

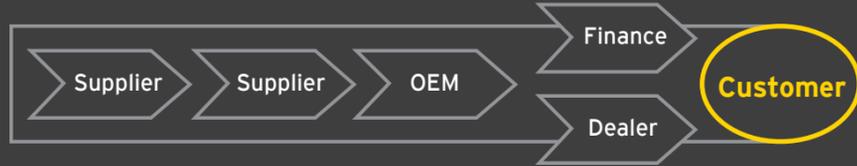
Remodeling for mobility

Will new mobility mean the end of 'old' automotive?

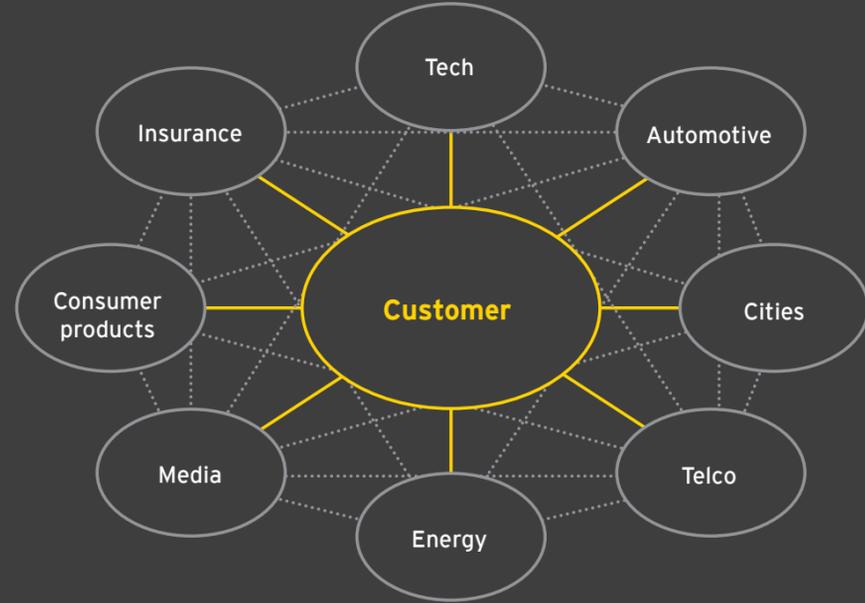
Can automakers confront the challenges of disruption, successfully adapt and seize the opportunities created as the new mobility industry takes shape?

We believe they can – but only if they shed their historically insular approach to how they think and operate. Openness, flexibility and collaboration will be the keys not just to survival, but to sustainable prosperity as well.

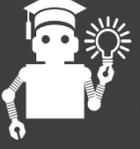
'Old' automotive value chain

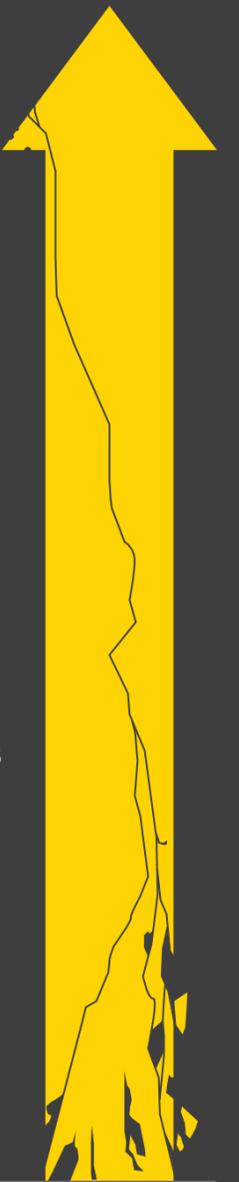


New mobility ecosystem



External trends threaten the status quo

-  Changing customer preference
-  Advent of the sharing economy
-  Mobile connectivity
-  Urbanization
-  Electrification of vehicles
-  Artificial intelligence that enables machine learning
-  Sensor technology advancements



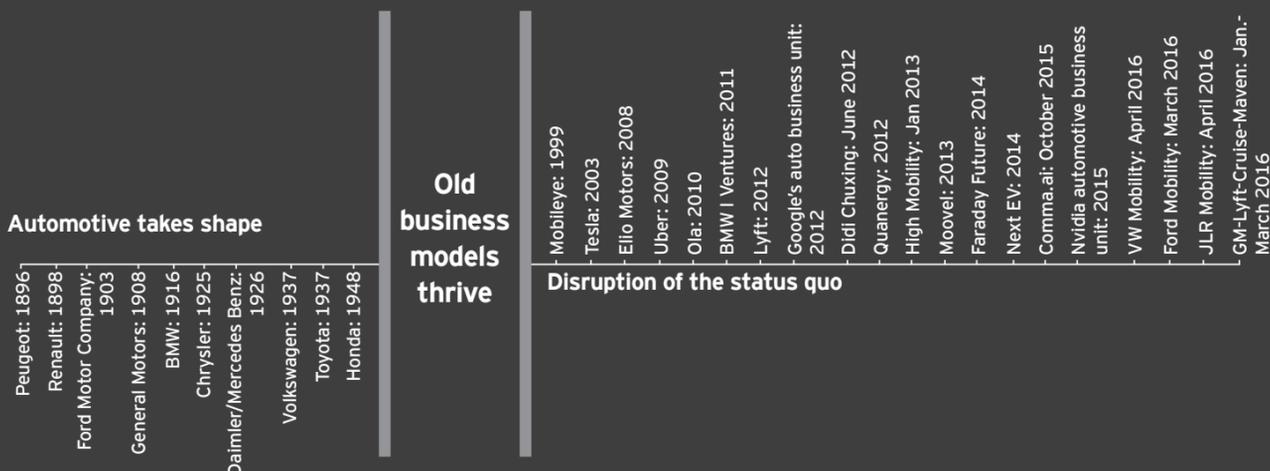
Hacking paths to the future of mobility

Hack [hak] (noun): rapid design of tomorrow's extraordinary solutions

There clearly is a need to bring the new mobility ecosystem together, explore the challenges and opportunities of the industry's paradigm shift and develop fresh ideas about the future. So, in early 2016, EY spearheaded a series of hacks where a diverse set of participants co-developed visions and prototypes for future mobility scenarios. Through these rigorous, collaborative and provocative sessions, fundamental differences among stakeholders emerged and critical questions were surfaced.

Only 10% of executives say they're well-prepared to leverage a cross-industry ecosystem.

- EY's Changing lanes 2016-17: the automotive C-suite's agenda, survey



"I don't have an interest in driving; there are so many other things I'd rather spend that time doing, like learning guitar."

- Millennial, EY Future of mobility hack participant

Overcoming challenges requires radical change

<p>Innovation: new ways are the way to go</p> 	<p>Connecting with consumers: essential to success</p> 	<p>External collaboration: sharing required</p> 	<p>The war for talent: new strategies for battle</p> 	<p>Outdated operating models: time for something new</p> 
--	---	---	---	---