START-UPS, AUTONOMOUS CARS AND EVERYTHING (COMPLIANCE) IN BETWEEN

SUCCESSES IN COMPLIANCE PROGRAM MANAGEMENT BETWEEN A STARTUP & FORTUNE 10 COMPANY

GENERAL MOTORS

We Are General Motors

WE ARE COMMITTED TO SAFETY IN EVERYTHING WE DO

WE EARN CUSTOMERS FOR LIFE

WE BUILD BRANDS THAT INSPIRE PASSION AND LOYALTY

WE TRANSLATE BREAKTHROUGH TECHNOLOGIES INTO VEHICLES AND EXPERIENCES THAT PEOPLE LOVE

WE CREATE SUSTAINABLE SOLUTIONS THAT IMPROVE THE COMMUNITIES IN WHICH WE LIVE AND WORK

OUR VALUES

CUSTOMERS
We put the customer at the center of everything we do. We listen intently to our customers’ needs. Each interaction matters. Safety and quality are foundational commitments, never compromised.

EXCELLENCE
We act with integrity. We are driven by ingenuity and innovation. We have the courage to do and say what’s difficult. Each of us takes accountability for results, drives for continued efficiencies and has the tenacity to win.

RELATIONSHIPS
Our success depends on our relationships inside and outside the company. We encourage diverse thinking and collaboration from the world to create great customer experiences.

SEEK TRUTH
We pursue facts, respectfully challenge assumptions, and clearly define objectives. When we disagree, we provide additional context and consider multiple perspectives.
We see a future with

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ZERO CRASHES
ZERO EMISSIONS
ZERO CONGESTION
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GM'S CODE OF CONDUCT
WINNING WITH INTEGRITY
SAFETY IS A FOUNDATION COMMITMENT – NEVER COMPROMISED

- Safety is everyone’s responsibility. Communication of potential safety issues is required
- Safety is incorporated into our day to day activities (from Vision & Values to CAP)
- Cost is not a factor when safety is involved. Safety matters most. Always
- We are committed to ensuring a safe and healthy workplace through the Employee Safety Concern Process
- We “Speak Up for Safety”

Cruise Behaviors

Stay safe
Stay focused
Own it
Seek truth
Work together
Stay humble
“People are injured or killed in car accidents that are preventable with the kind of technology we’ve developed at Cruise. We’ll look back at 2014 and realize how barbaric it is that we’ve let this go on for so long.”

2015
Shift in focus

Our self-driving vehicle is the result of intensely focused development, and countless hours of real-world testing and validation. It doesn’t drink and drive, doesn’t text and drive, doesn’t get upset, doesn’t get tired, never gets distracted and doesn’t produce any emissions.
2016
GM acquisition

“We believe this is the best path forward to implement Cruise tech at a massive scale...this is a ground-breaking and necessary step toward rapidly commercializing autonomous vehicle technology.”

2017
Building for scale

“Electric self-driving cars will save millions of lives and significantly accelerate the world’s transition to sustainable energy, but only when they’re deployed in large numbers.”
Today

Working Together

- Automotive safety and durability validation
- Core EV platform
- Automotive safety and durability validation
- Large scale production readiness
- Customer support & remote assistance (OnStar)
- AV-specific vehicle design
- Total cost optimization
- Proprietary AV sensors
- Self-driving software “brain”
- Operations infrastructure
- Deep simulation capability
- HD mapping and Routing
- Cyber-security and electrical architecture
- UX interfaces (in-car & app)
- Vehicle connectivity and data collection
- Customer support & remote assistance
- AV-specific redundant hardware systems
Our Focus on Safety

The status quo is unacceptable:

- **Roadway Fatalities:** Each year close to 1.25 million people die in car crashes around the world, 40,000 in the United States alone. More than 2 million people are injured.

- **Impaired Driving:** Drunk driving remains the number one cause of death on our roadways.

Cruise Mission

To build the world’s best autonomous vehicle network to safely connect people to the places, things, and experiences they care about.
Social Opportunity

- 94% of all traffic fatalities are caused by human error.
- Commuters waste a full week of their lives in traffic each year.
- We believe all AVs must be EVs.
- The U.S. has 3 non-residential parking spaces for every car on the road.

Our Focus on Fun!

- Our focus on fun is evident in our products and our community events.
- We believe that sustainable transportation can be enjoyable and fun for everyone.
- Our commitment to fun is reflected in our innovative solutions for urban mobility.

[Images of bananas, community gatherings, and urban transportation scenes]
GM & Cruise Early Compliance Activity

- Integration of Cruise
  - Post closing is key factor in overall success
  - Identified integration lead
  - Documented objectives & progress
- Immediate Adoption of Code of Conduct & Training

GM & CRUISE EARLY COMPLIANCE ACTIVITY

GM & Cruise Early Compliance Activity

- Compliance Programs are not One Size Fits All
- Adopt, Integrate, Create?
  - Identify resources & responsibilities
  - Share resources & expertise
- Respect Boundaries & Uniqueness of Each Organization
  - Importance of Culture

- Identify Compliance Champions
- Connect the dots, counterparts and business roles
- Don’t Swoop In
- “Cruisify”

Scale & Promote Compliance Message & Program
- But who’s program and what’s the message?
Promote & Continuously Improve Compliance Program

- **Hire & Scale**
  - Lead Counsel, Compliance
  - Identify additional compliance champions
  - Consultants and subject matter experts as required (e.g., CA specific or recurring and no in-house expertise at GM)

- **Cruise Code of Conduct**
- **Safety Committee**
- **Unified Reporting System**

- **Corporate Required (online) Training**
  - Tailored to Cruise

- **Export Controls**
  - More education, easier controls, faster vendor review

- **Formal lines of communication**

- **FCPA Due Diligence**
  - Unify with GM system