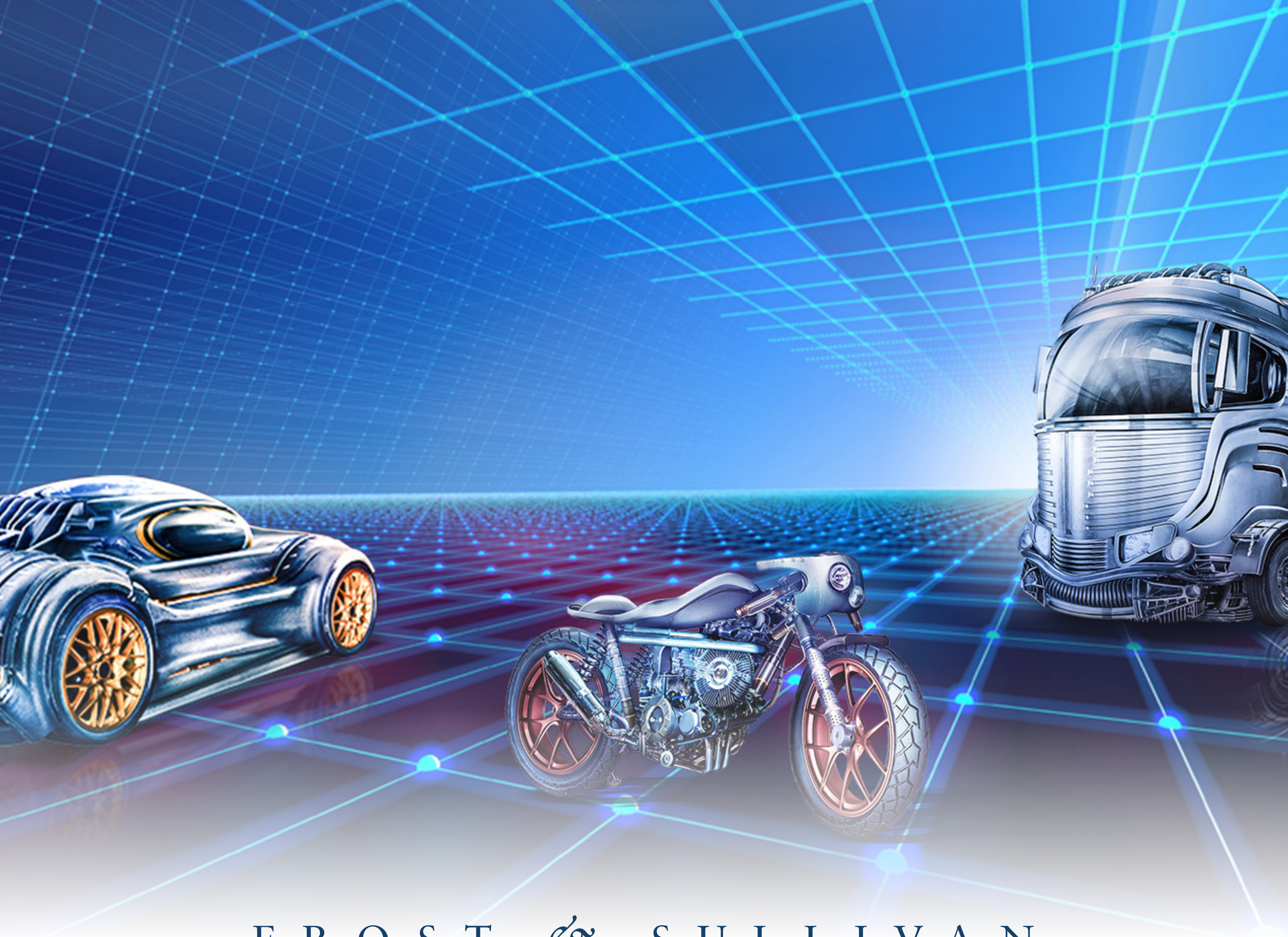

FROST & SULLIVAN

GCC AUTOMOTIVE AFTERMARKET POST-COVID-19

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INTRODUCTION

The Gulf Cooperation Council (GCC)—comprising Oman, Kuwait, Qatar, Saudi Arabia, United Arab Emirates, and Bahrain—is a significant politico-economic bloc in the Middle East. It constitutes 53% of the nominal gross domestic product (GDP) (for 2020) of the entire Middle East and, more significantly, contributes to the majority of the automotive aftermarket demand in the region. With the pandemic, like all industries, the automotive aftermarket has seen a rise and fall in performance over two years. On the one hand, demand has suffered due to customer base contraction, fewer vehicle miles travelled (VMT), decreased spending power of users, increased taxation by some governments like the KSA, etc. On the other hand, supply has also suffered due to operation suspension of major OEMs, whereby large-scale layoffs and factory closures have reduced vehicle production, global supply chains have been disturbed due to port/transport hub inactivity during lockdowns, and the percent of new vehicles supplied by OEMs has reduced. To fight the pandemic and protect themselves, OEMs and their partners have adopted different strategies, including decentralizing purchase points, to protect against supply shortages. Hence, multi-vendor sourcing has increased, raising the marginal costs of all products. Frost & Sullivan explores the impact of such different aspects of the COVID-19 pandemic on the GCC automotive aftermarket.

IMPACT OF THE PANDEMIC ON GLOBAL AUTOMOTIVE BUSINESS

- As the pandemic rages across the world, auto OEMs have suffered due to changes in the business environment. OEMs have been impacted differently, mainly due to their focus; e.g., companies that focused on the US and Europe for manufacturing and sales have been worst hit due to prolonged lockdowns and health effects in these regions. The companies that have distributed production capacities across Asia and Europe are in the best position to sustain this emergency and have performed well across the world.
- Highly impacted OEMs (both production and sales) include Ford, FCA and PSA, due to their reliance on countries in the Red Zone such as France, Italy, Spain and the US.
- Highly impacted OEMs (in terms of sales) include RNMA since its sales volumes from countries such as the US and France account for almost 25%.
- The safest OEMs include Toyota and Hyundai-Kia due to their globally dispersed production and sales.
- China's recovery has softened the pandemic's impact on OEMs such as VW and GM, which have a significant operational footprint in the country.

As OEMs are impacted, Frost & Sullivan has studied this changeover to shortlist a few key parameters, based upon which the impact study can be easily performed. Understanding these parameters will provide the readers with a more analytical view of the transitional state of the industry globally. Following are the parameters calculated for North America, Europe and the UK.

IMPACT OF COVID-19 ON THE MOBILITY INDUSTRY—SOME KEY INDICATORS:

E-retailing as a channel to sell cars, parts and services will emerge as a clear winner

	Parameters	Pre-COVID-19	During-COVID-19		
1	Average Footfall at Vehicle Showrooms	10	2	↓	Customers a Day
2	New Car Sales* (in a month in US & Canada)	~1.8 Million	~1.1 Million	↓	Units Sold in Mar 2019 vs. 20
3	Demand for Used Vans (in UK)	1X	20X	↑	Percentage
4	Average Age of Vehicle**	11.8	11.9	↑	Years
5	Average Miles Traveled in a Year (in US & Canada)**	~11,500	~9,500	↓	Miles
6	Average Spend on Vehicle Servicing (in US & Canada)	~$1,300	~$1,000	↓	USD
7	Average Spend on Accessories (in US & Canada)	~$135	~$90	↓	USD
8	Penetration of E-retailing of New Cars (in UK)	2.7%	5- 6%	↑	Percentage
9	Penetration of E-retailing of Spare Parts (in US & Canada)	~7%	~9%	↑	Percentage
10	Web Traffic in Digital Car Platform (Carwow)	1.1M	1.5M	↑	Million Views in a Month
11	Automotive Dealer Share Price (of Pendragon PLC)	£12	£6	↓	GBP
12	Average Leasing Contract Term (in Europe)	3.8	4.3	↑	Years

Pre-COVID-19 During-COVID-19

Source: Frost & Sullivan Analysis

*Numbers include passenger vehicles and light commercial vehicles with GVWR of up to 6 MT
** Numbers represent the average for the year 2020 due to COVID-19 impact

As the entire industry hastened the pace of digitalization, e-retailing of vehicles, parts and services has boomed in every growing market. To reach a larger audience and increase the footprint, all OEMs are investing heavily in the client's digital journey and enabling contactless processes. Hence, the metrics relevant to digital footprints will be the key driving force of the automotive business in the future.

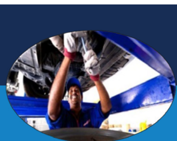
KEY CHALLENGES FACED BY THE INDUSTRY DURING THIS PHASE ARE:

'Stay at home' restrictions and economic uncertainty to push customers to limit mobility and defer purchase decisions

Reduced consumer traffic at physical showrooms

Drop in consumer traffic to **~70%-80%** in physical showrooms due to social distancing, economic uncertainty and overall negative sentiment to bring the demand for car sales to a standstill in the short-term.

Up to 24%
drop in new car sales in 2020



Weakening demand for vehicle servicing and spare parts

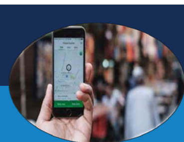
A **3/4th** drop in consumer walk-ins for periodic maintenance. A **50%** reduction in parts inquiries in March 2020. Consumers tend to postpone periodic maintenance of vehicles to control virus spread.

Up to 16%
drop in revenue from vehicle servicing and parts in 2020

Travel restrictions affecting short-term car rentals

More than 60% of the revenue from short-term car rentals is dependent on leisure and business tourists. Travel restrictions and general apprehensions about being out in public have limited demand for short-term car rentals.

Up to ~60%
in March 2020



General public reluctant to use shared mobility services

Government limiting passenger travel in metro carriages. Taxi use restricted to emergency rides and fear of being exposed to the virus in a shared mobility mode has created a drop in usage of **ride-hailing, car-sharing, metro and bus services.**

70%-80% drop
of mobility in Europe to public transport hubs

Source: Frost & Sullivan Analysis

THE KEY RISK MITIGATION STRATEGIES USED BY OEMS AND THEIR DEALERS ARE:

Focus on decisive action, measured strategy alignment and revised long-term roadmaps

SHORT TERM

Immediate Actions

- Ensure workforce safety
- Set up quick response team (QRT)
- Draw extended credit lines & financial support mechanisms to dealers & suppliers

MEDIUM TERM

Evaluate Options

- Enable complete online customer journey (cars, parts & service)
- Launch attractive promotion campaign
- Refocus on low-cost models & used car business

LONG TERM

Restrategize

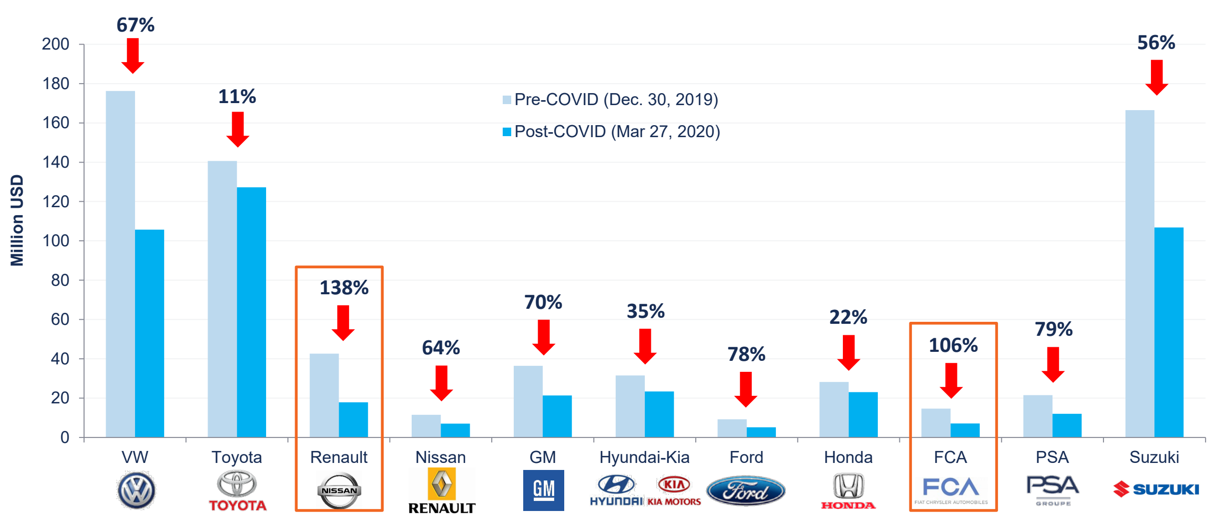
- Adapt digital connectivity and HWW solutions
- Diversify supply chain
- Prepare contingency plan

Source: Frost & Sullivan Analysis

As a result, OEMs have been affected differently during this period, as mentioned above. If compared on the same scale, the impact on OEMs can be summed up in the following chart, which illustrates the share prices of the different OEMs during the pandemic:

GLOBAL VEHICLE MANUFACTURER VALUATIONS HEADING SOUTH

Global vehicle manufacturer share prices take a plunge, going 10 years back



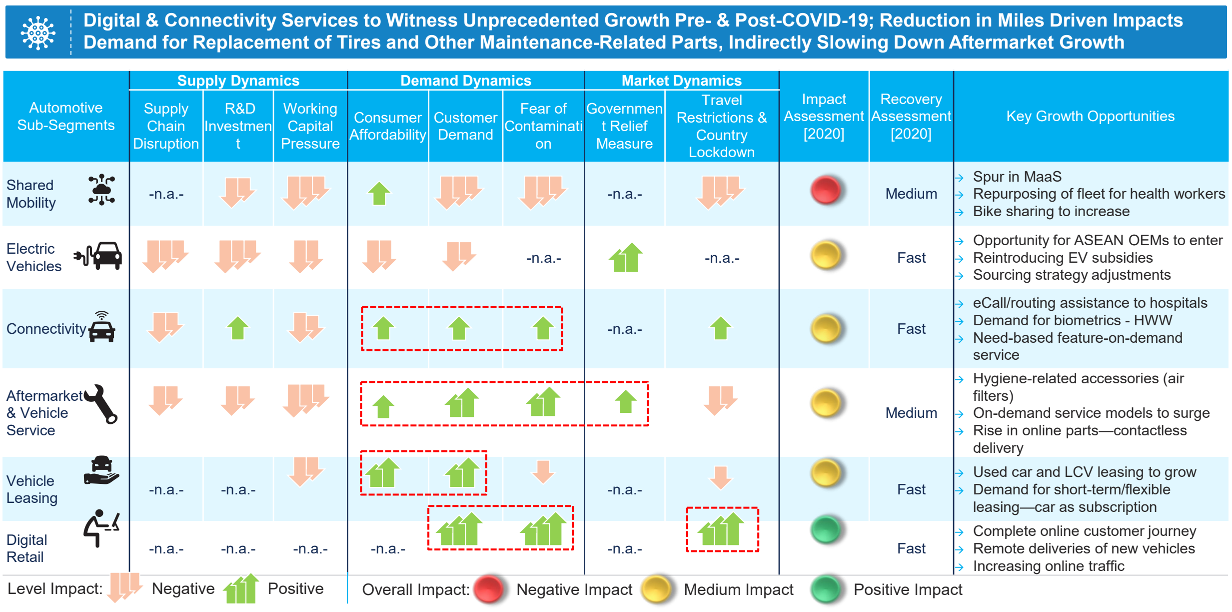
Source: Frost & Sullivan Analysis

IMPACT ANALYSIS OF THE PANDEMIC

When we calculate the impact of these changes on the automotive and mobility industry, we differentiate the analysis based on the six most relevant automotive sub-segments, which will be the driving force of the industry in the future:

These sub-segments are analyzed using a three-pronged approach comprising of supply dynamics, demand dynamics and market dynamics. Based on this analysis and our market findings, we have highlighted the impact assessment and recovery assessment in these sub-segments of the future. Finally, this has yielded the key targeted growth opportunities in these areas, identifying which global OEMs and related companies can prosper during these difficult times. The tabulations of our findings are:

IMPACT ON AND GROWTH OPPORTUNITIES FOR SUB-SECTORS IN THE MOBILITY INDUSTRY



Source: Frost & Sullivan Analysis

EFFECT ON THE GCC AUTOMOTIVE AFTERMARKET

Macroeconomic Factors Impacting GCC Light Vehicle Aftermarket Industry: GDP growth outlook: Oil price recovery, moderation of oil production cuts, and strong vaccination progress are supporting recovery in the region in 2021. As of March 2021, half of the UAE population received a COVID-19 vaccination, ranking in the top five globally in terms of population percentage. Overall, the entire GCC is following a strict vaccination norm, which is also extended to visitors. With such a quick pace of vaccinations, the rollback to earlier business volumes is gradually on track as COVID restrictions are reduced with a fully vaccinated population.

Economic Risks: OPEC+ fragility may delay oil price recovery: The continuation of oil production cuts beyond Q1 2021 amid oil price hikes can cause internal OPEC+ disagreements, especially as Russia favors larger oil production increases if the price crosses $45/barrel. The UAE may even exit OPEC+. Failure to arrive at a joint decision and achieve set targets can derail oil price recovery. Post-March 2020, the crude prices were recovering, only to be affected by the geopolitical turmoil regarding OPEC.

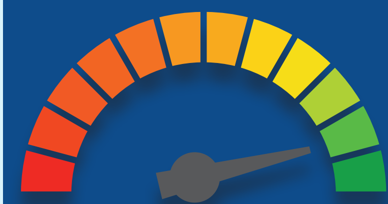
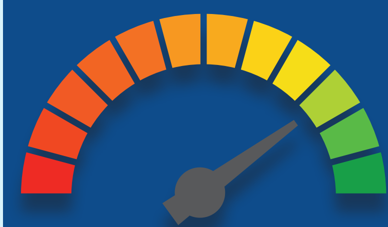
Recurrent global COVID-19 outbreaks to disrupt oil demand revival: Extension of OPEC+ production cuts into 2021 (though scaled back) and greater reductions in KSA's oil production in Q1 have slackened economic recovery. Weakened oil demand threatens the region, especially in the potential context of recurrent COVID-19 global outbreaks and associated restrictions. Frequent travel bans also don't allow production to return to normal.

Policy Direction: Restricted government spending expectations, except for Qatar and UAE: While KSA aims to slash spending by 7.3% in 2021 to rein in the fiscal deficit, Qatar plans to expand its spending primarily to support health and logistics activities for effective vaccine rollouts. Activities supporting the 2022 FIFA World Cup and Expo 2020 Dubai are also expected to keep public spending elevated in Qatar and the UAE, bolstering business in the overall GCC region as other countries gear up to support these mega global events.

KSA's Vision Realization Program 2021-2025 to drive economic diversification: The Public Investment Fund (PIF) unveiled its five-year strategy, including the Vision Realization Program 2021-2025, in January 2021. Focused on expanding the non-oil sector and generating jobs, the PIF will inject $40 billion into the economy in 2021 to create new job opportunities and enable emerging sectors' growth.

FROST & SULLIVAN HAS ESTIMATED A SUMMARY OF THESE ECONOMIC DEVELOPMENTS AND CALCULATED THE IMPACT ANALYSIS:

Key Economic Developments and Impact Analysis, Middle East, 2010–2021

Development	Impact Analysis	Overall Impact
OPEC+ Production Cuts • OPEC+ meetings from December 2020–January 2021 resulted in a decision to increase production by 0.5 million barrels per day (mbpd) in Q1 2021 • This will effectively reduce total production cuts to 7.2 mbpd from 7.7 mbpd in 2020. • KSA, nonetheless, committed to 1 mbpd cuts (over and above the quota until March 2021) to avert global oversupply.	• The oil production increase and stronger global oil demand in 2021 (primarily from the transportation and industrial sectors) will aid economic recovery across oil-exporting economies. • KSA's production cuts will help balance the supply glut, but remote working conditions are set to prolong the glut. • Oil production cuts are expected to continue beyond Q1 in terms of subdued global oil demand.	 Highly negative / Highly positive
Expo 2020 Dubai in 2021 • Originally scheduled to be held from Oct. 20, 2020–April 10, 2021, the Expo is now taking place from Oct. 1, 2021–March 31, 2022.	• With the speedy vaccine rollout, the Expo is expected to accelerate UAE's recovery in H2 with an additional boost for travel and tourism. • Visitor activities increase the demand for transportation, which indirectly creates more demand for the aftermarket.	 Highly negative / Highly positive
Normalization with Israel • The Bloomberg Innovation Index rated Israel the 5th-most innovative country in the world. Technology and science are some of the most developed sectors in the country	• The normalization between Israel and the UAE is expected to unlock business opportunities on both sides • High-technology companies are expected to introduce innovations in the automotive industry.	 Highly negative / Highly positive

Note: Analyses on this slide stand updated as at January 31, 2021.

Source: Frost & Sullivan

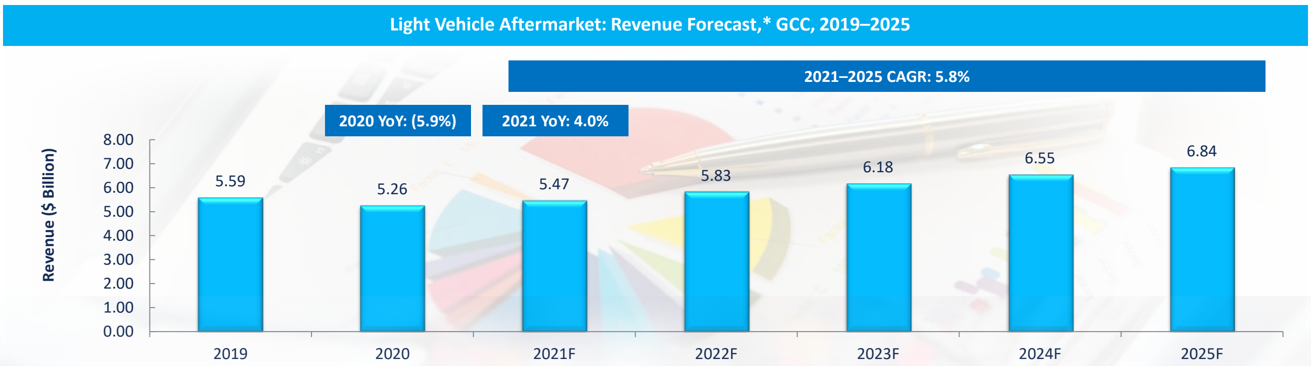
ROLE OF REGULATION IN CONTROLLING THE AFTERMARKET INDUSTRY:

- Workplace capacity restrictions that municipalities introduced due to COVID-19 added business costs. Service centers and repair shops have to limit operations or split shifts in a day to enable productivity, leading to additional utility costs.
- Starting in July 2020, KSA raised the value-added tax (VAT) from 5% to 15%. Consequently, the cost of ownership increased for new purchases. Service costs also rose as VAT applies to parts transactions. However, labor costs remained constant.
- KSA announced new insurance rules effective from November 2020 for vehicles financially leased to individuals. The new rules helped clarify responsibilities between the lessor and lessee, for instance, predefining the ownership of duty for repair cases.
- Bahrain clamped down on used car registration. The newly announced regulation prohibits imported cars used for more than 10 years from the manufacturing date from being registered unless the General Traffic Directorate deems it necessary. They include private transportation cars, personal-use cars, trailers, and semi-trailers.
- The KSA government's approval of the license for the first peer-to-peer (P2P) car-sharing company to operate is expected to improve the utilization of personal cars.

GCC LIGHT-VEHICLE AFTERMARKET REVENUE FORECAST

The cumulative retail revenue of parts in the GCC was estimated at $5.26 billion in 2020 and $5.47 billion in 2021. This is expected to grow at a CAGR of 5.8% to $6.84 billion in 2025. Out of all the countries, Saudi ranks as the greatest contributor with almost 52% contribution. However, the growth rate in Saudi is expected to be around a CAGR of 4.8%. Countries like the UAE, Bahrain and Kuwait are expected to have the healthiest growth from 2021-2025, with CAGRs averaging 7.5% to 7.8%. The UAE's growth is mainly attributed to the ongoing Expo 2020-2021, whereas that of Kuwait and Bahrain is the cumulative effect of the Expo as well as the QATAR 2022 World Cup. These three countries have the highest vaccination rates and are expected to work their individual recovery plans faster than the rest of the GCC. Easing ties between Qatar and the rest of the GCC is expected to help in the recovery of Qatar, along with the boost from the FIFA World Cup 2022.

GCC LIGHT VEHICLE AFTERMARKET REVENUE



- KSA was the largest contributor to the overall revenue in 2020 with $2.57 billion and is expected to continue dominating the GCC market through 2025.
- The UAE followed closely with $1.18 billion in 2020. It is expected to grow at a 7.6% CAGR from 2021 to 2025, with the positive anticipation of full, nationwide vaccination and Expo 2020 Dubai in Q4 2021.
- With its hosting of the 2022 FIFA World Cup and expected tie-building with other GCC countries, Qatar's economy is expected to see new opportunities. The FIFA event in 2022 is likely to attract millions of tourists and be a key driver for the automotive market.
- The aftermarket in Kuwait, Oman, and Bahrain is forecast to recover gradually with the economy.

* Refers to retail market revenue, parts only

Note: All figures are rounded. The base year is 2020. The data above is for the study period 2020–2021

Source: Frost & Sullivan

GCC LIGHT VEHICLE AFTERMARKET REVENUE FORECAST BY COUNTRY

Light Vehicle Aftermarket: Revenue* Forecast by Country, GCC, 2021-2025**

Country	2021 YoY	2021–25 CAGR	Aftermarket Outlook
KSA	4.5%	4.8%	Saudi Vision 2030 and the government's interest in developing tourism, manufacturing, and infrastructure propel the automotive industry.
UAE	4.7%	7.6%	Expo 2020 Dubai in 2021, being the second-highest vaccinated nation, and normalization with Israel are factors contributing to the economy's leading recovery rate in the GCC region.
Qatar	2.5%	3.5%	The FIFA World Cup to be held in Qatar in 2022 is likely to attract millions of tourists and give the automotive market a major push.
Oman	2.3%	5.9%	The government's efforts to develop non-oil sectors and urban development will likely raise demand for the automotive market.
Kuwait	1.5%	7.4%	The Kuwaiti government's interest in diversifying revenue streams from non-oil sectors is the primary driver for the automotive industry
Bahrain	5.0%	7.8%	Bahrain started the procurement process to build its national metro network in February 2021.
GCC Countries Total	4.0%	5.8%	Key factors driving the GCC light vehicle aftermarket: • Development of non-oil sectors in all GCC countries. • Upcoming global events in the region.

*Refers to retail market revenue, parts only.

**2021, 2022, and 2025 are forecast years, beyond the study period.

Note: All figures are rounded. The base year is 2020

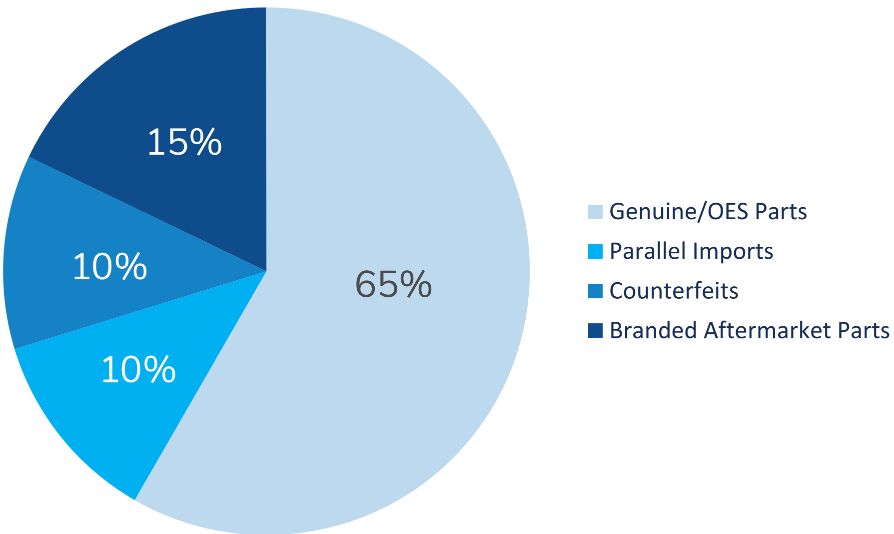
Source: Frost & Sullivan

REVENUE SPLIT BY PARTS:

The overall market revenue has been split by types of parts to illustrate how different parts will contribute to the overall parts retail revenue in the GCC. Genuine OES parts will occupy the largest share, almost half of the cumulative revenue, followed by OE parts and branded aftermarket parts. The earlier dependence on genuine parts is expected to scale down in the market as consumers become more price-sensitive and economic spending potential decreases during the post-pandemic recovery period. However, the large contribution of these genuine parts is not expected to be dented by much in the short term. In the long run, due to the digitalization efforts of OEMs, the connectivity and pricing of genuine parts are expected to be at par with those of the branded aftermarket parts and retain their high contribution to the overall market revenue in the 5- to 10-year period.

SEGMENT-WISE SPLIT OF AFTERMARKET REVENUE

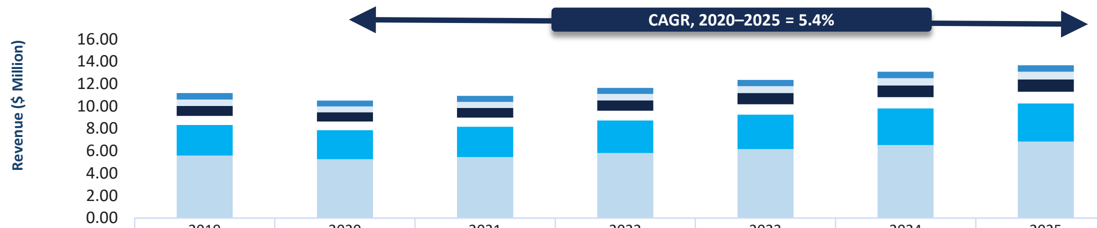
Aftermarket Parts Sales Revenue, GCC, 2020



Source: Frost & Sullivan

GCC LIGHT VEHICLE AFTERMARKET INDUSTRY REVENUE

Light Vehicle Aftermarket: Revenue Forecast by Segment,* GCC, 2019–2025



	2019	2020	2021	2022	2023	2024	2025	CAGR (2021–25)
Counterfeits	0.57	0.53	0.54	0.55	0.56	0.58	0.59	2.2%
Parallel Imports	0.58	0.52	0.54	0.57	0.62	0.66	0.68	5.8%
OE Parts	0.89	0.83	0.86	0.93	0.99	1.05	1.09	5.7%
Branded Aftermarket Parts	0.80	0.78	0.81	0.87	0.93	1.00	1.05	6.1%
Genuine/OES Parts	2.75	2.61	2.72	2.90	3.08	3.28	3.43	5.6%
Total Revenue	5.59	5.26	5.47	5.83	6.18	6.55	6.84	5.4%

* Refers to retail market revenue, parts only.

Note: All figures are rounded. The base year is 2020

Source: Frost & Sullivan

KEY AFTERMARKET TRENDS IN THE NEAR FUTURE

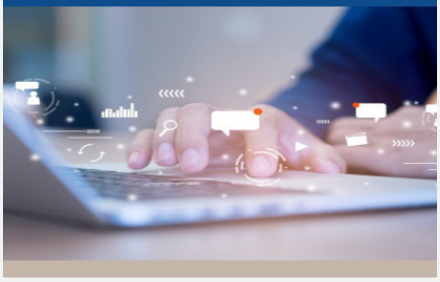
Supply Chain Decentralization

OEMs are expected to diversify sourcing to lower risks of supply chain breakage.

Digital Penetration in Service

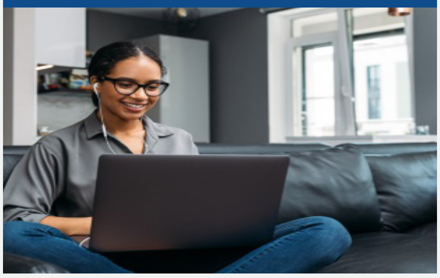
Digitalization in the car service customer journey is set to increase.

Online Aggregators



Online aggregators offer service transparency and convenience that help customers make more cost-effective decisions.

Door-to-Door Service



Service providers increasingly adopt door-to-door and sanitation services to improve safety in the service journey.

Cheaper Alternatives

Customers are more sensitive to price during an economic recovery. IAM parts are the value alternatives.

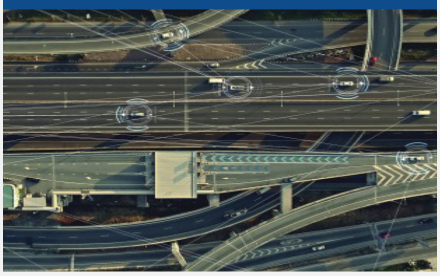
Growing Market for Used Cars

The periodic peak in demand for used cars in the region is an emerging opportunity for service providers.

Electric Vehicles

The region's average vehicle age is expected to increase from 8.1–8.2 years, raising demand in the aftermarket.

Shared Cars on the Rise



The growing car-sharing fleets in the region provide opportunities for service providers.

Source: Frost & Sullivan

SEGMENT-WISE KEY FEATURES, DRIVERS AND RESTRAINTS:

GENUINE/OES PARTS:

- Genuine/OES parts in the region are sold by both dealers and aftermarket shops.
- Some dealers do not sell OE parts but only OES/genuine parts. For example, MOPAR parts center handles parts for Jeep, Dodge, and RAM.
- The sales of genuine/OES parts correlate positively to the number and average age of VIO in the region.

Driver 1
Economy recovery leading to higher spending per vehicle

Driver 2
Suppressed demand to be met

Restraint 1
Increased supply chain costs that cut the industry's overall margin

Restraint 2
More competitive prices of high-quality aftermarket parts

Source: Frost & Sullivan

OE PARTS:

- OE parts are mostly of premium price and original fitments.
- In the post-crisis economy, OE parts are projected to grow by 4.0% this year as VIO in the region and customers' spending increase. The growth is at an average level with the aftermarket.

Driver 1
OE replacement ensures factory quality and original fitment.

Driver 2
Repairs/upgrades of higher-end cars with OE replacements are preferable.

Restraint 1
Pricing is less competitive compared to OES and aftermarket parts.

Restraint 2
Distribution is less competitive than for OES and aftermarket parts.

Source: Frost & Sullivan

Note: All figures are rounded. The base year is 2020. Revenue forecast is beyond the study period.

BRANDED AFTERMARKET PARTS:

- Branded aftermarket parts will expand in the region given the wide portfolio of products, competitive prices and diversified sales channels.
- Branded aftermarket parts from Asia (China, Korea, Japan, and Malaysia) are competitive in pricing. However, quality has been customers' top concern, especially for Chinese brands.

Driver 1
High price sensitivity post-crisis is forecast to raise demand for aftermarket parts.

Driver 2
The quality and warranty policies of aftermarket brands are improving (for example, several Chinese brands started to provide warranties to UAE and Kuwait markets).

Restraint
Quality and fitting of smaller brands are not assured.

Source: Frost & Sullivan

PARALLEL IMPORTS:

- Parallel import car parts tend to be cheaper than parts sold by authorized dealers, but the service quality and warranty are less guaranteed.
- Parallel imports are more sensitive to shipping costs than dealers' parts as parallel import orders are in small quantities.
- Amid continually high shipping costs (compared to pre-COVID-19), the cost and price of parallel imports are estimated to be higher. However, as a result of a low base year figure and market recovery, demand for parallel imports is expected to grow by 3.8% in 2021.

Driver
Car owners who want unique car modifications are unable to find local sellers for certain parts.

Restraint
Higher shipping costs due to global supply chain disruption led to higher costs for parallel import parts.

Source: Frost & Sullivan

Note: All figures are rounded. The base year is 2020. Revenue forecast is beyond the study period.

COUNTERFEITS:

- Counterfeits are often sold in independent aftermarket shops.
- Sales of counterfeits are expected to rise by 2.7% in 2021-2025 due to customers seeking cheaper parts.
- However, GCC countries’ probes against counterfeits are expected to gradually reduce the counterfeits market share in the longer term.

Driver
Demand for quality genuine products at low prices is high.

Restraint
GCC countries have strengthened inspections on counterfeit parts. For example, in 2020, the UAE government collaborated with Toyota dealer Al Futtaim and seized 300,000 counterfeit Toyota parts.

Source: Frost & Sullivan

Note: All figures are rounded. The base year is 2020. Revenue forecast is beyond the study period.

LAST WORD—KEY GROWTH OPPORTUNITIES

i. Independent Aftermarket Brands on the Rise

Overview

- Amid the slow economic recovery, customers are more price-sensitive, giving price a higher priority in decision-making.
- IAM brands, for example, from China and Korea, have seen growth in the market.

Facts & Estimations

- In a major tire service chain in the UAE, more than 30% of premium car users chose Chinese brands over recommended German/American tires.
- In 2017, the penetration of Chinese brands in the parts market increased by 5% YoY.
- In 2021, Chinese brands are projected to penetrate the market at an 8%-10% YoY increase.

ii. Digitalization of Service Journey and Operation

Overview

- Since the pandemic, most workshops have established or optimized their online channels to serve customers.
- Online aggregators have a rich understanding of and data on customer profiles, personas, and purchase behaviors.
- Some independent workshops gained 15%-20% more footfall in H2 2020 after establishing partnerships with online aggregators.

Facts & Estimations

- Nearly 70% of dealer service centers and organized independent aftermarket shops use digital systems (apps, websites or aggregator platforms) to serve customers.
- Online penetration is expected to grow to 90% by the end of 2022 in the GCC region.

iii. Service of Used Cars

Overview

- Key used car sellers in KSA and the UAE witnessed an inquiry surge and sales growth in H2 2020.
- Vehicles in operation (VIO) in KSA and the UAE represent 75% of the market for the whole GCC region.
- The following services are likely to see high demand:

  1.Repair prior to sales quote

  2.Car examination for used car buyers

  3.Used car warranty (provided by a third party)

KEY CONCLUSIONS

2021 GCC Light Vehicle Aftermarket

Digital platforms and tools will be the main approach to service, retain, and acquire customers. A seamless and prompt online customer experience is likely to be a key competitive differentiation in 2021.

Cheaper brands, especially from far-East countries, penetrate the GCC parts market faster as customers are more price-sensitive in the post-COVID-19 economic recovery.

From sourcing to logistics, the supply chain is likely to increasingly decentralize to split risks, which lowers the risk of a supply chain break impacting the business.

Used car sales in the GCC region are expected to surge in 2021 and propel the automotive service market's growth.

Establishing partnerships with online aggregators is a key marketing approach for smaller independent garages to gain a customer base.

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GROWTH PIPELINE ENGINE™

Frost & Sullivan's Growth Pipeline Engine™ supports clients through all phases of growth—Developing, evaluating and prioritizing opportunities, building and implementing go-to-market strategies, and optimizing opportunities. The objective is to be a client's first step on their growth journey.

For more information, e-mail: meenquiries@frost.com

About Automechanika Dubai

Automechanika Dubai is the Middle East's largest international trade show for the automotive aftermarket, covering six major product sections of Parts & Components and Electronics & Systems; Accessories & Customizing; Tyres & Batteries; Repair & Maintenance; and Car Wash, Care & Reconditioning.

In its 18th edition in 2021, the annual three-day event – in addition to hosting exhibitors from 58 countries and 13 dedicated country pavilions – will feature exciting new elements such as the Automechanika Awards, the Modern Workshop, and the Tools & Skills Competition.

Returning popular highlights include the Automechanika Academy, AfriConnections, and the Innovation Zone, keeping the many thousands of trade buyers and industry professionals in tune with new market developments.

Through its dedicated Truck, Agriculture, Motorcycle, and Classic Car Competence initiatives, Automechanika Dubai is the one-stop-shop for the entire aftermarket value chain, from parts and accessories, to workshop equipment, body repair and care.

More information is available at: www.automechanikadubai.com

About Frost & Sullivan

For over six decades, Frost & Sullivan has helped build sustainable growth strategies for Fortune 1000 companies, governments, and investors. We apply actionable insights to navigate economic changes, identify disruptive technologies, and formulate new business models to create a stream of innovative growth opportunities that drive future success.

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Schedule your complimentary **Growth Pipeline Dialog™** today to start your journey toward sustained growth by clicking here.