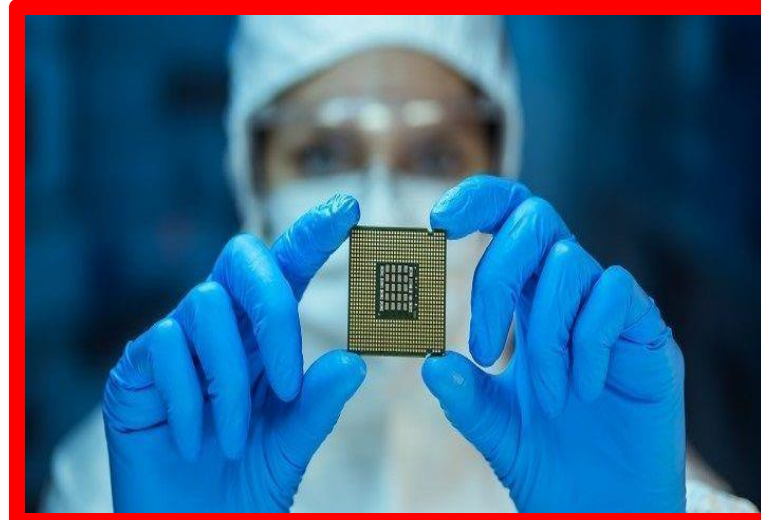


**✗ Access to
platform**

THE CHALLENGES TO TACKLE **TODAY**



✗ Parts



**✗ Semi
conductors**

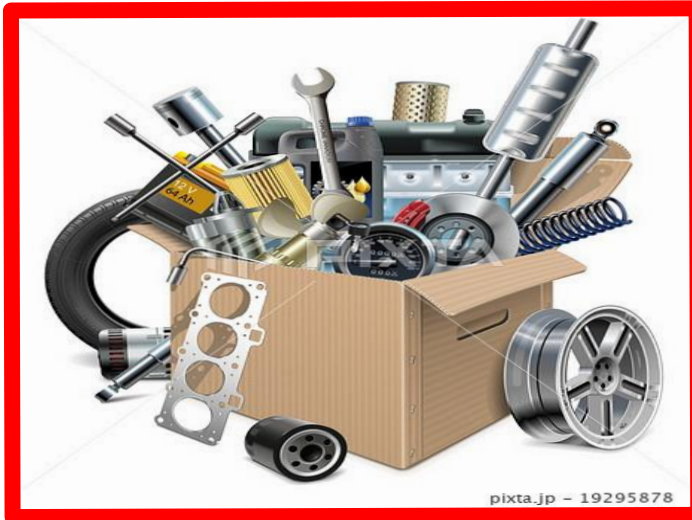


**✗ Access to
platform**

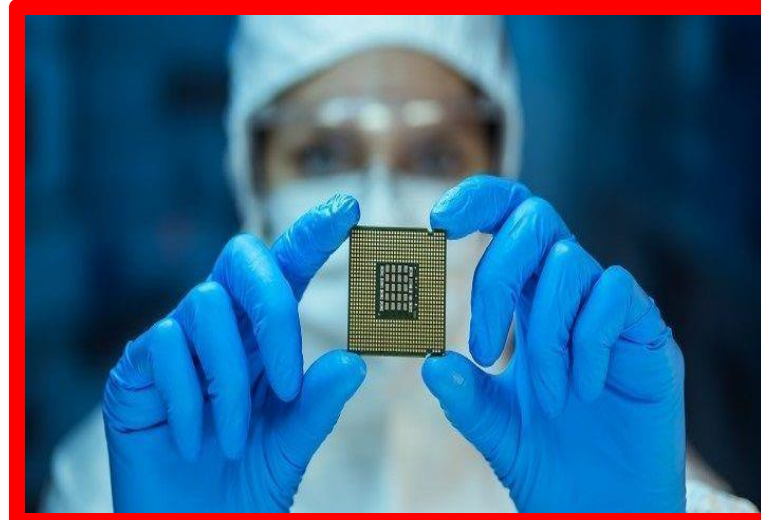


**✗ 72 New car
makes**

THE CHALLENGES TO TACKLE **TODAY**



✗ Parts



**✗ Semi
conductors**



**✗ Access to
platform**

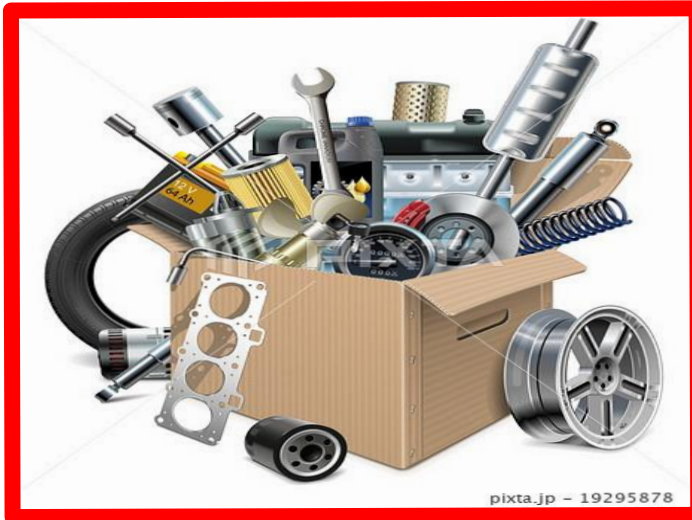


**✗ 72 New car
makes**

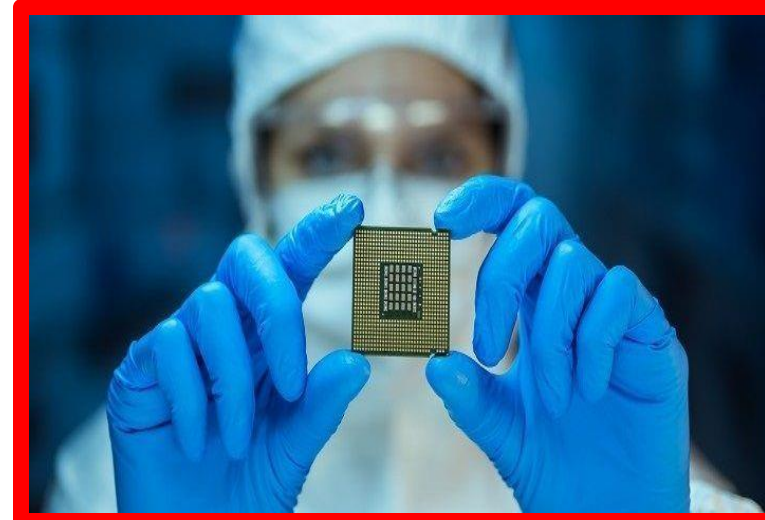


**✗ Software &
data**

THE CHALLENGES TO TACKLE **TODAY**



✗ Parts



**✗ Semi
conductors**



**✗ Access to
platform**



**✗ 72 New car
makes**

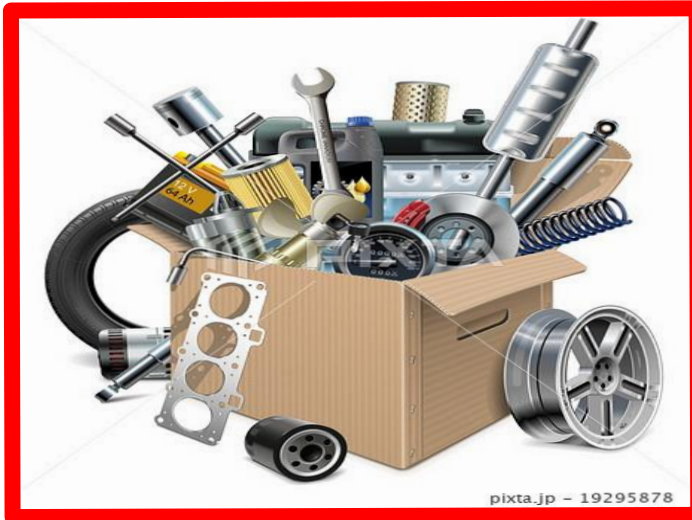


**✗ Software &
data**

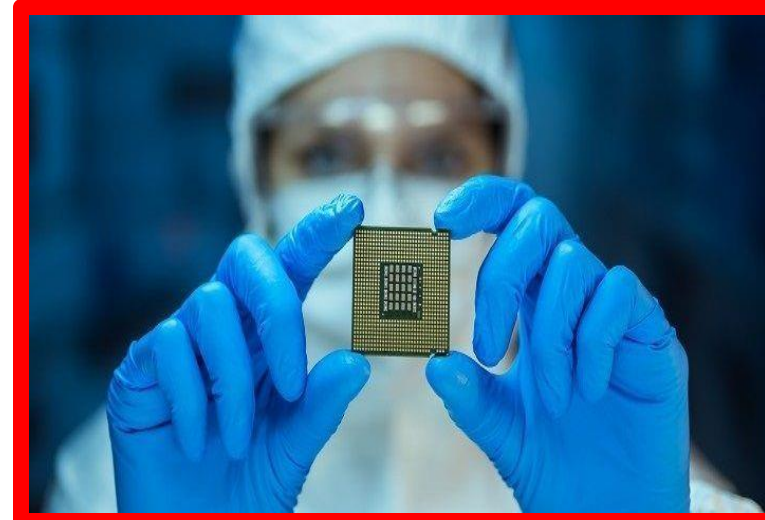


**✗ Social media
management**

THE CHALLENGES TO TACKLE **TODAY**



✗ Parts



**✗ Semi
conductors**



**✗ Access to
platform**



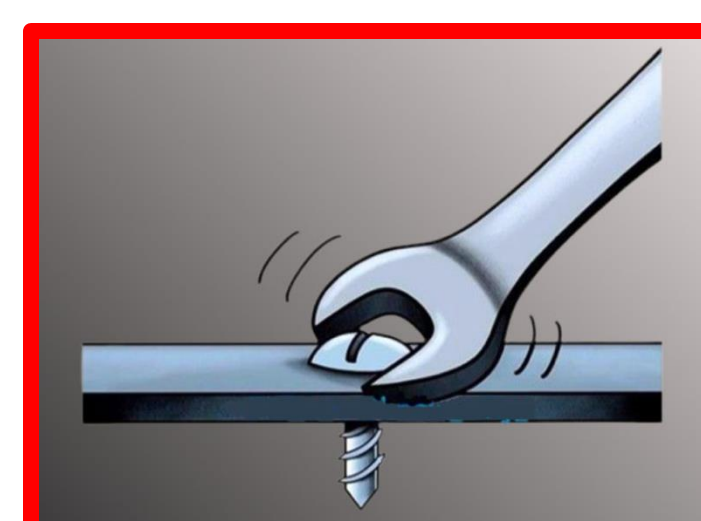
**✗ 72 New car
makes**



**✗ Software &
data**



**✗ Social media
management**

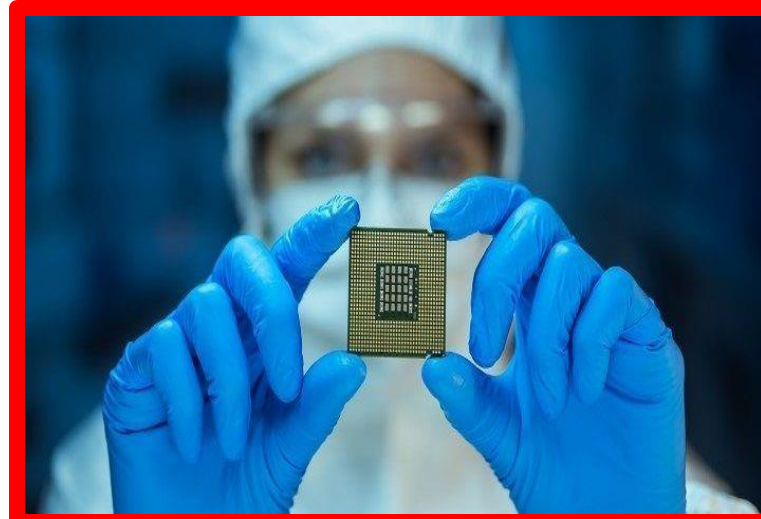


**✗ Tools and
Training**

THE CHALLENGES TO TACKLE **TODAY**



✗ Parts



**✗ Semi
conductors**



**✗ Access to
platform**



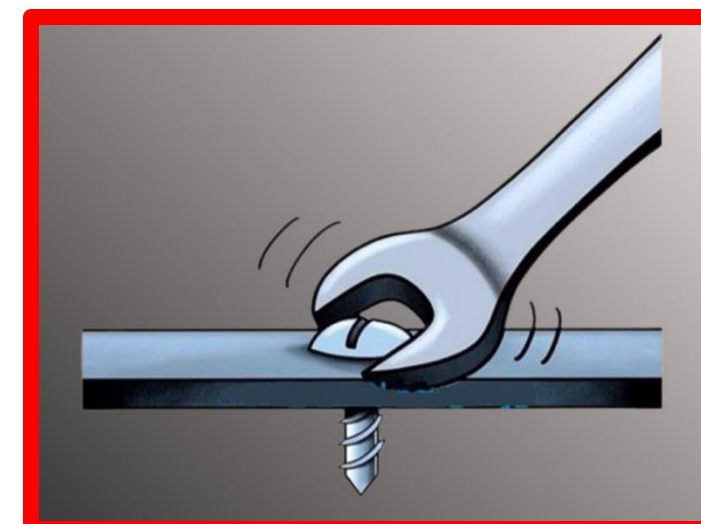
**✗ 72 New car
makes**



**✗ Software &
data**



**✗ Social media
management**



**✗ Tools and
Training**



✗ Skilled mechanics

VR & AR: Virtual reality training & augmented Reality support



NOTE TO SELF



NOTE TO SELF

TRAINING



SUPPORT



PARTS
CATALOGUE



TECHNICAL
DATA



REMOTE
DIAGNOSE



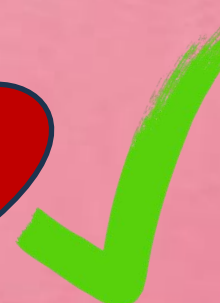
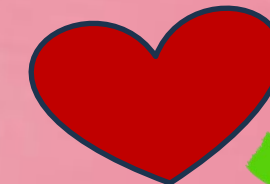
GMS,



Planning
360



Love your
mechanic



ADAS



PASS TRU
200X ???



EV



SOH
TESTER



SERMI



CRM



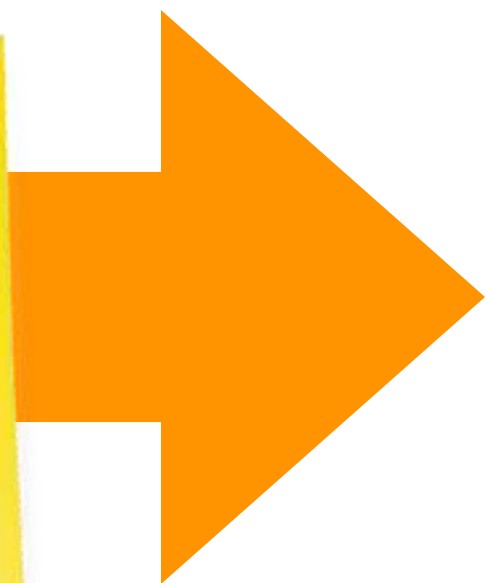
WEB



APP



CONCEPT





TO DO LIST



TO DO LIST

TO DO LIST



1. WAKE UP ! *TIME !!*

TO DO LIST

- ☒ 1. WAKE UP ! *TIME !!*
- ☒ 2. MAKE CHOICES ! *DARE!!*

TO DO LIST

- ☒ 1. WAKE UP ! *TIME !!*
- ☒ 2. MAKE CHOICES ! *DARE!!*
- ☒ 3. MECHANICS ! *HUG !!!*

TO DO LIST

- ☑ 1. WAKE UP ! *TIME !!*
- ☑ 2. MAKE CHOICES ! *DARE!!*
- ☑ 3. MECHANICS ! *HUG !!!*
- ☑ 4. CONCEPT *SUBSCRIBE !!!*

TO DO LIST

- ✓ ☒ 1. WAKE UP ! *TIME !!*
- ✓ ☒ 2. MAKE CHOICES ! *DARE!!*
- ✓ ☒ 3. MECHANICS ! *HUG !!!*
- ✓ ☒ 4. CONCEPT *SUBSCRIBE !!!*
- ✓ ☒ 5. GMS + WORKFLOW *DO IT!!*

TO DO LIST

- ✓ ☒ 1. WAKE UP ! *TIME !!*
- ✓ ☒ 2. MAKE CHOICES ! *DARE!!*
- ✓ ☒ 3. MECHANICS ! *HUG !!!*
- ✓ ☒ 4. CONCEPT *SUBSCRIBE !!!*
- ✓ ☒ 5. GMS + WORKFLOW *DO IT!!*
- ✓ ☒ 6. TRAINING PLAN *NOW !!*

TO DO LIST

- ✓ ☒ 1. WAKE UP ! *TIME !!*
- ✓ ☒ 2. MAKE CHOICES ! *DARE!!*
- ✓ ☒ 3. MECHANICS ! *HUG !!!*
- ✓ ☒ 4. CONCEPT *SUBSCRIBE !!!*
- ✓ ☒ 5. GMS + WORKFLOW *DO IT!!*
- ✓ ☒ 6. TRAINING PLAN *NOW !!*
- ✓ ☒ 7. DIAGNOSE & ADAS PLAN

TO DO LIST

- ✓ ☒ 1. WAKE UP ! *TIME !!*
- ✓ ☒ 2. MAKE CHOICES ! *DARE!!*
- ✓ ☒ 3. MECHANICS ! *HUG !!!*
- ✓ ☒ 4. CONCEPT *SUBSCRIBE !!!*
- ✓ ☒ 5. GMS + WORKFLOW *DO IT!!*
- ✓ ☒ 6. TRAINING PLAN *NOW !!*
- ✓ ☒ 7. DIAGNOSE & ADAS PLAN
- ✓ ☒ 8. PASS TRU & SUPPORT PLAN *INVEST !!*

TO DO LIST

- ✓ ☒ 1. WAKE UP ! *TIME !!*
- ✓ ☒ 2. MAKE CHOICES ! *DARE!!*
- ✓ ☒ 3. MECHANICS ! *HUG !!!*
- ✓ ☒ 4. CONCEPT *SUBSCRIBE !!!*
- ✓ ☒ 5. GMS + WORKFLOW *DO IT!!*
- ✓ ☒ 6. TRAINING PLAN *NOW !!*
- ✓ ☒ 7. DIAGNOSE & ADAS PLAN
- ✓ ☒ 8. PASS TRU & SUPPORT PLAN *INVEST !!*
- ✓ ☒ 9. SERMI CERTIFICATE } *NEED!!*

TO DO LIST

- ✓ ☒ 1. WAKE UP ! *TIME !!*
 - ✓ ☒ 2. MAKE CHOICES ! *DARE!!*
 - ✓ ☒ 3. MECHANICS ! *HUG !!!*
 - ✓ ☒ 4. CONCEPT *SUBSCRIBE !!!*
 - ✓ ☒ 5. GMS + WORKFLOW *DO IT!!*
 - ✓ ☒ 6. TRAINING PLAN *NOW !!*
 - ✓ ☒ 7. DIAGNOSE & ADAS PLAN
 - ✓ ☒ 8. PASS TRU & SUPPORT PLAN *INVEST !!*
 - ✓ ☒ 9. SERMI CERTIFICATE
 - ✓ ☒ 10. EV CERTIFICATE
- } *NEED!!*



e-Mobility...



I hope you got
electrified.....

Take your part
of the
mandarin!



**JUST
DO
IT.**



JUST
DON'T
QUIT.



An iceberg floating in a blue ocean under a blue sky with white clouds. The visible tip of the iceberg is jagged and white, while the submerged part is much larger and dark blue, illustrating the concept of the 'tip of the iceberg'.

end of ICE...

EV's era only just begun !

**There's
still ICE !**



**Shaken,
not
stirred...**