## New Mobility Solutions For Materials Efficiency And Better Growth



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**World Materials Forum 2017** 

Nancy, FR June 29, 2017

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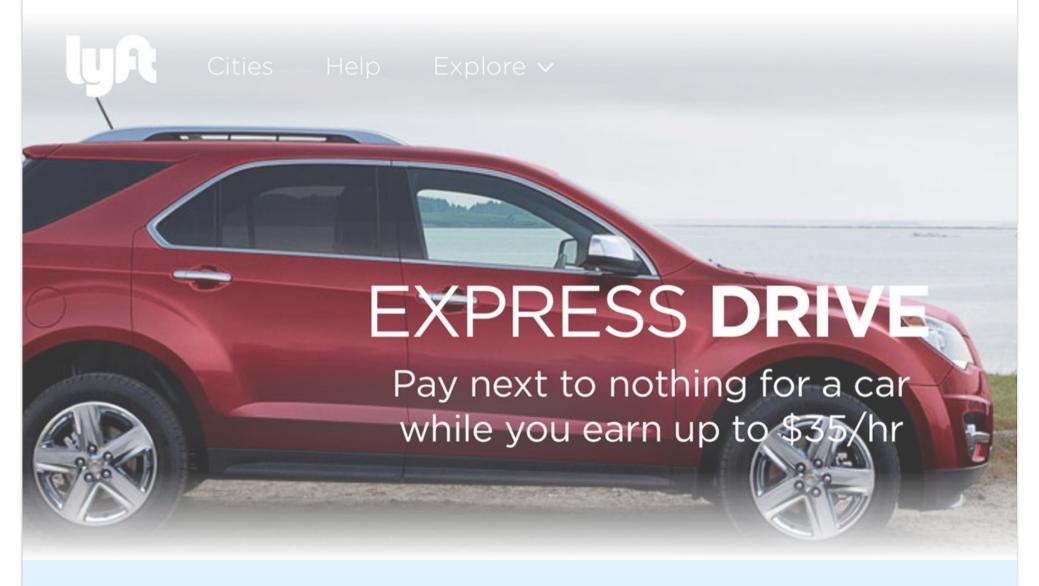
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# Will You Ride(Share)?



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#### Will You Subscribe?



#### How it works

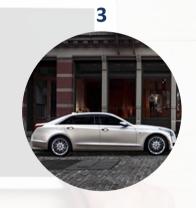
You can enjoy the Book by Cadillac service with a few simple steps



**Download the App** 



Request your vehicle



**Schedule Delivery** 

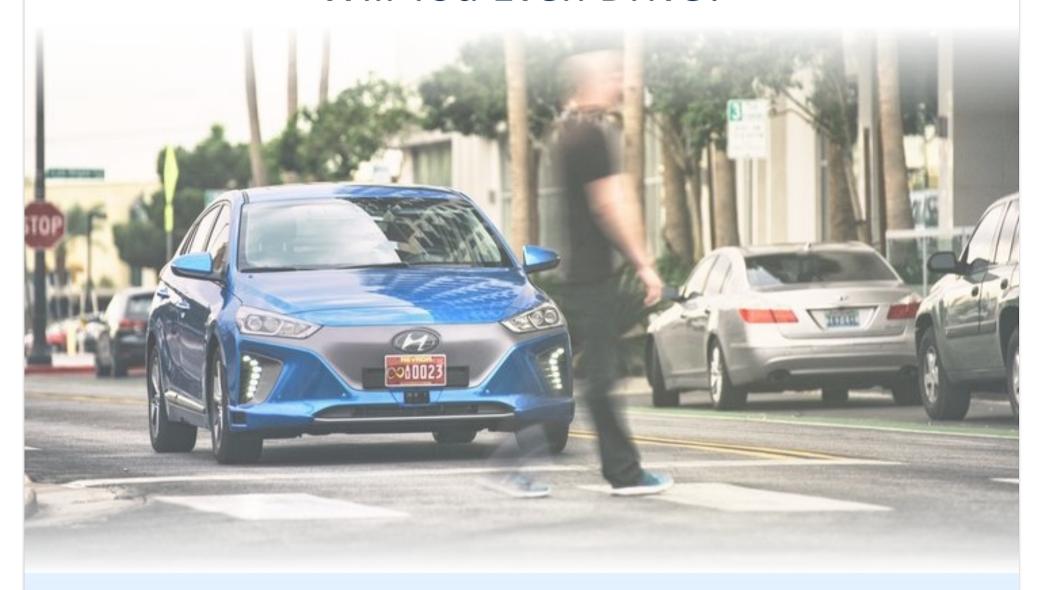


Drive and Exchange at any time

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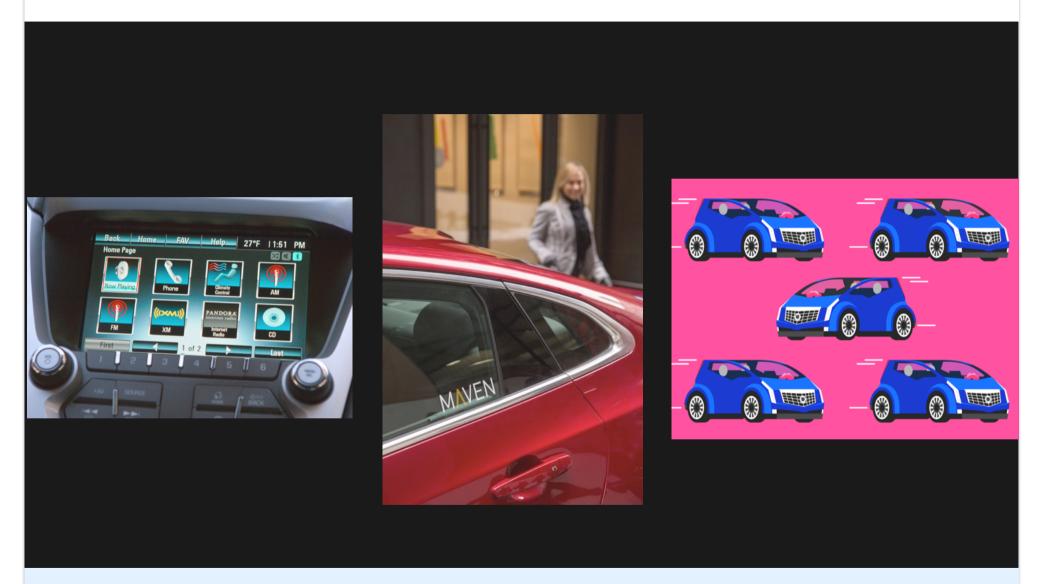
#### Will You Even Drive? IONIQ



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#### Learning To Become A Mobility Company







## Rethink A Car As Supercomputer..



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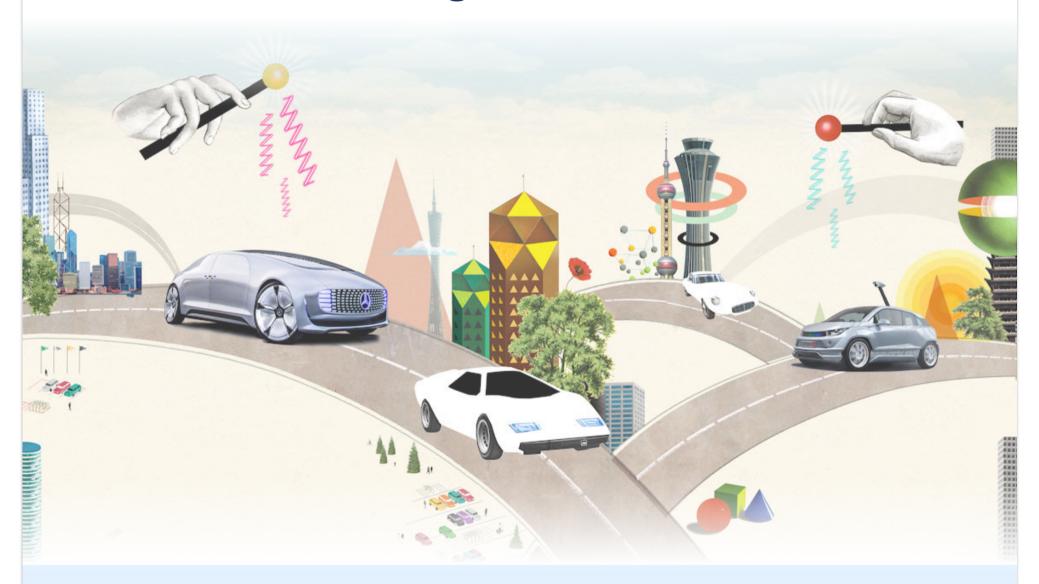
### Add Connected Cities...



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# And Imagine The Future



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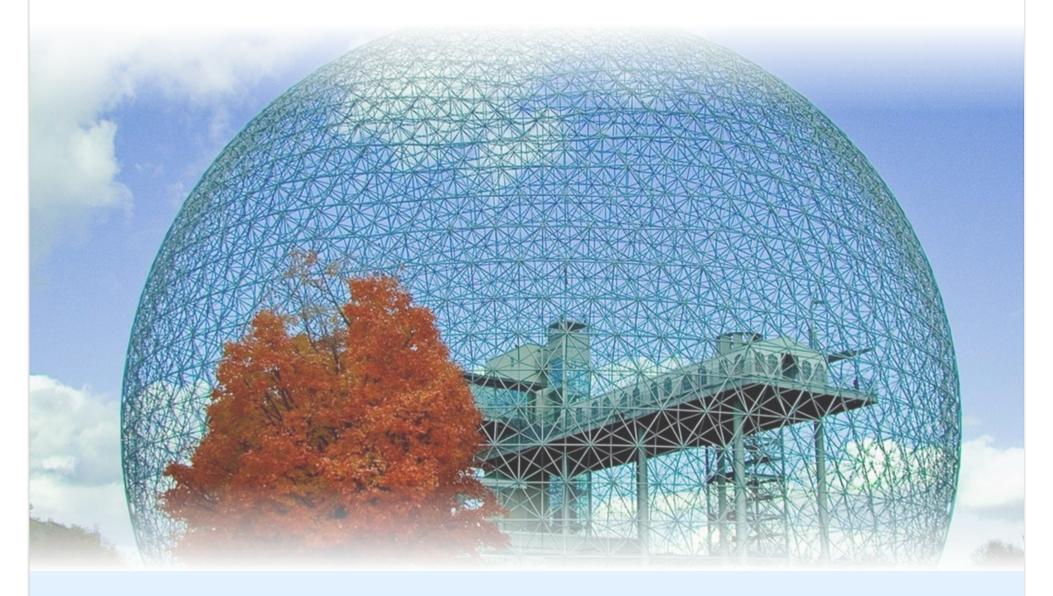
# The Magic Of Software







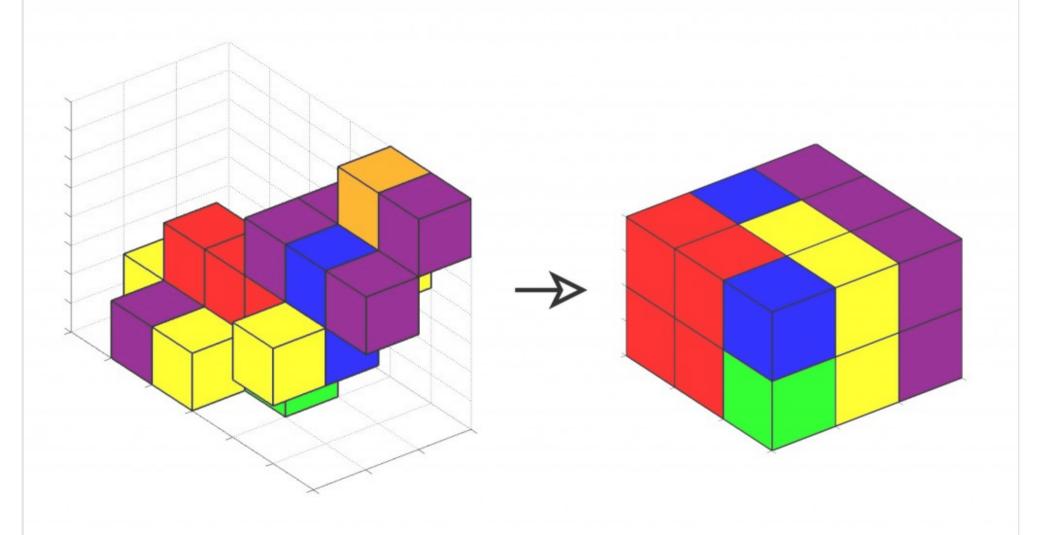
#### Do More And More With Less And Less



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# The Goals: Smart, Less, Longer!





# Productivity Growth Is The Key Measure But Must Include Materials



# New Mobility Solutions Will Lead To..

- Mobility as a service leads to:
  - Higher asset utilization of cars and fewer cars sold
- Lower need for highway expansion
- Reduced demand for parking
- Higher demand for mass transportation (buses and trains)
- In total, should lead to significantly lower demand for and shift in materials used



