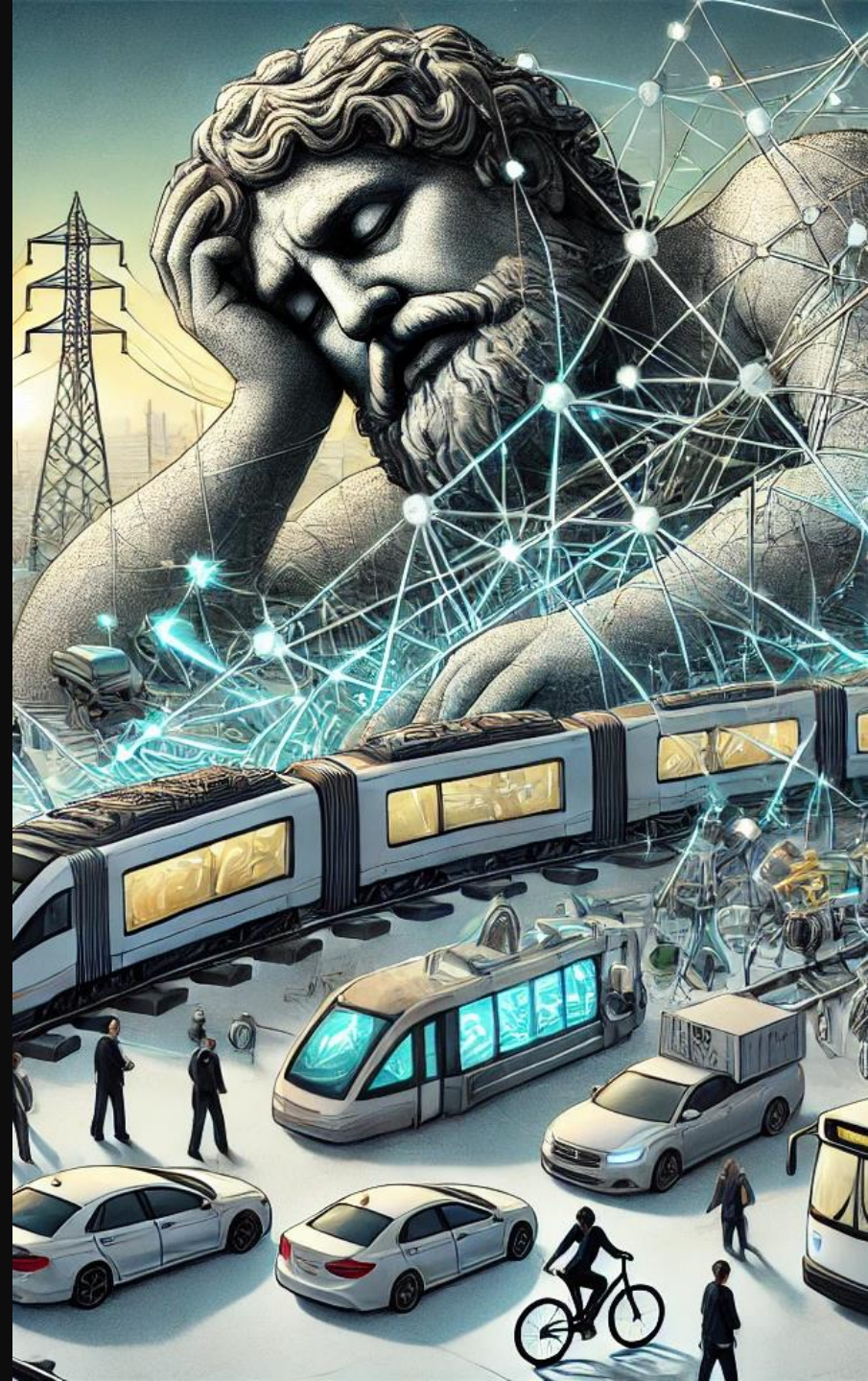


Status: Europe's Big Mobility Moment

- Mobility disruption is accelerating: electrification, AI, autonomous vehicles, drones, and super-apps.
 - Europe has strong assets:
 - harmonised mobile roaming,
 - world-leading public transport,
 - compact cities,
 - thriving shared mobility ecosystem.
 - Challenge: EU players are not setting global rules; fragmented regulation keeps markets local.
 - Private capital is abundant but hesitant due to unclear market rules and small-scale pilots.
 - Risk: Without bold action, mobility standards will be defined by global tech giants, not Europe.
-



Solution: Create 3–5 European Mobility Giants

- Public–private co-investment: €1B public funding per company (max 20%), unlocking at least €5B total each.
- Goal: Global reach, multimodal excellence, industry leadership.
- Think 'Airbus for mobility' – pooling ambition and capital to lead globally.
- Three key enablers:
 - - Mobility as a Feature: Integrate mobility into retail, housing, events, insurance.
 - - Big Market Trials: 2–4 large-scale areas for automated vehicles, drones, on-demand transport.
 - - Retail Markets for Trips: EU-wide FRAND rules for cross-border multimodal services.
- Outcome: Anchor customers for innovation, attract investment, set global mobility market standards.

EUROPE'S TIME TO LEAD MOBILITY

3-5 GIANTS. €1B EACH. BUILT TO WIN.



The rules of the mobility game are being written now. Let's write them.