



**MOBILEYE®**

Our Vision. Your Safety.™

Mobileye: The future of  
driverless Cars

**IS3243  
Circle Consulting**

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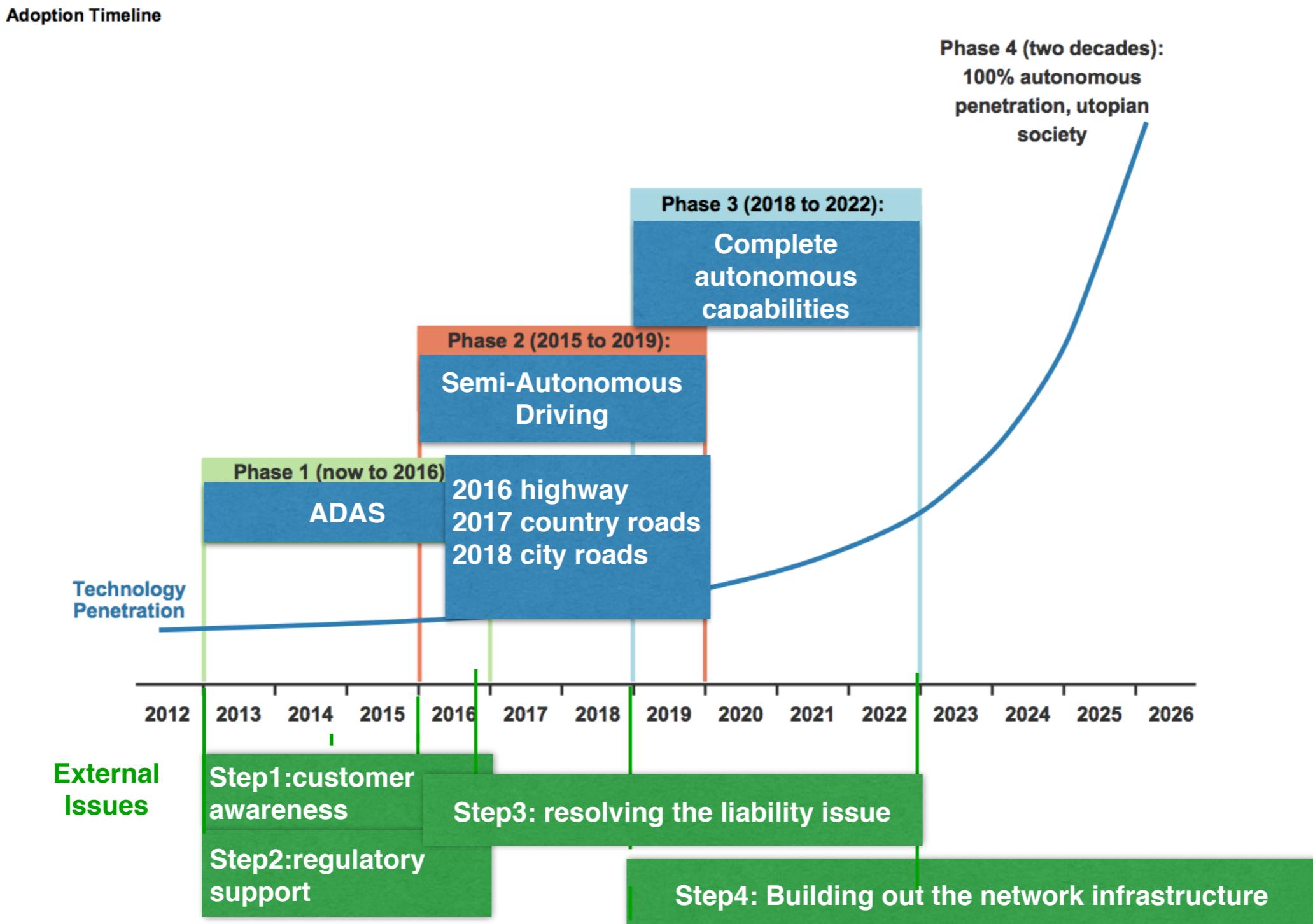
Pei Zi Ang

Stewart Huang

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# OVERVIEW

# Autonomous Car Adoption Timeline



Source: Morgan Stanley Autonomous Car Blue Paper Nov 2013

# Background

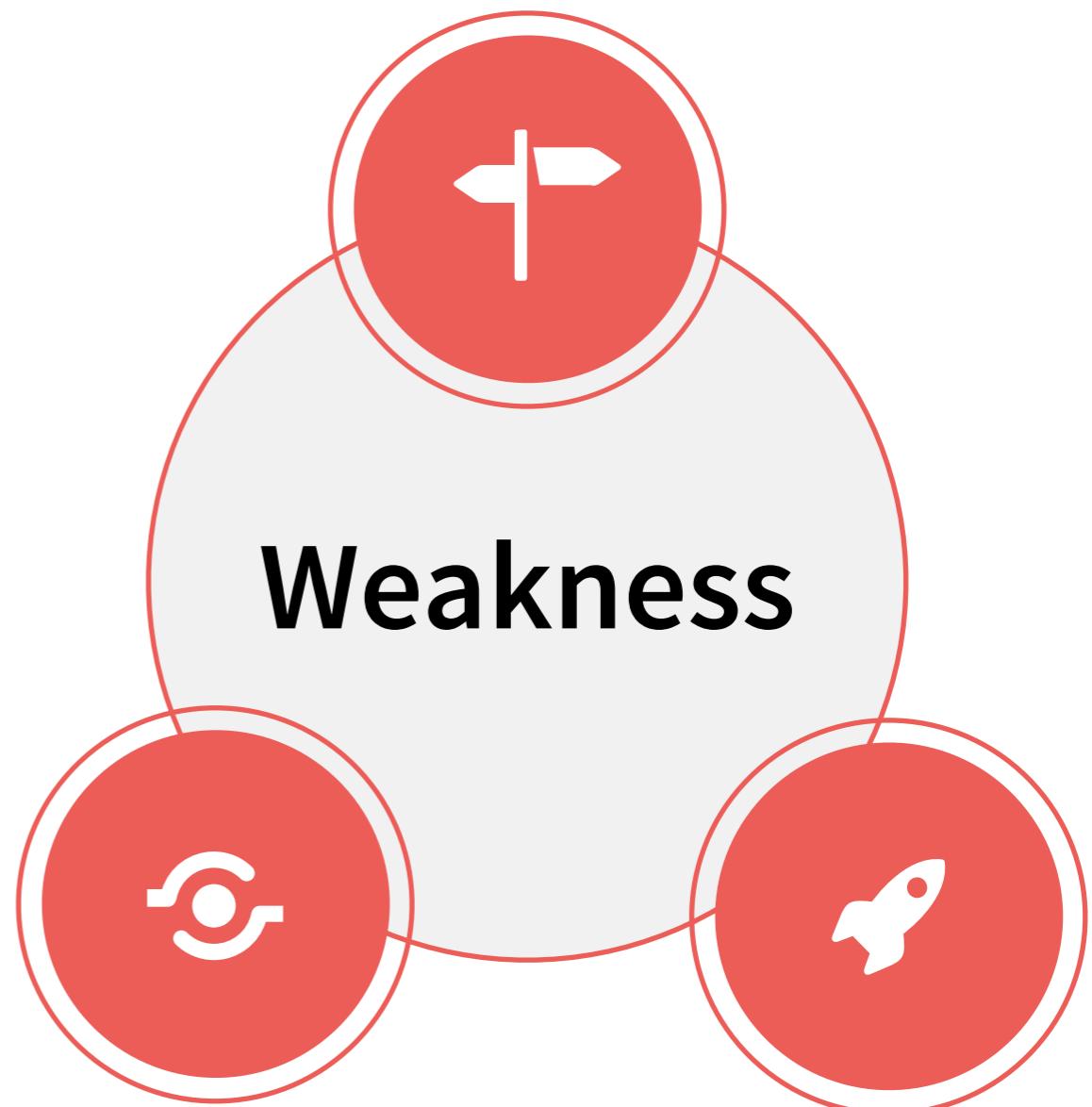
Pioneer & Leader in Supplying  
ADAS Technology

Monocular Camera  
is one of many solution for ADAS



Strong influence on OEM

\$12 billion Market Capitalization



Dependence on Tier-1 Supplier to reach OEMs

Outclassed in Autonomous Driving R&D by Competitors

# Background

Pioneer & Leader in Supplying  
ADAS Technology

Monocular Camera  
is one of many solution for ADAS

## Implications:

Mobileye's sales channel depends on Tier-1 suppliers who are competing directly

Strenghts with Mobileye with R&D that  
outclassed Mobileye's.

OEMs also do not like to sole-source which

could limit Mobileye's leverage

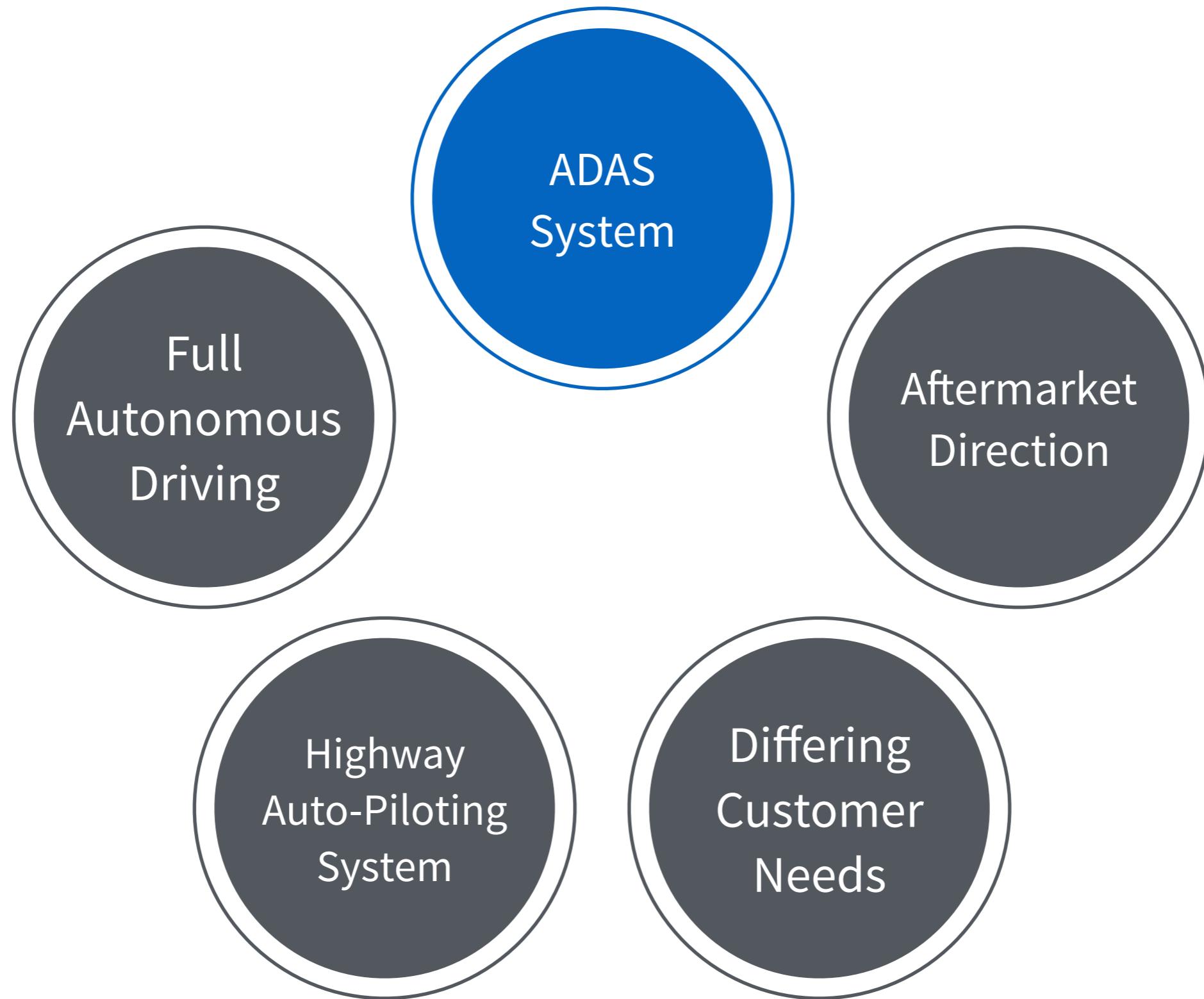
Strong influence with OEM  
Capitalization

\$12 billion market  
on Tier-1 Supplier

Outclassed in R&D by Competitors

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# SITUATIONAL ANALYSIS



# Company

## ADAS System



MBLY is the market leader in Monocular Camera-based ADAS System with over 80% market share



Not the only ADAS solution, competes against Stereo Camera, Radar, LIDAR(Lasers) and hybrid blend of multiple sensors

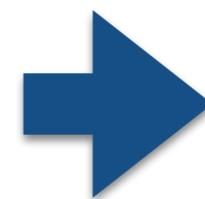


Customers at Tier-1 are also competitors developing competing ADAS solutions



OEM Partners do not like to sole source, threatens to switch to cheaper alternatives

Implications

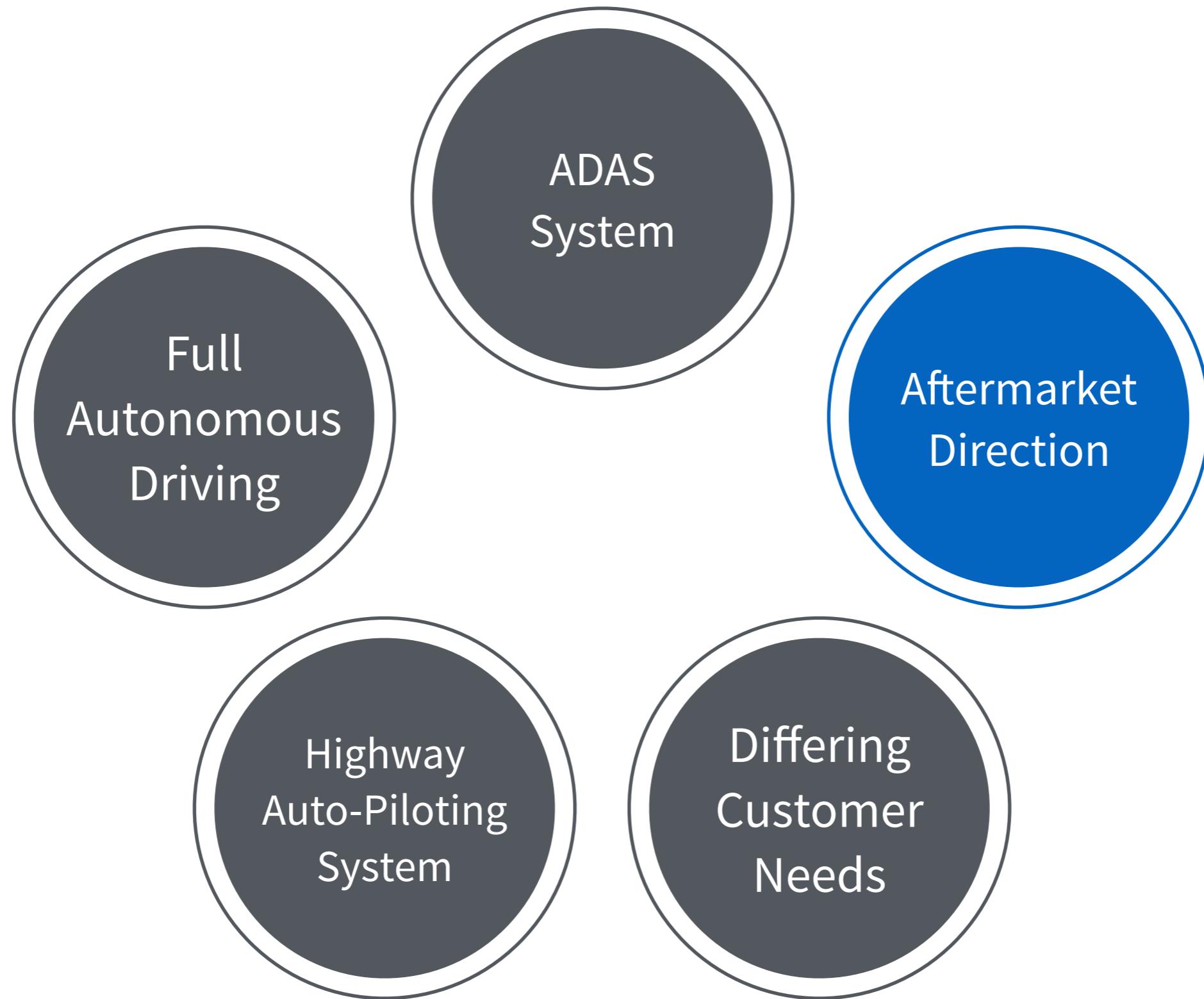


1

Customers are not locked-in to Mobileye

2

Strong position in ADAS Industry



## Aftermarket Direction



Aftermarket margins were significantly higher



Living proof of concept for regulators to drive adoption



Good testing ground but require significant support resources for different models

Implications

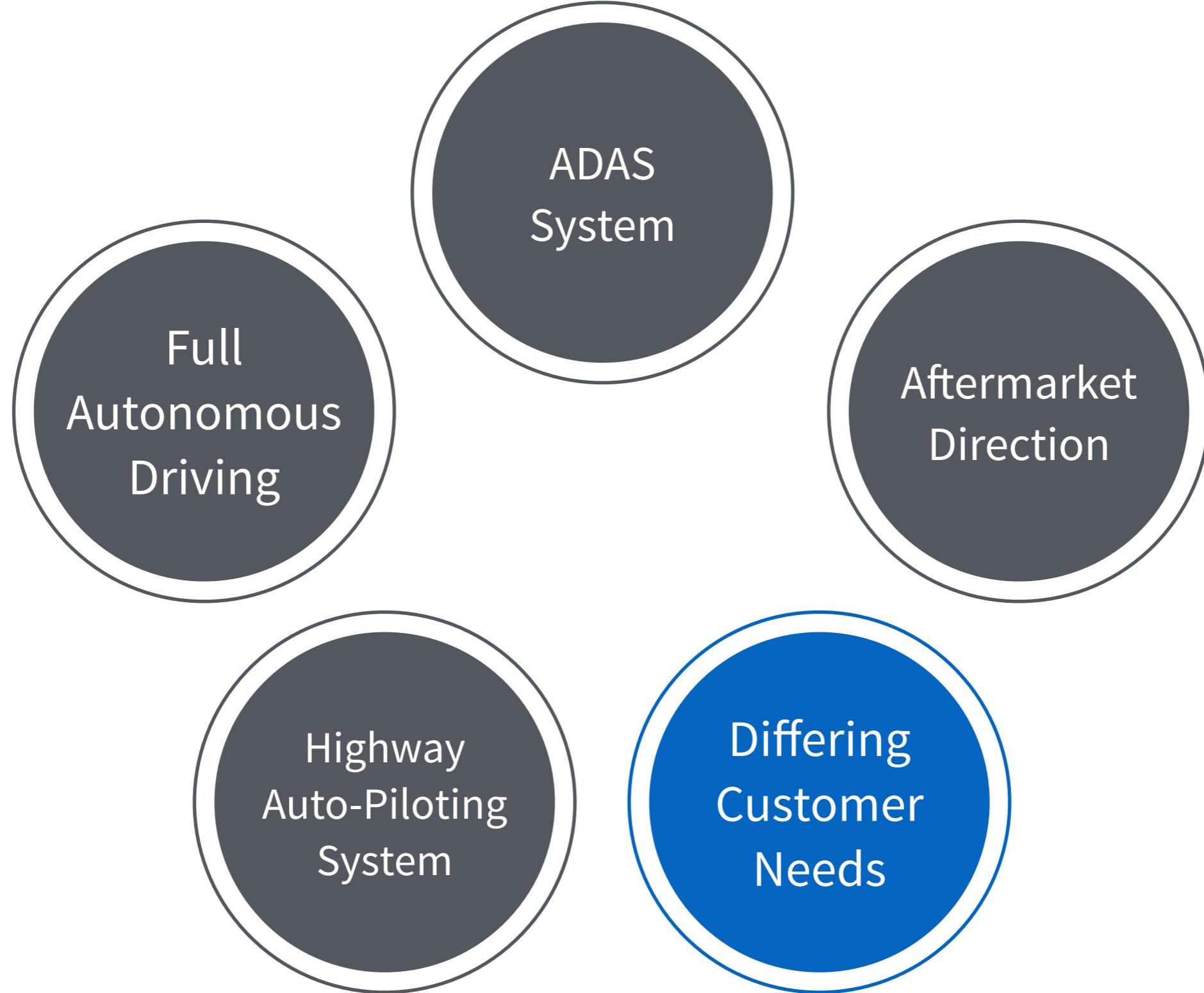


1

Aftermarket margin gains might be superseded by support costs

2

Regulatory approval is important to drive safety rating changes



# Customer

## Differing Customer Needs



OEM wanted simple-ADAS to fit into lower-end cars (\$45/unit), Premium-car manufacturers could afford up to (\$300/unit) for complete solution

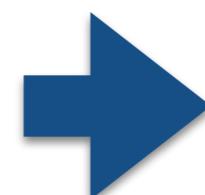


Vehicle fleet manager could pay up to \$450/unit to enhance safety



Taxi and ride-sharing fleet companies are also looking into Taxi-bot solutions to enhance availability

Implications



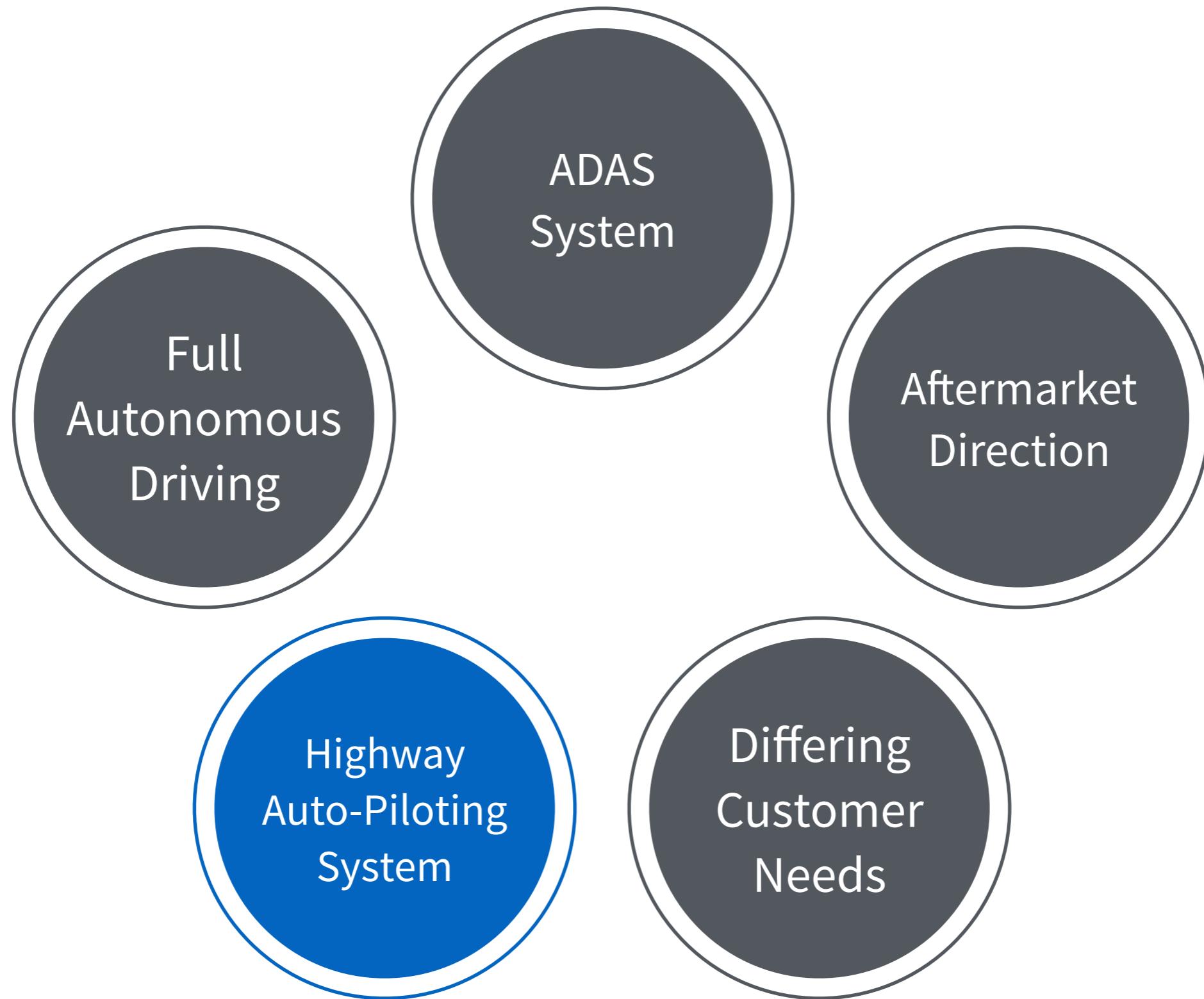
1

Focusing on Highway Autopiloting system in shorter to Tier-1 has less risk

2

Focus on full-auto is only possible for long-term plan. Self Driving Automation (Level 4) still 10 years away in 2026

Source: Morgan Stanley Autonomous Car Blue Paper Nov 2013



# Competitors

## Highway Auto-pilot System



New space with no clear market leader, could be potentially game-changing for Mobileye

### Implications



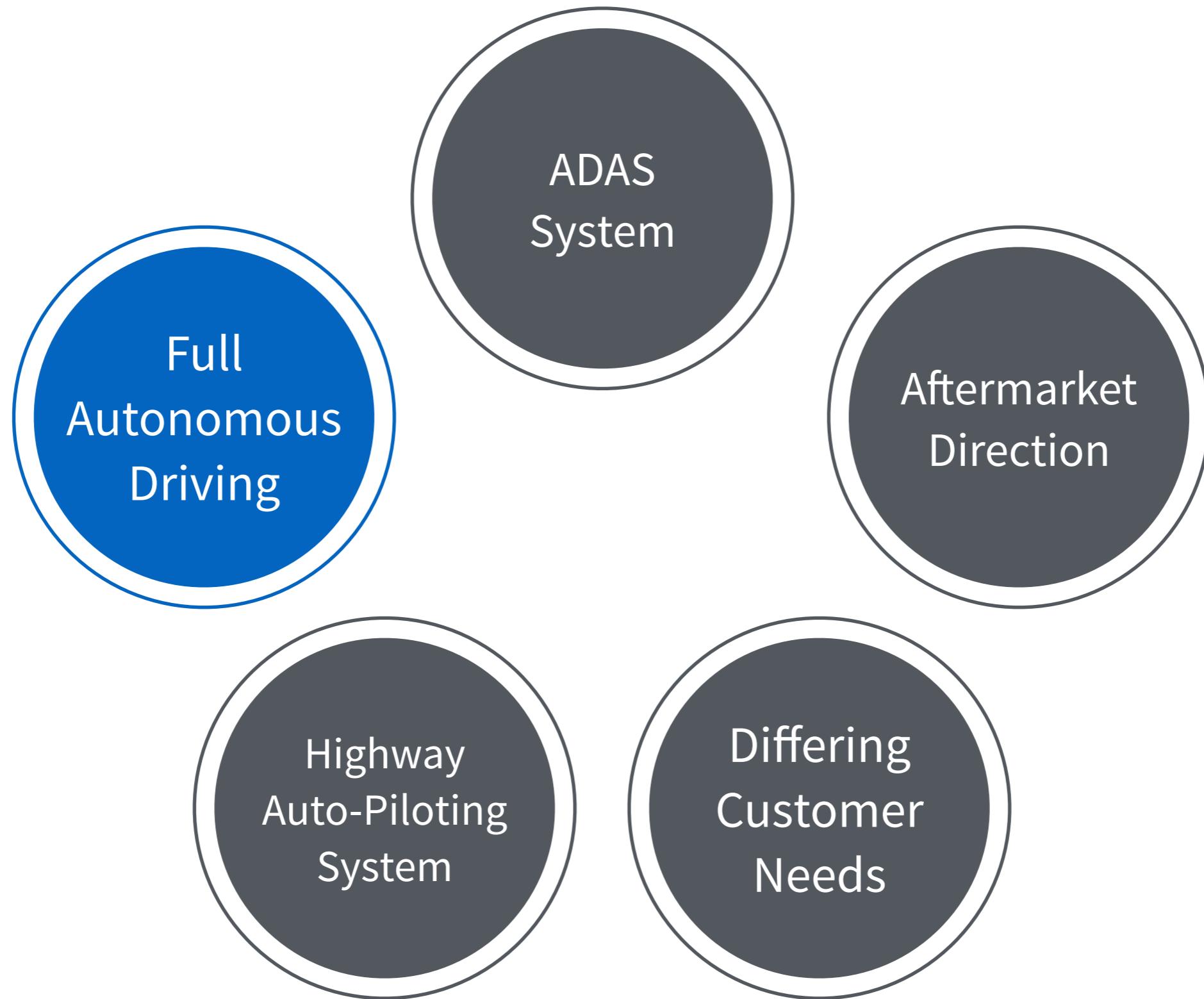
Mobileye's existing aftermarket clients such as taxi companies, bus companies and truck fleet companies can be ideal pilot customer for such a system



Nevada, California, Florida, Michigan explicitly permitted up to Level-4 Fully Autonomous Cars for use on their roads.

- 
- 1 Testing Highway Autopilot System in legal states in U.S is important for validation
  - 2 Early mover in Highway Auto-piloting system could prove pivotal to Mobileye's success

Source: Morgan Stanley Autonomous Car Blue Paper Nov 2013



# Competitors

## Full Autonomous Driving



Outclassed in R&D against Texas Instruments, Nvidia, Freescale Semiconductor, Google & Cruise

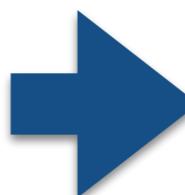


Google's prototype successfully clocked 500,000 miles accident free while Mobileye is still in prototyping phase



Japanese companies also want Autonomous Taxi ready in time for 2020 olympics

Implications



Need to achieve Parity with competition



Autonomous Taxi for ride sharing is going to heat up in the next decade

Source: <http://www.digitaltrends.com/cars/company-plans-autonomous-taxis-for-2020-olympics/>

Source: Citron Consulting, MBLY Sep 2015

# Strategic Uncertainties

1

## Intensifying Competition

Lack of customer lock-in and years of intensifying competition means possibility of losing position as a tier-2 ADAS market leader

2

## Confused Direction

Unclear technology focus, and trying to do too much therefore **losing focus and leverage as a tier-2 supplier slowly**

3

## Lack Global Outlook

Regulatory allowance and ability to test autonomous driving legally are crucial for Mobileye's commercialization of Autonomous Driving systems

# Strategic Uncertainties

2015

Where we are  
right now

## RiDE Strategy

2025

Where we  
want to be

- ADAS Solution  
Market Leader

- Prototype highway  
piloting system

- Standard ADAS  
Package

1

Ri

D

3

E

Intensifying Competition

Refine  
Pricing & Offerings  
Initiative

Confused Direction

Define Future  
Direction

Lack Global Outlook

Expand Globally

- Leader in highway  
Piloting System

- Taxibot Pioneer

- Flexible ADAS  
Package Solutions

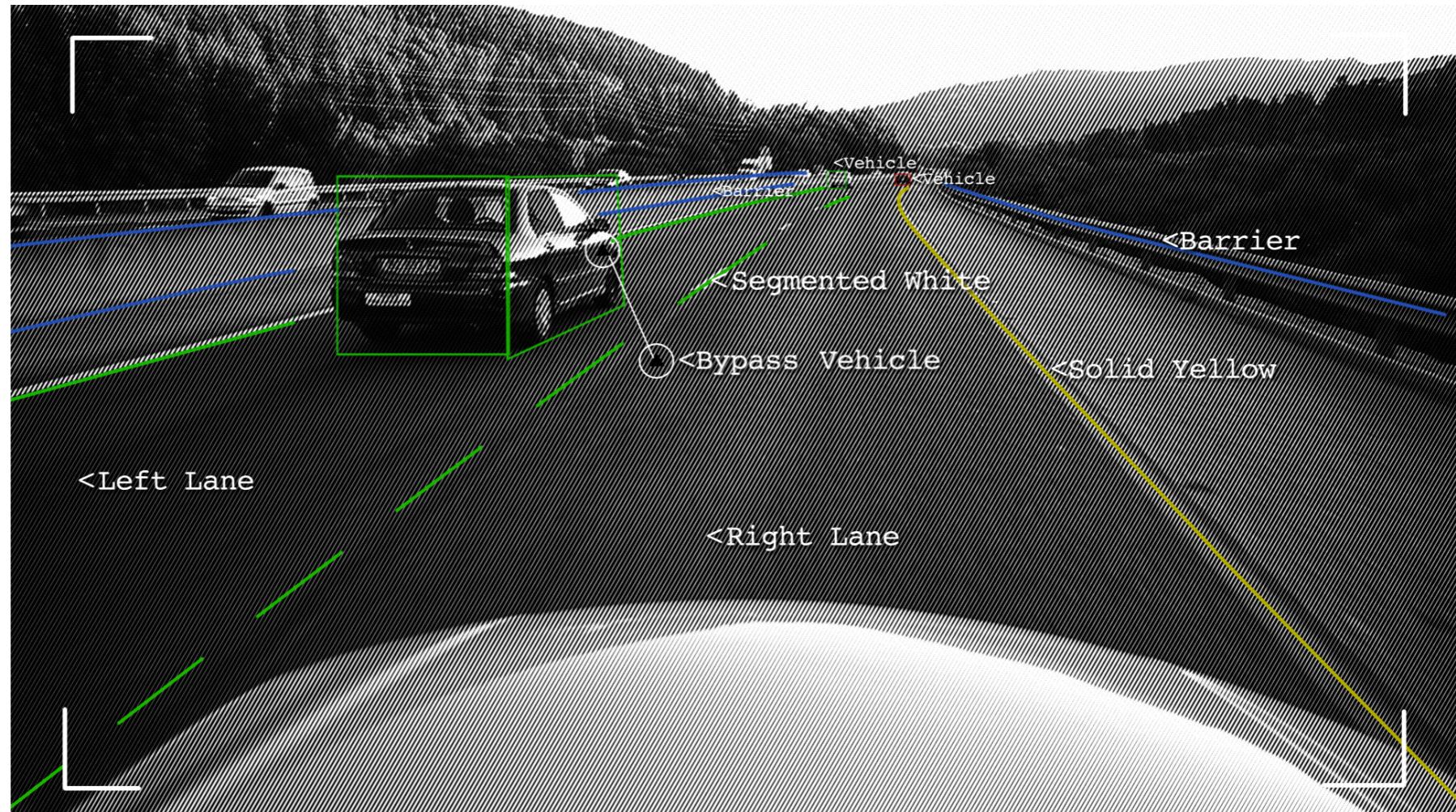
AS IS

TO BE

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# Recommendations

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# Refine Pricing & Offerings Initiatives

# Refine Pricing Strategy

	Retain Current Pricing	Offer Discount	Deploy low-end version
Brand Image	★★★	★★	★★
Profit Margin	★★★	★★	★
Market Share	★★	★★★	★★★
OEM Relationship	★★	★★	★★★
Future R&D Investment	★★★	★★	★★
Overall	★★★	★★	★★★

- 1) Maintain current pricing if OEM or Tier 1 develop competing Autonomous Driving Systems
- 2) Offer low-end version if OEM or Tier 1 do not develop competing Autonomous Driving System

# ADAS Package Comparison

Features	Mobileye	Continental	Omnivision
CMB	Yes	Yes	No
FCW	Yes	No	Yes
HMW	Yes	No	No
IHC	Yes	Yes	Yes
LDW	Yes	Yes	Yes
LKAS	Yes	Yes	No
LSCMB	Yes	No	No
PDW	Yes	No	Yes
ACC	Yes	Yes	No
TSR	Yes	Yes	Yes
BSD	No	Yes	Yes
PAS	No	Yes	Yes
Overall	★★★	★★	★

**CMB** – collision mitigation by brake

**IHC** – Intelligent Headlight Control

**TSR** – Traffic Sign Recognition

**IRC** - Intelligent reversing camera

**LSCMB** – Low Speed Collision Mitigation by Braking

**FCW** – Forward Collision Warning

**LDW** – Lane Departure Warning

**PDW** – Pedestrian Detection Warning

**BSD** - Blind Spot Detection

**HMW** – Headway Monitoring

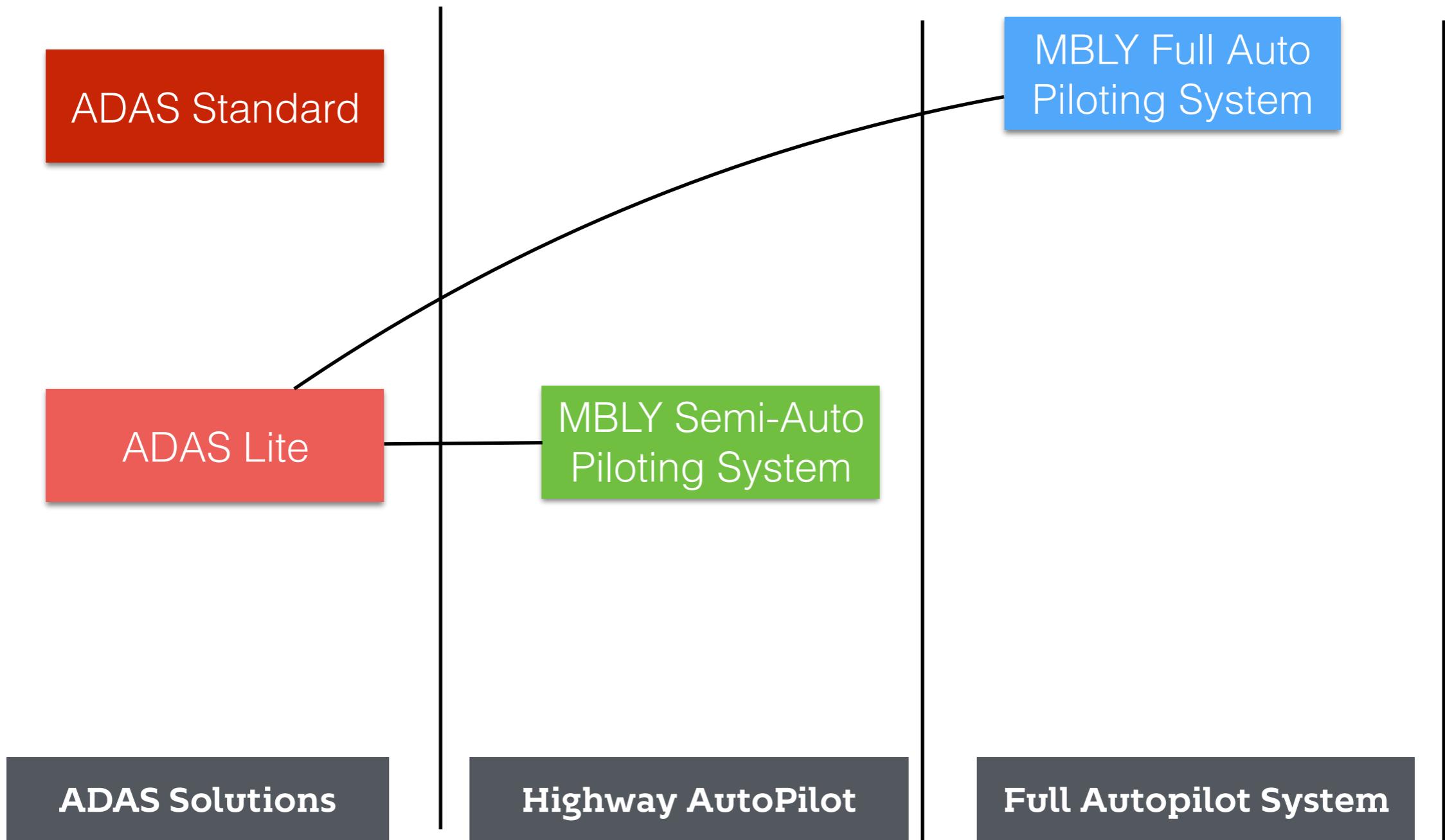
**LKAS** – Lane Keeping and Support

**ACC** – Adaptive Cruise Control

**PAS** - Parking Assistance System

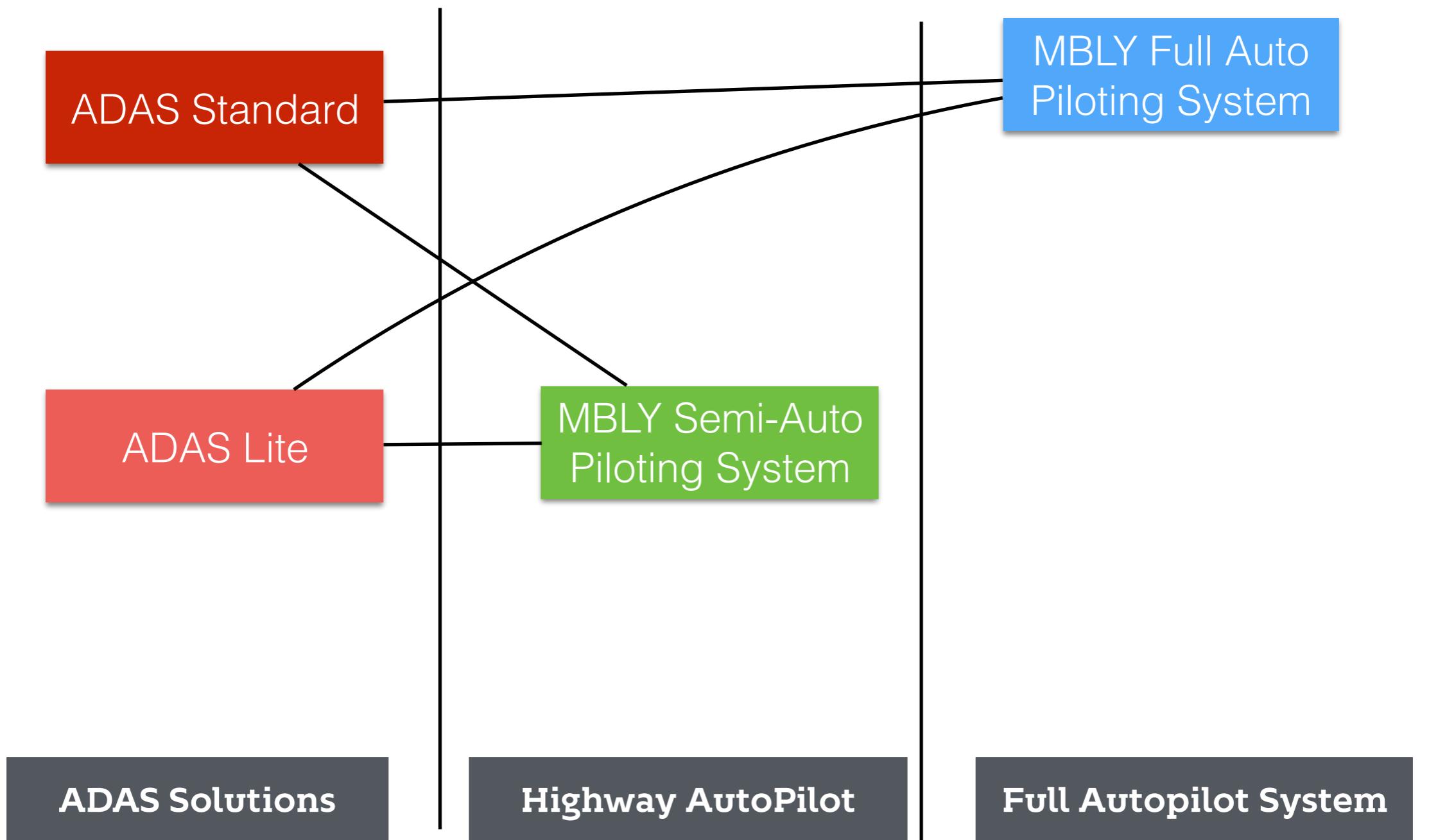
# Phase 1 (Honeypot Strategy):

## Sanctioning BEFORE Regulatory ADAS Standardization

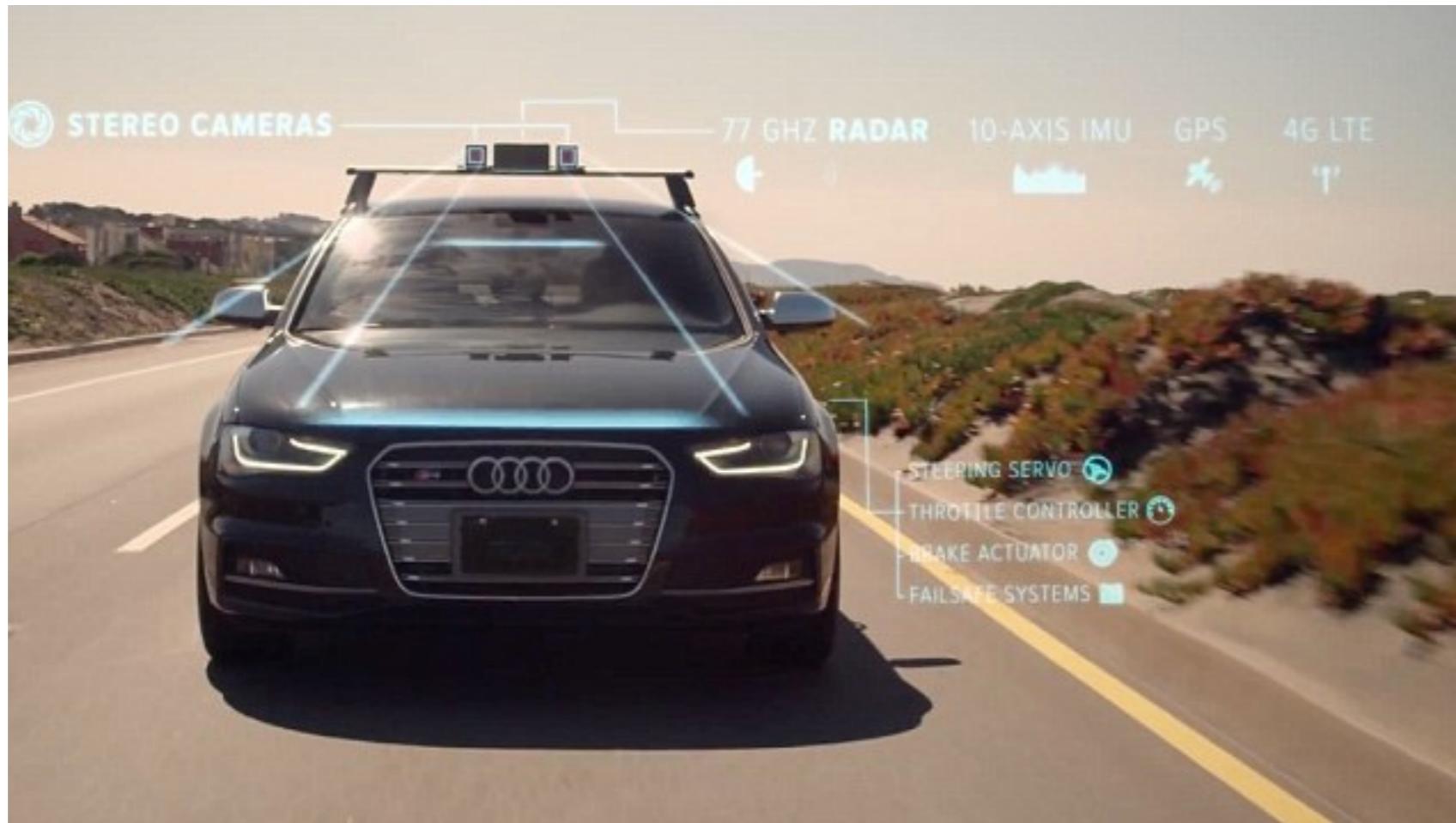


**Competing in any of the three vertical leads to partial sanctioning**

# Phase 2 (Lock-In Strategy) : Sanctioning AFTER Regulatory ADAS Standardization



**Competing in any of the three vertical leads to total Sanctioning**



## Define Future Direction

# Consumer Segments (Car Ownership)

	Digital Natives (0-14 years)	Gen Now (15-34 years)	Gen X (35-44 years)	Baby Boomers (45-65 years)	Older Adults (66+ years)
Volume	★	★★★	★★	★★	★
Willingness	★	★★★	★★★	★★	★
Purchasing Power	★	★★★	★★★	★★★	★
Overall	★	★★★	★★★	★★	★

Target high-end customer and offer better value

Retrieved from Self-driving cars: The next Revolution

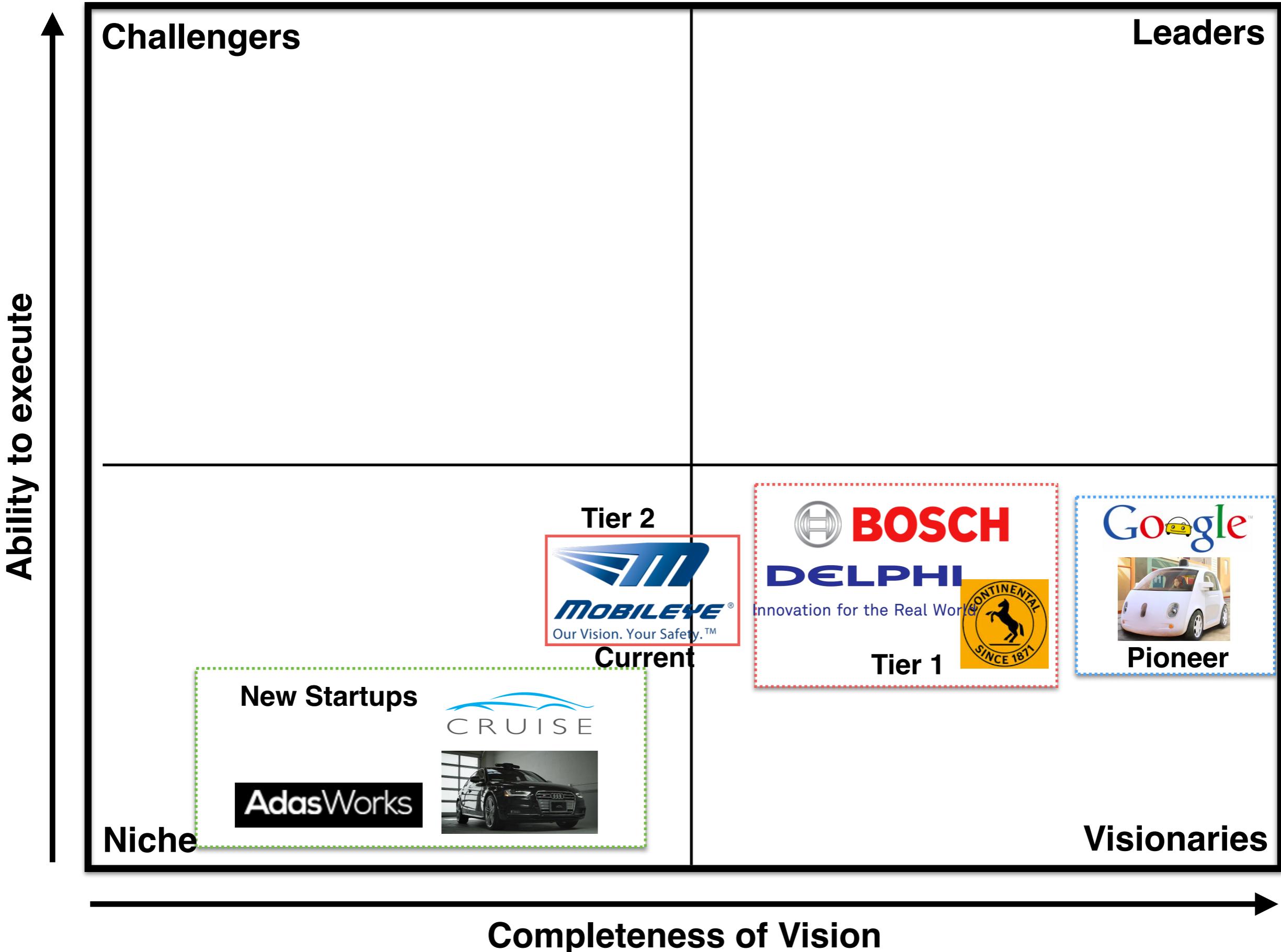
# New Offering Selection

	Forward Collision Warning	Pedestrian Collision Warning	Lane Departure Warning	Speed Limit Indication	Intelligent High Beam Control	Blind Spot Detection	Highway Auto Piloting
Availability	★★★	★★★	★★★	★★★	★★★	★	★★
Customer Demand	★★	★★	★★★	★	★	★★★	★★★
Safety Enhacement	★★★	★★	★★	★	★★	★★★	★★★
Cost	★	★	★	★	★	★★★	★★★
Attractiveness	★★	★★	★★	★★	★★	★★	★★★
Overall	★★★	★★	★★★	★★	★★	★★	★★★

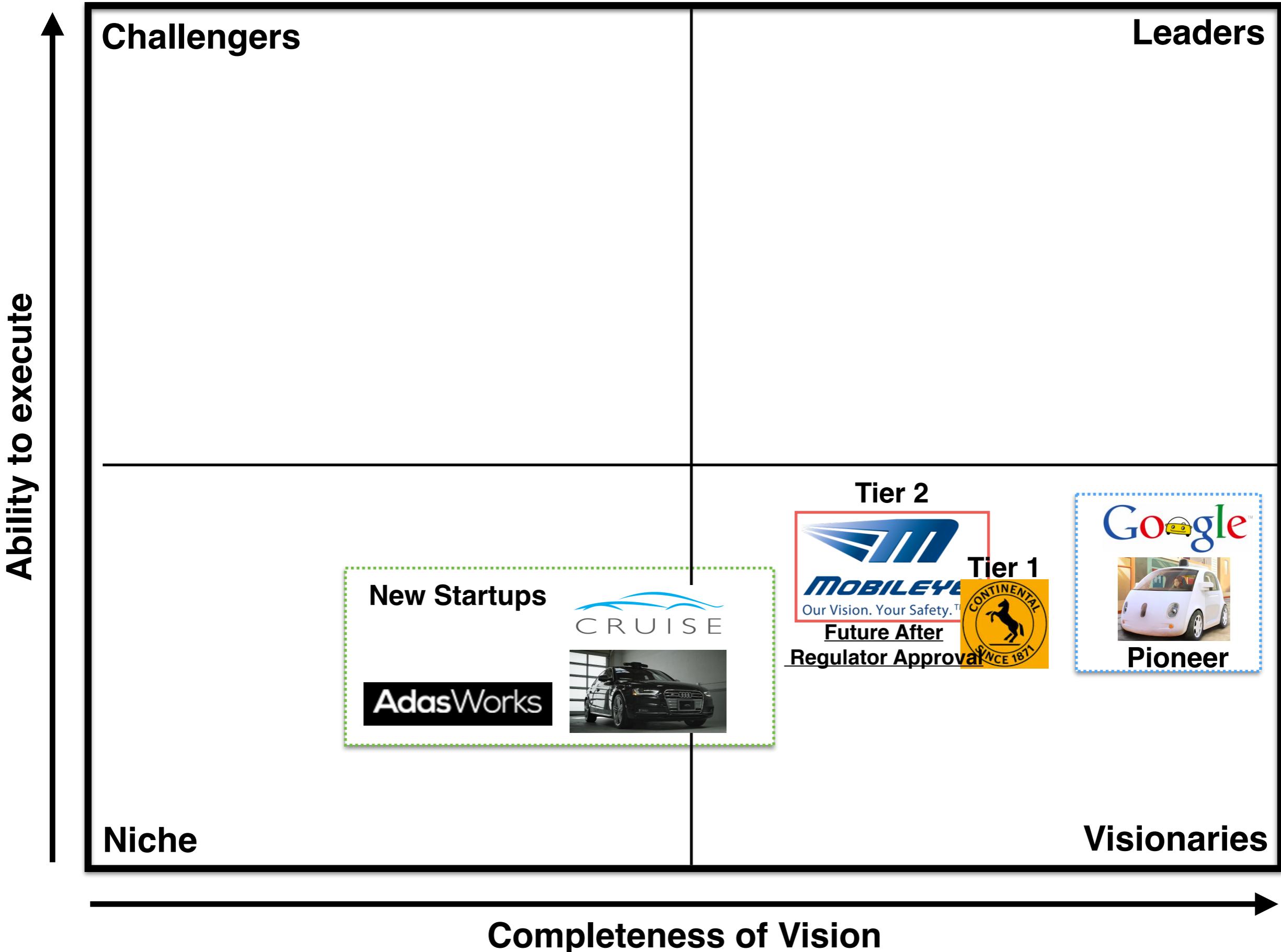
Retrieved from:

Research and Markets: Global & Chinese Advanced Driver Assist Systems (ADAS) Industry 2015

# Magic Quadrant - Highway Autonomous System



# Magic Quadrant - Highway Autonomous System



# Full Autopilot Revenue Model Options

	<b>Sell the system to OEM</b>	<b>Partner with taxi service companies and provide taxibot</b>	<b>Find own factory and create Mobileye Autonomous Car</b>
<b>Technology</b>	Full Autonomous Driving System without the car	Integration with aftermarket customer's technology solution + Full TaxiBot Solution	Full Autonomous Driving Car
<b>Additional Hidden Cost</b>	Software cost is minimal, only cover hardware cost includes sensors and chips	Similar to the left. Integration with aftermarket customer's technology	Need to manage the entire manufacturing process
<b>Time Required</b>	Build once, sell to many OEM via Tier-1 Suppliers	Longer to go to market, integration with aftermarket customer's technology solution	Need time for car manufacturing and licensing / distribution
<b>Profit</b>	Sold on Per License Basis	Sold on Per License Basis	Sold on Full Auto Car Basis
<b>Market</b>	Limited to OEM / Tier 1 who are not competing with Mobileye	Aftermarket Customer : Fleet Management, Taxi, RideSharing	Can only sell to end-consumers who are willing to buy AV cars, need to compete with other experienced OEMs
<b>Value to end user</b>	Expensive since consumers need to purchase car	Low cost for consumers because they do not need to own a car	Expensive since consumers need to purchase car

# Car Service Company Options

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	Uber	Lyft	Enterprise	Hertz
Market Size	30 million rides per month	51,000 Vehicles 2.5 million rides per month	1,093,411 Vehicles	495,000 Vehicles
Willingness				
Capital (Revenue)	2 billion	300 million	12 billion	6 billion
Overall				

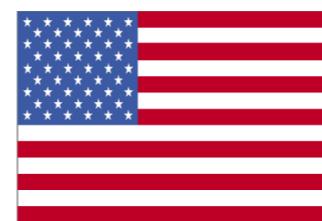
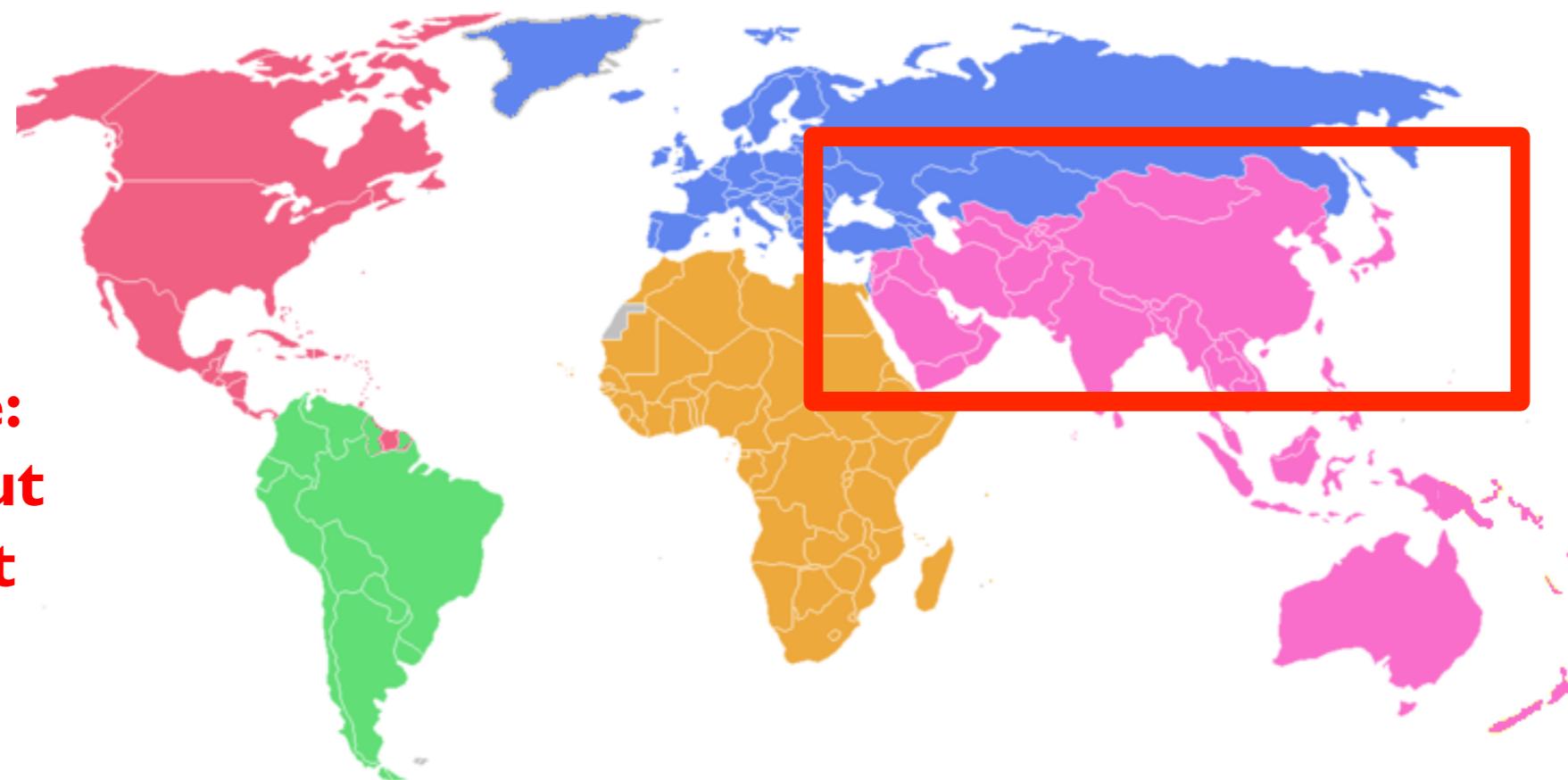


# Expand Globally

# Expand Globally

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**First Phase:  
Reaching out  
to the west**

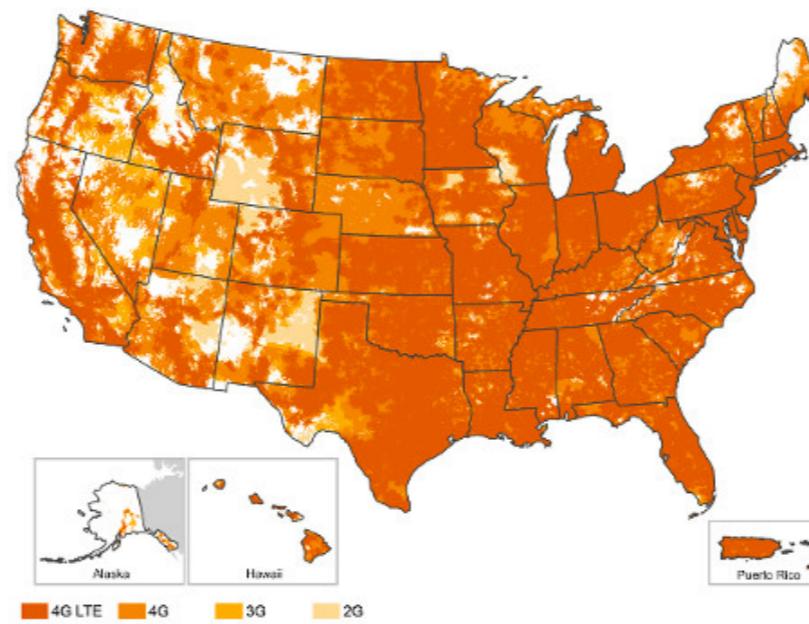


United States

# Why do we need the West?



**Level-4 Full Autonomous Cars road legal in Nevada, California, Florida and Michigan**



**Infrastructure Maturity**



**Asia desire brands that found success in the west e.g. Uber**

# Expansion Method



Car Rental for  
ADAS & Taxibot



Side•car

U B E R

Peer to Peer Ride Sharing  
Startups for ADAS & TaxiBot

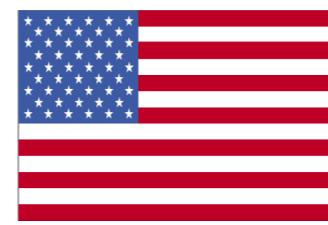
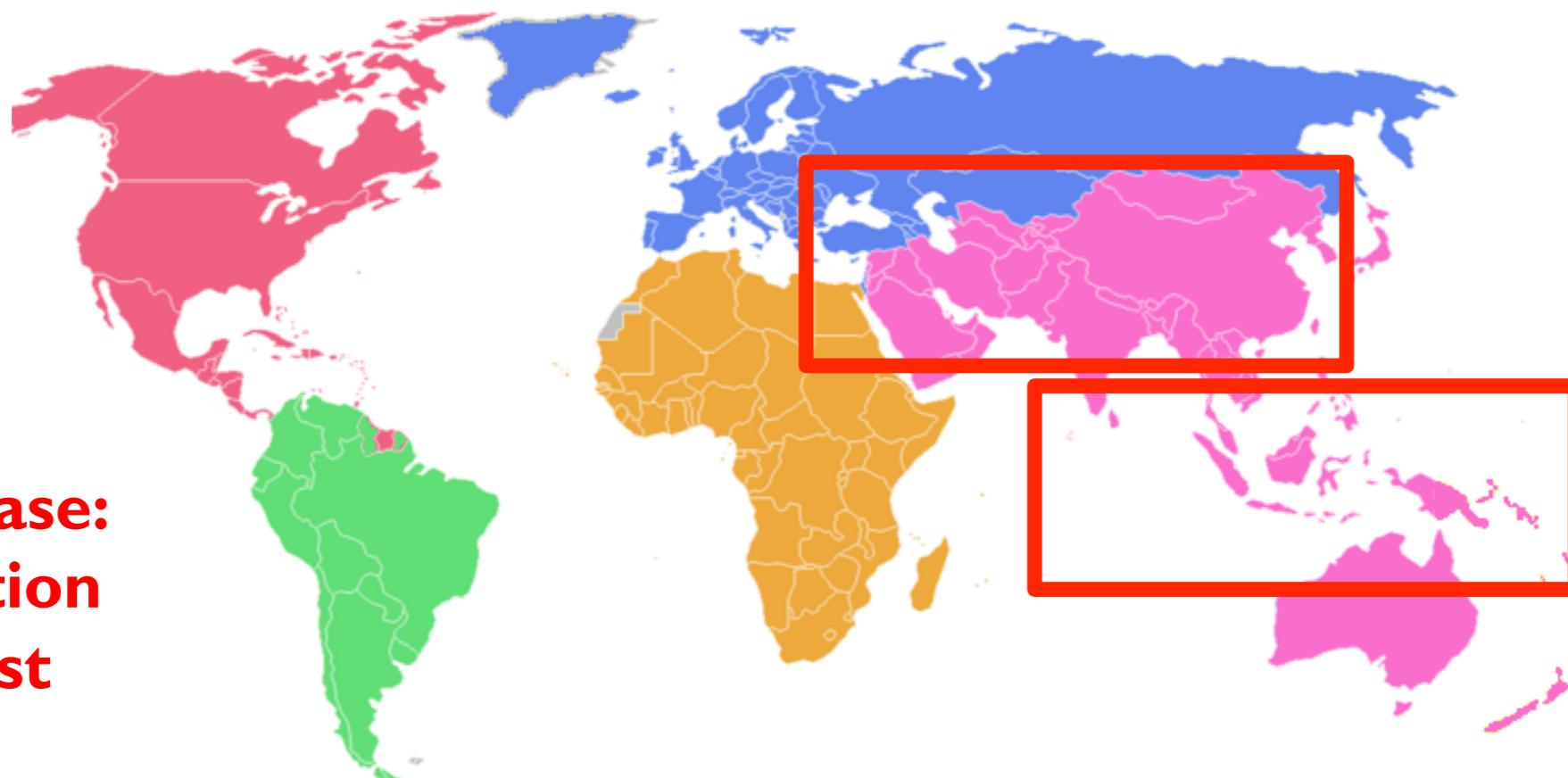
**Partnerships with Car Rental or Ridesharing  
Companies for ADAS(First) & TaxiBot (Future)**

City	Market Size	Competitive Advantage	Traffic Conditions	Infrastructure Maturity	Market Potential
<b>San Francisco</b> 	<b>Size of Wealthy Class</b> 5,460 ultra-rich residents in 2014 <b>[Score 4/5]</b>	<u>Strategic Partner's Presence</u> Uber, Lyft, Sidecar, Enterprise, Hertz [Score : 5/5]  Level 3 auto legal?: Yes [Score: 5/5]  Avg Score: 5/5	<u>Congestion Level</u> <b>49</b> hours a year sitting in traffic on average <b>[score 3.5/5]</b>	GPS Mapping: 100% due with Google Presence (121.4 km <sup>2</sup> ) : 5/5  Telecom Network: 4/5  Avg Score : 4.5/5	Market size: 4/5  Strategic partner : 5/5  Traffic condition: 3.5/5  Infrastructure Maturity: 4.5  Total : 17/20
<b>Los Angeles</b> 	<b>Size of Wealthy Class</b> 5,135 ultra-rich residents in 2014 <b>[Score 3.5/5]</b>	<u>Strategic Partner's Presence</u> Uber, Enterprise, Hertz [Score: 3/5]  Level 3 auto legal? : Yes [Score: 5/5]  Avg Score: 4/5	<u>Congestion Level</u> <b>59</b> hours a year sitting in traffic on average <b>[Score 4/5]</b>	GPS Mapping: 80% due to bigger city size (1,302km <sup>2</sup> ) : 4/5  Telecom Network: 3/5  Avg Score : 3.5/5	Market size: 3.5/5  Strategic partner : 4/5  Traffic condition: 4/5  Infrastructure Maturity : 3.5/5  Total : 15/20
<b>New York</b> 	<b>Size of Wealthy Class</b> 8,655 ultra-rich residents in 2014 <b>[Score 5/5]</b>	<u>Strategic Partner's Presence</u> Uber, Enterprise, Hertz [Score: 3/5]  Level 3 auto legal? : No [Score 0/5]  Avg Score: 1.5/5	<u>Peak Hour Traffic</u> <b>72</b> hours a year sitting in traffic on average <b>[score 5/5]</b>	GPS Mapping: 100% due to smaller city size (789 km <sup>2</sup> ) : 5/5  Telecom Network: 3.5/5  Avg Score :4.25/5	Market size: 5/5  Strategic partner : 1.5/5  Traffic condition: 5/5  Infrastructure Maturity : 4.5/5  Total : 16/20

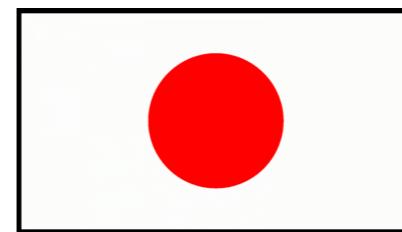
# Expand Globally

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**Second Phase:  
Consolidation  
in the East**



United States



Japan

# Tokyo Olympics (2016 - 2020)



Hydro-electric  
Self-Driving Bus



Toyota Prius RoboTaxi



## 2020 Tokyo Olympics

Source : <http://www.digitaltrends.com/cars/company-plans-autonomous-taxis-for-2020-olympics/>

# Taxibot Implementation



Roof Mount Sensor Pod

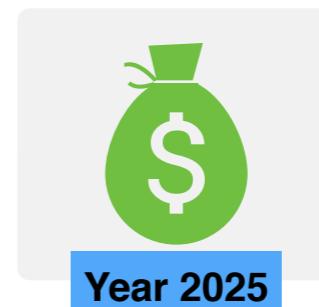


Integration with Mobileye Base Unit

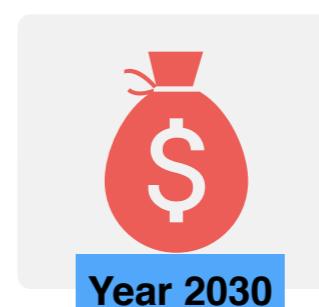


Car Actuator Unit

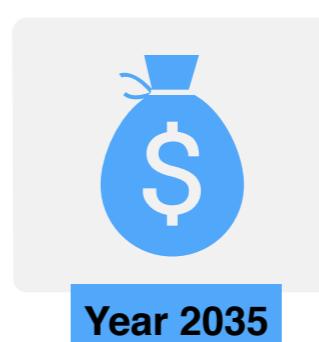
IHS Automotive Forecast : Projected Sticker Price



\$10k



~\$5k



\$3k

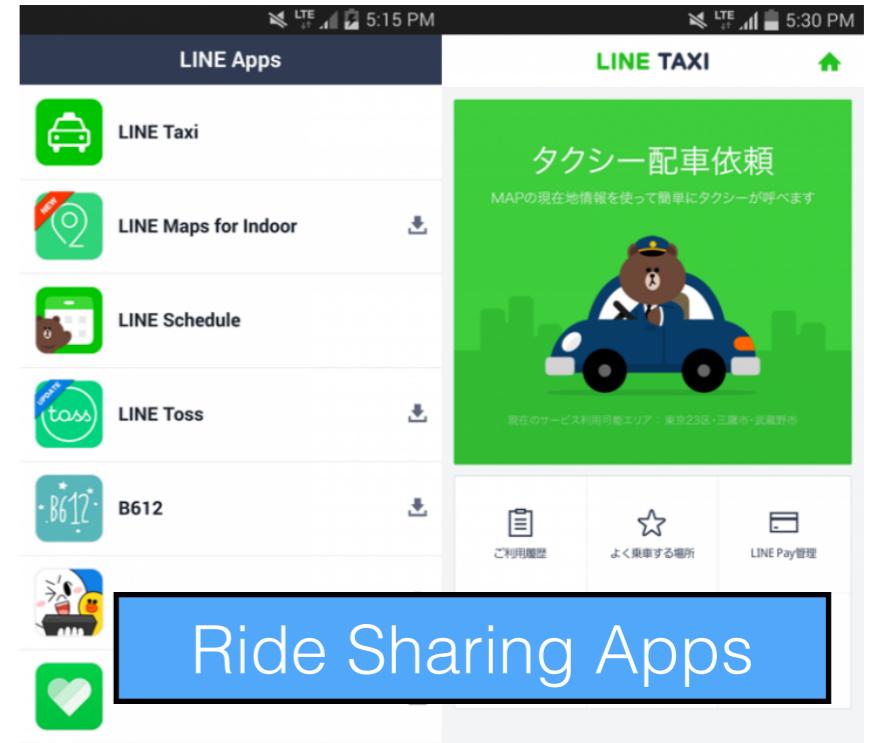
## Taxi Bot Implementation Details

Source: IHS Emerging Technologies: Autonomous Cars <http://www.fastcompany.com/3025722/will-you-ever-be-able-to-afford-a-self-driving-car>

# Tokyo Olympics (2016 - 2020)



Nihon Kotsu



Ride Sharing Apps



DeNa Japan

Source: <http://www.pcworld.com/article/2927877/dena-aims-for-robot-taxis-by-2020-tokyo-olympics.html>

## Potential Partners , Japanese Ride-Sharing & Taxi Companies

# Tokyo Olympics (2016 - 2020)



JR / Keio Bus Tokyo



On-Board Sensors & Piloting Unit



SSH connection into on-board cameras



Stand-By Driver Positioning

## Self-Driving Bus Details

# TaxiBots for 2026 & Beyond...

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Google Loon Project



Facebook's [internet.org](http://internet.org)



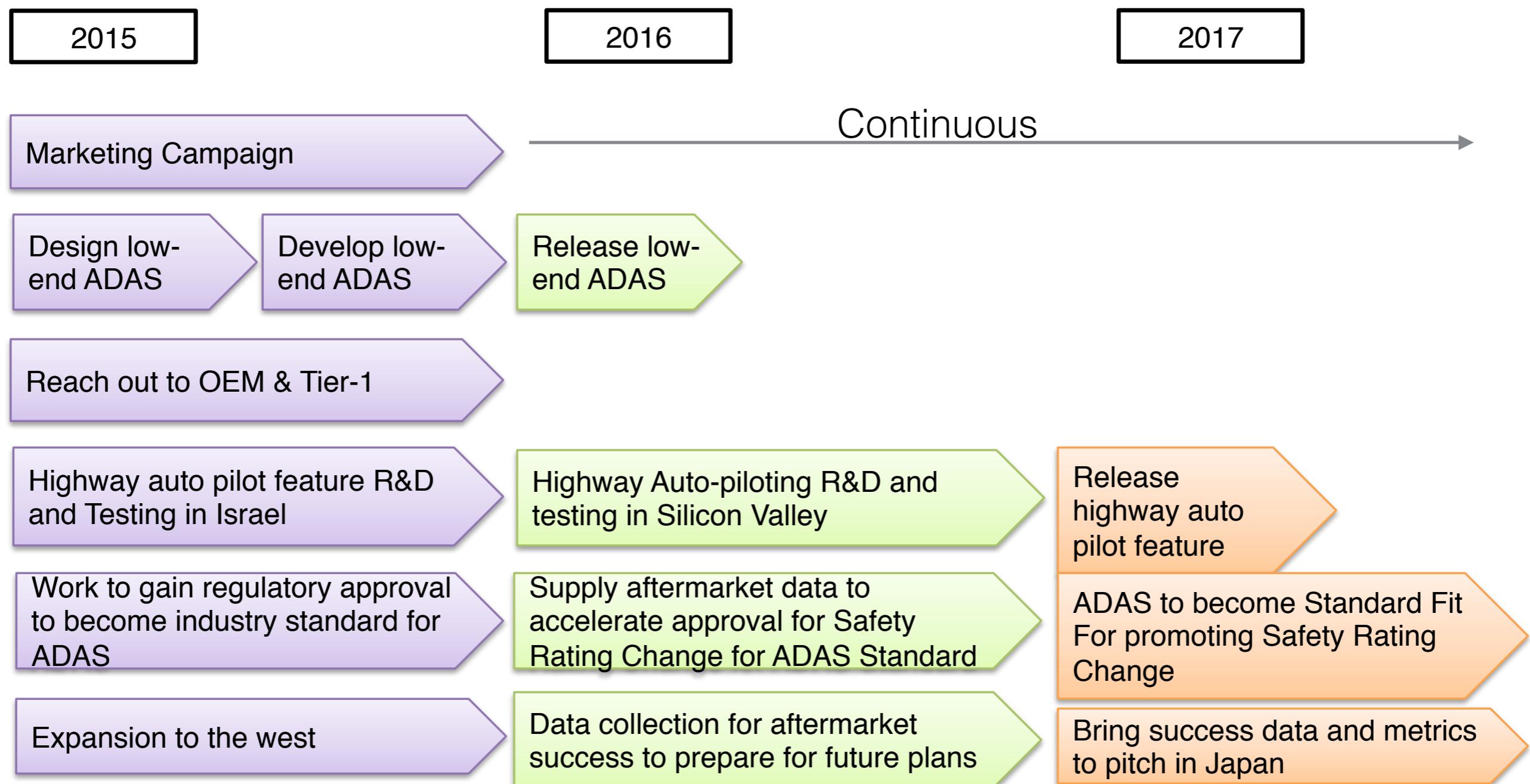
SpaceX's Tiny Satellite

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# Implementation Plan

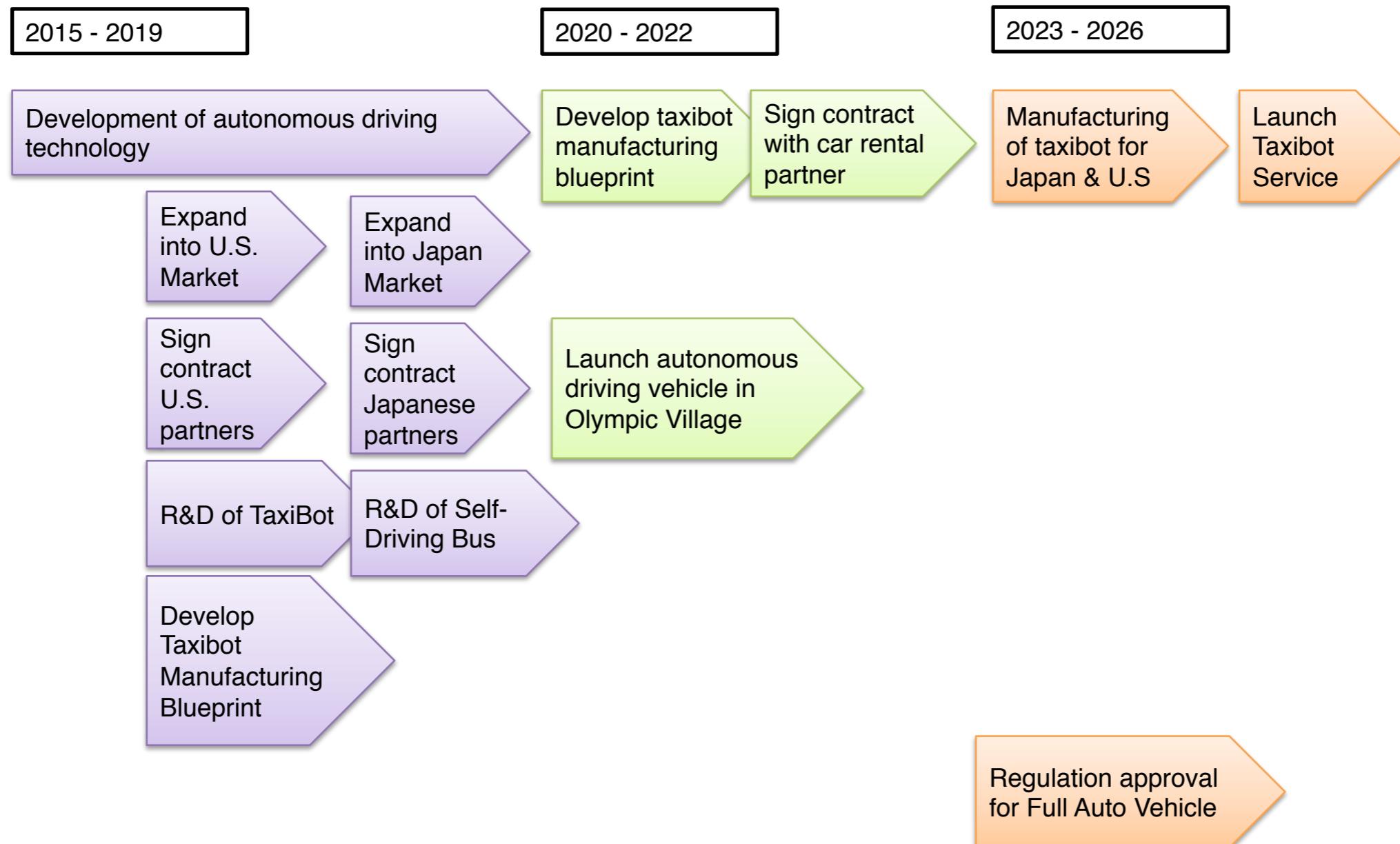
# Implementation Timeline

## Short to Mid-Term - 3 years



# Implementation Timeline

## Long Term - 10 years



# Financials - Cost

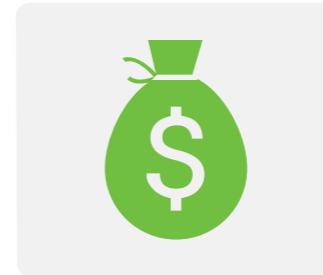
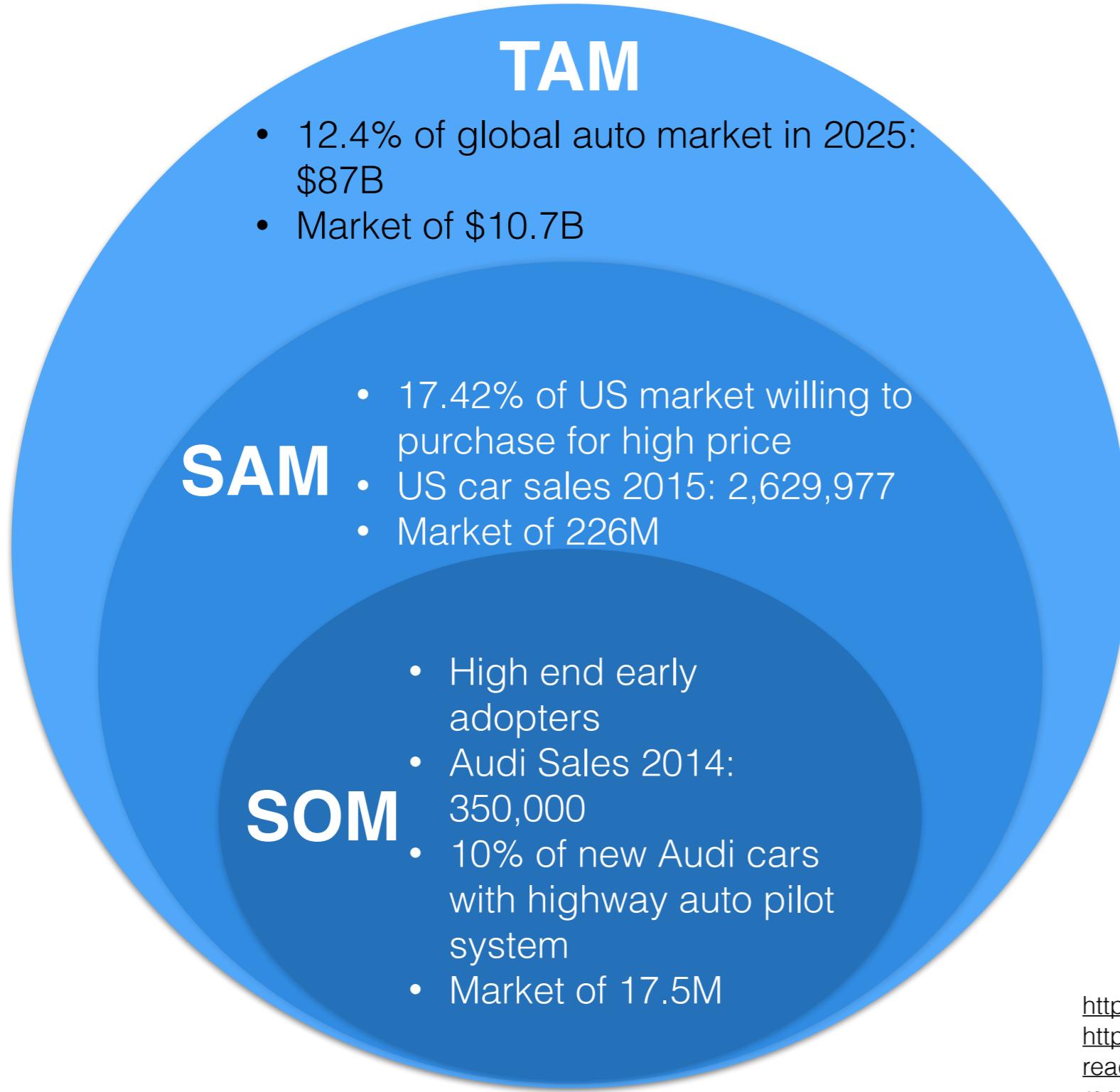
## Cost - Short to Mid Term (3 years)

Labor cost for low-end ADAS development (4 months)	\$10,000/ppl/mon * 4 mon * 5 ppl= \$200,000
Labor cost for highway auto pilot development (2015-2016)	\$10,000/ppl/mon * 24 mon * 20 ppl= \$4,800,000
Purchase of hardware for highway piloting (cameras*100)	\$10 * 100 = \$1,000
Marketing Campaign (2015-2017)	\$20,000 * 36 = \$720,000
Purchase of testing car for auto pilot development (2 pieces)	\$70,000 * 2 = \$140,000
Overall	5,861,000

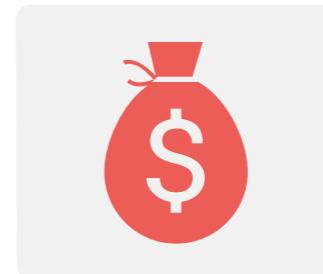
## Cost - Long Term (10 years)

Labor cost for autonomous driving development (2015-2022)	\$10,000/ppl/mon * 96 mon * 40 ppl= \$38,400,000
Partnership with Japan vehicle companies (2020)	200 vehicles * \$500=\$100,000
Partnership with car rental company on AV	1,000,000
Purchase of taxibot hardware	\$8,000 * 100,000cars = \$800,000,000
Purchase of testing car for autonomous driving (5 pieces)	\$70,000 * 5 = \$350,000
Overall	\$839,850,000

# Highway Auto Pilot Market



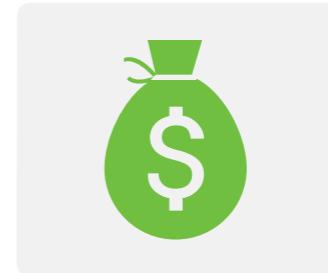
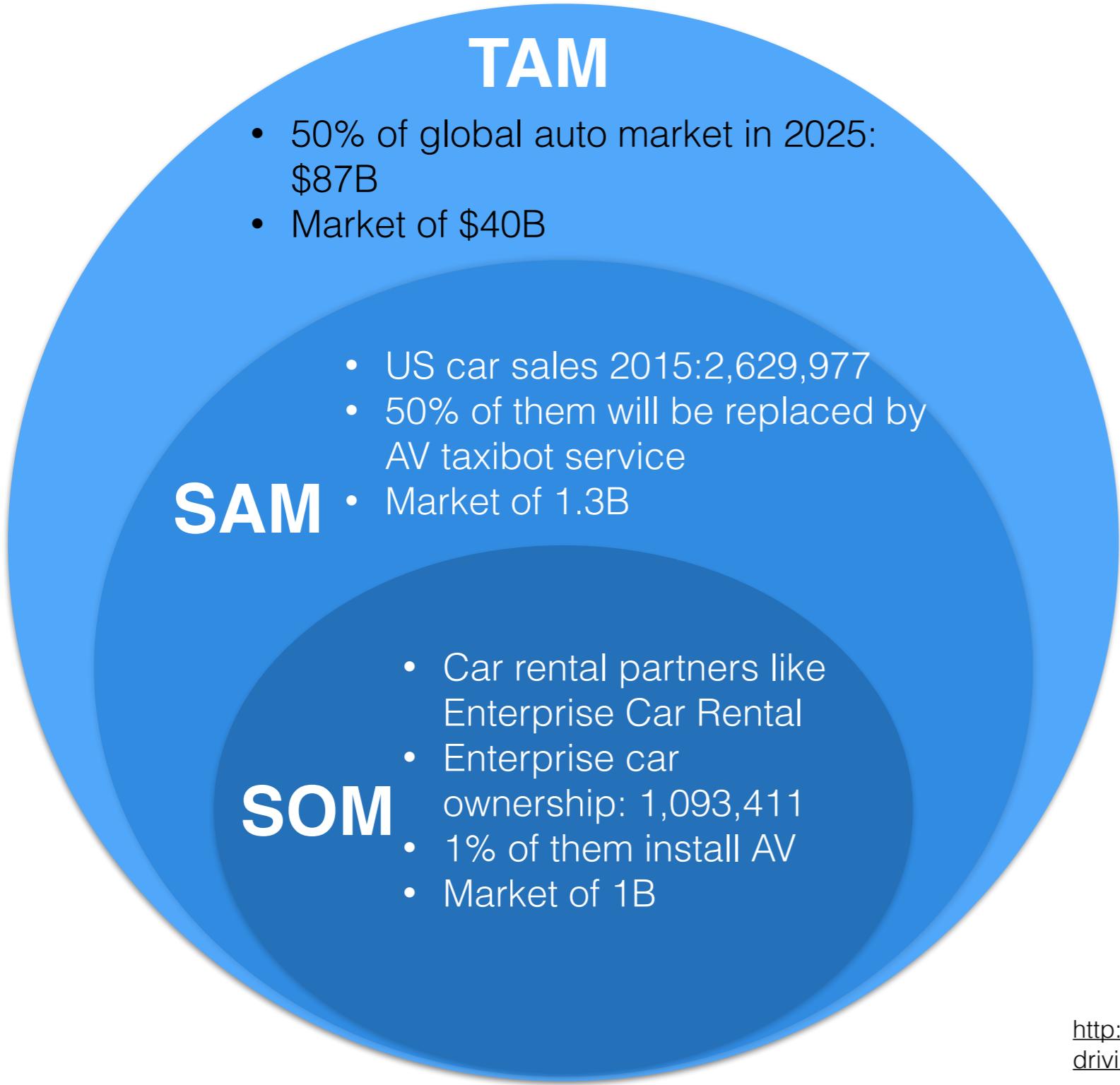
Revenue  
107M



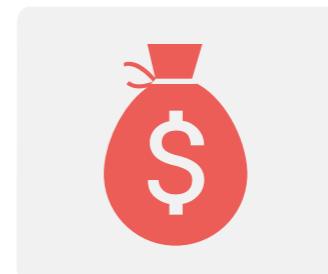
Cost  
5M

[http://online.wsj.com/mdc/public/page/2\\_3022-autosales.html](http://online.wsj.com/mdc/public/page/2_3022-autosales.html)  
<http://www.luxresearchinc.com/news-and-events/press-releases/read/self-driving-cars-87-billion-opportunity-2030-though-none-reach>

# Future Taxibot Market



Revenue  
1B



Cost  
839M

<http://www.dailymail.co.uk/sciencetech/article-3052458/Study-Self-driving-taxibots-replace-9-10-cars.html>

# Financials - Revenue

## Revenue - Short to Mid Term (3 years)

Sale of low-end version ADAS	\$25/system * 143,630,000 (Mobileye sale in 2014) * 50% (ADAS sales) * 5% = \$89,768,750
Sale of highway auto pilot system	\$500/system * 350,000 pieces (Audi sales in 2014) * 10%=\$17,500,000
Overall	<b>\$107,268,750</b>

## Revenue - Long Term (10 years)

Partnership in 2020 Japan Olympics Game	\$10,000/system * 200 vehicles (50 car, 150 buses) = \$200,000
Partnership with car rental company (2023-2026)	\$10,000/system * 1% * 1,093,411 vehicles of Enterprise Rental = \$ 1,094,341,100
Overall	<b>\$1,094,541,100</b>



Circle Consulting  
Technology | Strategy | Consulting

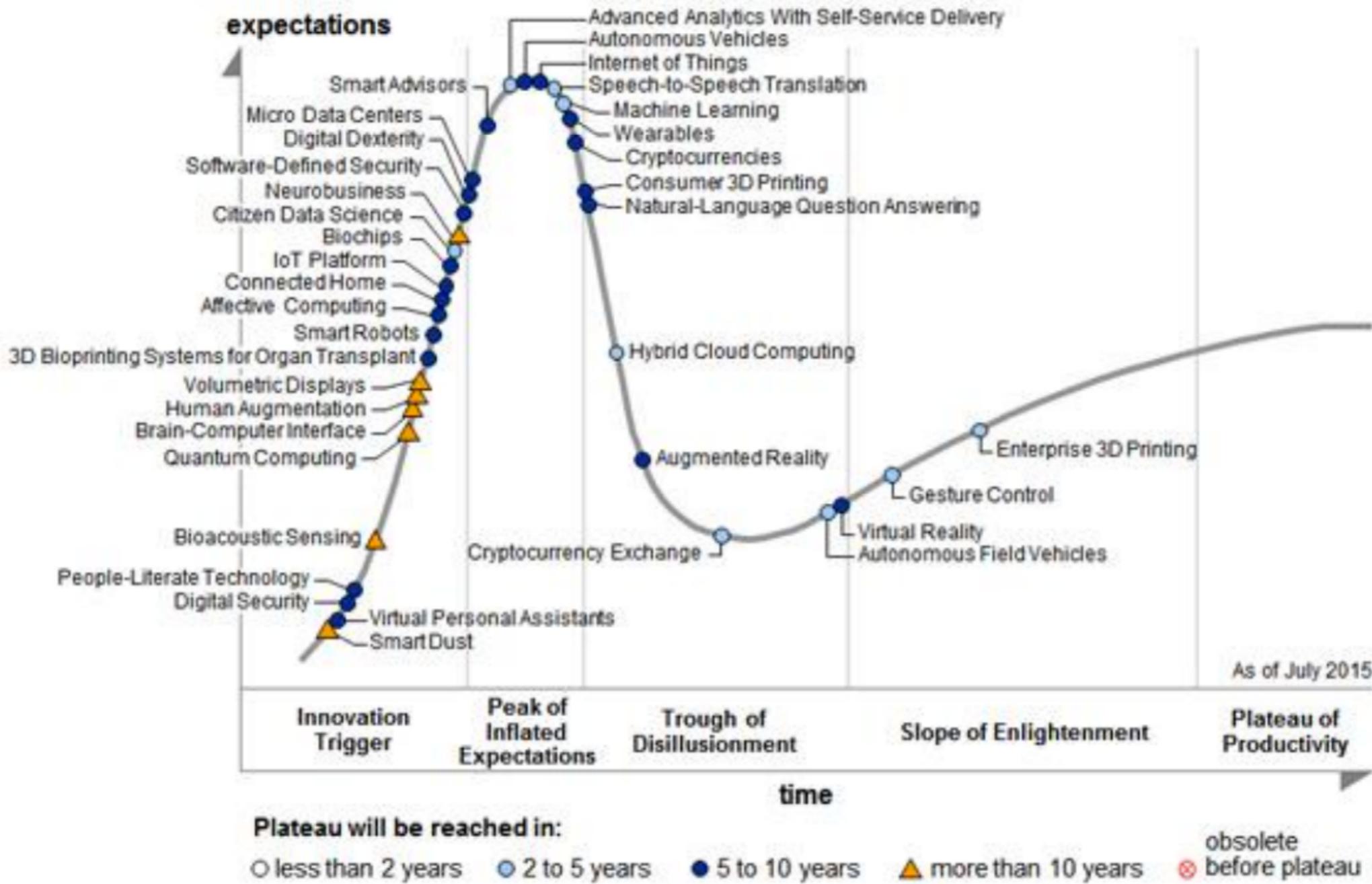
End of Presentation

# Appendix A - Growing Market Opportunity



Source: Mobileye

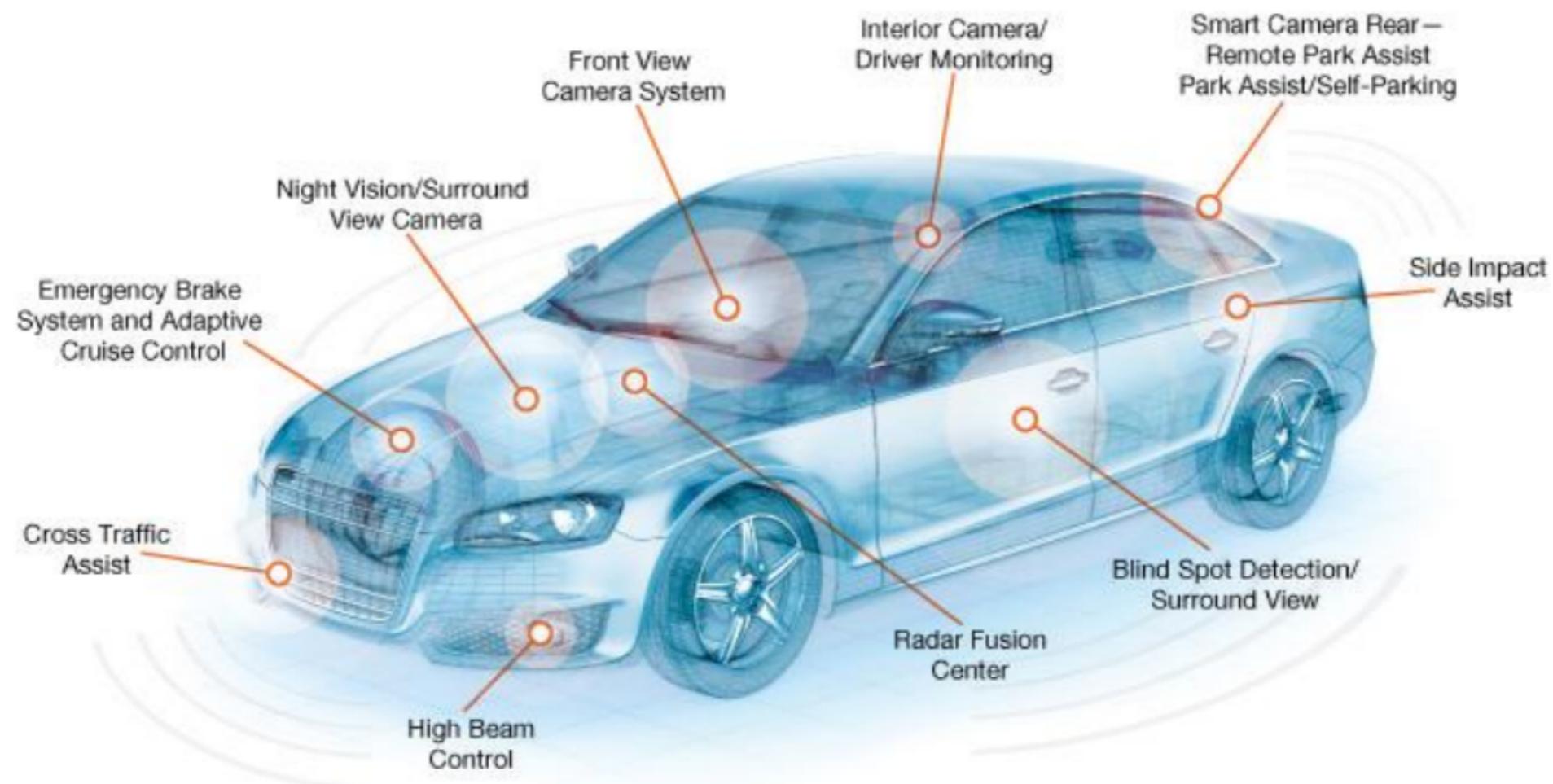
# Appendix B - Gartner Hype Cycle



3 months ago in August, Gartner deems the "self-driving car" story to be at the peak of the Hype Cycle.

# Appendix C - Implementation Phase

## Advanced Driver Assistance System Applications



The ADAS feature set

Source: Mobileye

# Appendix D - Implementation Phase

	Phase 1	Phase 2	Phase 3	Phase 4
Functions	+adaptive cruise control, crash sensing, blind spot detection, lane departure warning, night vision with automatic pedestrian highlighting	+automated braking/throttle/steering with GPS driven forward vision	+capability to manage transitions, lane changes, navigate intersections, etc.	+focus on lifestyle/entertainment of occupants with car control as a backup/supporting function, cars can also travel with no occupants. Remote control/disable
Technology needed	radar, front camera, infrared camera, AV display, mechatronic controls	+more advanced forward radar (with multi-level forward sensing), GPS connectivity to map database.	+redundant capabilities, advanced sensors to interpret surroundings, basic V2V/V2X system, access to a vast database of roads and	+advanced human machine interface, artificial intelligence, fully networked road and vehicle infrastructure
Development time	0~3 years	3~5 years	5~10 years	20+ years
Cost	\$1,000-1,500	\$2,000-5,000	\$5,000-7,000	10,000

# Appendix E - Mobileye Competitor

Top 5 Tier 1 ADAS Suppliers	Comments and Links
Bosch	<a href="#">Over 2,000 engineers working on ADAS technologies</a>
Continental	<a href="#">Continental acquires ASL Vision</a> <a href="#">Continental acquires Elektrobit</a> <a href="#">Continental OEM's new ADAS to Toyota (camera plus LIDAR)</a>
Delphi	<a href="#">Delphi acquires Ottomatika</a> <a href="#">Delphi acquires stake in Quanergy</a>
Denso	<b>Formerly a Mobileye partner.</b> Now shipping its own units. <a href="#">Toyota still affiliated, but will offer its ADAS line to all auto manufacturers in 2016.</a>
Autoliv	Own monocular camera units shipping 2015 <a href="#">Autoliv Acquires M/A COM</a> <b>Formerly partnered with Mobileye for ADAS.</b>

Source: Citron Consulting Research 2015

# Appendix F - R&D SPending

Comparative Company Analysis			R&D	2014A
<u>Ticker</u>	<u>Name</u>	<u>EV (US\$)</u>	<u>2014A</u>	<u>R&amp;D / EV</u>
AMBA	Ambarella Inc	\$2,081	\$49	2.3%
NVDA	Nvidia Corp	\$9,152	\$1,360	14.9%
OVTI	Omnivision Technologies Inc	\$962	\$131	13.6%
FSL	Freescale Semiconductor Ltd	\$16,356	\$846	5.2%
TXN	Texas Instruments Inc	\$51,430	\$1,358	2.6%
6502	Toshiba Corp	\$27,919	329,500	10.0%
6723	Renesas Electronics Corp	\$8,102	115,310	12.2%
6902	Denso Corp	\$33,665	368,732	8.9%
INTC	Intel Corp	\$132,209	\$11,537	8.7%
QCOM	Qualcomm Inc	\$62,293	\$5,477	8.8%
<b>Average</b>				<b>8.7%</b>
MBLY	Mobileye Nv	\$11,081	\$36.9	0.3%

\*Forecast period information is based on Bloomberg consensus estimates

\*\*Sales & EBITDA figures have been calendarized for comparability purposes;  
in absence of 2018E being available, 2017E has been used

# Appendix G -Highway AutoPiloting

## Competitive Analysis



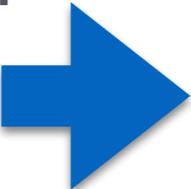
The industry is in introduction phase with high growth potential. The attractiveness is high.



Mobileye has already developed working highway auto-pilot prototypes. In addition, Mobileye is the leader of ADAS technology development.



High-end customers spend a large portion of their driving time on the highway. Their demand for highway auto-pilot system is high.

Implications  


1

**Mobileye should seize the opportunity to develop highway auto-pilot system.**

2

**Mobileye should select a specific car model to work on for first launch.**

# Appendix H-

# ADAS company functionality comparison

Features	Mobileye	ADASwork	Freescale	Continental	Bosch	Toshiba	Omnivision
<b>CMB</b>	Yes	No	Yes	Yes	No	No	No
<b>FCW</b>	Yes	No	No	No	No	Yes	Yes
<b>HMW</b>	Yes	No	No	No	No	No	No
<b>IHC</b>	Yes	No	Yes	Yes	Yes	No	Yes
<b>LDW</b>	Yes	Yes	Yes	Yes	No	Yes	Yes
<b>LKAS</b>	Yes	No	Yes	Yes	No	Yes	No
<b>LSCMB</b>	Yes	No	No	No	No	No	No
<b>PDW</b>	Yes	Yes	No	No	No	Yes	Yes
<b>ACC</b>	Yes	Yes	No	Yes	Yes	No	No
<b>TSR</b>	Yes	No	No	Yes	Yes	Yes	Yes
<b>IRC</b>	No	Yes	Yes	Yes	Yes	Yes	Yes
<b>BSD</b>	No	No	No	Yes	No	Yes	Yes
<b>PAS</b>	No	No	No	Yes	Yes	Yes	Yes
<b>Overall</b>	★★★	★	★	★★	★	★★	★★

**CMB** – collision mitigation by brake

**IHC** – Intelligent Headlight Control

**TSR** – Traffic Sign Recognition

**IRC** - Intelligent reversing camera

**LSCMB** – Low Speed Collision Mitigation by Braking

**FCW** – Forward Collision Warning

**LDW** – Lane Departure Warning

**PDW** – Pedestrian Detection Warning

**BSD** - Blind Spot Detection

**HMW** – Headway Monitoring

**LKAS** – Lane Keeping and Support

**ACC** – Adaptive Cruise Control

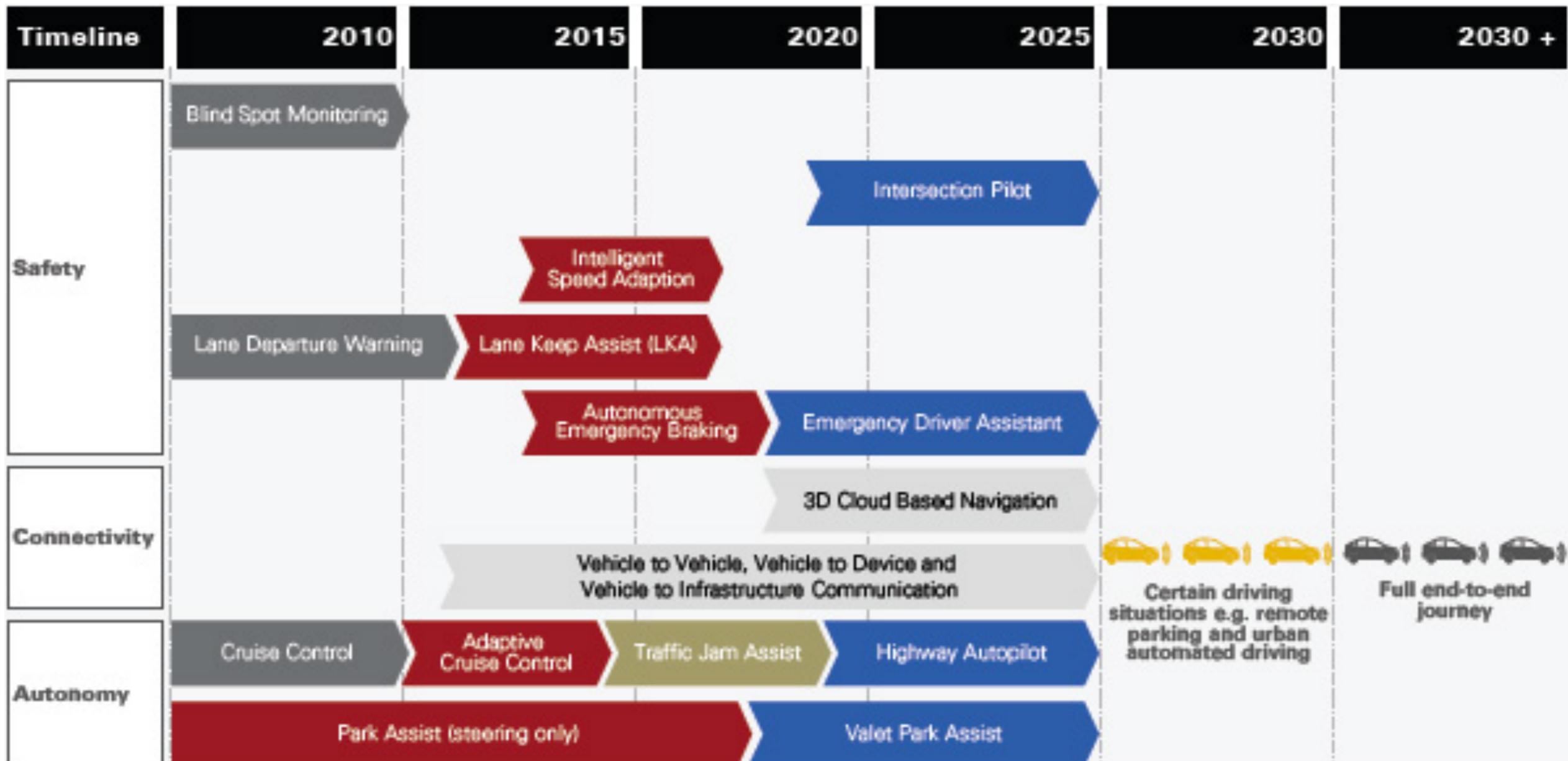
**PAS** - Parking Assistance System

# Appendix I - Car Model Selection

	Audi A6	Nissan 370Z	Ford Edge	BMW 7-Series
Experience in development	★★★	★★	★★	★★
Cost	\$68,300 - \$70,400	\$29,990 - \$49,400	\$28,700 - \$40,900	\$81,300 - \$97,400
Brand Image	★★★	★★	★★	★★★
Customer base	★★	★★★	★★★	★
Customer Willingness	★★★	★★	★★	★★★
Overall	★★★	★★	★★	★★★

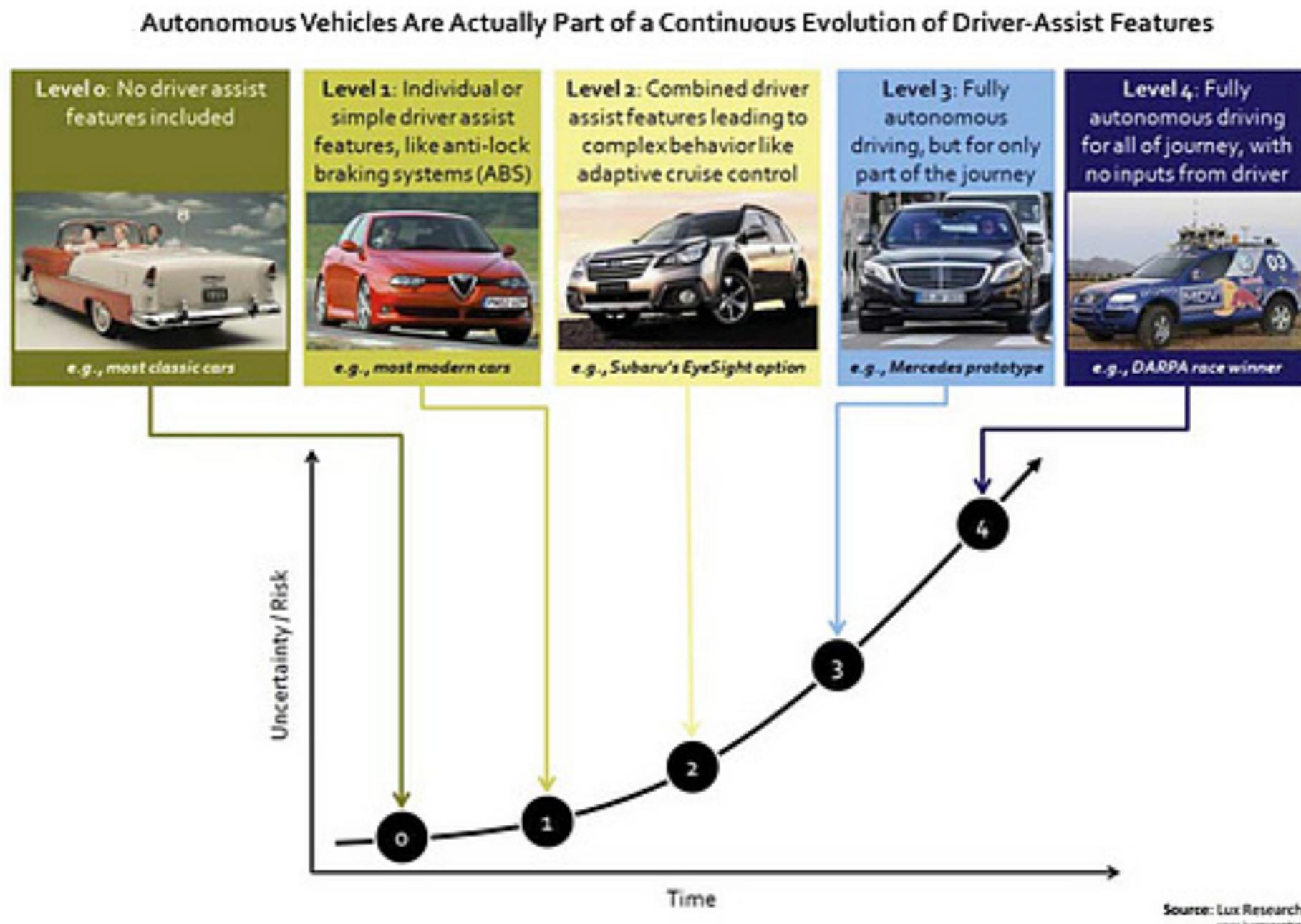
Retrieved from: <http://www.thecarconnection.com/new-cars>  
<http://www.goodcarbadcar.net/2015/01/usa-auto-sales-brand-sales-results-2014-year-end.html>

# Appendix J - Adoption Timeline



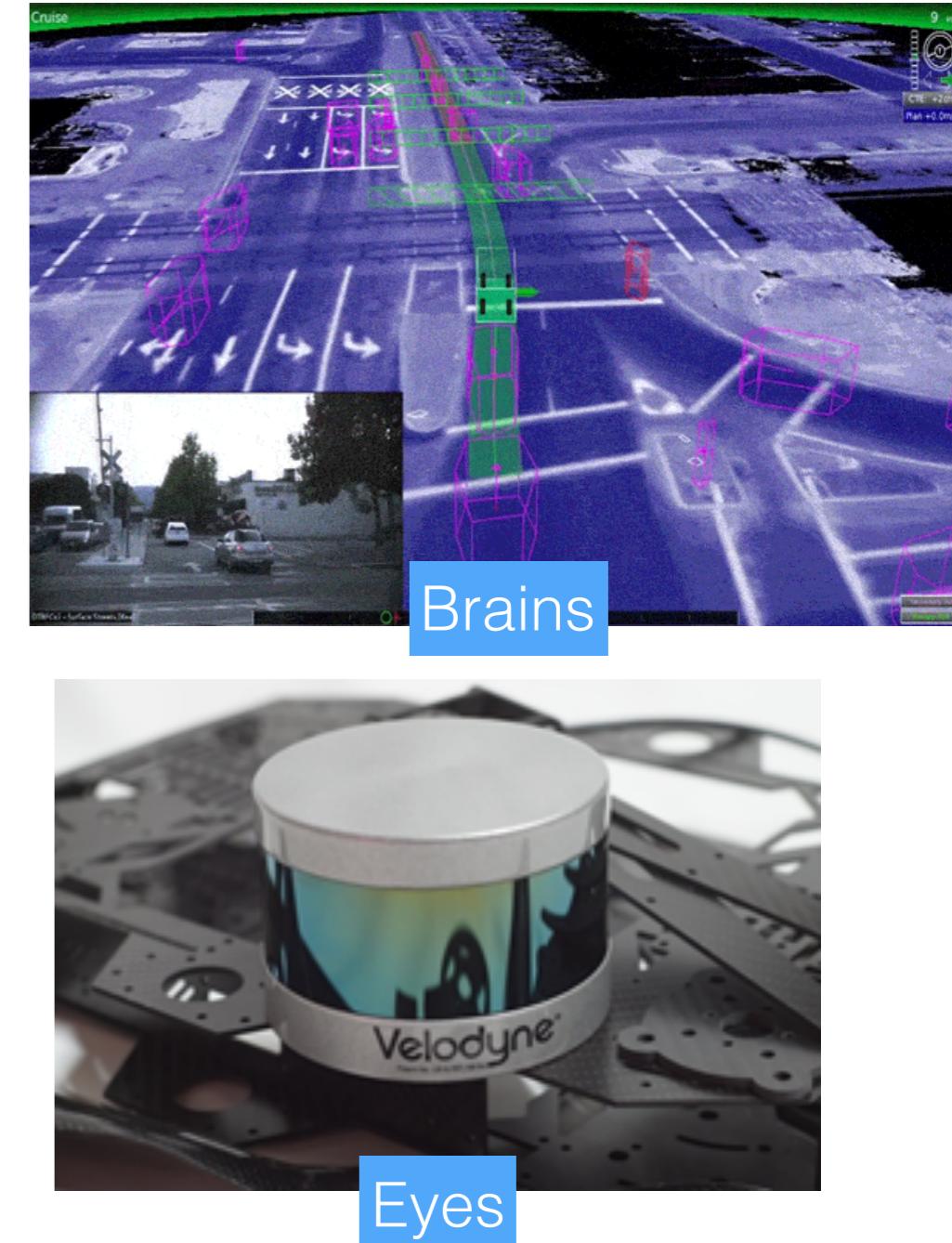
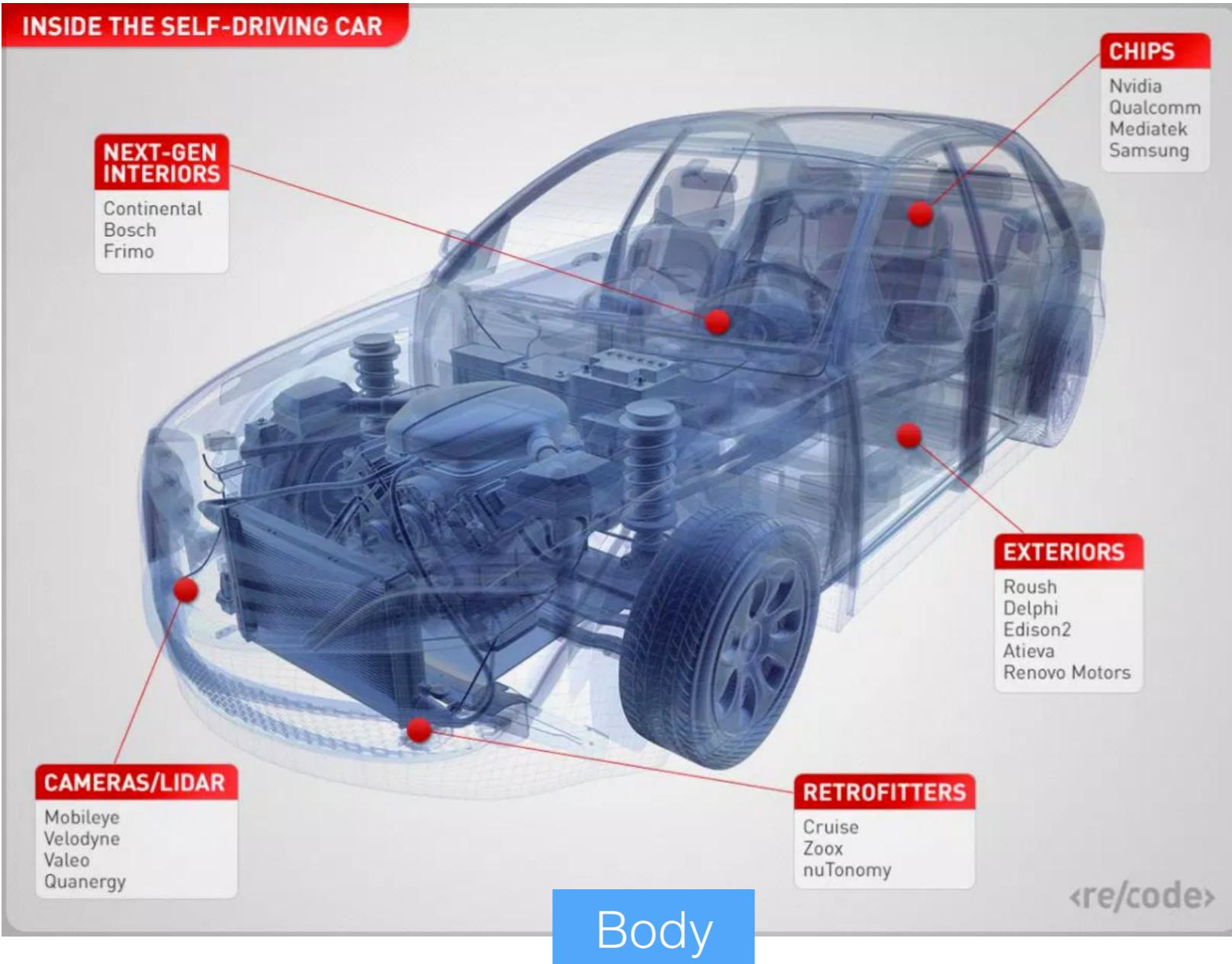
KPMG 2015 Connected Cars  
<http://www.consultancy.uk/news/1763/kpmg-connected-cars-to-deliver-huge-uk-jobs-boost>

# Appendix K - Autonomy Level



KPMG 2015 Connected Cars  
<http://www.consultancy.uk/news/1763/kpmg-connected-cars-to-deliver-huge-uk-jobs-boost>

# Appendix L - TaxiBot Teardown



## TaxiBot Breakdown

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