Next-Generation Mobility is Not Only the Future, it is the Present!
Current advancements are laying the groundwork for an everlasting industry today and going forward

Why the mobility sector?...Why am I so excited about this space?...Why are we here today?

1. **Investment Drivers**
   - Exciting Investment Characteristics
   - Attractive Market Characteristics
   - Immense Industry Challenges

2. **Sector & Technology Dynamics**
   - Next Generation Mobility is Incredibly Broad
   - Expanding Nature of this Industry
   - Impact to Multiple Sectors

3. **Financial Returns & Societal Impact**
   - Significant Strategic Investment Activity
   - Global Mobility Opportunity
   - Positive Impacts to Society
1 // Investment Drivers

Autonomous Security
Exciting Investment Characteristics

Innovation is creating new business models and significant competition between start-ups and industry incumbents

**Target Investment Characteristics**

- Enhancing efficiency, reducing cost, improving sustainability
- Addressable and large market opportunities
- Software- and data-driven digital trends spurring adoption
- Fertile landscape for operational growth and expansion
- Strong M&A environment for exits

**Compelling Themes**

- Operational and transactional experience
- Deep global networks in mobility
- Reputation as thought leader in mobility

**Experienced Teams**

- Unique value proposition and differential advantage
- Recurring nature, strong traction, capital efficient
- Deep customer pipeline and end-market opportunities
- Strong go-to-market strategy and effective use cases
- Scalable technologies and multiple avenues to grow

**Strategic & Operational Approach**

- Sales tactics, intro to customers, sales development, marketing strategies
- Business development, partnership models, industry access to new verticals
- Board-level support, intro to new investors, executive recruiting

**Real Impact**
A fundamentally new ecosystem has emerged from favorable industry trends and characteristics

Industry Trends

1. **Large and Existing Global Markets**
   - Multi-billion dollar markets in consumer, technology, and transportation
   - Demand already exists across multiple verticals; several mobility sectors are still considered to be extremely untapped, fragmented, and rapidly growing

2. **Rapid Expansion and Development**
   - Macro trends and changing consumer demand
   - The new mobility-as-a-service economy
   - Reliant on new models of private-public collaboration

3. **Digital Trends are Catalyzing Growth and Adoption**
   - Cloud based technologies, autonomous systems, sharing economy, machine learning, AI, blockchain, virtual / augmented reality, etc.
   - Data and analytic solutions can be easily ported to new markets

4. **Asset Efficiency, Connectivity, Sharing Economy**
   - Global automotive and transportation are undergoing an unprecedented transformation to a new accessible mobility ecosystem
   - The driverless revolution, coupled with technology developments, consumer behavior, and social acceptance is driving incremental change

5. **The Arrival of “Information Everywhere”**
   - The world has opened up opportunities to make the transportation network far more efficient and user friendly
   - Internet of Things can integrate technologies and change behavior

The pace of change is magnificent.

The speed which transformation takes place will depend on several catalysts and deterrents across technology, regulation, and society.

Next-generation mobility is not necessarily a “winner-take-all” market, there will be many successful outcomes.
Immense Industry Challenges Provide Significant Entrepreneurial Opportunities

The expanding nature of mobility presents challenges and actionable white space opportunities for businesses and investors.

**Industry Challenges**

- **Proliferation of Big Data & Transparency**
- **Complex Information & Operating Systems**
- **Promise of Future Connectivity & “Smart” Platforms**
- **Increase Speed, Quality, & Efficiency**
- **Demand for Higher ROI & Scalability**
- **Shift Toward Urbanization & the Need to Reduce Congestion**
- **Heightened Security & Fraud Risk**
- **Migration to Data-and Metric-Driven Management in Real-Time**
- **Escalating Compliance Environment**

Ask yourself, as virtual and real assets converge, what will the future look like?

I would offer that it will provide ubiquitous connectivity, complete multi-modal integration, and a new understanding of the “freedom of movement.”
2 // Sector & Technology Dynamics
Next-Generation Mobility is Incredibly Broad

What are some examples of sub-sectors?

- **Autonomous Vehicle Technologies**
  - nuTonomy / Aptiv

- **Micro-location and Spatial Intelligence**
  - Humatics

- **Peer-to-Peer Ridesharing**
  - Lyft

- **Lidar Sensor Technology**
  - Ouster

- **Drone Data and Robotics-as-a-System**
  - Hangar

- **Automotive Cybersecurity**
  - Karamba Security

- **Supply Chain Intelligence Platform**
  - Stae

- **Smart City Data & Analytics**
  - ClimaCell

- **Weather Data & Forecasting**
  - ClimaCell
Next-Generation Mobility is Incredibly Broad!!!

Examples of Pure-Play Mobility
- Autonomous Vehicles
- Connected Car
- Connected Fleets / Telematics
- Driver & Vehicle Data
- Drones (Sea, Air, and Land)
- Freight / Shipping
- Last-Mile Delivery
- Location-Based Services
- Logistics / Routing / Trucking
- Mapping
- Mobility Services
- Supply Chain
- Transit Solutions
- Travel

& Many More!

Examples of Horizontal Technologies
- Artificial Intelligence / Machine Learning
- Cloud Infrastructure
- Data & Predictive Analytics
- Industrial Automation
- IoT Security
- Mobile Payments / Ticketing
- M2M Communications
- Robotics
- Sensors / Computer Vision
- Simulation Software
- Virtual & Augmented Reality
- Wireless Technologies & Communications

& Many More!

Example Vertical Investments
- Data & Predictive Analytics
- Artificial Intelligence
- Wireless Communications
- Cybersecurity

Example Horizontal Investments
- Geometric Intelligence
- CLIMACELL
- LUNAR
- Karamba Security

Many More!
Impact to Multiple Traditional Sectors: One Example – Automotive

We must completely reimagine the role of the vehicles, new transportation ecosystems, and passenger experiences.

We are transitioning to a world of holistic systemic mobility that should completely change how we view the automotive sector.

Connectivity & Transparency

Autonomous Vehicles & Self-Driving-Assistance

Customer & Passenger Experience

Multi-Modal & Flexible Ownership
3 // Financial Returns & Societal Impact
### Significant Investment Activity Across the Strategic Landscape

Automotive and technology companies from around the globe are moving into next-generation mobility through acquisitions, driving favorable investment activity and tremendous financial returns.

#### Emergence of Mobility Mega Deals in Last 18 Months

<table>
<thead>
<tr>
<th>Company</th>
<th>Description</th>
<th>Amount</th>
<th>Closing Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intel</td>
<td>acquired</td>
<td>$15.4 billion</td>
<td>Closed August 2017</td>
</tr>
<tr>
<td>Samsung</td>
<td>acquired</td>
<td>$8.7 billion</td>
<td>Closed March 2017</td>
</tr>
<tr>
<td>Verizon</td>
<td>acquired</td>
<td>$3.3 billion</td>
<td>Closed July/Nov 2017</td>
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<td>Daimler</td>
<td>acquired</td>
<td>$3.1 billion</td>
<td>Closed December 2015</td>
</tr>
<tr>
<td>Ford</td>
<td>investing</td>
<td>$1.0 billion</td>
<td>Over the next 5 years</td>
</tr>
<tr>
<td>Uber</td>
<td>acquired</td>
<td>$680 million</td>
<td>Closed August 2016</td>
</tr>
<tr>
<td>GM</td>
<td>acquired</td>
<td>$578 million</td>
<td>Closed May 2016</td>
</tr>
<tr>
<td>Delphi</td>
<td>acquired</td>
<td>$450 million</td>
<td>Closed Oct 2017</td>
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#### Strategic Activity Spans Multiple Verticals

**Automotive OEMs & Suppliers**
- GM
- Ford
- Daimler
- Bosch
- APTIV

**Major Technology Companies**
- Intel
- Samsung
- Qualcomm
- Google
- Apple
- Oracle
- Baidu
- Amazon
- Microsoft

**Wireless Carriers**
- Verizon
- AT&T
- Deutsche Telekom
- Telefónica

**Other Verticals**
- AAD
- Liberty Mutual
- Munich RE
- Citi
- JetBlue
Don’t Tell the Bean Counters... but this Transformation is About More Than Money

Next-Generation Mobility Will:

- Increase safety
- Increase efficiency
- Dramatically improve quality of life
- Improve multiple environments
- Increase governmental revenue and reduce cost
- Extend useful life of infrastructure and fixed

What is the most valuable thing in your life?
The Future of Mobility

LAST EXIT
A Note to My Friends in the Crowd...

We have an opportunity to lead, but it is not our birthright.

Our past and present have positioned us perfectly to drive the future of mobility.

Not just in our city, our state, or our country, but around the world.

We sit today at an inflection point to lead and redefine the future of mobility and with it our country, our state, and our great city.

But we must act now or this opportunity will pass us by.

We must move to win.