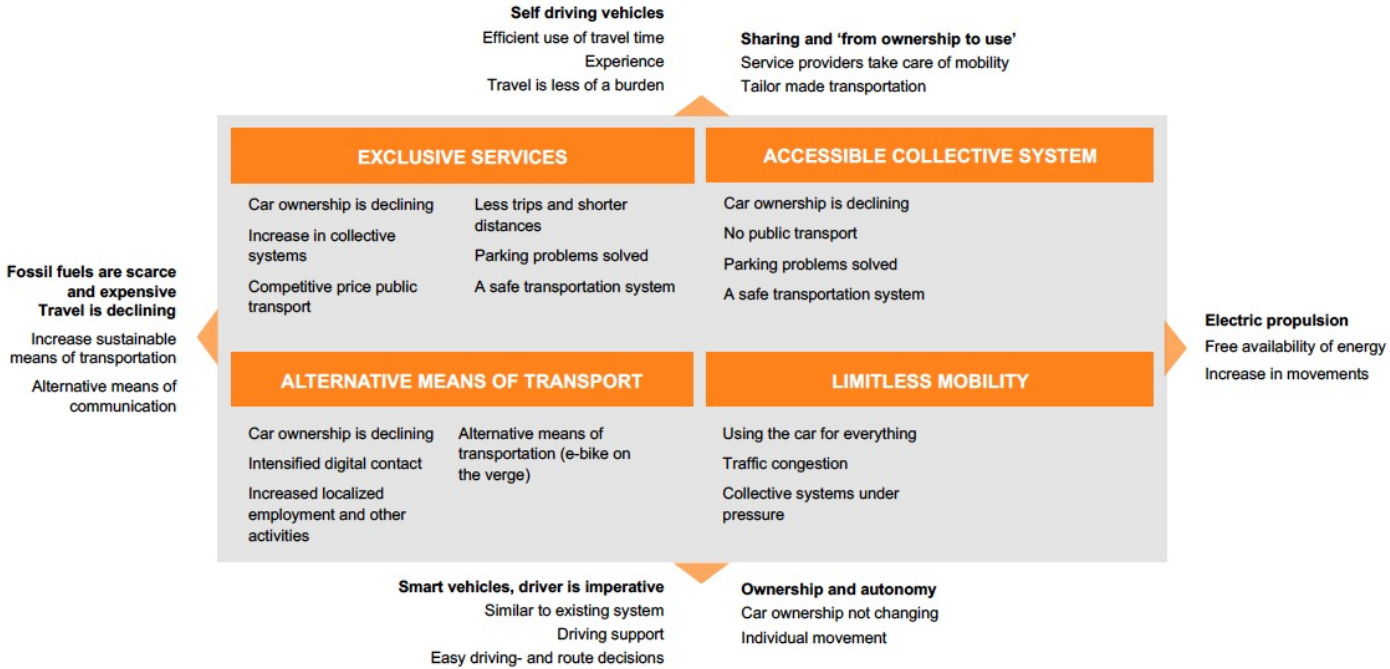




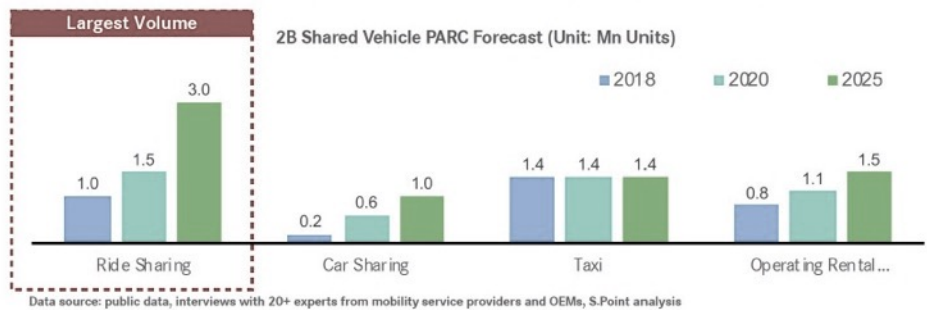
AREAS OF EXPERIENCE & TRENDS



BUSINESS OPPORTUNITY

Among all mobility service categories, ride sharing, car sharing and operating rental emerge as new 2B opportunities for OEMs. Ride sharing is the most critical 2B market for OEMs in the next 3-5 years, in terms of demand volume.

- The policy is moving towards stricter end of spectrum for supply controlling in ride sharing, accelerating the needs for new fleets.
- The nature of ride sharing platform competition is competing for supply in the short term, and operation efficiency in the long run.



	<ul style="list-style-type: none"> Legal compliance requires huge amount of 2B vehicle fleet Mobility demands exceeds current capacity of most service provider 	<ul style="list-style-type: none"> Government guidance as the supplement for the public transportation Playing the role of digesting OEM's BEV inventory 	<ul style="list-style-type: none"> Electrification policy creates needs for EV taxi 	<ul style="list-style-type: none"> Steady increase Reform of official car system from government institution and SOEs
	<ul style="list-style-type: none"> Government pose strong control of total license Uncertainty of policy's actual implementation 	<ul style="list-style-type: none"> Poor profitability and the business model is not proven yet Turbulent market and the future is still very vague 	<ul style="list-style-type: none"> The volume is mostly for replacement, thus it has cap 	<ul style="list-style-type: none"> Diverse market of various occasions, and customers (scales of companies) Nature close to 2C market

EXPERIENCE & EXAMPLES

MOBILITY SERVICES



EV CHARGER



CUSTOMER JOURNEY



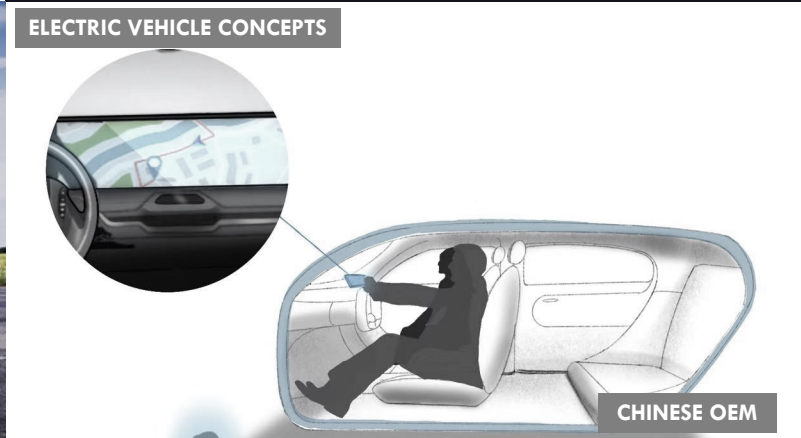
EV UI/UX



AUTONOMOUS TRAILER CONCEPT



ELECTRIC VEHICLE CONCEPTS



CONCEPT VEHICLE

