KPMG

AutoData Editora

Global Automotive Executive Survey 2019 Brazilian Chapter

The search for the perfect balance between the agenda for today and tomorrow. See it sooner with KPMG.

www.kpmg.com.br/automotivo

Summary

Introduction

Dear Readers,

This year of 2019, the **Global Automotive Executive Survey (GAES)** completes 20 years of existence. Produced by KPMG Global, its main goal has been to evaluate the transformation stages of the mobility ecosystem over each period analyzed and compare these scenarios with prior periods. Such comparison is then used to design trends and developments expected, as well as to draw conclusions of which actions to be performed.

Over decades, it was reasonably easy to forecast future trends in this industry, whether because transformations were driven by the market, performing and presenting them almost ready to the consumer through the traditional product-centric model, or because, globally, the most innovative players launched new technologies immediately followed by the others.

In recent years, however, we have been experiencing a shift in this status quo, in which the consumer, increasingly empowered and informed due to the extensive access to real-time content in social media, is no longer a passive agent of the innovations determined by the industry. He assumed the leading role of inductor/co-author of market movements in the so-called customer-centric model.

As if such transformation in the relationship between the industry and its consumers was not challenging enough, according to GAES 2019, specific aspects of each region have a determining influence on the development of products and services. Even though there are common issues and challenges between different countries and markets, such regional particularities generate impacts on all links of the value chain. System suppliers, tier suppliers, OEMs and even dealers, none of them is exempt from the imperative need to rethink their business and outline their position in the future ecosystem.

When we project these considerations to our national reality, continental dimensions, educational, scientific and logistic singularities, and cultural, social and economic diversities, we fully understand the importance of this publication to local executives. This document combines global and local core industry agenda and, finally, yet importantly, considers the point of view of our consumers, their needs and preferences.

Thus, to celebrate GAES' 20th anniversary, KPMG Brazil joined forces with AUTODATA, an entity with proven automotive knowledge over its 27 years of experience, to meet this industry's demand, producing this first edition of **GAES – Brazilian Chapter.**

More than offering answers, the challenge we embraced is to deliver relevant content that allows industry stakeholders to reflect on the impact of business results, to unveil and/or revise concepts, and to feed, in a valuable way, the development of their strategies for the coming years.

Enjoy the reading!

Ricardo Bacellar
Head of Automotive
KPMG in Brazil

Marcio Stéfani
Publisher
AutoData Editora

Ricardo Bacellar

Marcio Stéfani

About the survey

About the survey

Between February and March 2019, 256 executives from different automotive value chain links and 1,004 consumers residing in all regions of Brazil answered the surveys made available on the Internet. This valuable contribution served as a basis for mapping positions and expectations of both parties on different aspects of the automotive industry, as well as to identify effectively refined points of view and those that still diverge in some way.

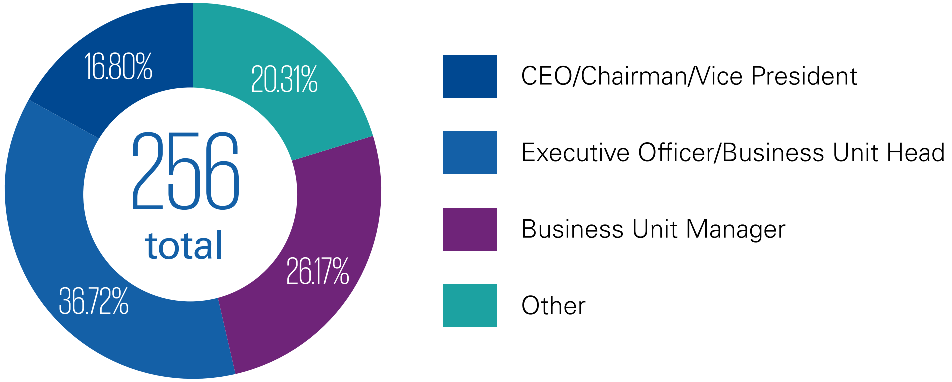
Executives

Over half of the executives hold senior management positions (Board of Directors, CEO, Vice Presidency and Executive Board), which gives high strategic importance to the results.

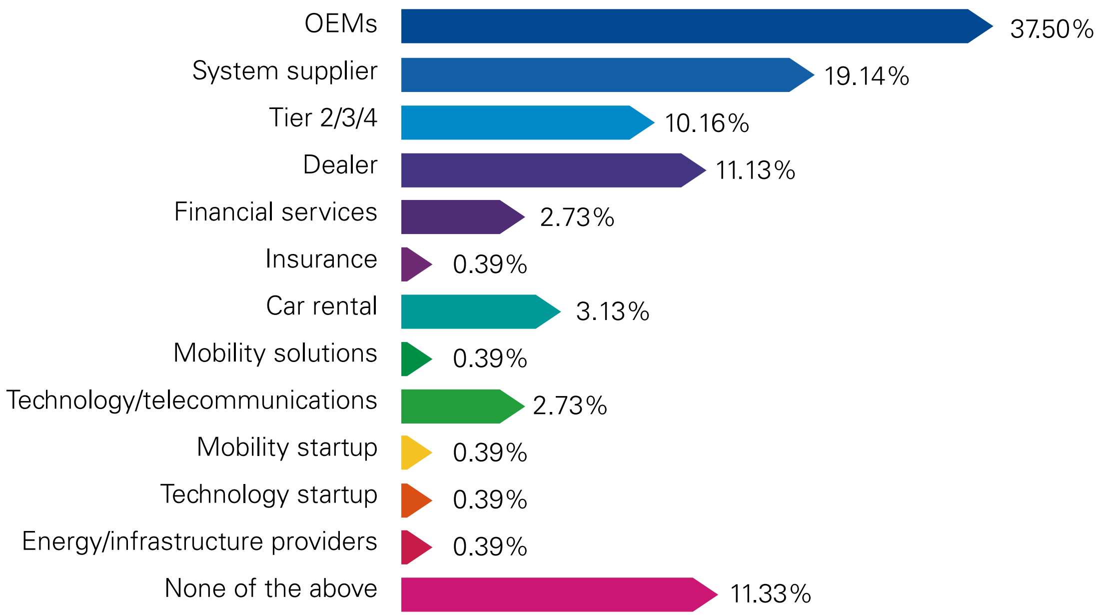
The Southeast is the region with the largest number of respondents, an adequate result since most of the companies engaged are located in São Paulo, Rio de Janeiro and Minas Gerais states.

Considering business segments, the participation of OEMs stood out, followed by system suppliers, dealers and tier 2, 3 and 4 suppliers. As to financial results, over half of respondents work in companies with annual revenues exceeding R$ 1 billion.

Which of the following best describes your job?

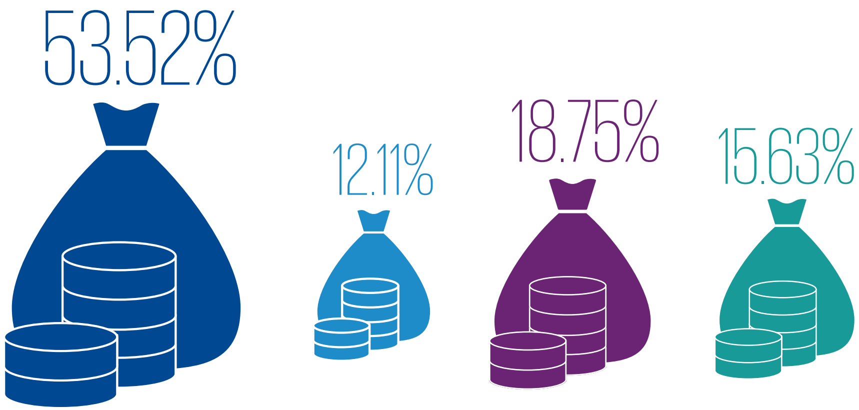


Which of the following best describes your company's operations in Brazil?



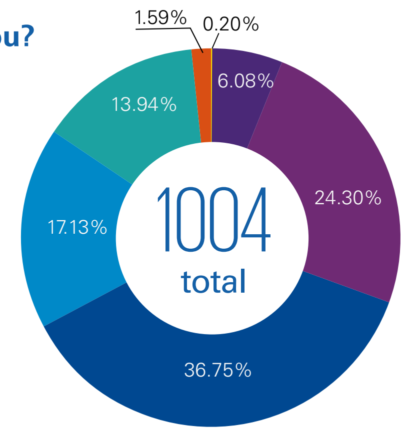
About the survey

Which of the following best describes your company's annual revenue in Brazil in 2018?



- Over R$ 1 billion
- > R$ 500 million < R$ 1 billion
- > R$ 100 million < R$ 500 million
- Less than R$ 100 million

How old are you?



- Less than 18 years old
- 18 to 24 years
- 25 to 30 years
- 31 to 40 years
- 41 to 50 years
- 51 to 65 years
- Over 65 years

Consumers

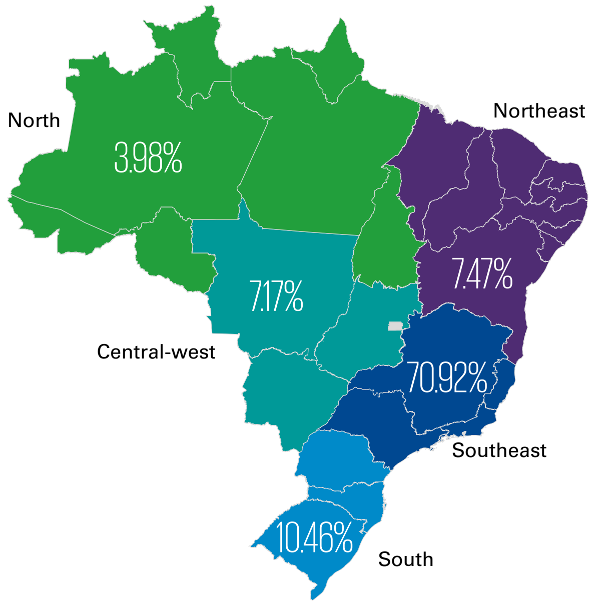
Held in all regions of the country, GAES 2019 - Brazilian Chapter sought to include the greatest possible diversity of profiles among participants.

Nevertheless, some characteristics prevailed. The vast majority resides in the Southeast region in cities with more than 5 million inhabitants; have an average income compared to people from their surroundings and a high degree of education (graduate or postgraduate).

Regarding the age groups, the interval between 25 and 40 years represents more than 60% of the sample.

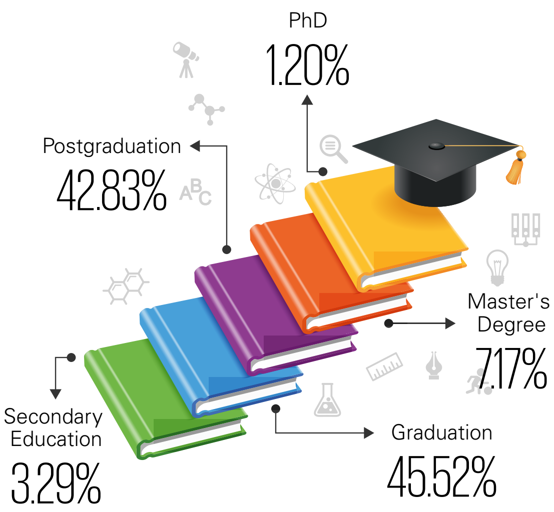
The bulk of the respondents owns a car and uses it in their daily commutes, while the second most popular means of transportation is the public one. The majority travels more than 5 kilometers per day, while 1/3 of the others travels more than 25 kilometers.

In which region of Brazil are you based?



About the survey

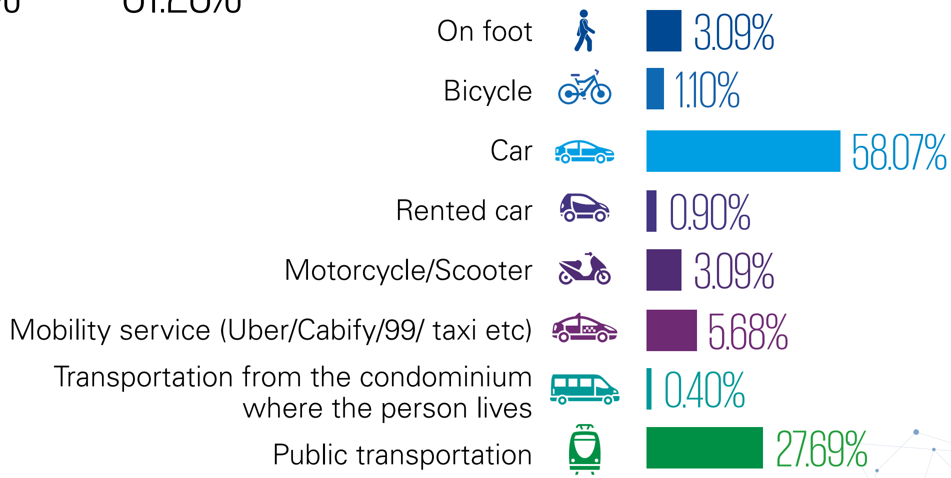
What is the highest educational level you have attained?



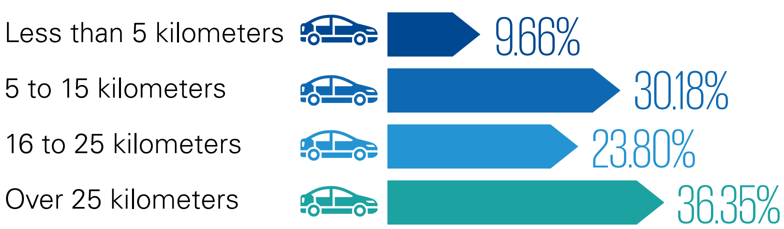
How would you describe your income when compared with the income of other people close to you?

Do you currently own a car?

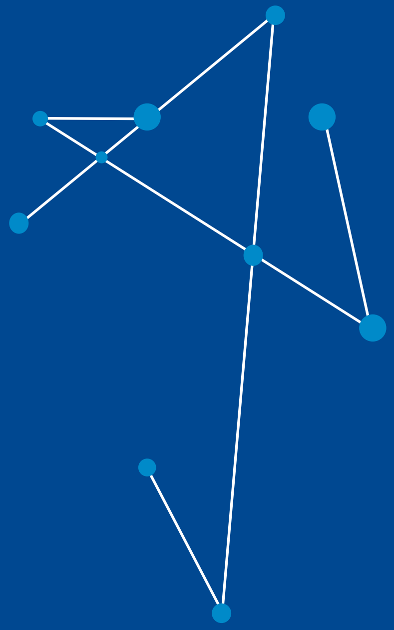
Which form of transportation do you take to travel the distance previously mentioned? (choose the one you take more often)



How many kilometers do you travel by day?



Strategic aspects



Strategic aspects

This chapter of the survey clearly shows the establishment of two groups of priorities: the agenda for today and the one for tomorrow.

The agenda for today includes transformation technologies, improving the energy efficiency of combustion engines, compliance with ROTA 2030, adoption of cost-cutting technologies, and technologies in supplier management/integration.

Agenda for tomorrow includes electric vehicles, technologies in dealers networks, partnerships with startups, vehicle marketplace services and own fleet management/car rental/mobility services.

This local picture is faithful to the dilemma experienced by the automotive industry globally. The ongoing transformation process requires from its executives a high level of assertiveness in managing complex and competing agendas exposed to time pressure, encompassing supply chain, productive processes, product's energy matrix, the products themselves, possible new services, distribution model and customer's new consumption profiles.

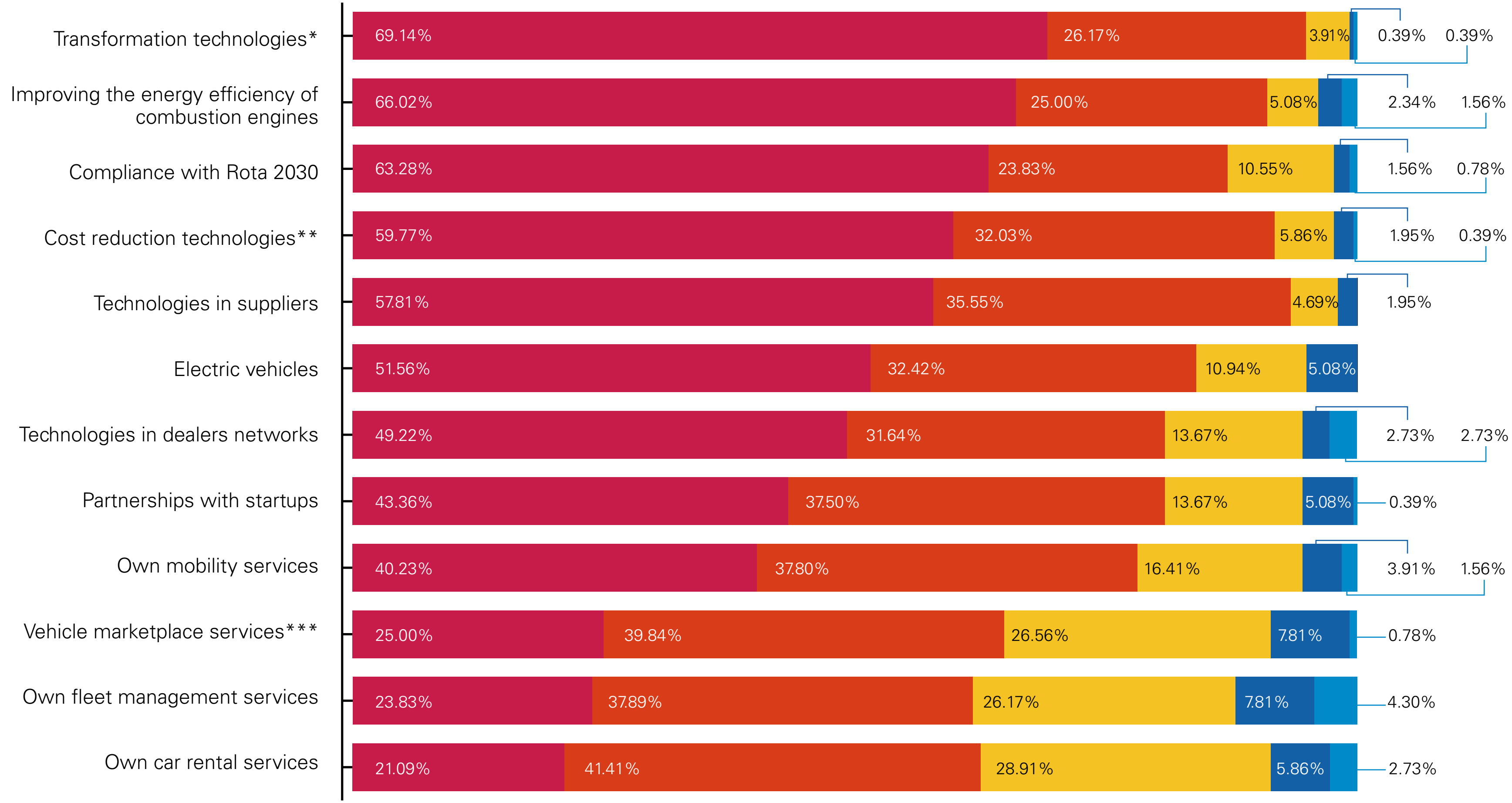
Survival in the short, medium and long term depends on the perfect balance between the agenda for today and the one for tomorrow. Considering the results obtained, the option for todays' is a priority, with the positioning of items related to tomorrow's agenda is a not less important, but still secondary plan at this time.

Recommended

Specific studies on this context such as "Are you a metalsmith or gridmaster", "The rise of electric, shared and autonomous fleets" and "Digital gravity", among others, are available at www.kpmg.com.br/automotivo.

Strategic aspects

How do you classify the importance of Brazilian automotive industry investment alternatives listed below?



* (Industry 4.0/big data/analytics/artificial intelligence/voice assistance/customer experience/cyber security)
** (RPA - Robot Process Automation/medical expenses/electric power consumption)
*** (in partnership with other industries)

Fully agree · Partially agree · Undecided · Partially disagree · Fully disagree

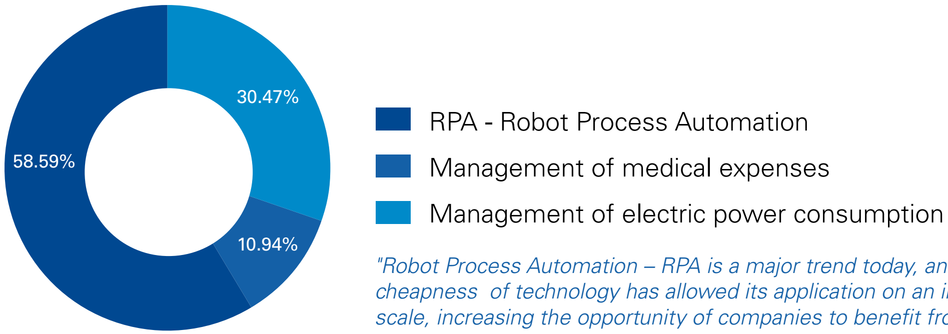
Strategic aspects

Cost reduction

The survey proposed three alternatives for executives to point out their priorities for cost reduction in production. The majority's preference (without distinction between OEMs, tier suppliers, system suppliers and dealers) was for process automation (RPA - Robot Process Automation).

It is relatively easy to understand why this item was the most prioritized. The projected gains with RPA, notably in back-office, go far beyond Brazilian labor costs, as they also reflect cost reduction with physical spaces (with the replacement of hand labor by robots) and electric power consumption, as well as in significant operational gains such as greater speed and error reduction in the execution of activities. Recent questions about their deployment costs have gradually reduced as these solutions become cheaper, providing a faster return on initial investments.

How do you prioritize investments in cost reduction technologies listed below in Brazil?



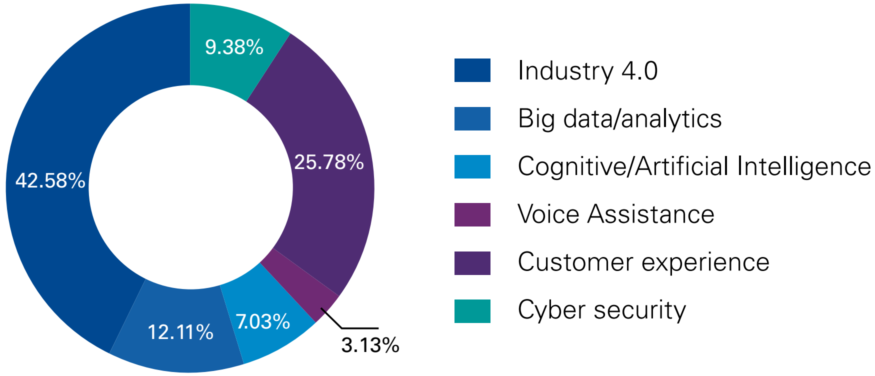
"Robot Process Automation – RPA is a major trend today, and the cheapness of technology has allowed its application on an increasing scale, increasing the opportunity of companies to benefit from significant gains in terms of productivity and efficiency already in their early implementation levels, when robots replace repetitive activities with low added value. That is why a great part of our demands are to apply this solution in companies' back-office."

Frank Meylan,
Lead Partner for AI, Cognitive, Customer Experience and RPA, KPMG in Brazil

When asked to rank investments in technology, executives emphasized the suitability of Industry 4.0 and improvement of customer experience, confirming the need to invest in production efficiency and consumer relationship. We present further analysis on this second option in chapter "The value of information."

Noteworthy is the fact that the vehicle's voice assistance feature, the thrill of CES (Consumer Electronic Show) last edition held in Las Vegas in January of this year, ranked as the last within the options presented in Brazil.

How do you prioritize investments in transformation technologies listed below in Brazil?



Recommended

System suppliers and tier suppliers attach great importance to development of industry 4.0 (fully justified by their role in productive chain), while OEMs emphasize customer experience investments – available online at www.kpmg.com.br/automotivo.

Pablo Di Si,
CEO and President of Volkswagen Brazil

"Brazil has a high knowledge in engines. We, the industry, are investing in the present and the future, since we are aligned with Rota 2030 goals. Looking at the survey data, what strikes me is that 32% of OEMs find the investment in combustion engines of little relevance.

As for electric vehicles, they are the future in the world and in Brazil. But here in Brazil, they tend to take a little longer to gain market share, considering our infrastructure and ecosystem.

Thus, we can state that this investment is important, however, for at least the next five years it will be smaller here in Brazil than in the rest of the world.

As for the development by the OEMs of their own mobility services, I understand that it is a market share we should consider but for now is not very important.

Regarding rental vehicles supply, there are companies with their own fleet for this purpose. It is not our business, nor will it be our business.

However, new technologies are extremely relevant. We have several partnerships and we are pioneers in the use of artificial intelligence tools, as well as way ahead in the use of Data & Analytics, including daily analysis of all customers in dealers. It is an invaluable tool for outlining strategies".

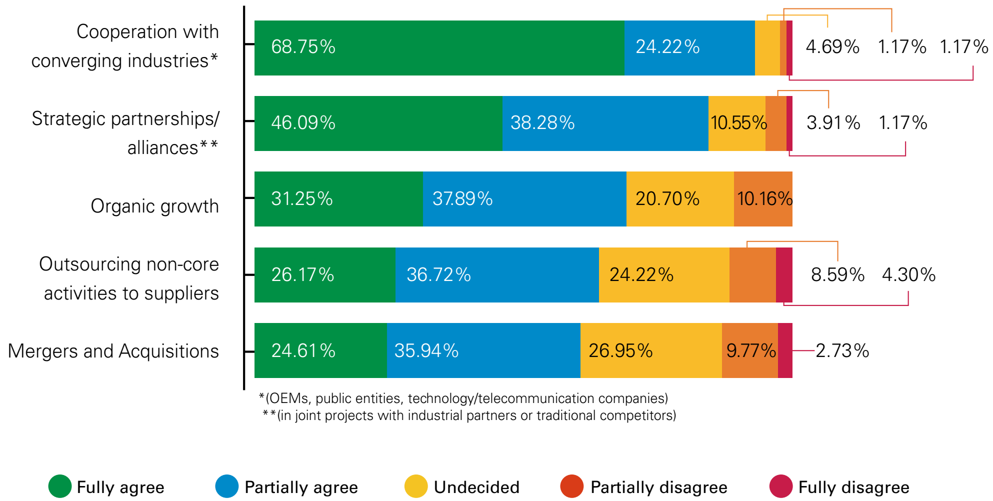
Strategic aspects

Cooperation

Cooperation with converging industries was indicated as a "very important" strategy by 2/3 of respondents, while practically half pointed out partnerships and strategic alliances in joint projects with industrial partners or traditional competitors.

These results are in line with the trend reflected in the global survey, where recognition of the importance of co-opetition strategies mature year after year in executives' vision as a way of accelerating technological developments by sharing costs and risks. In other words, making the need of higher investments more comfortable and efficient for the stakeholders. It is no coincidence that we observe an increase on the frequency of partnerships being announced.

How do you classify the importance of the following strategies for your company's success in Brazil?



Recommended

System suppliers, tiers 2/3/4 and dealers demonstrated a differentiated interest in mergers and acquisitions – available online at www.kpmg.com.br/automotivo.

"Supply chain was very fragile after a long period of crisis and demand reduction. This situation was aggravated by a wave of investment for modernization and capacity expansion, prior to the crisis, which did not take place. Consequently, the indebtedness level increased, putting even more pressure on cash generation of these companies.

The challenge is to quickly occupy idle capacity and readjust capital structure, a favorable environment to industry consolidation.

Companies or groups with scale and greater financial capacity have a clear advantage to be active in this process. Focus and attention on analysis of opportunities, risks and forms of value creation will be imperative for the successful implementation of this strategy.

OEMs and large system suppliers have an important role in monitoring and even directing these movements, since they cannot set aside a production chain that operates with efficiency, reliability and financial strength to continue investing in innovations and in productive process."

Alan Riddell, Lead Partner of M&A and Supply Risk Management, KPMG in Brazil

Business model

Business model

In "KPMG - Autonomous vehicles readiness index 2019" survey, projections based on public figures and own surveys indicate that the future mobility ecosystem under construction has a potential to generate revenue 10 times higher than the current model, with practically 50% of this revenue from new services.

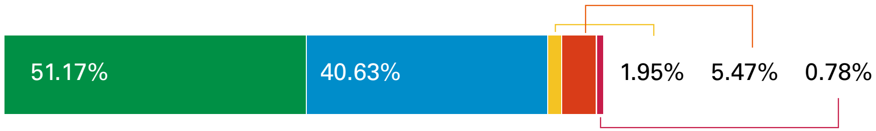
Most of the executives believe that the current business model of the automotive industry will radically change in the next 10 years. Such view is aligned with the latest issue of GAES.

Among those who agree with the above hypothesis, the majority indicates that service provision is the most likely route and that it will be necessary to review the current evaluation method of market share based on unit sales.

Recommended

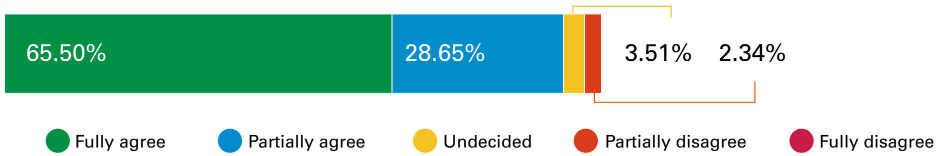
Specific studies on this context such as "The rise of electric, shared and autonomous fleets" and "Autonomous vehicles readiness index 2019", among others, are available at www.kpmg.com.br/automotivo.

Current business model of the automotive industry, based on producing and selling vehicles, will radically change in Brazil in the next 10 years.



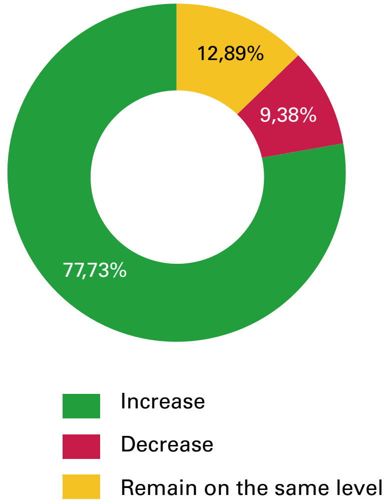
OEMs will generate more revenue from services than from vehicle sales in Brazil in the next 10 years (for those who agreed with the last question).

Evaluating market share simply based on unit sales is a method that will be reviewed in the coming years in Brazil, and will include other indicators that best represent services that will be offered by OEMs (for those who agreed with the last question).



Direct sales model was highlighted by respondents as a form of commercialization that tends to expand even more in the next 10 years in Brazil. Thus, while the current business model needs to change, the need to maintain plant occupancy remains imperative.

In the next ten years the representativeness of direct sales in industry results will:



Business model

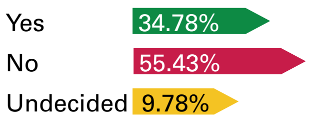
Most Brazilian executives recognize in startups and university research centers the potential partners in building the future business ecosystem of the automotive industry. Also, Rota 2030 was indicated as an incentive for the industry to continue investing in Research and Development (R&D).

However, while the convenience and necessity of such partnerships are recognized, the survey also shows that executives lack clarity on how to make them feasible.

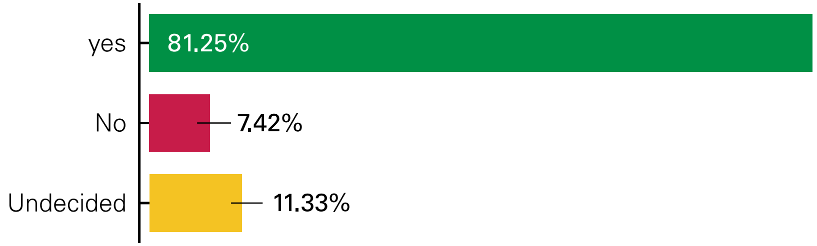
There are educational institutions that offer cooperation programs with the private sector and the Government, able to participate in these innovation processes at very convenient costs.

In building the future business ecosystem of the Brazilian automotive industry it is imperative to establish partnerships with startups.

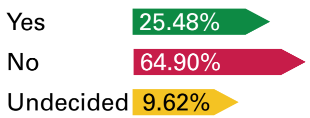
Does your company have a clear investment strategy and organization model on how to work with startups in Brazil (for those who agreed with the last question)?



In building the future business ecosystem of the Brazilian automotive industry it is imperative to establish partnerships with university research centers.



Does your company have a clear investment strategy and organization model on how to work with university research centers in Brazil (for those who agreed with the last question)?



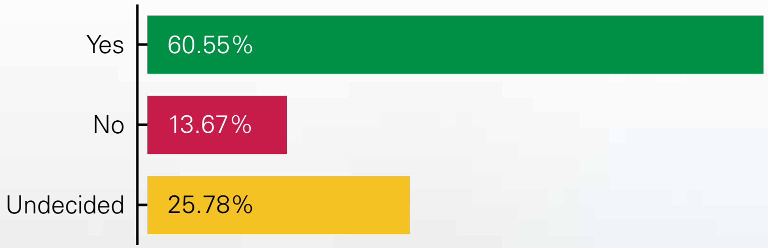
"The speed of digital transformation has not only impacted the automotive industry, but also many others such as media, retail, finance, healthcare, etc, all of which have business models backed by supply chains and complex distribution channels.

Partnerships with startups are an excellent way to incorporate technological layers into the business, either by improving efficiency and/or enabling new offerings, through increasingly shorter innovation cycles, in line with the profile of products and services demanded by the new customer consumption patterns."

Oliver Cunningham,
Lead Partner of Innovation and Digital Transformation, KPMG in Brazil

Business model

Will the R&D investment incentive in Brazil within the scope of ROTA 2030 encourage the approach of automotive industry with startups and university research centers?



"ROTA 2030, in addition to benefiting OEMs that already benefited from the previous program (Inovar-Auto), also benefits directly the auto parts industry and other companies that operate in the supply chain of the industry. Among the investments included in the tax incentive, in addition to traditional R&D expenditures, expenditures with connectivity, mobility and logistics solutions, nanotechnology, big data, data analytics and artificial intelligence can be included in the program. This is certainly a huge step forward and a clear indication from the Government that expenditures with new technologies, directly or in partnership with startups/public and private research centers, are essential to guarantee the investment the industry has been making and should intensify exponentially over the next 15 years of the program."

William Calegari,

Lead Partner for ROTA 2030,
KPMG in Brazil

Business environment

Business environment

Brazilian tax burden has always been considered by the automotive industry as an obstacle to competitiveness, affecting significantly the final price of the product.

According to the Doing Business 2018 report of the World Bank, Brazil ranks 184th in terms of tax payment among 190 countries surveyed. The main reason for such poor performance concerns the complexity and distortions of our legislation. Brazilian companies spend about two thousand hours a year in activities related to collection of three categories of taxes: income, labor and consumption, and sales.

It is understood that almost half of the surveyed executives indicated the tax reform as essential to increase industry results, among the proposed alternatives.

Tax reform was chosen by consumers as the second most important factor to improve their purchase power, particularly of vehicles, only losing to the high unemployment rate currently verified in the country. This problem affects about 13% of the economically active population in Brazil, according to data from the Brazilian Institute of Geography and Statistics (IBGE), in 1Q2019.

It is worth highlighting that the fleet renewal program does not appear as a priority among executives, nor consumers.

Business environment

E

We started 2019 with new federal and state government leaders that indicate interest in fostering a better business environment in the country. With regard to the Brazilian automotive industry, how would you order the importance of the following guidelines to increase industry results?

C

We started 2019 with new federal and state government leaders that indicate interest in improving, among others, the purchase power of Brazilian consumers. With regard specifically to buying vehicles, how would you order the importance of the following actions to achieve this goal?

E		C
12.89%	Credit facilities for industrial plant upgrade	-------
12.89%	Reduction of unemployment	36.85%
11.72%	Reduction of labor tax burden	10.06%
44.14%	Tax reform	21.31%
4.30%	Interest reduction for consumers	9.76%
2.34%	Expansion of financing to vehicles purchase	9.06%
5.47%	Fleet renewal program (in which older vehicles can be used as part of the payment for newer vehicles)	12.95%
6.25%	Expansion of international trade agreements	-------

Business environment

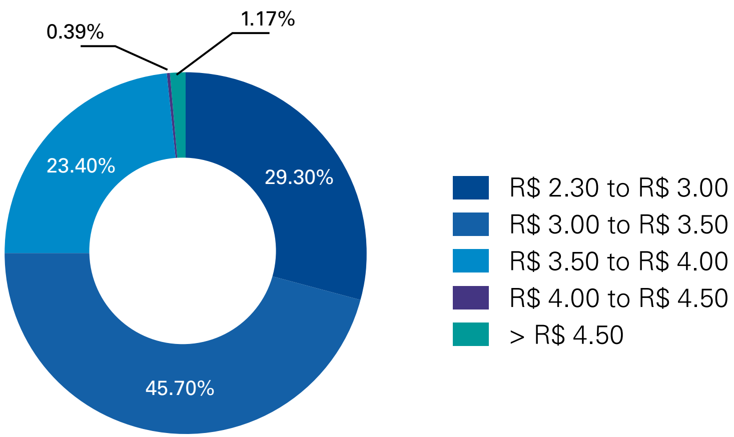
The Brazilian exchange balance registered in the survey ranges from R$ 3.00 to R$ 3.50.

It is relatively easy to understand the rationale that justifies this statement. Highly-valued real may undermine competitiveness of the Brazilian car in international market. However, dollar above R$ 3.50 makes it more expensive to import necessary parts for different links of the automotive chain, with serious profitability problems for the entire industry.

The focus of the Brazilian automotive industry in international trade is more concentrated in the Southern Cone countries, especially in Argentina.

More than half of the respondents agreed that Mercosur is extremely relevant to the strategies of the Brazilian automotive industry and understand that bilateral agreements are more effective than agreements entered into per trade bloc.

In your opinion, the operation of automotive industry in Brazil would be balanced with an exchange fluctuating between:



Mercosur is extremely relevant in the strategy of Brazilian automotive industry.

Bilateral agreements are more effective for Brazilian automotive industry business than agreements with economic blocs.

Infrastructure

Infrastructure

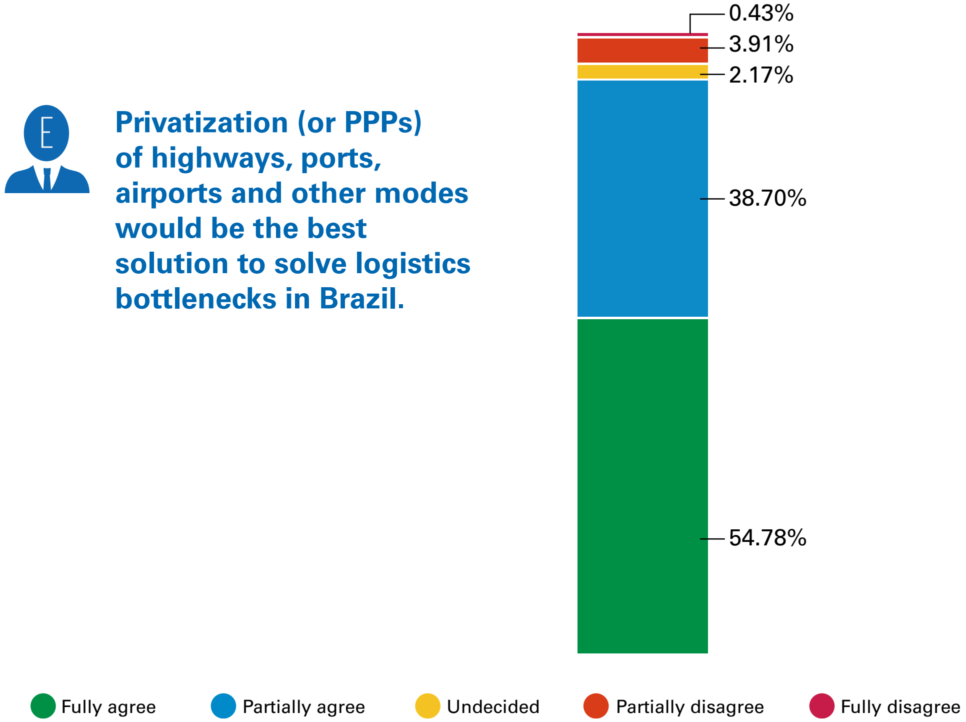
The logistics problem arising from the fact that the industry depends only on road transportation is an obstacle to the efficiency of Brazilian productive sector.

The survey shows massive agreement that the country needs to invest in alternatives to the current model. The most mentioned option by executives is the investment in a railroad network.

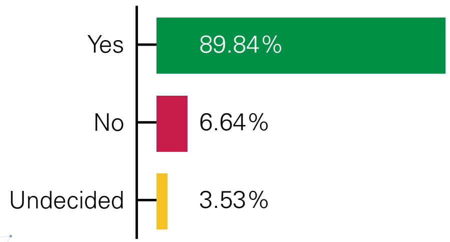
In addition, the responses indicated that the ideal alternative for such investment should be public private partnerships (PPPs) from achievements in prior projects.

According to Fundação Don Cabral, with investments of R$ 300 billion in 10 to 15 years, it would be possible to reduce the main bottlenecks and achieve this goal. Should these investments be made, the annual logistics cost savings for all sectors of the national economy would amount to R$ 31 billion.

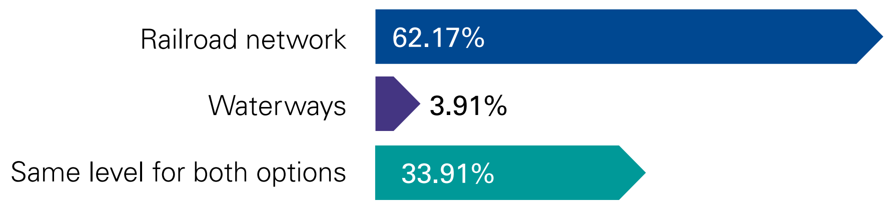
Privatization (or PPPs) of highways, ports, airports and other modes would be the best solution to solve logistics bottlenecks in Brazil.



Does the country need to invest in alternatives to current logistics (predominantly road transportation) to leverage growth?



How would you order the priority of investment alternatives in logistics means of transportation in Brazil (for those who agreed with the last question)?

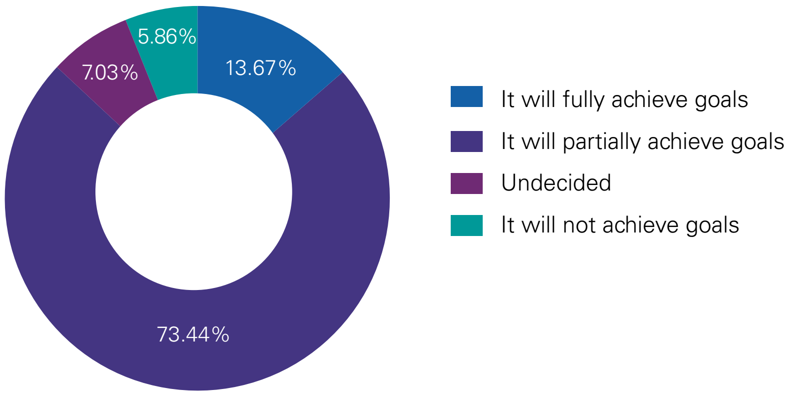


Infrastructure

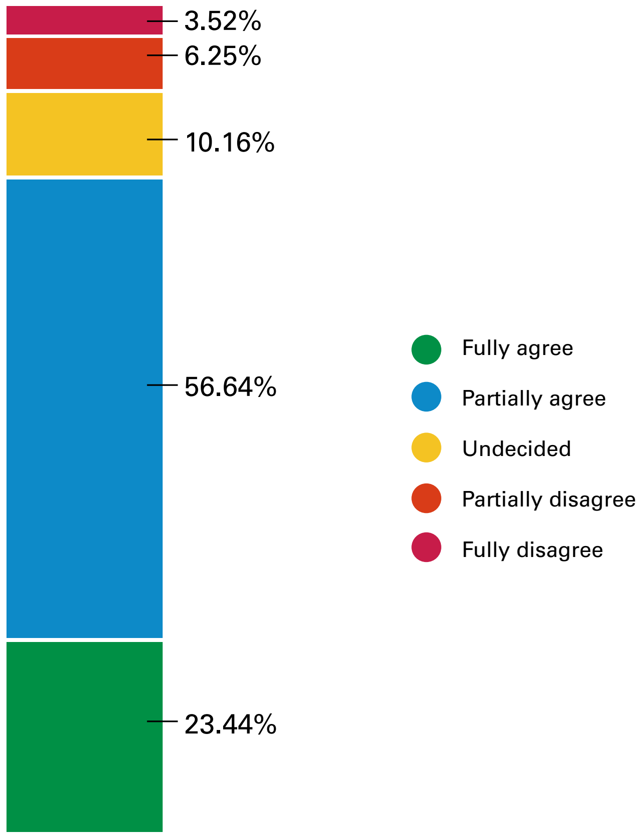
Labor costs have always been an obstacle to the competitiveness of the Brazilian industry. The government indicated new mechanisms to reduce labor costs. Most executives replied that they do not believe that these measures will have the expected effect, although they can bring some progress in this bottleneck of the productive sector.

The scenario is complex and includes other current changes in the automotive industry portrayed in this survey, such as production automation. Considering this and a few others, the executives' answers allow us to infer that the necessary reforms will not be fully reflected in job creation.

The government indicated actions to reduce cost of labor hiring labor in Brazil (flexibilization of labor rules, payroll deferral, debureaucratization, change in contribution to Sistema S, etc). What is your opinion about the effectiveness of this government strategy?



These government actions aimed at reducing labor hiring costs in Brazil will allow an increase job offer in automotive industry.



Electric vehicles

Electric vehicles

Driven by industrial policies, as well as by the growing wave of ecological awareness of the society, the automotive industry is investing heavily toward electrification of its products in the near future.

According to the Global EV Outlook 2018 survey by the International Energy Agency, sales of electric cars worldwide have already exceeded 1 million units by 2017, an increase of 54% compared to the previous year.

This accelerated growth rate is also reflected in the latest edition of GAES global version. In this survey, executives projected that electric cars will account for about 70% of the entire global fleet by 2030.

In this Brazilian chapter, however, executives are skeptical about the production and supply feasibility of these products in local market, at least in the short term. However, surprisingly and contrary to the perception of the industry, 90% of consumers say they would like to find electric cars available for purchase. This was one of the main disconnections between the two audiences detected in this survey.

This bold positioning by the Brazilian consumer is, however, fully consistent with its profile, already known to be interested in acquiring innovative technologies.

The studies "The use of bar code in Brazil: companies and consumers," developed by GS1 Brasil - Associação Brasileira de Automação in 2016, and "Security Index", conducted by the multinational technology company Unisys in 2017, already indicated the expansion of Brazilian consumers known as "early adopters".

They are primarily adults between 25 and 44 years old, well-informed, influencers in purchase decisions of relatives and friends, and who are eager to experience technological innovations as soon as possible.

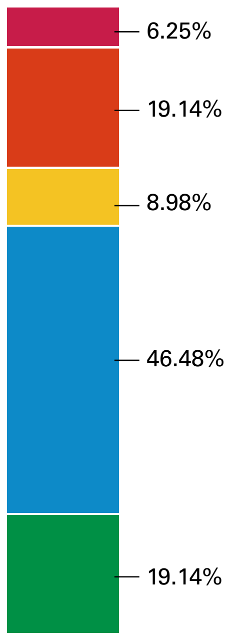
Such result provides relevant insights for an industry that seeks to improve the customer-centric concept.

Recommended

OEMs and Dealers have divergent views on feasibility of electric vehicles production and supply in Brazil - available online at www.kpmg.com.br/automotivo.

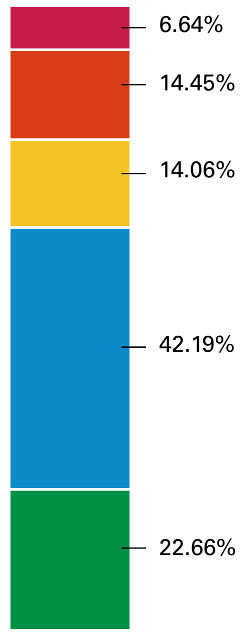
Electric vehicles

We have accompanied massive investments in development of electric vehicles worldwide, but the initiative is still small in Brazil, either because of the high costs for local production, high import taxes, and also because we have alternative energy sources such as ethanol and natural gas with a well-established distribution network. Considering such scenario, do you agree that there is feasibility for electric vehicle supply in Brazil?



Fully agree · Partially agree · Undecided · Partially disagree · Fully disagree

What is your opinion about the feasibility of electric vehicle production in Brazil?



We have accompanied massive investments in development of electric vehicles worldwide, but the initiative is still small in Brazil. Would you like to have electric vehicles available for purchase in Brazil?

Electric vehicles

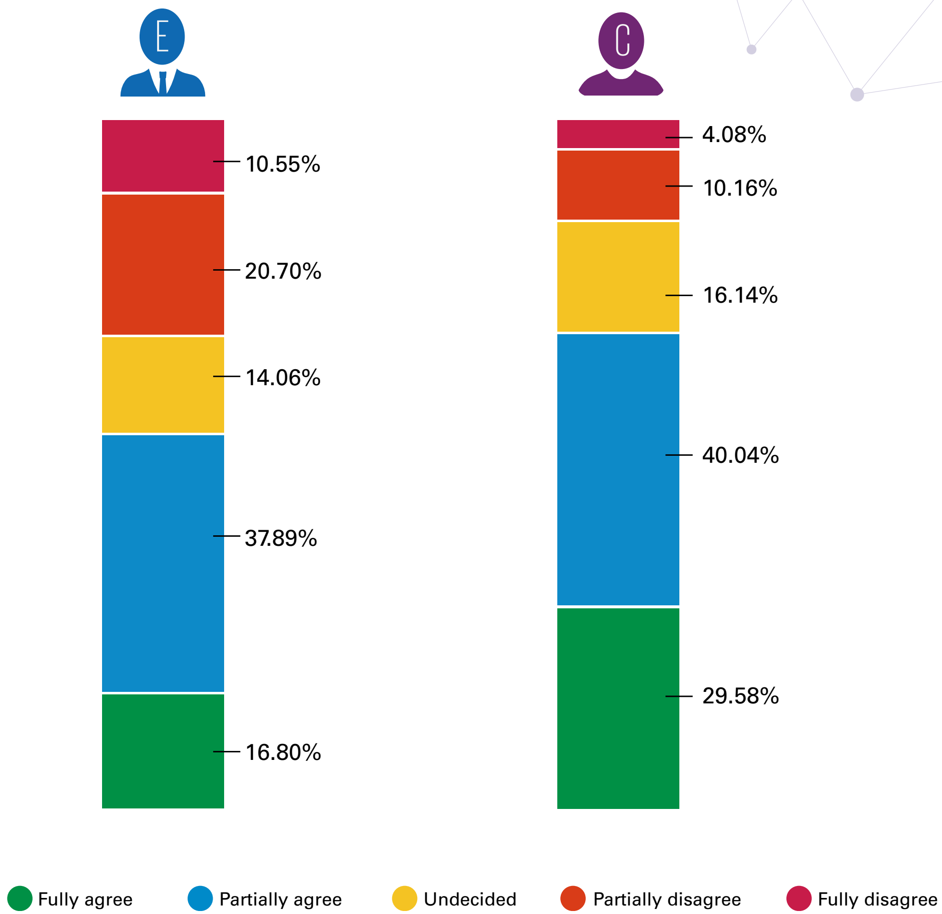
The Brazilian emphatic interest in acquiring an electric vehicle and new technologies could be able to reverse the current trend to exchange ownership for mobility services, according to the opinion of almost 70% of these respondents. Again, there is a detachment of ideas identified by a more careful opinion from executives when submitted to the same questioning.

E

Assuming that the adhesion of Brazilians to mobility solutions is happening in a consistent way, the offer of electric vehicles (in the same commercial conditions of current vehicles), with all its technological innovation and differentiated driving experience, will be able to reverse this trend.

C

Assuming that the adhesion of Brazilians to mobility solutions is happening in a consistent way, the possibility of purchasing an electric vehicle (in the same commercial conditions of current vehicles), with all its technological innovation and differentiated driving experience, will be able to reverse this trend.



Recommended

Consumers in 18 to 24 and 51 to 65 age ranges have divergent views about the possibility of electric vehicles offering to reverse Brazilian trend to join mobility solutions consistently - available online at www.kpmg.com/automotive.

Electric vehicles

When asked about motorization options, once again consumers have demonstrated a distinct interest in electric propulsion. Considering the next five years, only 24% of them did not opt for electrical alternatives.

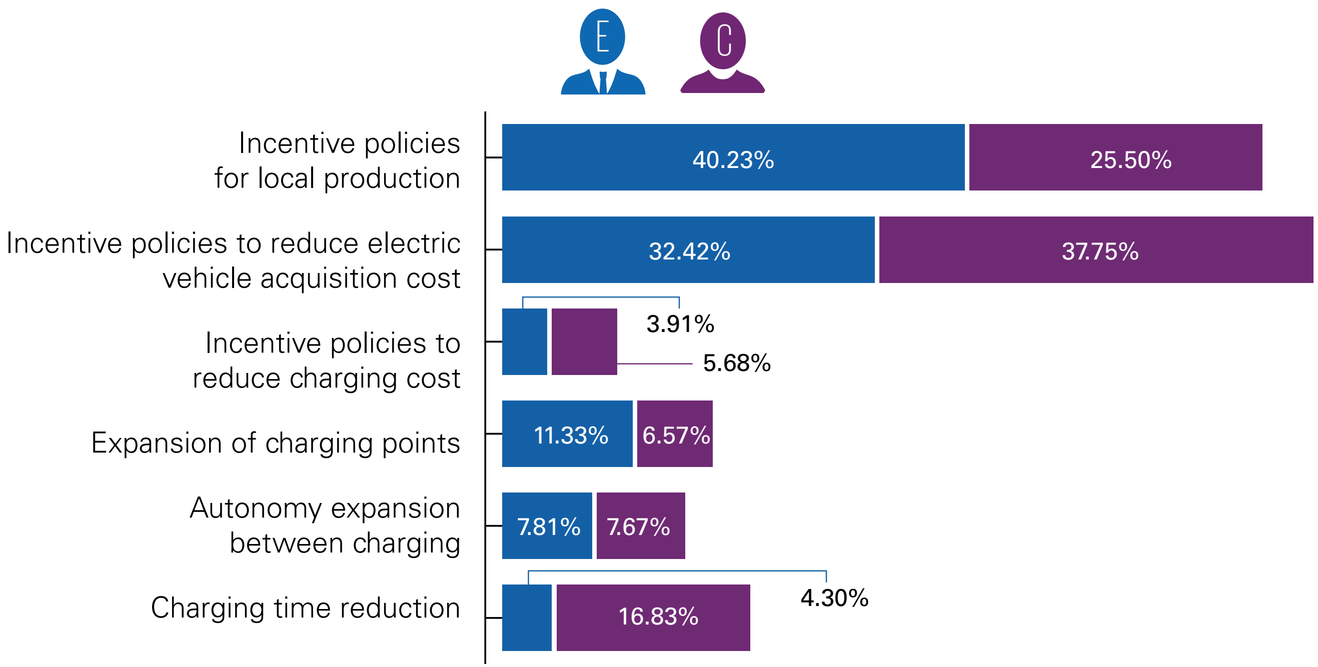
Probably due to their short-term needs, executives have a different view: more than half of them still bet on a large offer of combustion-engine vehicles.

E: What is your view on the priority of vehicle offer to Brazilians in the next 5 years with regard to propulsion alternatives?		C: What kind of vehicle would you like to purchase in the next 5 years?
56.25%	ICEs (powered by oil. ethanol. diesel or natural gas)	23.71%
17.58%	HEVs (use two or more separate power sources. such as traditional internal combustion engine and an electric motor)	16.43%
7.81%	PHEVs (charged through an outlet and both a combustion engine and an electric motor. for short distances. able to transmit power to drive wheels)	11.25%
2.34%	EREVs (equipped with an internal combustion engine with "prolonged autonomy". as an energy generator; only the electric motor transmits power to drive wheels)	8.76%
3.91%	BEVs (use energy stored in chargeable batteries)	11.85%
3.13%	FECVs (the electric propulsion system is powered by oxygen in the air and compressed hydrogen)	16.04%
8.70%	Ethanol fuel cell electric vehicles (electric propulsion system powered by oxygen in the air and ethanol)	11.95%

Electric vehicles

Considering government policies which could increase the sale and production of electric vehicles in Brazil, it would be incumbent upon the Federal Government, in the executives' point of view, to institute policies to encourage local production as a way to expand participation of electric cars in industry and in national market. In turn, consumers advocate the implementation of incentive policies which main objective is to reduce acquisition cost of such vehicles.

How would you order the priority of the actions below to make electric vehicles more attractive in Brazilian market?



Besaliel Botelho

President of Robert Bosch Latin America

"The consolidated results of the 1st edition of GAES – Brazilian Chapter survey in relation to electrification are, in general, in line with our vision about the future. I believe that we will still have, for some time, the hybrid technology as the main technology in the country especially because of ethanol, and it is worth remembering that due to flex fuel technology, Brazil is already one of the countries with the lowest CO2 emissions of the world.

As a result, I recognize that flex hybrid will be the technology with greatest potential and differential in local market, and electric vehicles should meet increasing demands in big cities in the medium term, especially for shared use or small deliveries.

Brazil has a great differential in relation to other countries due to its renewable energy matrix. Thus, I believe that development of local solutions would be more productive and efficient. It will be necessary for the government and its various agents to adopt integrated public policies to replace current fleet with cleaner energy and more efficient vehicles, but they will not necessarily have to be 100% electric."

Buying experience

Buying experience

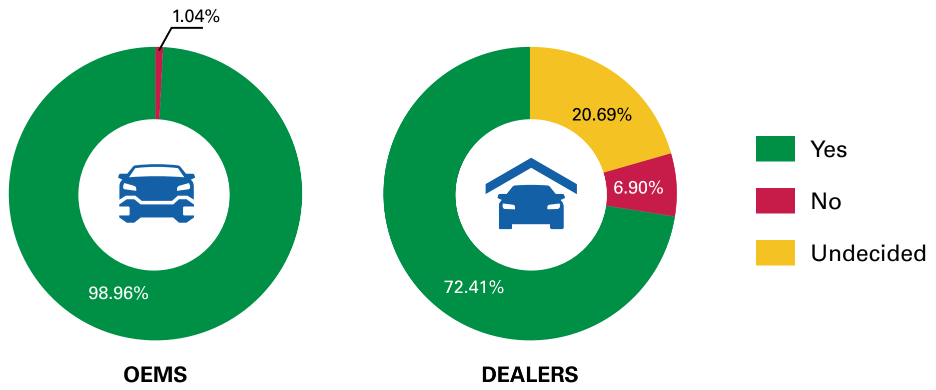
What will be dealers' role in the future automotive ecosystem? Is the Brazilian consumer willing to give up on data confidentiality to the automotive sector to analyze their behavior and preferences, in order to offer tailored buying experience?

Global version of GAES 2019 emphasizes that retail is in the midst of a core transformation phase with worldwide extension. Almost half of the executives who responded to the survey believe that by 2025 there will be a 30% to 50% reduction in the number of physical retail outlets. In Brazil, this reduction will be 20% to 30%, according to approximately 50% of dealers' executives.

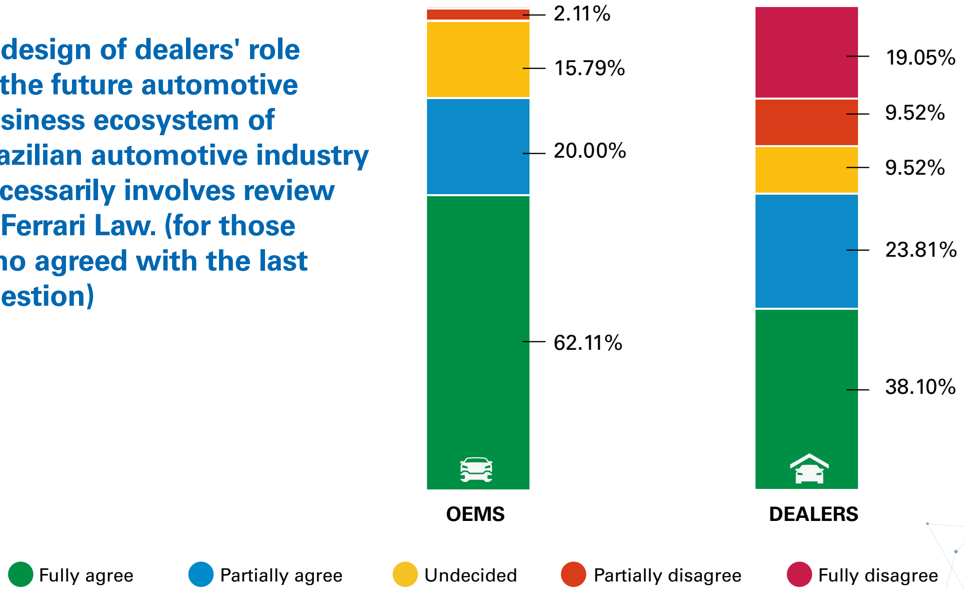
Challenging matters are primarily about reinventing, rethinking, and eventually rebuilding and reorganizing existing structures, including identifying new revenue streams for retailers.

Today, almost 100% of OEMs and more than 70% of dealers agree that a review in the role of distribution networks is necessary. However, there are antagonisms when the review of Ferrari Law is included in this context: between full and partial agreement, OEMs represent more than 80% of positive answers; among dealers stand, out the 40% of undecided and discordant.

In the construction of the future business ecosystem of Brazilian automotive industry it is essential to rethink the role of dealers.



Redesign of dealers' role in the future automotive business ecosystem of Brazilian automotive industry necessarily involves review of Ferrari Law. (for those who agreed with the last question)

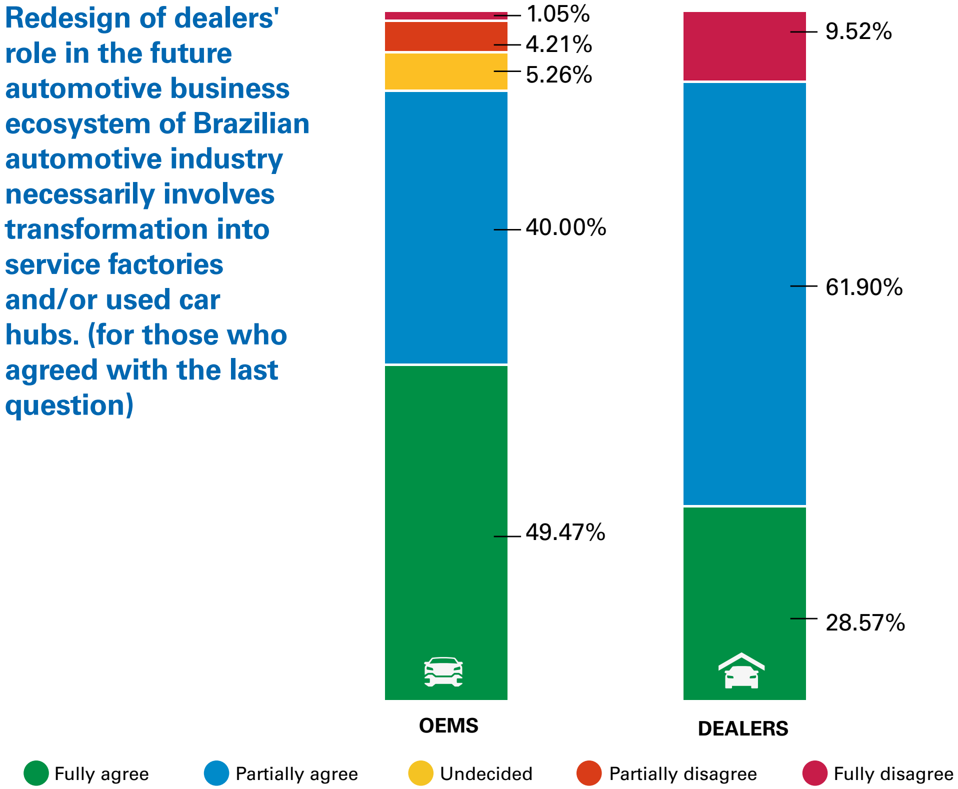


Buying experience

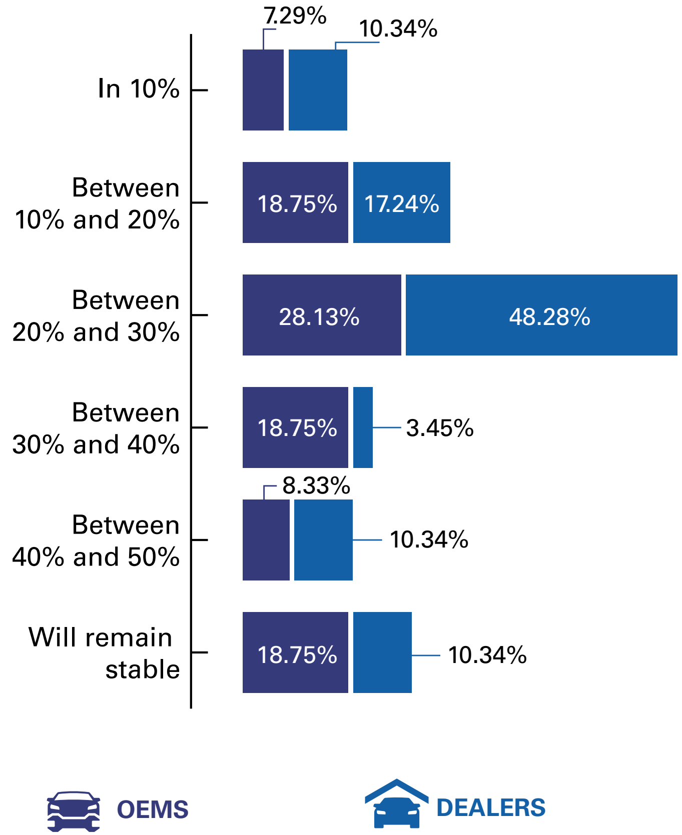
Another focal point between OEM and dealers executives refers to the transition of retailer's main market segment: there is a clear indication that service provision and used car hubs will be increasingly relevant in their business mix.

As presented in chapter "Strategic Aspects", direct sales will be a growing practice in the coming years. This affects dealers' profitability, encouraging them to undertake such transition.

Redesign of dealers' role in the future automotive business ecosystem of Brazilian automotive industry necessarily involves transformation into service factories and/or used car hubs. (for those who agreed with the last question)



The number of dealers as we know them will be reduced in Brazil in the next 10 years:



Buying experience

Online service is already relevant

Although most consumers prefer to do business on a physical retail outlet, it is certain that the purchasing decision is usually preceded by long and thorough research on the Internet.

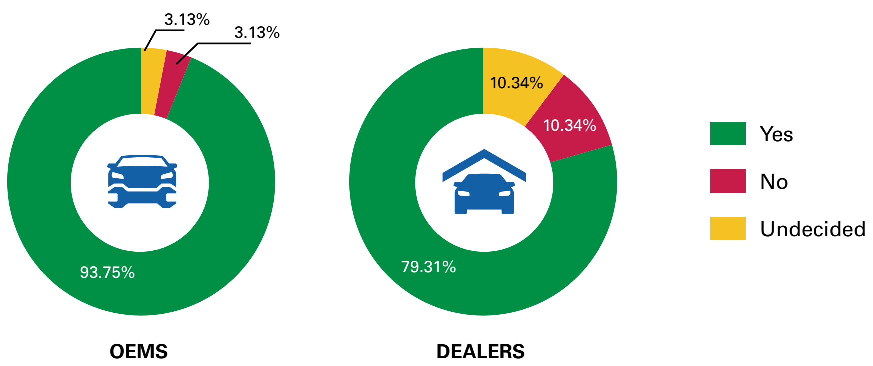
No less than 96% of consumers agreed that, during vehicle purchasing process, buyers arrive at dealers with the decision virtually taken, and that their choices are based mainly on information from the Internet (OEM websites and specialized magazines, blogs, Youtube channels, etc).

This combination of preferences (Internet research and effective purchase in physical retail outlets) gives way to finding other solutions, preferably more dynamic and practical.

One option considered interesting by more than 60% of the consumers, capable of offering additional motivation for vehicle purchase, consists of the installation, by the automotive industry or dealers, of smaller showrooms, equipped with technological resources and installed in mass-circulation areas, such as shopping malls, supermarkets and airport halls.

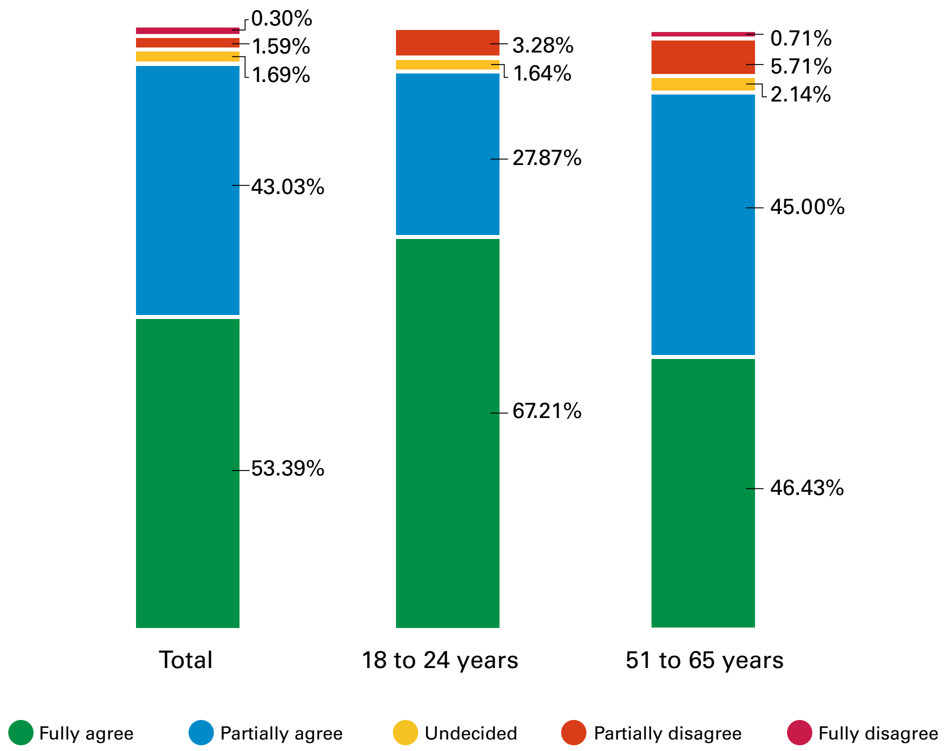
E

In building the future business ecosystem of the automotive industry, it is imperative to provide alternative vehicle sales over the Internet.



E

Recent surveys indicate that, during a vehicle purchasing process, consumers go to dealers with their decision virtually taken based on the information obtained from the Internet (OEM websites and specialized magazines, blogs, Youtube videos, etc). What is your opinion about it?



Recommended

In the online version it is possible to evaluate the positioning of consumers in the other age groups and in each region of Brazil - available at www.kpmg.com.br/automotivo.

Tania Silvestre,
Head of Marketing, Jeep

"Consumer has extremely changed its purchasing process due to the whole new dynamics of the digital world, which provides greater empowerment through information. Therefore, every purchasing process has to be rethought from now on. This involves the need to review the dealers' role.

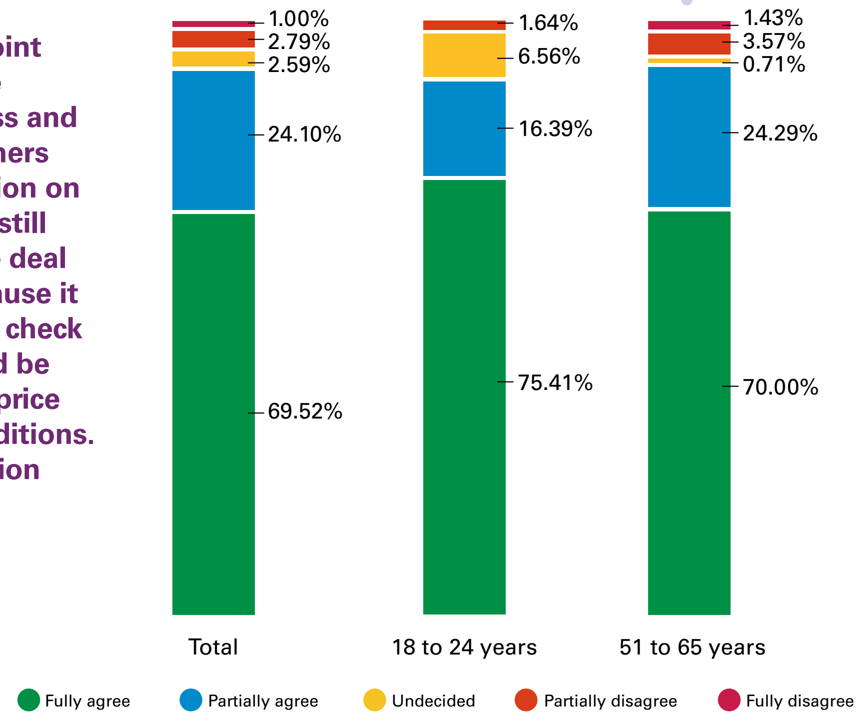
Particularly, I do not believe that redesign of its role will be necessarily reviewed by Renato Ferrari Law. I am inclined to think that the main point is, in fact, OEMs and dealers, perhaps through their associations, finding new modus operandi, which obviously needs to be regulated.

I also partially believe that such redesign will necessarily undergo a transformation into service factories or used car hubs. That is because dealers business has currently three supporting pillars: sale of new cars, used cars and service center.

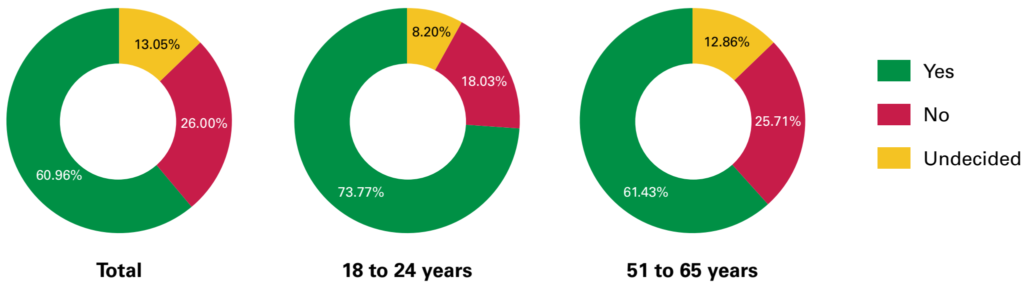
It is a fact that the flow in stores is reduced because the purchase model has changed, however, the dealers' role will continue to be essential, because the physical outlet will still be the point of physical interaction.

Brazil has a very extensive territory, which requires coverage of services in resale of used cars etc, so I do not think the number of dealers will necessarily change. But I believe that the model will dramatically change, as more dealers will implement digital customer service. Large dealers with oversized facilities may be replaced by smaller and very well located facilities, with different business areas and services".

Recent surveys point out that in vehicle purchasing process and even after consumers research information on the internet, they still prefer to close the deal at the dealer, because it is the best way to check vehicle details and be able to negotiate price and payment conditions. What is your opinion about it?



Consider the hypothesis of the automotive industry to set up smaller retail outlets, but full of technological resources, in mass-circulation areas (shopping malls, supermarkets, etc) so that consumers have virtual access to new models, and the contact with the actual vehicle (including test drive) at a second phase at dealers. In your opinion, will it be an additional incentive to purchase a vehicle?



Customer preferences

Customer preferences

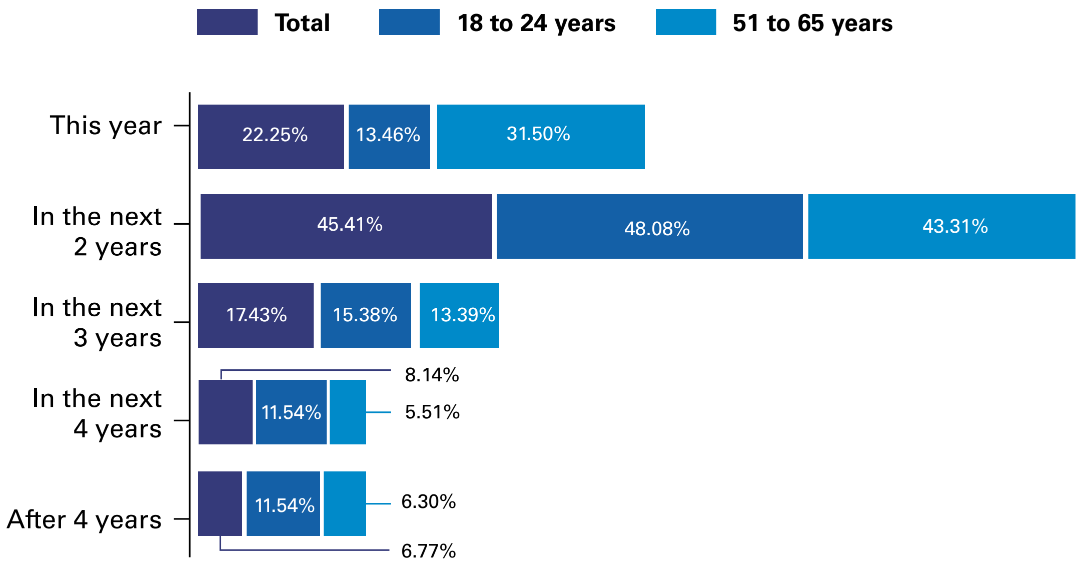
In recent years, we have accompanied the challenge of the automotive industry in repositioning its business strategy, migrating from the traditional product-centric model, in which it played the leading role in deciding the product profile on its own, to the customer-centric model, where increasingly empowered and enlightened consumers take on the role of inducers/co-authors of market movements.

In this scenario, the importance of the most accurate understanding of consumers' aspirations emerges. Mapping the aspects that form public value perception and considering them efficiently in its next products' design strategies becomes an extremely important competitive differential.

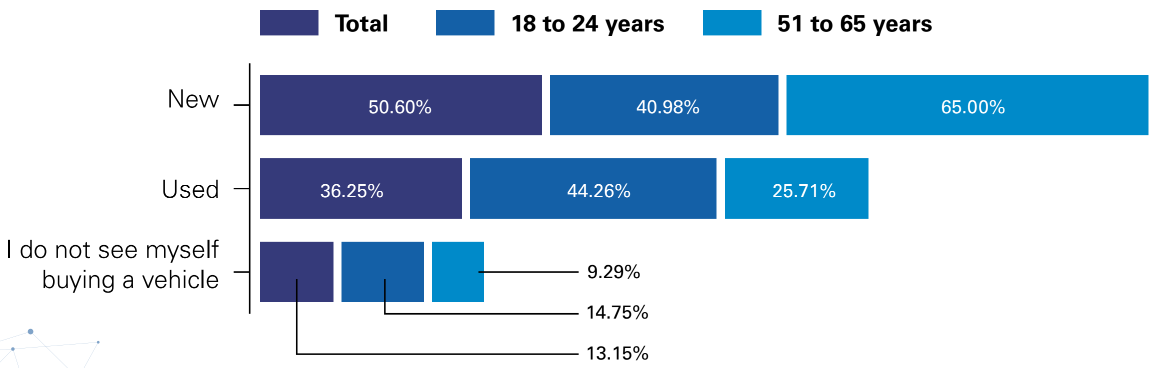
This chapter is devoted to assess some of these aspects and the alignment level of perceptions between industry and consumers.

We identified that half the consumers want to buy a new vehicle on their next purchase, and such intention is even sharper among those over 51 years of age. As for the timing of this purchase, the majority estimates it will happen in up to two years.

I intend to buy a vehicle: (for those who answered "new" or "used" in last question)



The next vehicle you will buy will be ...



Recommended

In the online version it is possible to evaluate the positioning of consumers in the other age groups and in each region of Brazil - available at www.kpmg.com.br/automotivo.

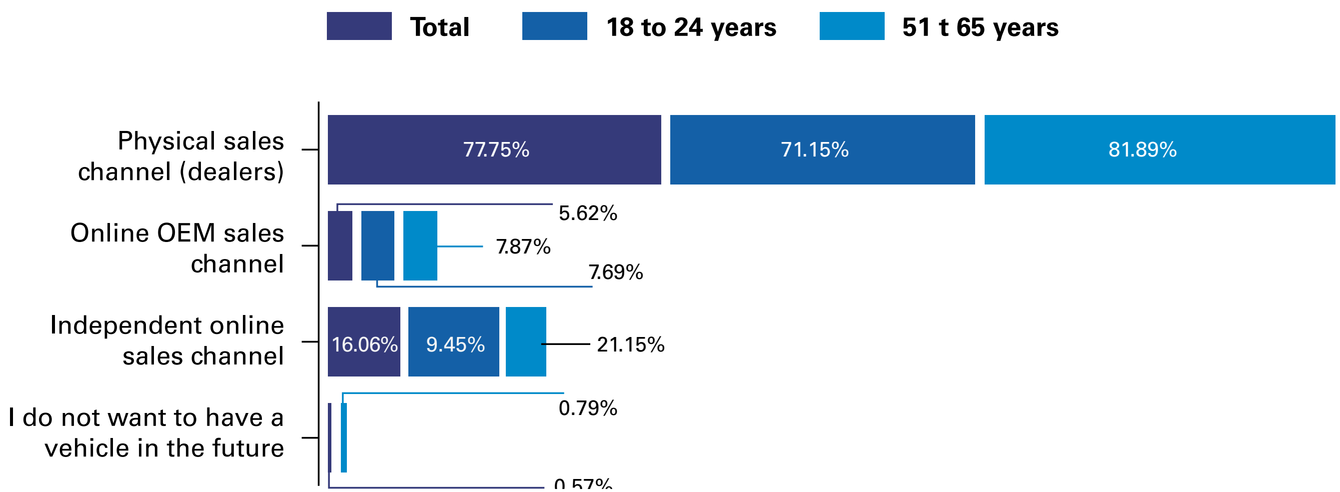
Customer preferences

Regarding the place where such acquisition will occur, dealers are still the choice of practically eight out of ten respondents. It is surprising to note that such trend is repeated among older and younger respondents.

Even considering that there is still a strong relation of the public with the traditional sales channel, it is noted that people are gradually changing to other options: 5.62% of total buyers would choose to close the deal over the Internet, and 16.06% would prefer an independent channel.

It is clear that if the industry has plans to leverage e-commerce as a significant sales channel in its business strategy, the figures indicate that much work remains to be done to make this initiative successful.

I will buy my next vehicle at: (for those who answered "new" or "used" in second-to-last question)



What are the priorities at the time of purchase?

The total cost of ownership, which covers not only car price, but also expenses with IPVA (tax on vehicles), insurance, maintenance etc) was the first choice for about 1/3 of consumers and executives.

Both sides also converge on the second priority, with propulsion being mentioned by 16.02% of executives and 17.63% of consumers.

Such alignment, however, is not repeated in other items. Business conditions are priorities to 15.23% of executives, but were pointed out by only 4.48% of consumers. Connectivity, mentioned by 12.50% of executives, has similar priority only among younger consumers from 18 to 24 years of age (9.84%). In other age groups, the little importance assigned to this item pull the total percentage down.

Other dissonance points to consider are: Internet shopping, especially considering older consumers, innovation image, consumption and autonomy, the last two considering younger consumers, probably due to their lower purchasing power.

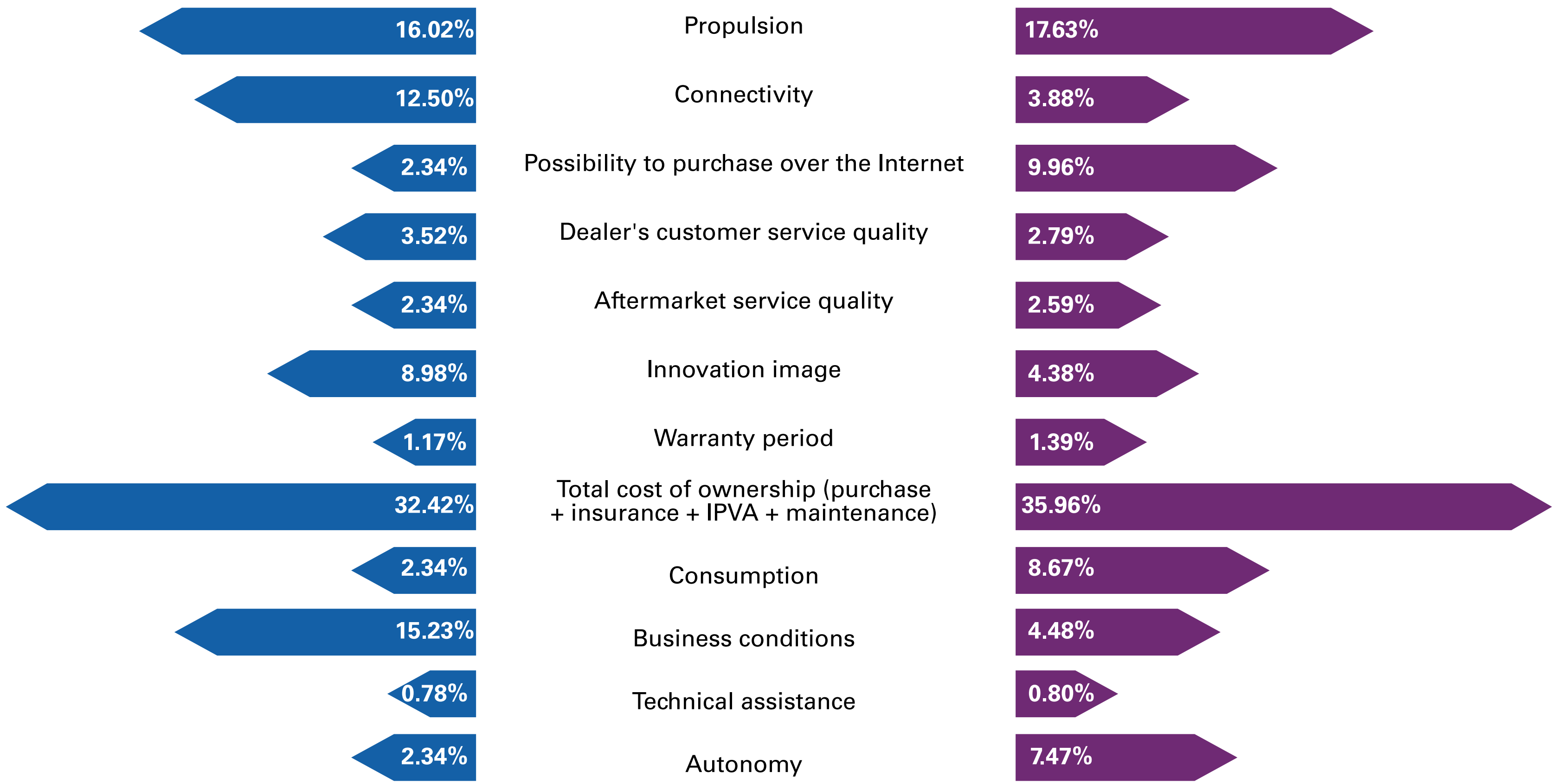
Customer preferences

E

In your opinion, how does the customer prioritize the features below when buying a vehicle?

C

How do you prioritize the features below when buying a vehicle?



Customer preferences

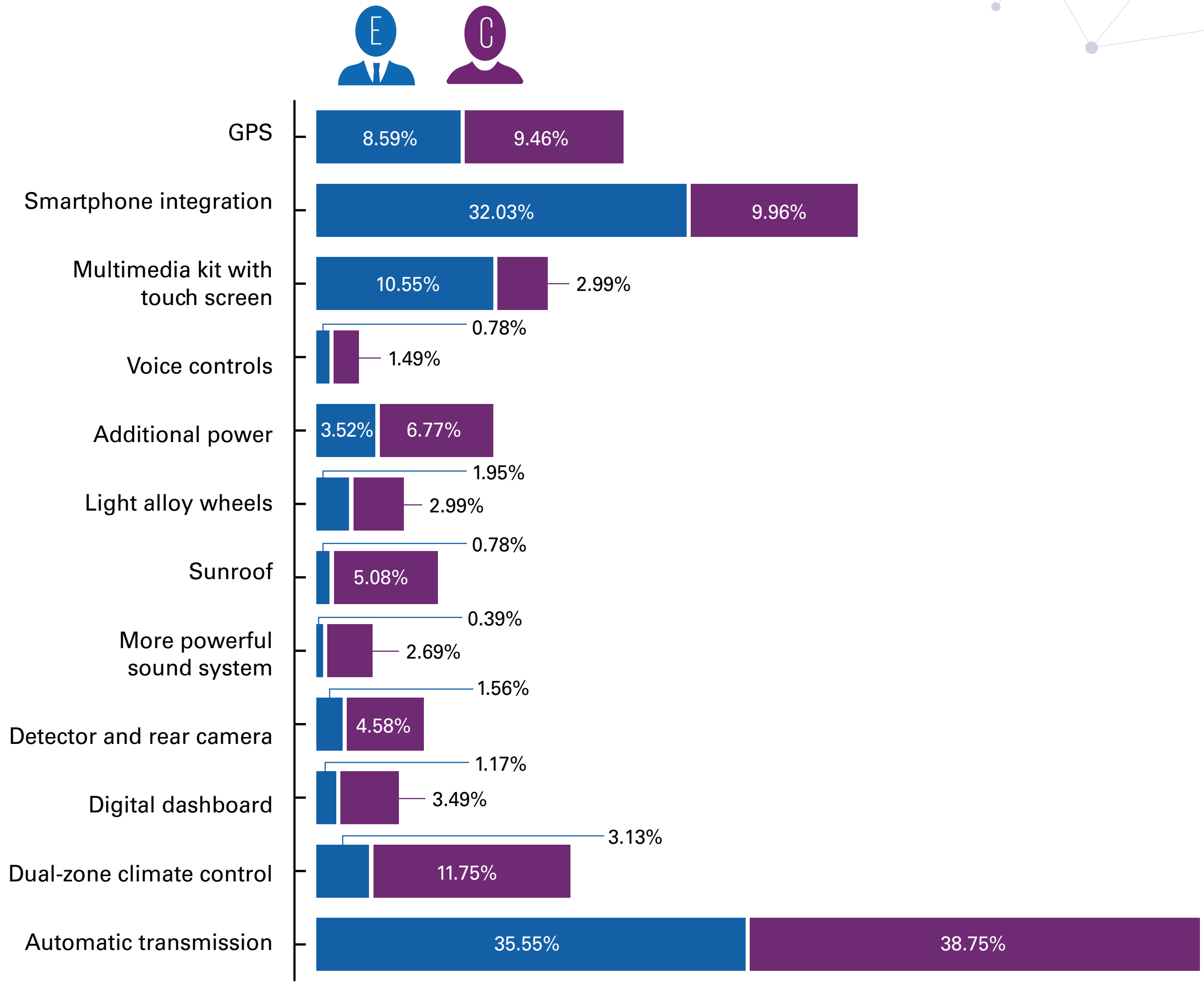
Regarding the accessories, there is an alignment in most of the items, particularly the highest priority for automatic transmission, although it is worth mentioning the inconsistency when considering older consumers.

It is worth highlighting the discrepancies in features like "integration with smartphone" and "multimedia kit with touch screen", especially since they are technology-related components, a subject with increasing relevance in the conceptualization of industry products.

Another technological component with very low prioritization on both sides is voice control. This result is justified, since it is a very recent innovation.

In your opinion, how does the customer order the accessories below in terms of purchase priority?

How do you prioritize the accessories below when buying a vehicle?



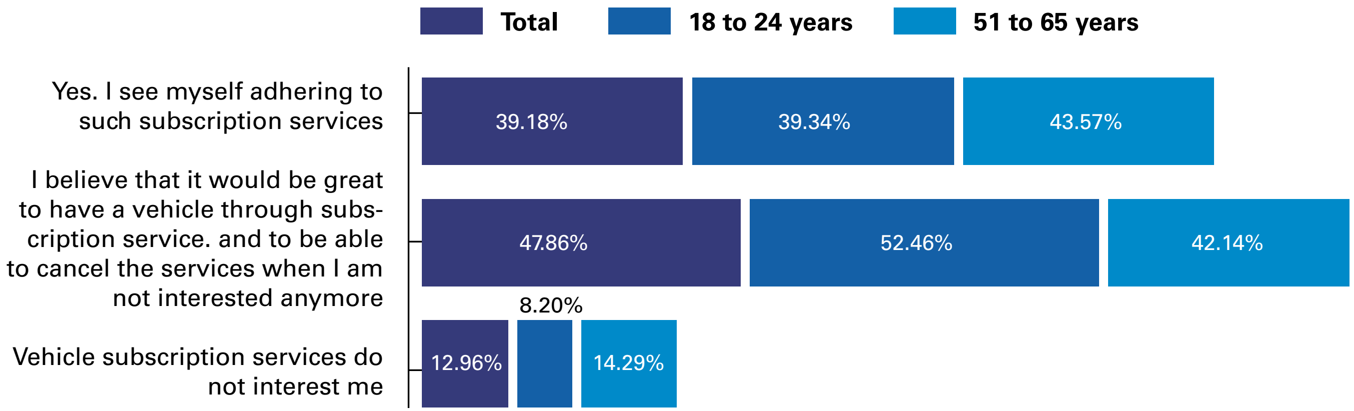
Customer preferences

Business for the future?

As we emphasized in the chapter "Business model", the "KPMG - Autonomous vehicles readiness index 2019" survey forecasts that the future mobility ecosystem under construction has potential revenue generation about ten times higher than the current business model, with almost half of this revenue coming from new services. Therefore, we decided to test consumer acceptance by asking hypothetical questions about new offerings of the automotive industry.

Respondents very well accepted the possibility of subscription service for the use of a vehicle at pre-set deadlines paying for the time of use. Almost half of them believe that it would be great to have this possibility, and another 40% see themselves adhering to such offer. Among the younger respondents, the acceptance is even larger.

Recent researches indicate the hypothesis that OEMs offer vehicle subscription services (instead of purchase or financing), paid according to the time of use (contracts of 2 months, 6 months, 1 year, etc). Does this type of offer interest you?



Angel Martinez,

Vice President of Hyundai in Brazil

"Considering important data consolidated in this survey, we can identify quite interesting trends regarding consumer preference. The first thing I point out is that physical retail outlet is still very important to more than 70% of respondents.

However, among young consumers, the acceptance of the online vehicle purchase of vehicles grows. We can then deduce that sales will be multichannel, without one model excluding the other.

Another relevant point is the concrete perception of TCO – Total Cost of Ownership, which is a priority for more than 30% of respondents.

Surprisingly, there is a considerable difference between the importance indicated by executives to autonomy (2.34%) compared to what consumers think (7.47%). The message is not only to communicate this attribute of the car in the form of consumption, but through the notion of "freedom" that the vehicle delivers.

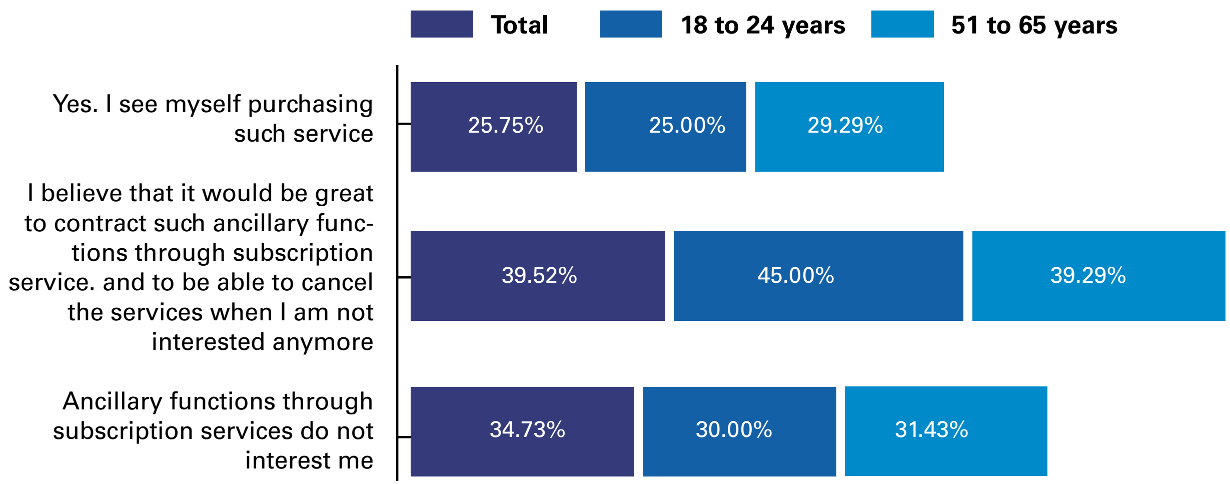
Finally, I also noticed a prioritization by consumers of the interest in sophisticated accessories such as dual-zone climate control (11.75%), which was not adequately prioritized by executives (3.13%). Therefore, consumer perception is becoming more sophisticated and updated, and the industry must be ready to offer solutions in a highly competitive way."

Customer preferences

The perspective of contracting ancillary functions, such as GPS and additional power, and paying them for the time of use, was treated with lower interest. While 40% of consumers believe that it would be great to have this possibility, almost 35% of the respondents rejected the idea.

Considering the significant acceptance of consumers for the hypothetical offer of vehicles by subscription, it is therefore incumbent upon the automotive industry to deeply consider the potential of structuring a services line with such characteristics in the short-/medium-term, especially considering the risk of an outsider firstly positioning in this market.

Recent research indicates the hypothesis that OEMs offer subscription services with ancillary functions (GPS, additional power, etc) paid according to the time of use (contracts of 2 months, 6 months, 1 year, etc). Does this type of offer interest you?



Johannes Roscheck,
CEO and President of Audi Brazil

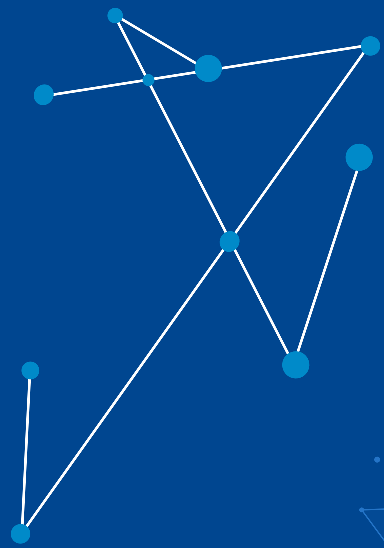
"It is interesting to observe that consumers intend to purchase a vehicle, even with recent evolutions in mobility alternatives. The purchase motivation for the next three years is predominant and represents a good opportunity.

Access to information through different communication channels has changed the commercial relationship between customers and dealers. Before visiting a physical retail outlet, customers ask questions by cell phone, computer and read specialized publications. However, they know that the final stage is still at the physical sales channel.

It is curious to note that the connectivity importance for executives has not been reflected in total consumer ratings, but considering only the younger respondents, it is possible to note a better alignment. Another interesting point is that consumers, especially those in the age group of 51 to 65, gave a different weight to the purchase possibility over the internet, which may point to something to explore.

The advance in technology has changed the way consumer relates to vehicles and there are possibilities for service offerings. In the automotive industry, comparing to other segments, there is still a way to go, but the fact that the survey shows that more than 60% of respondents see themselves buying or are interested in contracting some items as subscription service is an indicator that OEMs, at some point, have to expand the range of services for vehicles. This represents an opportunity for new profitability sources, in addition to making it clear that there is a new market area to be explored, and if OEMs do not explore it, other companies will offer such services."

Innovation acceptance



Innovation acceptance

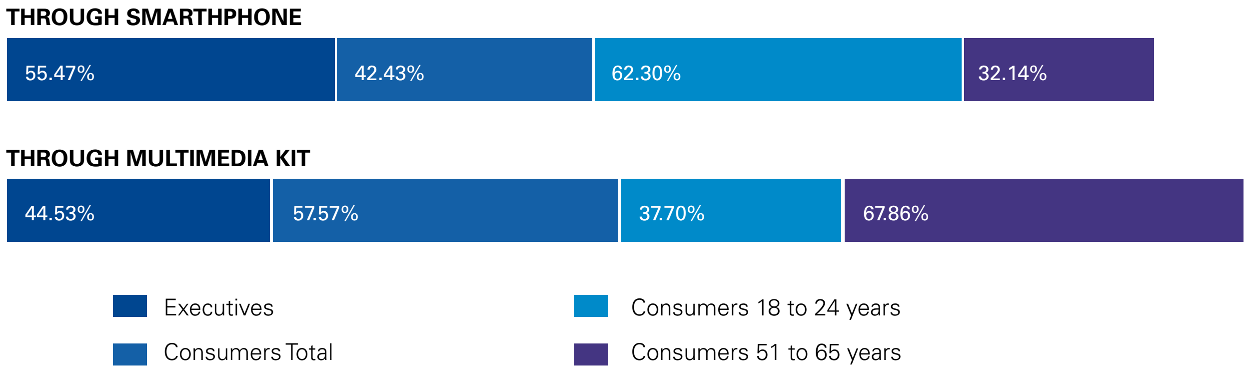
In the chapter "Electric vehicles" we highlight that the Brazilian consumer profile is recognized as early adopter when it comes to adhering to innovative technologies.

Based on this premise, we believe that it is appropriate to test some hypotheses related to innovation and behavior and thus to once again assess the alignment level of opinion between the industry and its consumers.

We first proposed two scenarios involving the alternative of using the smartphone or multimedia kit, both activated via voice commands. When the goal was to consult any information, most executives embraced the smartphone as the best option, however almost 60% of consumers indicated the multimedia kit as a preference, bringing to light the significant discrepancy between the younger and older ranges.

E **Assuming that a customer inside the vehicle can have access to the same information (address, cinema programming etc) through the smartphone or multimedia kit, in both cases making use of voice command, the customer preferred option would be:**

C **Assuming that you are inside a vehicle and can access the same information (address, cinema programming etc) through your smartphone or multimedia kit, in both cases making use of voice command, your preferred option will be:**



Recommended

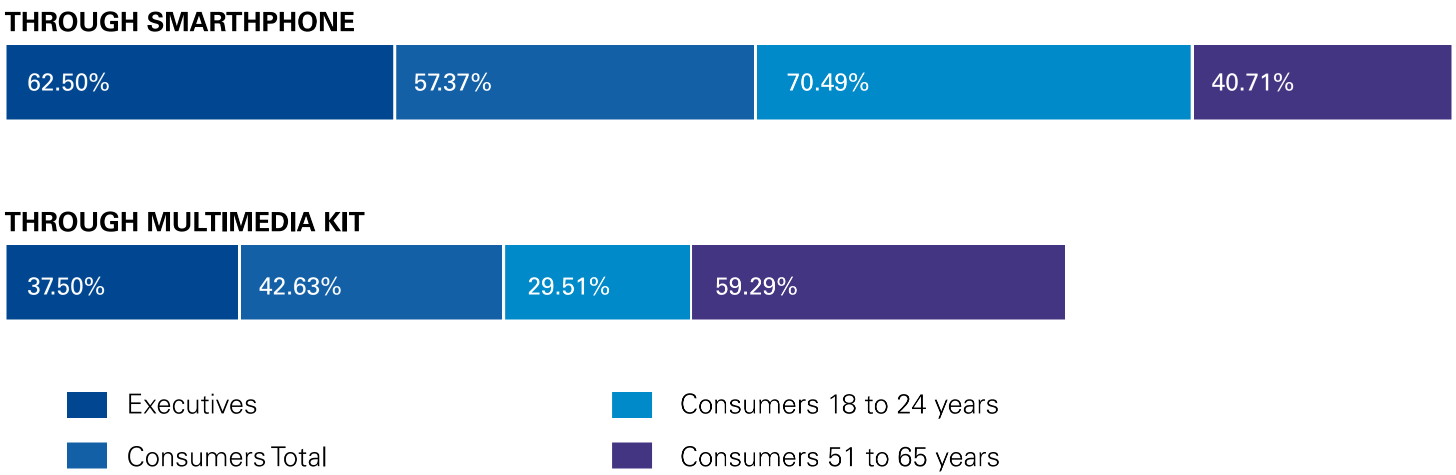
In the online version it is possible to evaluate the positioning of consumers in the other age groups and in each region of Brazil - available at www.kpmg.com.br/automotivo.

Innovation acceptance

On the other hand, when the goal became a purchase operation, both executives and consumers lined up on the smartphone option, and it was important to highlight once again significant discrepancy between the younger and older ranges.

Assuming that a customer inside the vehicle can purchase a product (clothes, books, snacks etc) through the smartphone or multimedia kit, in both cases making use of voice command, the customer preferred option would be:

Assuming that you are inside a vehicle and can purchase a product (clothes, books, snacks etc) through your smartphone or multimedia kit, in both cases making use of voice command, your preferred option will be:



Innovation acceptance

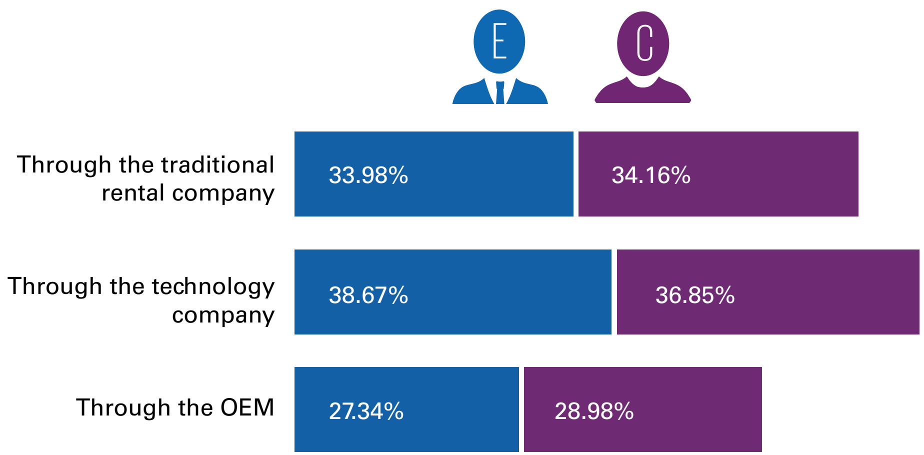
We also tested the consumer's willingness to rent a vehicle and use a mobility service if an OEM offered both (*).

In the rental alternative, around 30% of executives and consumers were interested in this perspective, with the preference of both for the technology company to provide such services.

Surprisingly, the majority of consumers, except by the younger ones, did not mention car rentals as the first option. We also point out the acceptance level of OEMs, particularly among older consumers, considering the hypothetical nature of the service.

E **Assuming that a customer may have the option of renting a vehicle through a traditional rental company, a technology company, or through an OEM, this customer's preferred option will be:**

C **Assuming that you may have the option of renting a vehicle through a traditional rental company, a technology company, or through an OEM, your preferred option will be:**



(*) No OEM offered this service in Brazil In the period of this survey

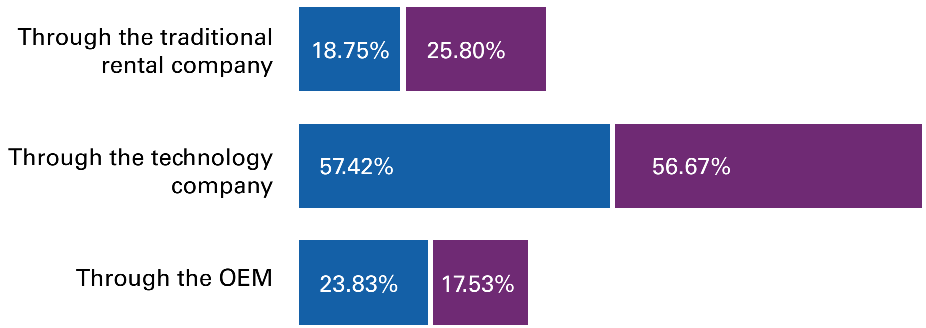
Innovation acceptance

In the alternative related to mobility services, the positioning of both executives and consumers was much more restrained with the hypothesis of them being provided by the OEMs. The preference of both, in the majority, has fallen to the technology companies.

Considering the response of almost 20% of the consumers who would choose these hypothetical mobility services offered by OEMs, the automotive industry has a deep consideration on the opportunities of this tendency in the medium-long term. Especially considering the risk of an outsider positioning itself first in this market.

E **Assuming that a customer may have the option of using a mobility service through a traditional rental company, a technology company, or through an OEM, this customer's preferred option will be:**

C **Assuming that you may have the option of using a mobility service through a traditional rental company, a technology company, or through an OEM, your preferred option will be:**



Is the Brazilian consumer willing to change ownership of a car for the mobility service?

Much has been said, locally and globally, on the tendency of consumers to prioritize access to mobility services rather than vehicle ownership. Understanding the influence of cultural, social and economic factors in this type of decision, we seek to ascertain the point of view of Brazilians of different age groups and residents in all regions of the country.

Asked about the level of national maturity on the subject, executives were divided mainly between two answers: that this is still an early process, but one that can grow over the next few years; and that public response would depend on the mobility alternatives in the housing region. That is: the lower the offer, the lower the chance that the Brazilian costumer will give up his own vehicle.

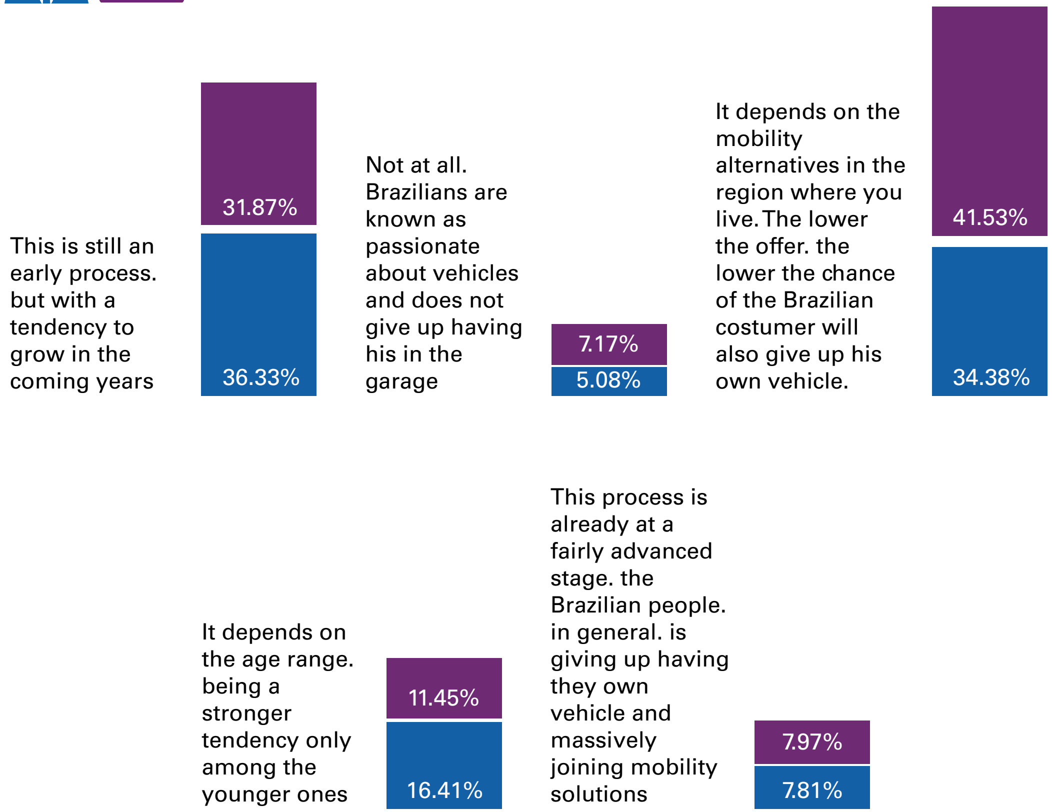
We note that the corporate vision is reasonably aligned with the positioning of consumers: the relationship between vehicle ownership and mobility alternatives in the housing region was pointed out by more than 40% of respondents, while approximately 32% mentioned that this is an early hypothesis with the potential to grow.

Considering these results, it is incumbent upon the automotive industry to reflect deeply on the importance of planning its positioning in the future mobility ecosystem under construction, keeping in mind the importance of promoting cooperation with other entities involved in complementary roles.

As stressed in this year's GAES global version: “no player will be able to manage it alone”.

Innovation acceptance

Is the culture of Brazilian consumers ready to replace vehicle ownership for mobility services?



Recommended

In the online version it is possible to evaluate the positioning of consumers in the other age groups and in each region of Brazil - available at www.kpmg.com.br/automotivo.

Fabrício Biondo,

Vice President of Communication, Digital and Foreign Relations of the PSA Group in Latin America

"One of the most important insights brought by the survey is about consumer responsiveness to new technologies. For the young, the natural choice is the smartphone. Among the more experienced, the preference lies with the multimedia kit.

The vehicle will become a connected platform, just like the smartphone. From the moment we offer this facility inside the car, people will see that this will be a part of their daily lives, they will be able to fuel their car, book shows, movies tickets etc.

Another point to highlight is the perception that consumers still do not see OEMs as companies that can offer services, such as car rental. But I believe that soon, with the technology and mobility offered by OEMs, and with the ease of integrating such services into a single product and into a single "location"- that is, in the vehicle, will seem more attractive and easy solutions for the consumer. So this will be, I would say, your natural path: choose an OEM to make the car rent, the car-sharing and its purchases. In the future, as the OEM will be the integrator, it will naturally call this preference for itself, becoming the integrator of all these services. Because the car is going to be the ultimate platform, I would say, of the deal.

Of course the OEM will not do it alone, but with partners. So there will be no risk to any of the current players in the market. The future I see is "win-win" for all sectors: technology, services and to the very companies that manufacture cars today."

The value of information

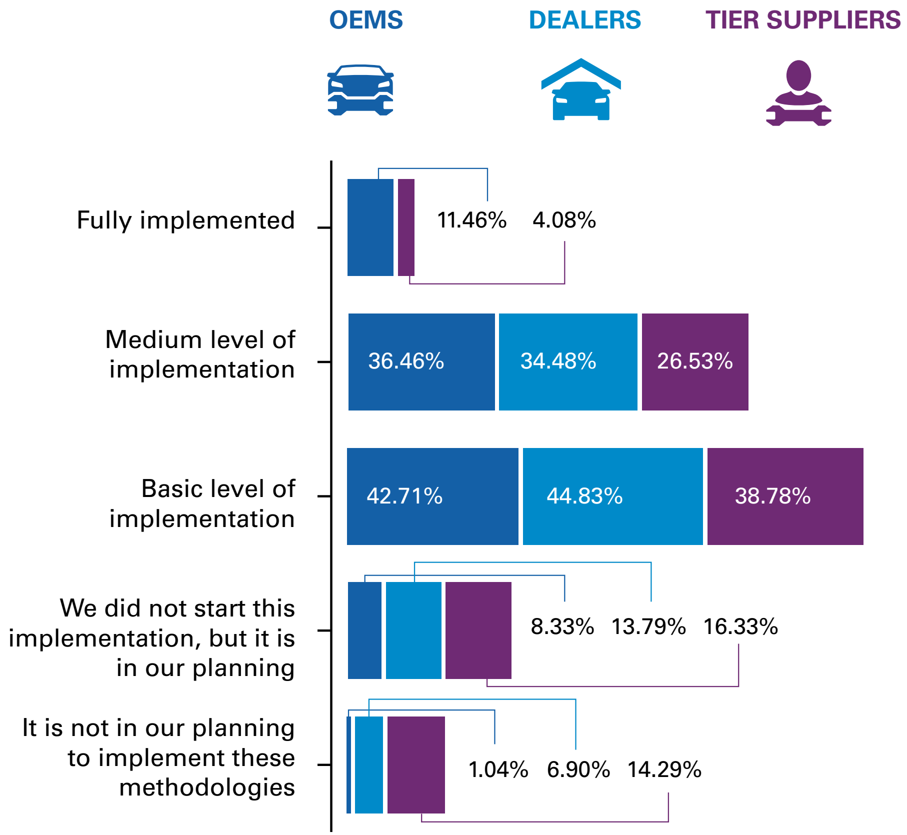
The value of information

It is a consensus in the market the importance to position the customer at the core of the companies' business strategy. For years, Global editions of GAES have emphasized this priority translated into numbers.

We perceive companies from a wide range of segments adopting customer experience methodologies to better understand consumers' wishes, behaviors and expectations, to provide consumers with a more customized and assertive buying experience.

This survey questioned the executives about the level of maturity of their organizations in relation to the adoption of these methodologies. In addition, the survey found that the vast majority are at a preliminary level, positioned at the basic stage of implementation.

Market surveys have pointed out the increasing importance of positioning the customer at the core of the company's business strategy and therefore there is a consistent trend of adoption of customer experience and data analytics methodologies that allow a better understanding of consumer behavior to provide them with a more customized and assertive buying experience. What is the current level of maturity of your company in relation to the implementation of these methodologies?



The value of information

One of the normal obstacles to the efficiency of any customer-centric strategy is the degree of difficulty in accessing customer's information that will feed them. Therefore, we deem it relevant to question executives and consumers regarding the fact that: considering the Brazilian cultural reality, will customers allow the access to their data for free?

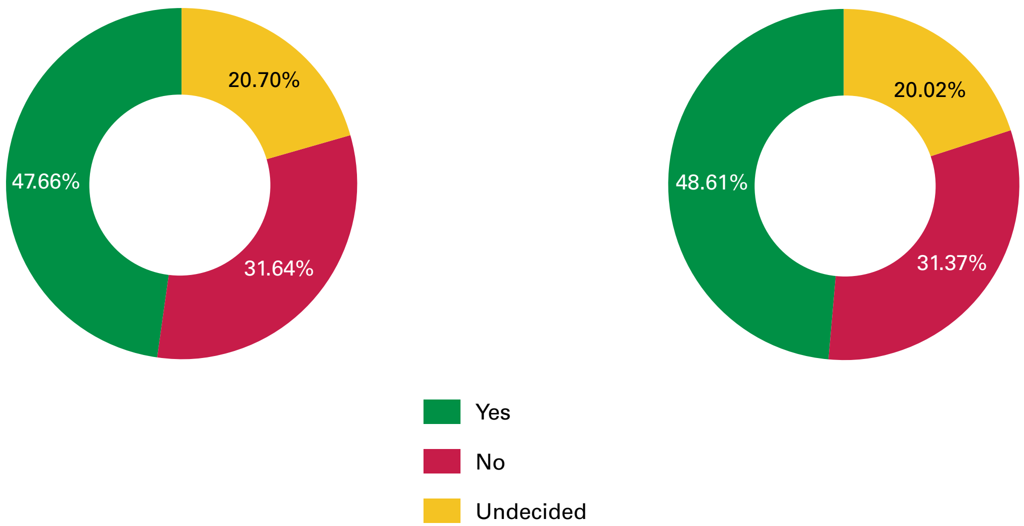
Overall, we found a relatively encouraging scenario, with about half of consumers positioning themselves favorably and in line with the opinion of the executives, in making their data available to companies, with a slight reticence among the elders.

E

Market surveys have pointed out the increasing importance of efficient data management on consumer behavior for the success of a company's business strategy. Considering the Brazilian cultural reality, do you believe that customers will allow the access to their data for free?

C

Market surveys have pointed out that companies are more interested in understanding consumer behavior as a way to provide more quality and personalized services. Are you willing to allow access to your data for free so that your service is personalized and of better quality?

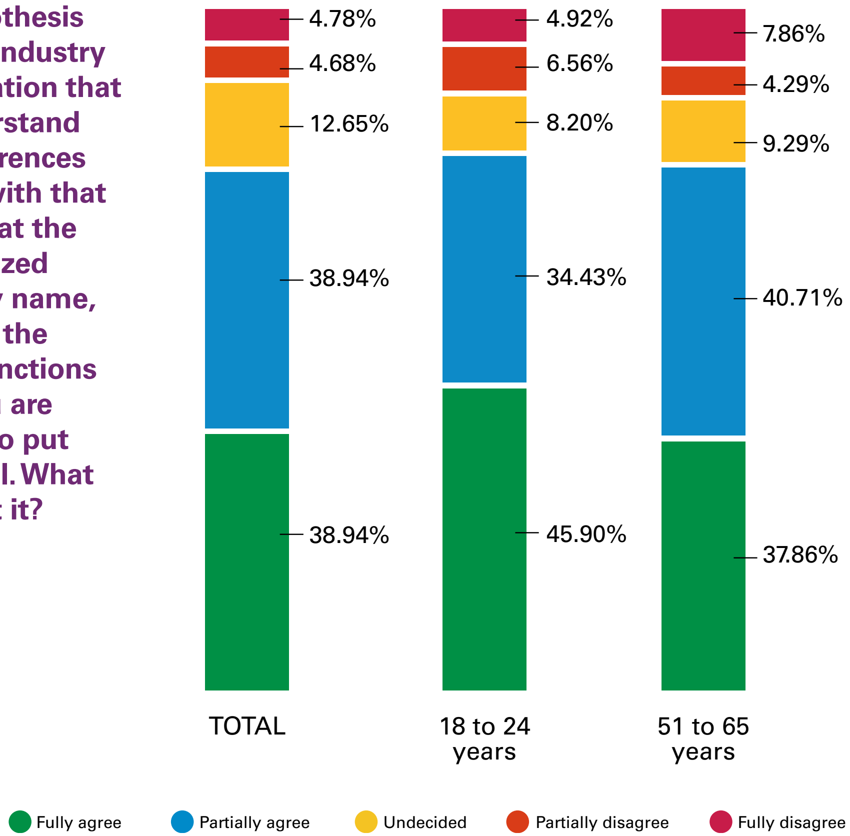


The value of information

How would consumers react in a scenario where some explicit return was considered?

Given the hypothesis that the automotive industry uses their information to, for example, receive them at the dealers in a customized way, a considerable majority of the respondents showed agreement (full or partial) with the proposition, regardless of the age range.

Considering the hypothesis that the automotive industry has access to information that allows them to understand your needs and preferences as a consumer, and with that they can receive you at the dealers in a personalized way, receiving you by name, preparing in advance the products, ancillary functions and services that you are interested the most to put them at your disposal. What is your opinion about it?

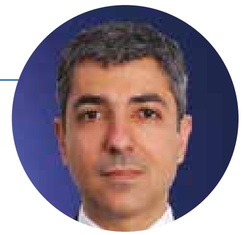


"Considering the consensus that the automotive industry is moving towards a business ecosystem where it will be critical to know how to transform data into relevant information, it becomes imperative to adopt a strategy that, supported by appropriate technologies, allows these analyzes to be done with great speed, quality and assertiveness.

The explosion in the use of increasingly smaller, cheaper and more efficient sensors, coupled with high capacity and latency communication protocols, will provide an infrastructure for collecting and transmitting significant amounts of data from numerous sources.

This scenario emphasizes the importance of adopting data analytics solutions that will enable the industry not only to develop new product and service offerings, but also to countless operational benefits, such as models for reliability analysis and customers satisfaction, performance management supply chain/distribution network and greater accuracy in forecasting demand calculations, among others."

Ricardo Santana,
Lead Partner of Data Analytics, KPMG in Brazil



The value of information

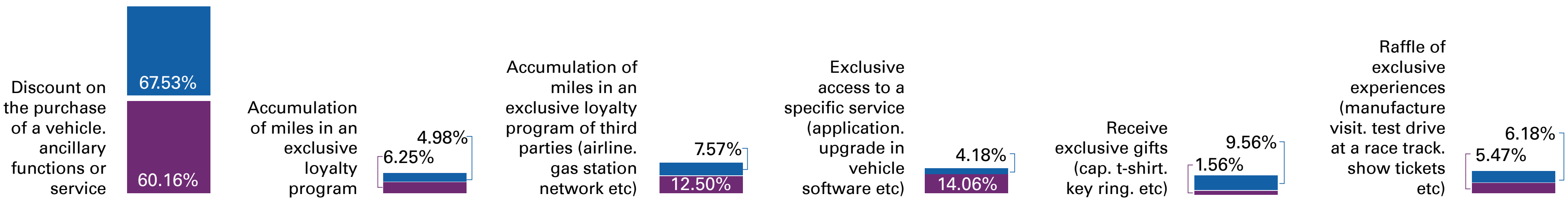
When considering the hypothesis of a more tangible return, it becomes clear the priority of the consumers, well perceived by the executives, to obtain in exchange a benefit directly associated with the product: a discount on the purchase of the vehicle, ancillary functions or a service.

E

Considering the hypothesis that, according to the Brazilian cultural reality, the companies will only be allowed to use the data of the consumers by granting some benefit in return, in the specific case of the automotive industry, what would be the order of preference of the customers among the possibilities below?

C

Considering the hypothesis that you only allow companies to use your data by granting some benefit in return, in the specific case of the automotive industry, what would be your order of preference among the possibilities below?



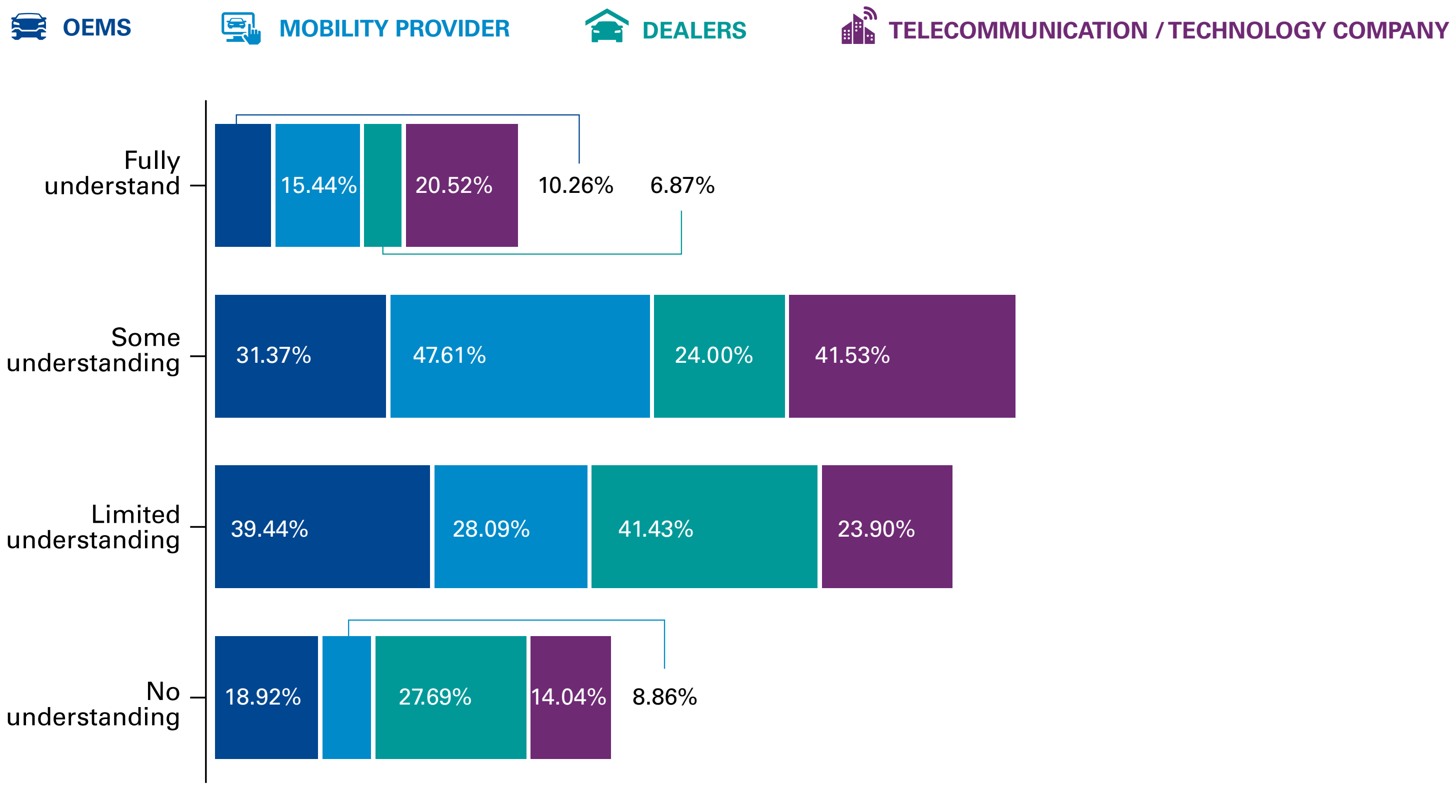
The value of information

Does the consumer feel heard and understood?

We also understand that it is relevant to test at what level consumers feel understood by OEMs and dealers, using as a parameter of comparison mobility providers and technology / telecommunications companies.

The scenario is quite alarming for the industry. The best grade obtained in the classification "total comprehension" is only 10%, and their representatives lose in the classification "some understanding". The situation becomes even more severe when we observe that almost 60% of consumers understand that the level of understanding is limited or is none.

To what extent do you think the entities below understand your needs and preferences as a consumer?

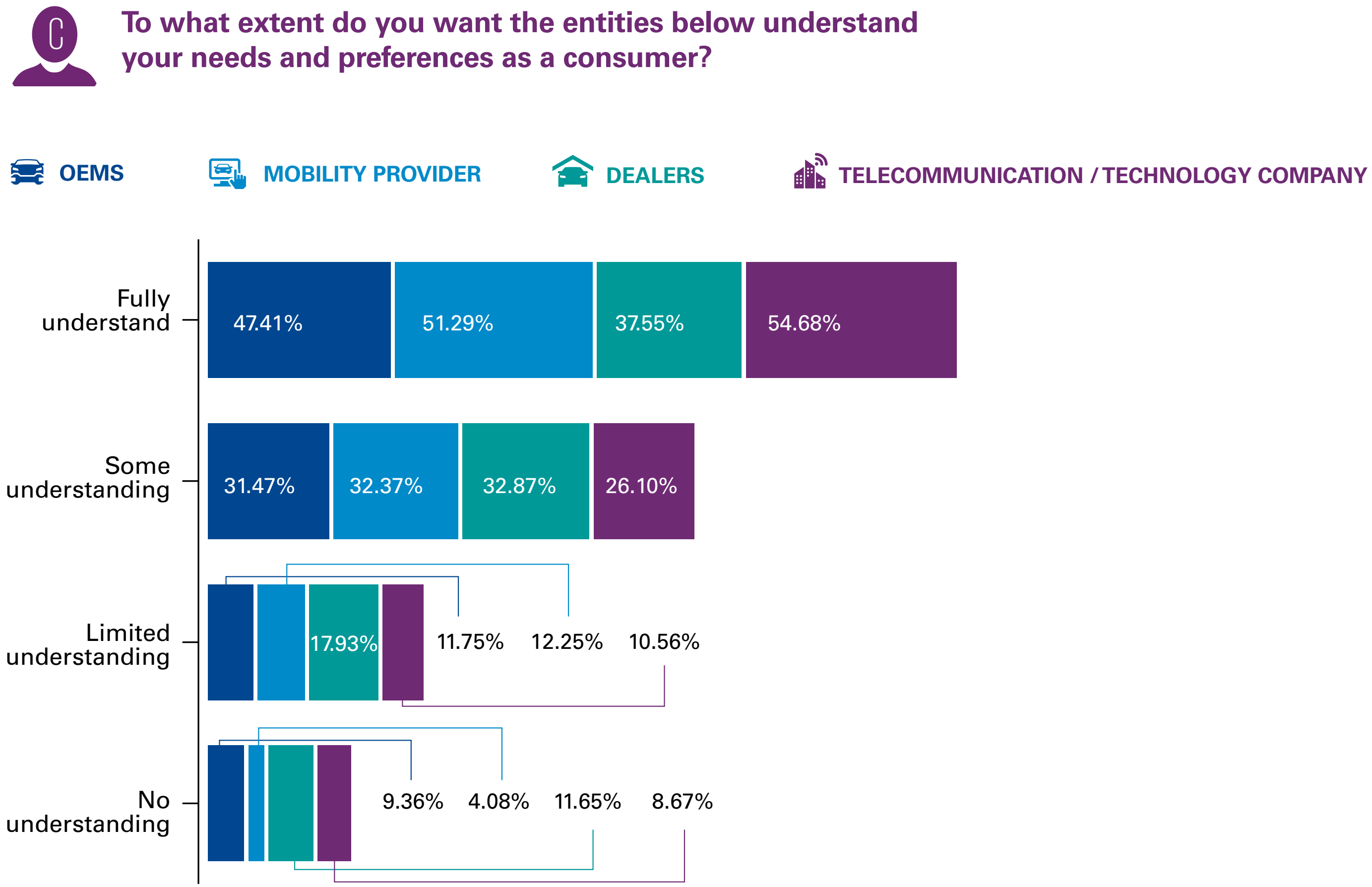


The value of information

The assessment was complemented by seeking the position of customers on how much they would like to be understood in their needs and preferences in the same comparative terms.

The results amplify the discomfort for OEMs and dealers, since it is clear that customer expectations is well above the current reality.

To what extent do you want the entities below understand your needs and preferences as a consumer?



It is found, therefore, that the effort required to minimize the level of delivery with the expectation of consumers is not small. This is surely another point of deep observation for the industry.

The value of information

With whom do you keep your consumer and vehicle data?

A few years ago, the GAES' global version has been testing with executives the hypothesis that "data will be the future fuel of the automotive industry", since the mobility ecosystem under construction provides a high index of integration of people with numerous elements.

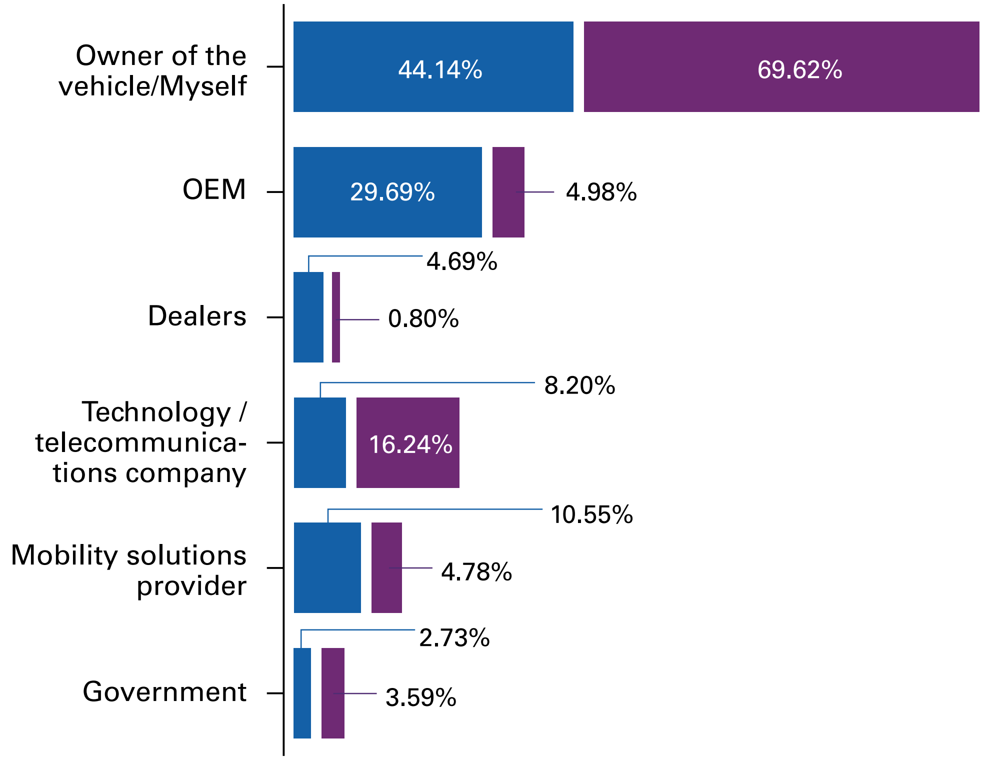
Therefore, if there is perceived opportunity for revenue generation, which, as already mentioned, can reach about ten times more than in the industry's current business model. It is natural that there is an interest in owning/storing this data.

To answer this question, we have attempted to compare the industry's view with that of the customers about who should be the owner of consumer data. The result was that almost seven in ten consumers understand that their data should remain with themselves, index far above industry opinion.

It is worth noting that OEMs lose by a significant difference when compared to technology or telecommunications companies. Dealers are even worse off, losing to all other groups, including the government.

E **Considering connected vehicles will be able to generate a large amount of data from customers and from the vehicles themselves. Who do you think that should be the owner of consumer data?**

C **Considering connected vehicles will be able to generate a large amount of data from customers and from the vehicles themselves, who do you think that should be the owner of consumer data?**



Miguel Silva Ramalho da Fonseca,

Executive Vice President of Toyota

"One of the confirmations of the KPMG and AUTODATA survey, which I take this opportunity to congratulate, is that younger consumers have very different behavior and expectations from previous generations.

The lack of engagement of these younger generations with the traditional business model and above all with OEMs and dealers as agents of mobility is evident.

Today, these young people look at issues of urban mobility as something structural - which can be seen from their expectation that the government will solve them - presumably by acting on regulation, more efficient transportations, less transport congestion and reduced contamination atmospheric pressure.

Therefore, OEMs and dealers that do not develop differentiated mobility services - and in a well-articulated way - will take the risk of not surviving in the market in the medium- and long-term.

In the short term, they will be exposed to erosion of margins in new vehicles and breakdown of results in the value chain.

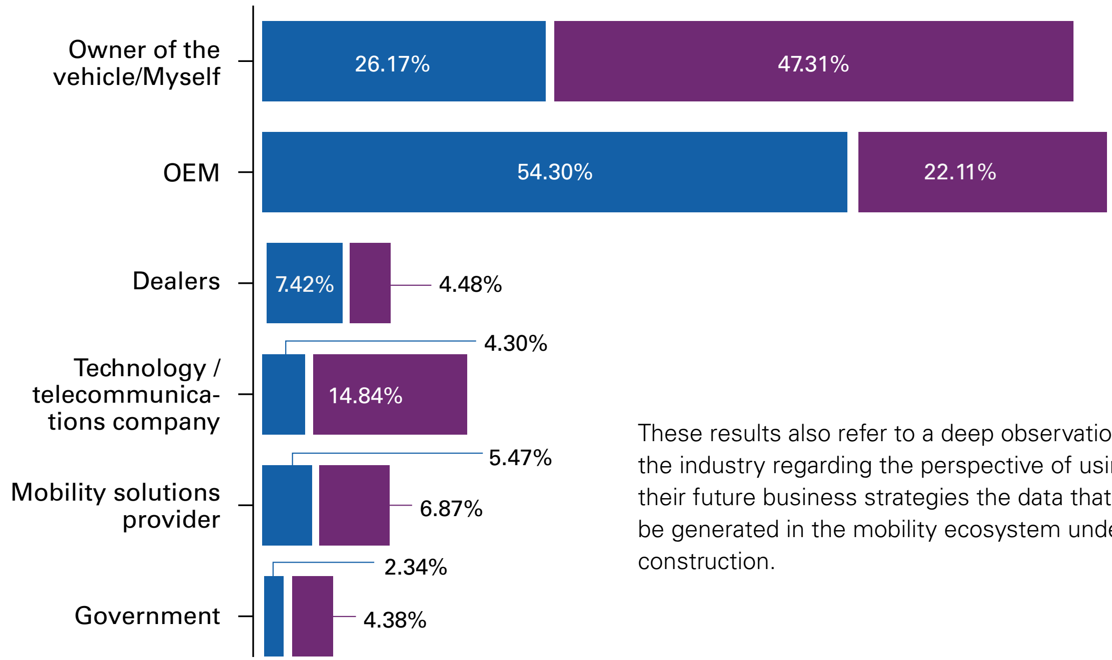
Action and paradigm break are therefore necessary, even if this causes the natural discomfort of walking toward the unknown."

The value of information

With regard to vehicle data - which can also generate valuable information - consumers are not as positive. Even so, almost half of them were in favor of keeping this data stored with themselves and the OEM appears as the second option.

E **Considering connected vehicles will be able to generate a large amount of data from customers and from the vehicles themselves, who do you think that should be the owner of the consumer data of the vehicle?**

C **Considering connected vehicles will be able to generate a large amount of data from customers and from the vehicles themselves, who do you think that should be the owner of the consumer data of your vehicle?**



These results also refer to a deep observation of the industry regarding the perspective of using in their future business strategies the data that will be generated in the mobility ecosystem under construction.

Contacts

Global

Dieter Becker
Global and EMA Head Automotive Practice
KPMG International
dieterbecker@kpmg.com

Aline Dodd
Global & EMA Executive for Automotive
KPMG International
alinedodd@kpmg.com

Andreas Feege
Global Automotive Audit Leader
KPMG in Germany
afeege@kpmg.com

Peter Schalk
Global Automotive Tax Leader
KPMG in Germany
pschalk@kpmg.com

Bernd Oppold
Global Automotive
Financial Services Leader
KPMG in Germany
boppold@kpmg.com

Dieter Becker
Global Automotive Advisory Leader
KPMG International
dieterbecker@kpmg.com

Americas

Gary Silberg
The Americas Head of Automotive
KPMG in the US
gsilberg@kpmg.com

Sam Fogleman
KPMG in the US
sfoglema@kpmg.com

Ricardo Bacellar
KPMG in Brazil
rbacellar@kpmg.com.br

Asia Pacific

Seung Hoon Wi
KPMG in Korea
swi@kr.kpmg.com

Megumu Komikado
KPMG in Japan
megumu.komikado@jp.kpmg.com

Norbert Meyring
KPMG in China
norbert.meyring@kpmg.com

EMA

Dieter Becker
Global & EMA Head Automotive Practice
KPMG International
dieterbecker@kpmg.com

Aline Dodd
Global & EMA Executive for Automotive
KPMG International
alinedodd@kpmg.com48

Ulrik Andersen
KPMG in Russia
uandersen1@kpmg.ru

Justin Benson
KPMG in the UK
justin.benson@kpmg.co.uk

Begoña Cristeto Blasco
KPMG in Spain
bcristeto@kpmg.es

Laurent Des Places
KPMG in France
ldesplaces@kpmg.fr

Fred Von Eckardstein
KPMG in South Africa
fred.voneckardstein@kpmg.co.za

Rune Grøndahl
KPMG in Denmark
rune.grondahl@kpmg.com

Björn Hallin
KPMG in Sweden
bjorn.hallin@kpmg.se

Angelika Huber-Straßer
KPMG in Germany
ahuberstrasser@kpmg.com

Péter Kiss
KPMG in Hungary
peter.kiss@kpmg.hu

Loek Kramer
KPMG in the Netherlands
kramer.loek@kpmg.nl

Klaus Mittermair
KPMG in Austria
kmittermair@kpmg.at

Hakan Ölekli
KPMG in Turkey
holekli@kpmg.com

Vinodkumar Ramachandran
KPMG in India
vinodkumarr@kpmg.com

Fabrizio Ricci
KPMG in Italy
fabrizioricci@kpmg.it

John Thomas Sørhaug
KPMG in Norway
john.thomas.sorhaug@kpmg.no

Axel Thümler
KPMG in Germany
athuemler@kpmg.com

Roman Wenk
KPMG in Switzerland
rwenk@kpmg.com

#KPMGTransforma

Get the APP
KPMG Brasil

kpmg.com.br
/kpmgbrasil

www.autodata.com.br