Las Vegas, Jan. 6, 2015 – *The following remarks were prepared for delivery by Mark Fields, Ford Motor Company president and chief executive officer, at the International CES.*

Mark Fields: 2015 Consumer Electronics Show

Good morning. It's really great to be here in Las Vegas and at CES again.

As Gary just mentioned, I was last on stage eight years ago when we were introducing the Ford SYNC in-car connectivity system.

As I look back, a lot has changed at CES in eight years. But one thing has stayed the same.

Let me ask a question: Who finds it easy to get around Las Vegas during the show?
Raise your hand.

Looks like many of us agree. It's a challenge to get around Vegas during this show.

Think about this. The Las Vegas metro area has just more than 1 million people, with a population density of roughly 1,750 people per square-kilometer. That puts Las Vegas as number 120 on the list of the largest cities in the world by population density.

During CES, there's an influx of another 150,000 people – most of them concentrated around the Strip.

We put up with this congestion for a few days.

Imagine what people in Mumbai, India, face every day. More than 18 million people live in Mumbai. Its population density is 17 times greater than here in Las Vegas, making it the world's largest city by population density. Its air quality and infrastructure are poor.

Cars inch along the roadways with horns blaring. Trains are so packed that commuters' phones and eyeglasses often get crushed under the pressure of bodies.

In the U.S., we often don't worry about such congestion. After all, only one American city ranks among the world's top 100 most populated cities by density – LA coming in at Number 90.

But, as you look around CES this week and marvel at all the innovation, will you think for a moment about the people in Mumbai? *Should* you?

These are the kinds of issues on our minds at Ford and it's what brings me back to CES today.

This week, lots of companies will introduce new products here, including a record number of automakers and automotive suppliers.

We applaud the new product development and the new ideas for consumers.

We especially applaud the focus on the auto industry at this year's CES, where connected and autonomous cars are in the spotlight amid all the new gadgets here.

Today, though, even as we at Ford showcase our latest connected cars and plans for autonomous vehicles, we are coming to CES with a higher purpose – one that started more than 111 years ago with our founder, Henry Ford.

Henry Ford's calling wasn't simply to build a strong business by introducing compelling products. He was passionate about the opportunity to create a better society.

While he is most known for the invention of an affordable car that put the world on wheels, he was proudest of the mark he made on society.

His perfecting of the moving assembly line ushered in another industrial revolution.

His doubling the wages of factory workers helped give rise to the American middle class.

Henry Ford believed that a *good* business makes excellent products and earns a healthy return. But he proved that a *great* business does all that while creating a better world.

And that is what we would like to focus on this morning.

At Ford, we are driving innovation in every part of our business.

That includes EcoBoost engines that save gas, advanced lightweight materials that make trucks more capable, and advanced features and technologies that help millions of people avoid accidents and improve safety.

We are driving to be both a product and mobility company and, ultimately, to help change the way the world moves.

Where do we best start? By addressing the mobility challenges facing people all over the world.

Let's start with what we mean by "mobility."

It's about more than moving from Point A to Point B.

The world is changing.

People interact in new ways. Share information differently. And they consume products and services in more ways than we have ever seen before.

So, at Ford, mobility is about far more than motion.

It is really about progress. Human progress.

It involves moving food to the stores you shop in, ambulances arriving at the scene of an accident in time to save a life or making it to your daughter's recital on time.

It's about getting to work, whether that involves a three-hour commute or working from the local coffee shop.

Four important megatrends are driving our thinking around mobility.

The first is urbanization, or growing populations in urban environments.

Today, there are 28 megacities or metropolitan areas with total populations of more than 10 million people worldwide.

Fast-forward to 2030, and we expect to see at least 41 megacities worldwide.

Bill Ford, our executive chairman and great-grandson of Henry Ford, has been a passionate advocate of the need for all of us to care more about the subject of mobility. He has for years been warning of global gridlock if we do not deal with the realities of urbanization.

The existing infrastructure for motor vehicles simply cannot sustain the sheer number of vehicles expected to be on the road in the coming years.

Our roadmap has to include not only smarter cars, but smarter roads and smarter cities.

At the same time many cities are growing, we are seeing a second megatrend: the rapid growth of the global middle class.

The Brookings Institute reports that the global middle class will double in size by 2030 – from 2 billion to 4 billion with Asia driving much of the growth.

Many in this growing middle class will aspire to own a car – one of the traditional markers of economic progress for the last half-century – bringing a new set of challenges.

If you have been to China in the past decade, you know what I am talking about.

Think beyond gridlock. Think about the third megatrend: issues of air quality and related health risks from congestion.

The World Health Organization and others have noted that urban air pollution is a serious social and public health issue.

Imagine having to remind your kids to never go outside without facemasks.

Imagine having to go grocery shopping for your parents who live 30 miles away because the elderly have been warned to stay indoors.

The fourth megatrend? Changing consumer attitudes and priorities.

Millennials, those born between the early '80s and early 2000s, are delaying marriage, buying homes and having children.

As consumers, they behave differently from people of my generation and older – especially when it comes to mobility.

In the U.S., for instance:

- 47 percent of people today like using their smartphone to plan their transportation.

- 39 percent say they travel by bus, train or taxi so they can multi-task.

- And 34 percent say they would be interested in renting their car to strangers if they could.

These four megatrends are changing the way we view innovation and mobility at Ford.

We have developed what we call our Blueprint for Mobility, which is a multi-decade vision for how we can do our part to create a better world.

It involves experimentation right now, leading to an all-new model of transportation and mobility within the next 10 years and beyond.

We see a world where vehicles "talk" to one another, drivers and vehicles communicate with the city infrastructure to relieve congestion and where people routinely share vehicles or multiple forms of transportation for their daily commute.

We see a world where, at a CES in the future, traveling down the Las Vegas Strip will not take a half hour. And in Mumbai, people will have freedom of mobility versus gridlock.

To get there, we're today announcing Ford Smart Mobility, which is our plan to use innovation to take Ford to the next level in connectivity, mobility, autonomous vehicles, the customer experience and big data. A first critical step is the creation of 25 mobility experiments across the globe and all designed to help us change the way the world moves.

Now, before getting into the experiments, let's discuss enabling technologies that convince us that now is absolutely the right time to pursue them.

The first enabler is connectivity.

Consider this:

- 47 percent of Americans today won't go 24 hours without looking at their phone.

- A year ago, there were 4.3 billion smartphones in the world.

- In two years, another nearly 1 billion new smartphones will be added, totaling 5.1 billion, which is 80 percent of the world's population.

We spotted the trend early, and that's why we were here eight years ago introducing Ford SYNC.

Today, SYNC is the most popular communications and entertainment connectivity system in the industry, with more than 10 million SYNC-equipped vehicles on the road all over the world.

Here at the show this week, you can take a look at SYNC 3, our most advanced version yet.

It offers a more smartphone-like experience, with faster performance, more intuitive graphics, more conversational voice-activated commands and an easier way to access and control your smartphone apps.

As we look to the future of connectivity, two advances are going to help us:

- First, we will continue to foster and grow our SYNC developer community.

  We have the largest ecosystem of app partners and by providing AppLink to the open source community, the potential for innovation is endless.

- We also will continue the rollout of embedded connections in our vehicles and will be adding new experiences for customers as we shift to the cloud.

A second enabler to our 25 experiments is software and sensor technology. To provide some detail on just how smart our vehicles are becoming and how that will lead to the future of autonomous vehicles, I'd like to invite up our chief technical officer and group vice president of global product development, Raj Nair.

Raj Nair

Thanks, Mark. We're already manufacturing and selling semi-autonomous vehicles that use software and sensors to steer into both parallel or perpendicular parking spaces, adjust speed based on traffic flow or apply the brakes in an emergency.

We call these features "driver-assist technologies." Think of them as a co-pilot, an additional set of eyes, ears, hands and legs.

Cameras, sonar and radar can all see the world and software can interpret it in ways similar to a human driver – sometimes even better.

We expect these technologies to continue to make people better drivers, and, one day, in the right environment, could even replace drivers.

We also have a fully autonomous Ford vehicle on the road and undergoing testing. The vehicle uses the same semi-autonomous technology in Ford vehicles today while adding four LiDAR sensors to generate a real-time 3D map of the vehicle's surrounding environment.

We absolutely believe automated driving will be possible in the right combination of area and environment, and we have autonomous vehicles in our future plans.

Full automation will be possible in areas where high definition mapping is available along with favorable environmental conditions for the vehicle's sensors.

Outside of these areas and environments, drivers will benefit from increasing semi-automated capability, which keeps the driver in the loop but makes him or her better and often safer.

Software development along with affordable hardware and sensor technology will be key enablers to both full automation and increasing semi-automation going forward.

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And, while widespread vehicle-to-vehicle and vehicle-to-infrastructure communication would be beneficial, we do not believe it to be a requirement for full automated driving in the previously defined area and environment.

At the same time, we want to continue making "fun-to-drive" part of the Ford DNA. So, as we think about autonomous vehicles, when you go from "fun to drive" to "fun to ride," we are asking what that looks and feels like and more importantly, how does it change us, and the way we interact with vehicles going forward?

For example, passengers are far more susceptible to motion sickness than drivers because they are not in control of the vehicle's movements. With an autonomous vehicle, do we change our vehicle dynamics to reduce motion sickness versus prioritizing a rewarding driving experience?

Just think about one of your worst experiences riding in a downtown taxi. We don't want to create that type of experience in an autonomous car.

What about the emotional connection people have with their vehicles? We don't yet know what a person's emotional response is when you take away the role of the driver.

And what if an accident occurs – who is responsible?

Even when we know the technologies are capable of being safer than a human driver, what level of robustness will be expected?

There absolutely will be a Ford autonomous vehicle in the future. And we take putting one on the road very seriously and we will continue to take a thoughtful approach to getting there.

Mark Fields

We are definitely spending a lot of time on these questions.

To be clear, our priority at Ford is not in making marketing claims or being in a race for the first autonomous car on the road. Our priority is in making the first Ford autonomous vehicle accessible to the masses and truly enhancing our customers' lives.

A final enabler to allowing us to move forward with the mobility experiments we are announcing today is big, smart data.

Data and analytics will play a critical role in determining our future.

And regarding data, we want to make a very clear statement today: We believe customers own their data.

We are simply stewards of data and we commit to being *trusted* stewards.

We may ask to use the data, but only with explicit opt-in and full transparency.

And, if we use the data, we need to ensure that customers are receiving services or features that they find valuable.

So, let's review.

The world is changing. Consumers are shifting priorities. And great technology is evolving faster than ever before.

For us, it adds up to an opportunity as big as Henry Ford's. It's an opportunity to help to create a better world.

That's why we today are announcing Ford Smart Mobility and a series of experiments and open innovation challenges around the world that will help us learn and shape our business for the future.

We have a total of 25 experiments, including our innovation challenges.

They fall into three categories:

- First, creating a better customer experience.

- Second, developing more flexible user-ship models for customers.

- And, third, connecting with every customer in a socially collaborative and rewarding way.

Let's start with creating a better customer experience.

This revolves around learning more about how customers go about their day using their car – learning from your behavior, your driving style, plus factors like traffic and weather.

(Big Data Drive: Dearborn)

Our first experiment is Big Data Drive in Dearborn, Michigan. Working with Ford employee volunteers, we're capturing data produced from their vehicles, with the OpenXC plug-in device.

Open XC is our open-source research platform that gives developers, including us, access to vehicle data that can be used to develop hardware and software solutions to improve the mobility experience.

Today's cars produce a massive amount of data – upwards of 25 gigabytes of information per hour.

This experiment is helping us understand how people move and see patterns most customers don't.

Last year in metro Detroit, for instance, a major expressway shut down completely for six months for construction. Normally 140,000 drivers take that route every day.

Through our Big Data Drive, we were able to map that data and see the implications, and we were able to track the congestion on surface streets by the hour.

Next time there is a road project of this scale, we can provide solutions that require the crowd to see, yet it can benefit drivers individually.

Raj Nair

(Fleet Insights: U.S.)

Next up? Fleet Insights from all across the U.S.

We are looking at unlocking the value of the time spent behind the wheel.

Today, it is mostly about listening to music or news. Tomorrow, time can be spent on other useful things.

Imagine the car helping prepare you for your next big meeting.

Or a parent taking a sick child to a doctor's office – you might be able to triage her while driving, reducing the wait time.

As we learn the purpose behind each trip and the associated driving behavior, the insights will tell us more about how a driver interacts with traffic, weather conditions and more.

Understanding individual driver profiles is key to delivering better experiences for consumers inside and outside their vehicles.

Mark Fields

(Data Driven Insurance: London)

What if you owned a database of your driving behavior for all of the years since you got your driver's license? For our next experiment, we are looking at that possibility in London.

If you looked at my lifetime record, it might show a few issues with speeding when I was young. But, then it reveals a trajectory toward good driving behavior that has primarily lasted throughout my adulthood.

What if this driver score passport could go with you from car to car, no matter the brand? Imagine that you could share that data with insurance companies to get better rates.

In order to better understand the business opportunity and the smaller influences such as traffic, weather and passengers affect driver behavior, we're collecting driver data from a large fleet in London. And we're looking at how you could use driver profiles to personalize insurance rates.

Our next group of experiments looks at creating a more flexible user-ship experience and the ecosystem of vehicle sharing.

We're exploring flexible mobility options around the world beyond just selling and leasing cars. This will help us create even better transportation experiences for customers.

<u>Raj Nair</u>

(Remote Repositioning: Atlanta)

Now, I am sure some of you here play video games. This next experiment is not too far off – it involves an operator that is able to remotely drive real vehicles from the comfort of their office in Atlanta.

Using available technology including video cameras and sensors, streamed over a public 4g/LTE network, we used golf carts as a proof of concept. These low-speed golf carts are used on campus at Georgia Tech for transportation for administrators and faculty.

If successful, this could help change car-sharing forever.

(City Driving On-Demand: London)

Owning a car in a big city is difficult and expensive. If you drive in central London between 7 a.m. and 6 p.m. during the week, you must pay a congestion charge of £11.50 a day, or about $18.

What if you could pay for a car only when you need to use it? And which car-sharing model works best for cities?

We're investigating that with City Cars On-Demand in London, which positions cars around the city for flexible, shared usage. They can be used spontaneously for as little or as long as required and then dropped off virtually anywhere.

Their use is charged by the minute, including congestion charge, fuel and insurance. Half of the fleet is electric cars with zero tail pipe emissions.

The benefits are clear: More clean-driving EVs on the road leads to cleaner city air. If city dwellers share a car, there will be more open parking spots.

(Dynamic Social Shuttle: NYC/London)

Getting cars on-demand is one thing. What about buses? We're taking a look at that in New York City and London.

Dynamic Social Shuttle is a sharable service of premium mini-buses with registered users requesting point-to-point pick-up and drop-off on-demand, using smart devices.

We already have several key findings with this experiment:

- An appropriate amount of personal space can make sharing with strangers more acceptable.

- Adults need effortless access to the third row.

- Passengers gain a sense of security from the fact that drivers are registered and can be contacted and rated.

The information we gain will help us understand how to build products for the best shared customer experience.

Mark Fields

(Car Swap: Dearborn)

If you own a vehicle, most likely you bought the car that best fits your needs and your budget. Ever dream of driving a Mustang on a weekend? Maybe you need a truck to haul landscaping supplies?

How can we help?

Hundreds of Ford employees in Dearborn are participating in our Car Swap Experiment, which leverages the Ford-owned fleet cars that they drive every day.

Employees who are willing to share and swap their vehicles have a mobile app that allows them to search for a vehicle that meets their needs and negotiate swap terms.

The experiment will provide an in-depth understanding of how we can help take the hassle out of vehicle swapping for consumers.

(Ford of Germany Carsharing)

We've been working on and learning from car-sharing programs since 2013.

In Germany, we launched Ford Carsharing – the first manufacturer-backed, nationwide car-sharing program incorporating dealerships.

This collaboration recently expanded and now has 39 dealers in 55 cities with over 100 locations. Working with our dealers, we're able to serve small towns and villages in rural areas, too.

We're working in cooperation with Flinkster, a large car-sharing company that works with multiple partners. So Ford Carsharing customers can use all Flinkster vehicles and Flinkster's 270,000 customers can use the Ford Carsharing fleet.

(Share-Car: Bangalore)

We're broadening the car-sharing experiment in India as well.

Many consumers in Bangalore can't afford a car, yet they still want the benefits of having one.

Users can book a pick-up and drop-off time and date either by mobile phone or online. Just one more way we're making mobility accessible to the masses.

(Rapid Recharge & Share: Dearborn)

It would be beneficial if urban shared vehicles were electric. Not only do they have lower operating costs, they also can be "refueled" in their parking spaces.

But shared EVs need time to charge.

In Dearborn, we are developing fast-charging technology for our vehicles. Plus, we are looking at partnerships with retail or fast food businesses to develop fast-charging infrastructure.

We want to make electric vehicles easier to use because when more people choose EVs, *everyone* benefits from lower emissions.

Raj Nair

Our third category of experiments explores working in a socially collaborative way and creating solutions that are rewarding for everybody.

(Data Driven Healthcare: Africa)

Our Data-Driven Healthcare experiment will teach us what mobility means more broadly.

For most here, healthcare is accessible. If we have an emergency, we call an ambulance, or head to a doctor.

If you lived in West Africa in Gambia, that's much more difficult. Unpaved roads and lack of reliable transportation options make it tough.

Ford has partnered with an organization that manages and maintains motorcycles and ambulances, enabling healthcare workers to deliver vital care to people.

We are equipping a fleet of Ford pickup trucks and SUVs with OpenXC technology.

Beyond making their fleet more efficient, such as leveraging diagnostic data to keep their vehicles up and running, Ford is collecting data in an area where mapping companies don't go.

We are creating detailed maps of road networks and will be able to better plot driver routes.

(Parking Spotter: Atlanta)

Next, let's talk parking.

We have millions of cars on the road with sensors, radars and cameras. They're always working, helping keep you safe. But can they do more?

With our Parking Spotter experiment in Atlanta, we are testing how we can use vehicle sensors to find open parking spaces while people are driving around, then sharing the information to create a cloud-based database that other vehicles can access, making it easy for another person to find and reserve a parking space.

Mark Fields

(Painless Parking: London)

In London, we're working to make parking easier for drivers and the city.

Drivers voluntarily use plug-in devices that create live data on traffic and parking.

The City Dash app tells users whether they are legally parked. If not, the app recommends the nearest open spot.

It allows drivers to pay for parking meters by mobile phone and identifies the closest available parking spots to the driver's final destination.

(Info Cycle: Palo Alto)

At Ford, we love cars. But we embrace other transportation solutions, too.

You heard us talking about buses. We also want to learn about cycles in Palo Alto.

Our Info Cycle experiment utilizes the OpenXC platform on any bike. This can collect data, be a probe in the city, track bike locations and generate data that can improve safety for everyone moving throughout a city.

These experiments are significant investments in exploring mobility solutions. We don't anticipate that any one of these experiments will provide a single solution.

What we know is that we'll learn something from each of these experiments.

Some of our experiment leaders are with us today. I encourage you to visit our display in the convention center to meet them and to engage us with your own ideas.

We appreciate that the best ideas don't always come from within. We need to encourage not only our own people, but provide the tools for others to innovate along with us.

We already have collaborations with 16 universities on 27 research projects studying mobility.

Through our Innovate Mobility Challenge Series, we've invited developers and innovators around the world to solve a wide range of mobility issues.

Wow, did people respond! We received some brilliant submissions, and we'll highlight 11 today.

I'd like to welcome Ken Washington, our vice president of Research and Advanced engineering, and Erica Klampfl, our global lead for Future Mobility, who will walk through some of the challenges.

Ken recently joined us after more than 20 years leading some of the country's most meaningful research, and he spent more than 10 years working in Silicon Valley.

At Ford, he leads our global Advanced Research and innovation organization.

Erica is a part of Ken's team, leading our mobility experiments and research projects working with our global teams on implementation and analysis of the results. She has more than a decade of experience at Ford in analytics and big data.

Take it away, Ken.

Ken Washington

Thanks, Mark. Ford has an incredible heritage of innovation, and it's an honor to help continue this work. Let's explore just a few of the solutions the challenge participants developed.

(L.A. Parking Lot 2.0)

Los Angeles, like many cities, has plenty of parking and yet finding a parking spot remains stressful – especially during high traffic times of the day.

Ford asked developers to re-imagine parking lots using software to make them more modern, less demanding, more efficient and more usable.

The winner developed an app that allows drivers to make painless mobile payments and get real-time notifications when their meter is almost expired.

(Argentina: Future of Mobility Contest)

Argentina has long struggled with traffic congestion and its related air pollution.

Part of helping alleviate traffic congestion is creating intelligent infrastructure and new models for public and private mobility.

The Urban Shuttle is one alternative.

It consists of two main components, the Shuttle Car, a mini-seater electric vehicle, and the Shuttle Bus, a conveyor of six mini-vehicles. Both would be powered by electricity.

(London: Traffic Tamer App)

If you've ever spent time on the streets of London, you know how frustrating and expensive the experience can be.

We challenged developers to submit new or existing software applications that would assist in reducing traffic congestion on London streets and add value to London drivers.

The winner AppyParking is the first app of its kind to map out every single Controlled Parking Zone in Greater London…that's more than 1,600 zones!

And now Erica, please join me.

Erica Klampfl

Thanks, Ken.

(Lisbon: City Mobility)

Lisbon is one of the 11th most populous areas in the European Union, with more than 3 million people living in the metropolitan area.

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It's also one of the oldest cities in the world and it faces increasing congestion due to the mountains and hills that surround the city.

Our challenge is to use software to redefine and improve how goods and services are delivered in Lisbon and other large cities.

The winner is Smartaxi, an application that uses continuous analysis of location data to predict where the highest demand for taxi drivers is.

(Mumbai: Monsoon App Downpour)

Now, imagine it's monsoon season in Mumbai. It's hot and it has been raining heavily for weeks.

For the more than 18 million people living there, monsoon season can severely hamper mobility.

The Mumbai Monsoon Helper is an Android application that will provide current weather details and weather forecast, information on water-logged areas, crowd-sourced information for water logging and weather maps that will help increase traffic flow.

(Delhi: SUMURR Golden Hour)

In the medical community, it is generally understood that the sooner trauma patients reach definitive care – particularly if they arrive within 60 minutes of being injured – the better their chance of survival. These 60 minutes are referred to as the *Golden Hour.*

Delhi, like many other urban areas around the world, has a significant number of road accidents. Add these accidents to the everyday challenge of urban commuting there, and you could significantly hinder the ability for trauma victims to get to care centers.

We challenged developers to create software to help deliver timely and better care to trauma victims in Delhi.

The winner is an app that aims to have a volunteer community that can help out others in time of need and have authorities oversee the operations.

Ken Washington

(Chennai, India: SUMURR mHeath)

People can be transient, especially in rural communities.

In Tamil Nadu, India, like many parts of the world, this mobility makes it tougher for healthcare workers to reach potential patients.

The winner of our open innovation challenge developed software that can allow community health workers in Chennai to use pocket-sized fingerprint scanners to identify individuals – many of whom don't have government IDs – and instantly retrieve their medical records on smartphones.

This helps improve decision-making for health providers and improve this population's quality of care.

Check it out.

(Australia: Proposed Accessory Challenge)

Let's move to Australia, where drivers traveling in remote areas over rugged terrain must be prepared for extreme conditions and emergency situations.

We are asking innovators to invent a new accessory or app that increases driver awareness when traveling rugged terrain, helping them anticipate and react to difficult situations including electrical failure, hazardous weather and dangerous road conditions.

(Johannesburg: Accessory Challenge)

And in Johannesburg, the challenge focuses on adding value to the vehicle through the creation of accessories for vehicles, especially commercial vehicles, in the largest city in South Africa.

More than 500 took the challenge, and winners were just selected. They created a flexible extended battery system to run accessories, a portable cinema and a diverse set of accessories including a portable water treatment system.

Back to you, Mark.

Mark Fields

Thanks, Ken.

In addition to these mobility challenges, our final two challenges just announced their winners last week.

(Shanghai: Urban Commuter)

To say that Shanghai – with a population of more than 24 million people – is crowded is an understatement.

Traveling by car is out of the question for most residents.

Commuting by bike or foot can be effective in some areas.

Ford asked developers to come to the aid of the urban commuter by submitting software that helps increase the quality of life now for urban and long-range commuters.

The winner is Parkopedia. Take a look.

(Chongqing: Mobility Integration Challenge)

In Chongqing, China, the downtown area is flanked by four mountains and two rivers. Drastic geographic changes require various transit options – including tunnels and underground tracks.

The challenge is to help connect these multiple modes of transportation.

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The winner is MultiModal Transportation Platform, where transportation providers register and users plan their routes from available transportation options, including city-based mass transit solutions, such as buses and trains, with local options, including taxis, bicycle rental and even rickshaw.

These customized transportation solutions save fuel and reduce congestion.

Twenty-five experiments. Twenty-five opportunities to start creating new transportation solutions to help make people's lives better and to create a better world through Ford Smart Mobility.

Will we crack the code on our first try? Probably not.

And that's OK. It's part of innovation.

As we drive innovation in every part of our business, we are determined to learn, to take risks, to challenge custom and question tradition and to change our business going forward.

We have given our engineers, scientists and technologists a challenge. We have asked them to use innovation not to just create better products. We have asked them to innovate to make the entire transportation experience easier, to make people's lives better, and, in doing so, to create a better world.

So, as we all go about the show this week, as we watch the focus on the auto industry with our many connected and autonomous vehicles, will we marvel at the innovation in the products themselves?

Or will we think about innovation with a higher purpose? Will we think about the people in Mumbai and how we can make their lives better?

At Ford, we're doing both.

Please come to our stand and see our latest Ford SYNC connected car technology.

Talk to us about the Ford semi-autonomous vehicles that we already have on the road and the fully autonomous vehicles that we are developing for the future.

Equally important, join our focus on Ford Smart Mobility and the 25 global experiments we are announcing today, which will help us learn, shape the future of our business and make the world a better place.

Henry Ford taught us long ago:

- A *good* business makes excellent products and earns a healthy return.

- A *great* business does all that while creating a better world.

That is what continues to drives us each day.

Thank you.

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