



CEO SPOTLIGHT: AICHA EVANS, ZOOX

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OPENING REMARKS AND SPOTLIGHT SESSION SPEAKER

- Aicha Evans, Zook, CEO
- Moderated by Josh Boone, Veloz, Executive Director

Josh Boone, Veloz: Good morning and welcome everyone to today's digital dialogue. My name is Josh Boone and I have the pleasure of being Veloz's executive director, as well as your moderator for today's conversation. We are thrilled to be joined today by our spotlight speaker, Aicha Evans, who is the Chief Executive Officer of Zook. Before we bring Aicha up to our digital stage, allow me to provide a brief overview of both Zook and Aicha herself.

Zook was founded in 2014 to make personal transportation safer, cleaner, and more enjoyable for everyone. To achieve that goal, the team created a whole new form of transportation. Now, Zook isn't a car company. Their technology is purpose built, autonomous and electric robotaxi Zook model is a mobility as a service for dense urban charging environments where Zook will handle the driving, the charging and maintenance. We passengers just pay for the ride.

Zook has been a member of Veloz for years, and in this process we became deeply curious about the origin of their name. In the case you're interested, Zook is a reference to a marine organism that like the Zook robotaxis depends on renewable energy and is focused on growing a positive relationship with their surrounding environment. Now, getting back to their history in 2020, Amazon and Zook joined forces with a \$1.2 billion investment making Zook a wholly owned subsidiary.

This large scale investment sent a message to the entire transportation industry to set up and take notice of what Zook has been developing in Foster City, California. Today's Zook is testing its EV autonomous technology in the Bay Area, Las Vegas, and in Seattle. Earlier this year began operating its purpose-built robotaxis on open public roads in Foster City and in Vegas. Rather than just tell you, we thought we would show you a short video of the Zook vehicle.

That was pretty exciting. This brings us to the woman of the hour and our featured guest, Zook CEO, Aicha Evans. Aicha joined Zook as the chief executive officer in February of 2019. Prior to Zook, she served as the senior vice president and chief technology officer at Intel Corporation, driving the company's transformation from a PC centric to a data-centric company. Previously, she ran the company's wireless efforts and oversaw a global team of about 7,000 engineers.

Aicha is a member of the Supervisory Board of SAP and holds a bachelor's degree in computer engineering from the George Washington University. Together, we're going to talk about Aicha's personal history, her role at Zook, the ride hailing industry broadly, autonomous EVs, Zook's focus on safety, and much, much more. Later on in today's session, we'll be taking 10 minutes of audience questions. So feel free to pose those questions in the Q&A section of Zoom. Now, please join me in welcoming Aicha to the Veloz digital stage.

Aicha Evans, Zook: Hi, Josh.

Josh Boone, Veloz: Good morning, Aicha. How are you?



Aicha Evans, Zoox: I'm doing well, thank you.

Josh Boone, Veloz: Good to see you. Thank you for joining us. If you're ready, we'll just jump right in.

Aicha Evans, Zoox: Absolutely, ready. Let's go.

Josh Boone, Veloz: Wonderful. Before we get into what your day-to-day world at Zoox looks like, I was hoping we could start back at the beginning so to speak. I'm hoping you would share with us and our audience a little bit about your personal background.

Aicha Evans, Zoox: Well, first, today I serve Zoox, but I'm also a mom and a wife, that's super important to me. I'm from Senegal, West Africa. I had the luck, the privilege of growing up between Senegal and Paris, which gave me really an opportunity to see what happens to life when you have technology versus when you don't, that's one. The second thing is my dad insisted, actually he didn't even insist, there wasn't really a choice.

I was immediately basically steered towards STEM and engineering. In particular, my dad was also in the telecommunication space. Eventually, after studying in Paris, I came to the US to study computer engineering because that's really where the US was leading. Ended up meeting my husband very early on. Then, embarked on my career in tech and then eventually ended up at Zoox where I'm having a blast.

Josh Boone, Veloz: That's wonderful. Can you tell us a little bit more about that transition from your prior role, I believe at Intel to your role at Zoox?

Aicha Evans, Zoox: A couple of things at Intel, this is something I'm really grateful for. First of all, throughout my career I worked on wireless. For us wireless engineers, we were part of a very, very big transformation. The ability, we call it virtual transportation, the ability to really transport you to knowledge to different experiences and do it quite reliably and well around the world. I led the wireless efforts at Zoox, excuse me, at Intel.

Intel is more known for microprocessors and process technology. In some ways, we were a little bit of a big startup inside a big company. Then, from then learned more things around compute in general. Really, what's happening around data and what's now leading towards this AI revolution. There I want to say that things were super organized, super clear. The people I now apologize to that I used to complain about because they were processed bureaucracy and don't tell me what to do.

Now, at least when I first joined Zoox, I missed them because at Zoox you walk in and it's a big startup, great mission, by the way, and really worthy mission. The journey of graduating from a startup to setting up a product, setting up a company, setting up systems and processes, methodologies, still it's been grandiose frankly, and I consider myself lucky and privileged to have the opportunity to do this.

Josh Boone, Veloz: It sounds like there's a positive place for the established and bureaucracy, and a role for the creative startup, fast mover, hustler, new ideas, innovative, cutting edge things. That's really wonderful. You started to talk a little bit about this, but how do you think the way you grew up or where you grew up affected your trajectory in the industry? Then, secondarily, how has your background influenced your view of transportation broadly, but in the context of where you are now?

Aicha Evans, Zoox: I think a couple of things. First of all, when you're a young Senegalese girl and you're studying in Paris or in the States with people who don't necessarily look like you and who have very different backgrounds, you learn to be adaptable. You learn to embrace risk, you learn to get up after a failure, learn from it and do better. You just have a thirst for doing worthy work.

I often tell people, sometimes recruiters call me and, "It's a big steady state business." I'm like, "Yeah, but that's not me. I'm not the best fit for that." I am more around innovation around really challenging the status quo. In terms of how I grew up, look, I mean being adaptable, being I have this thing, and I don't mean it in an arrogant way at all, but you have a choice, you can let things happen to you or you can happen to things.



I don't always succeed to be clear, but that's how I look at it. Then, last but not least, it also taught me that technology is in service of the story and people as opposed to just in service of itself. People are really at the foundation of everything we do. I always tell our employees that they think I'm their boss in the sense that I can tell them what to do. I'm like, "No, you're my most important customers really, because if I have you convinced and if I have you really bought in, then incredible things happen. There is a multiplication of effect as opposed to me sitting down and giving you a bunch of orders."

Josh Boone, Veloz: Well, I like many of what I resonated with a lot of what you said, but your comment about thirst for worthy work is really important. I mean, in our world as a nonprofit, we're doing that every day. Many in our audience are working to come back climate and issues around transportation and climate justice. I think it's a really good note. Then, just your note about technology serving people versus the other way around, I've marked that on my notepad here.

Veloz's motto, our mission is electric for all. We think that that means that the industry should be for all people too. Could you share about Zoox's role in expanding mobility options for all people?

Aicha Evans, Zoox: This is a robotaxi. It's a really safer cleaner, more enjoyable. It doesn't decide who the customer is or who the rider is. If a rider is available, we'll take you from point A to point B. There are several things, first of all, for society and the rider themselves, the rider themselves, we take you to knowledge, we take you to work, we take you to be entertained, we take you to experience new places and new things.

One of my core belief is that when humans have the opportunity to experience new good things, they want more of that. They will figure out a way of a time to get themselves towards that, so that's super important. Then, if you look at it broadly, I mean today our first goal, obviously we know that mobility on demand is a thing. There are businesses right now that are offering that. We, at least our hypothesis is that it is not the best and most effective and most efficient way to offer that service to folks.

Eventually we have an even bigger goal, which is it's about what, two point something cars in the United States? Why is that really? By the way, we use them only 4% of the time because we drive from point A to point B. Then, we have this expensive asset, sometimes the second most expensive asset in our spending portfolio after shelter. We park it and it's depreciating and it's also using space, parking. A space that could be reclaimed to do other things.

We look at really our mission in terms of bringing that breadth to everybody, but also enabling essentially transportation to be just a service. As soon as you need it, you have it, but when you don't need it's being used by somebody else. Hopefully, we can make a dent into personal car ownership over time, which means good for the environment and good for society.

Josh Boone, Veloz: That's great. You mentioned being a mom earlier, Aicha. I'm a father, I have three small kids all under 12. You mentioned the platform offers people the opportunity to try new things, explore, try new destinations. Maybe this is a silly reference, but I'm trying to get my kids to do more than eat macaroni and cheese these days. They like to get in their routine and eat the same thing day after day.

Experiencing new things is definitely a part of the human experience, right? Learning about each other and sharing our experiences together.

Aicha Evans, Zoox: Exactly, and please just be patient. They will graduate from the macaroni and cheese. It's all about phases. At some point I call myself a Muber, a mommy Uber, because soccer will come or dance or whatever rocks their boat, and then you will be at their mercy in terms of transportation.

Josh Boone, Veloz: Yes, they're pre-teen now, so oh boy, what a wait, it's a big question. Talk to us about joining the EV industry. What made you make the shift and what inspired you?

Aicha Evans, Zoox: I was at a point in my career where I was having fun, I was learning, I was doing well, but something was missing a bit and I would get calls about doing something different. Eventually, I made decision



number one. I said I had a one-on-one with myself and I said, I don't want to go to another huge company and just do the corporate ladder thing because I'm at a point in my life where I feel I want to really choose and do something worthy.

What brought me to Zoox is I'm not against other products, but I wanted to work on a product that was really going to be a legacy product. I want it to be part of starting a wave. I want it to be part of working on something that's really purposeful for society. I ended up walking around Zoox and just seeing things and falling in love with it. I knew it was going to be hard, by the way, I want to be very clear. I knew that it was going to take a long time. It was more of a legacy role, but it was worth it. It was worthy and worth it.

Josh Boone, Veloz: That's inspiring. Let's talk a little bit more about Zoox, the company. What was it like joining the company? What were your short-term and long-term goals? What kind of milestones did you lay out for your team?

Aicha Evans, Zoox: Joining the company, excitement, super smart-

Josh Boone, Veloz: That's a good place to start being excited at what you're doing.

Aicha Evans, Zoox: Exactly. Smart people, mission-driven, an incredible variety of skills that all have to come together towards one single robotaxi product. Then, it was more about, "Okay, we have the foundation. How do we start laying the bricks to get to market?" How do we think about tiny, small, medium, large? How do we think about pacing execution?

How do we think about capital, because it takes a lot of capital to do this. How do we start engaging with our communities, both the community at large, but also government authorities, federal, city, state. Also first responders, all of the folks that are in the ecosystem of transportation. Then setting up a framework and then it's all about putting points on the board. When it works out, great, continue.

When it doesn't work out, pause what happened? What were the assumptions? What did we learn? What do we need to do differently and keep going.

Josh Boone, Veloz: There's a lot that you mentioned in those comments. One of the things that we do at Veloz is we foster the public private partnership. We bring the private sector, the public sector, the autos, the Zoox's, the utilities, the environmental justice folks really together to reach some of those things that you were talking about in terms of developing the conversations about what works in particular communities and what doesn't work.

It's really inspiring to hear that that's a part of your strategy. Then, at some point you do have to lay goals out with specific metrics and work on achieving those. The term purpose-built comes up a lot in Zoox's marketing literature. We've read that quite a bit. Can you break down what that means for our audience here today? What do you mean by purpose-built when you talk about your vehicle platform?

Aicha Evans, Zoox: Let's start at the beginning. A lot of us have cars and when you detach yourself and look at it from an engineering standpoint. The cars of today and they were basically architected a long time ago, generally speaking, they are built for human driver. Think about the steering wheel, think about the pedals, excuse me. Think about even the dashboards so that you have all of the things you need to see and pay attention to.

Think about the seating arrangement, the folks are sitting behind you so that they don't distract you. So we looked at that and we said that just putting compute and sensors and an AI stack to drive that it's good for testing, it's good for small scale, but it's not probably the ultimate product because it's missing a lot of things that an AI driver would need in order to drive well and safely.

One of the things that Zoox is since inception, sometimes we show the pitch deck from 2014 and all these concepts were already laid out. You start the other way and say, "AI is going to do the driving via sensors and compute. It's going to be better than human drivers." It's also going to be safer than human drivers. What's going on in the United States and globally in terms of fatalities is not something that we should accept.



You go given that how do I architect it and what makes it easier for AI to accomplish that goals? Then you start thinking about how am I going to be fail-safe? How am I going to be fail-operational? How am I going to even consider the riders? We want the riders to be in the vehicle and to not even think about driving, to think I'm being transported.

Maybe the first five minutes or the first ride, they're excited, this is the future, this is magical. Frankly, you want them to be bored very quickly and to be doing something else on their phone or whatever rocks their boat. The level of redundancy, the level of safety, innovation, the level of additional features like active suspension, and we really mean dynamic active suspension is a feature that maybe actually in a passenger car you don't even want because you want to feel the road.

You have this kind of built in, I want to see how I'm turning and what have you. Whereas, in a vehicle, you don't want to feel everything if you're a rider, every bump, so you wouldn't put it in a passenger car, but you put it in a robotaxi. Bidirectionality is another one where yes, in a passenger car you can reverse, but really the ability for AI to go, "Hey, I don't like what I'm seeing in front of me because it's too difficult of a situation," or what have you.

Flipping the lights, flipping the engine direction and then going the other way is a maneuver that makes sense for a robotaxi. Then you have additional things like the airbags. How do you want to have the airbags for riders in carriage seating versus the traditional airbags? Really, at a high level we went, what does AI as measured by the software compute and sensors need to have access to in order to be responsible for the driving and be safer than human?

Josh Boone, Veloz: That's really fascinating. You talked about this in your response, I also read in preparation for this conversation with you that Zoox's vehicles have really been designed around the rider and not so much the driver. You mentioned suspension, you mentioned other features, but what do you envision your riders to be doing when they're in the Zoox vehicle?

Aicha Evans, Zoox: It's their choice, that's what's wonderful. For some folks, they'll just chill and do nothing, maybe get lost in their head, maybe meditate for some folks, they'll be on their phones. For some folks, they'll be conversing where you can even envision having somebody have a meeting in the vehicle. It'll be really up to the rider.

What we will do is give them the opportunity for all these different experiences and they will pick what's best for them. The only thing we are making sure of is that when it comes to the driving itself, when it comes to the operations, charging, all of that stuff, essentially none of that will be their responsibility.

Josh Boone, Veloz: The mode shifts from not worrying about the path or the driving, but really getting in the vehicle as the rider knowing that you're going to have a safe ride, and that you can do other things. For me, it's going to be scheduling my kids' soccer practice or figuring out where they go next. That's a really great example.

In your TED talk that you did several years ago, Aicha, you said that the physical and virtual transportation are at the center of the innovation flywheel. How does that relate to your vision of Zoox and of autonomous vehicles in general?

Aicha Evans, Zoox: A few things, first of all, what's going on on the roads in terms of pollution, congestion. Again, I admit that we're not going to totally make those things go to zero, but it's worthy and it's worth it to decrease those. Second of all, when it comes to reclaiming space for societies and cities, and I know that's a big claim, it'll take some time.

You look at a city like San Francisco and the amount of space that is dedicated in real estate and footprint that is dedicated for parking, wouldn't it be nice if that could be, and I'm not going to say parks, I'm going to start with just housing and office space and so on. We spend a lot of time collectively roaming around to find parking. When in our case, a good business means the robotaxi, frankly is at maximum utilization, drops off, picks up, drops off, picks up.

For me, once you make that available, and I'm going to have the courage to say it, the robotaxi does not care who you are, what you look like, what neighborhood you live in. It will take you from point A to point B and give you



access to opportunity. Even bigger than that, not just the experience in terms of pleasure, but we all know, for example, my kids, my son was in Lego robotics and I was very active.

I was like, "Wow, this is really cool because you are already learning how to project manage. You're learning to code if you like it. You're learning how to think. You're learning how to synthesize, how to do research." That's a leg up in terms of education and college and what have you. I was like, "Oh, I want to help." Folks were like, "Okay, you can just give us a check, that's okay." One of the biggest actual barriers is transportation.

You have a lot of kids whose parents maybe are working during that time and they don't have a way to get to the Lego robotics meet or the training or all of that, any of that stuff. We have big dreams in terms of what this is going to make possible for folks. You'll have the virtual world, the internet, but you'll also have the physical world and both will be augmentations for people's lives.

Josh Boone, Veloz: What you're saying is I can call Zoox to move my child from soccer game to cheer practice to baseball practice?

Aicha Evans, Zoox: Frankly, that's the dream. I know there are a lot of steps to get there, but yes, that's the dream. Eventually, I want you to even think we don't need the second vehicle because essentially Zoox will do that for us.

Josh Boone, Veloz: That's exciting. I know this next question is top of mind for everybody when it comes to autonomous vehicles and it's the topic of safety. How do you think about safety? How do you quantify safety as Zoox?

Aicha Evans, Zoox: It's foundational for us. Everything starts and stops with safety. By the way, we don't have a single safety group where R&D and products do a bunch of stuff and say safe or not safe. It's like built into everything we do. It has to come with targets, it has to come with metrics. The data is out there and available in terms of how safe human drivers are today. Obviously, you don't want to hit things, you don't want to injure folks.

God forbid the fatality number, by the way, that went up during the pandemic when we were supposedly driving less also went up. You can build metrics around that. You can measure. Zoox has not and will not put or deploy a robotaxi in any ODD, in any neighborhood or in any city unless we look at our quantifiable safety case, and all of the metrics within that and all of the inputs within that and say, "We're meeting or beating the target."

If we don't have that, we don't deploy. It's just not worth it. Going too fast will eventually catch up with you on two fronts. First of all, on just the personal front, we all have to sleep at night. Then, on basically a business front because customers are not going to want at scale to be in something that they don't consider to be safe. Also, just from a societal and regulatory, we know that regulatory is catching up with this technology.

We have physical safety things that we put in the robotaxi. More importantly, in the autonomy stack, we make sure that we have requirements. Then, once we've developed and we're continuously testing, we're constantly looking at the targets and saying, "Are we meeting them? Are we beating them?" Then we deploy, if not, we wait.

Josh Boone, Veloz: May I ask you a follow-up question?

Aicha Evans, Zoox: Of course.

Josh Boone, Veloz: We're talking about safety in the built environment, which was the spirit in which that question was asked. I'm curious about the inside the vehicle in terms of safety for riders, which is one of your key audiences.

Aicha Evans, Zoox: Inside the vehicle, we have right at the center top center, we actually have a camera that is looking inside and making sure that the rider is A, safe. B, did they forget they're on a mobile or anything like that. Only a small group of people in our fusion center for essentially customer service and rider operations have access to that and we see what's going on.



We also think about, for example, if you look at ingress and egress, meaning entering and exiting the vehicle, the sliding doors, that's a safety measure, right? If you have something for a passenger car that's opening out and closing, even though you can automate it, there could be a bicycle going by, you're just trying to minimize the opportunities for that. Then, there are several ways for the rider to communicate with our fusion center.

Think about it like a customer center and they can do it through the app on their phone. They can do it through an individualized and personalized screen right next to them. There's also a button up top on both sides of the vehicle. Then, God forbid there's also a release, we call it the first responder release, where basically you can physically say, "Look, I want to stop." We have several layered measures in addition to monitoring the vehicle.

We have multiple channels of communication so that the rider, A, is safe and we maximize for that, but safe is also something that's personal so that they can communicate with us and tell us what would make them feel better, including pulling over, by the way.

Josh Boone, Veloz: That's really fascinating. As we talked earlier, really excited about how your technology provides access for all really. I think about our friends that are disabled. How does a disabled individual, and I know there's a wide spectrum of disabilities, access your vehicle, say they're in a wheelchair, for example?

Aicha Evans, Zoox: To start, I mean we've really gone in steps. This current version of the vehicle, there will be some form of either assistance or partnering to have a different vehicle. Then on a go-forward basis, we've learned a lot through this vehicle. We are right now making some architectural improvement and changes to facilitate and enable that population to basically have access to this particular robotaxi. What's important there, as you said, there are gradients, right?

If somebody is able to basically pull themselves up or not or all the way up to a fully motorized one. That is something we are working on. We don't have any sort of PR announcements to make yet, but we're studying that. We're also working very closely with the community because there is nothing worse than a bunch of engineers imagining what people want as opposed to talking to the people themselves and getting the reality from them. We've learned a ton and we're now incorporating that in our product roadmap.

Josh Boone, Veloz: That's great. Let's maybe shift gears a little bit and talk about moving into some of your current developments. What have been some of the key achievements and challenges Zoox has faced? Was there anything that surprised you and your team?

Aicha Evans, Zoox: Getting this robotaxi on public roads right here and everything that it took to do that and watching it since February, essentially just drive pick up people drop off has been a fantastic achievement.

Josh Boone, Veloz: Congratulations, by the way.

Aicha Evans, Zoox: Thank you. Doing it with all of the relevant authorities and communities. We have a very important motto at Zoox for all of our partners, including regulatory, state, federal, city, local, no surprises. We will not surprise you. To go through that end to end and get it done was really, really, really, really exciting. Now, some learnings, there are just things you don't expect people to do.

There are a couple of times where the robotaxi did something we didn't expect, but when we thought about it, it's a machine with compute and sensors, it was very logical what the robotaxis did. Now, you get to the point where you're like, okay, do I leave it like that or not? Interactions with riders, we've learned a lot also on that front, what's too much and what's not enough.

For example, let's say we've had a construction zone for a long time, it's almost done now. We're super grateful for that because it gave us in our backyard to practice that complexity. You have flaggers, and so sometimes the robotaxi pauses because it's waiting for a flagger. Does customer service go in and tell them or is that already implied or intuitive? Lots of little details like that that have been absolutely key.

Now, the challenge is it's this route and this community. Also, we're doing it in Las Vegas, obviously we're expanding the operational design domain, and we've been very public about the fact that Las Vegas and San



Francisco are our first markets. We have a lot of deployments coming up and that comes with its level of stress and execution challenges, but we're on it and we're looking forward to it. 2024 should be a big year for us.

Josh Boone, Veloz: That's great. Well, as you've articulated, you work closely with policymakers, I'm sure, and local communities. That's one of our secret sauces at Veloz is bringing all those folks together. I'm curious if you could just talk a little bit more and give maybe some specific examples of how you're working with policymakers and local communities as you think about entering new markets specifically.

Aicha Evans, Zoox: First thing is we need to understand the current laws and the current thinking in those communities. A lot of the rules were essentially you have NHTSA on the side of the vehicle, but then on the side of the driving it's really the DMV, but it was more around humans. We sit down with the DMV on a regular basis, we go over what we're up to, how is it doing? We host them. It's really an open and candid session.

We show them information and data. We do the same thing with essentially all of the different agencies. First responders are also key. We host them, we talk about training, we talk about education. We get feedback from them in terms of their interactions with us and how we should either change something, improve it, or they understand it and they agree.

We also talk to business leaders in the community so that they understand that there will be this new, I mean in Foster City, you can imagine if we don't prepare folks, they wake up one day and they see this green essentially machine roaming around and they're like, "What is that?" We talk to them also. Same thing, and then we have our community affair group and our policy and regulatory group that once we've deployed are also in constant contact, so that if there's incoming feedback, there are incoming questions, we answer them.

It's really a web of relationships, and it's not just we deploy and then we're like, "Thank you for giving us the permission, we're out." No, we continue the dialogue and we both learn. I think that benefits us, but that also benefits the community.

Josh Boone, Veloz: That's great. Now we definitely don't want to ask you to reveal any secrets, but how long do you think it will be before Zoox is operating in every American metro?

Aicha Evans, Zoox: It'll be a while, I mean, that's a tall order. I tell folks, "We're still way at the beginning." I mean, by any measure, if you even aggregate all of us in the US and you look at our miles and our number of riders versus even the conventional way of doing that today was still way at the beginning. It will happen much sooner than people think, but this is not a tomorrow or in a couple of years kind of thing. We're now talking maybe, I don't know, a decade plus, let's put it that way.

Josh Boone, Veloz: Well, I know we've been talking for a little while now. I would send you some virtual water if I could. If you need to grab a sip of water before we go into our fun little lightning round, feel free to.

Aicha Evans, Zoox: Thank you. I totally forgot to bring water. After a couple of coughs they were like, "We need to get her some water."

Josh Boone, Veloz: You have a good team. Aicha, we so appreciate you answering these heavy background technical and market questions. Before we go to our audience questions, we were hoping to have a little bit of fun with a lightning round of lighthearted questions for you. I hope you're game. Are you game to do this?

Aicha Evans, Zoox: Of course, I'm game.

Josh Boone, Veloz: We're hoping you'll just say what immediately comes to mind and we'll have a good laugh and it's a way for us to get to know you a bit. Which living person do you most admire?

Aicha Evans, Zoox: My husband, Brian Evans.



Josh Boone, Veloz: That's a good answer. What do you consider your greatest achievement?

Aicha Evans, Zoon: My two kids, Amina and Amar.

Josh Boone, Veloz: What do you most value in your friends?

Aicha Evans, Zoon: Be real with me. Let's be real with each other.

Josh Boone, Veloz: We need more of that in today's world, right? What books are you reading now? I don't even know if you have time to read books.

Aicha Evans, Zoon: I do read a lot, that's one of my relaxation things. You're going to laugh at me if you don't ask me why, but I'll tell you. I'm rereading The Art of War right now. I have a situation that I have to deal with and I'm like, I need to reread that book. I think it's my 10th time at this point.

Josh Boone, Veloz: Fantastic. What does happiness sound like to you?

Aicha Evans, Zoon: The ability to just be and be joyful.

Josh Boone, Veloz: I like that. Where do you like to go on vacation?

Aicha Evans, Zoon: Easy, Kauai in Hawaii.

Josh Boone, Veloz: That's wonderful. I've never been there, I've been to Hawaii, but never to that island.

Aicha Evans, Zoon: I highly recommend it.

Josh Boone, Veloz: I hear it's fantastic. Finally, what advice would you give your 20-year-old self? I know you're only 21, but think back again.

Aicha Evans, Zoon: I'm one of those who doesn't want to go back to my 20s. I'm very happy with the phases of life. I would say take a chill pill. I remember the amount of stress and it's what if? What's going to happen? If I could have told myself to take a chill pill, I definitely would have taken one.

Josh Boone, Veloz: That's good advice. Well, thank you so much Aicha, for taking the time to sit with me on Veloz's virtual airwaves today and answer all of those questions. Next up we have questions for you from our audience. To facilitate the audience Q&A, I'm going to ask Veloz's senior director of business development, Munni Krishna to join us on the virtual stage day. Welcome back, Munni.

AUDIENCE Q&A

- Aicha Evans, Zoon, CEO
- Moderated by Munni Krishna, Veloz, Senior Director of Business Development

Munni Krishna, Veloz: Thanks, Josh. Thanks, Aicha. I'll start by saying that your advice to your 20-year-old self is something to take a chill pill is something my team tells me every day. That is very relevant to all-

Josh Boone, Veloz: My team, she's not talking about me.



Munni Krishna, Veloz: Of course not. We've got questions that run the gamut. I'm just going to go through them one at a time. The first one being with Zoox being an electric autonomous vehicle, how do you think about charging? Are you considering using the public infrastructure that's being built out today or is this more going to be behind the wall, fleet charging?

Aicha Evans, Zoox: At inception we thought about behind the wall fleet charging exclusively, but one of the changes we actually made is we change our charging sort of technology to be CCS1 compatible so that we have the opportunity to do fleet charging behind the walls, but to also partner both public and private partnerships because we think that overall that makes a lot more sense with our mission and from an operational standpoint.

Munni Krishna, Veloz: Great. I think everybody in the NEVI teams would be so excited to hear that. Does your team think about applications differently? For example, Josh's kids need to go from practice to practice. I need to be picked up from a Warrior's games, I certainly can't drive anymore. How do you think about that?

Aicha Evans, Zoox: Definitely we're thinking about this is why we are one of the companies that talks about TAM expansion, not just the mobility on demand of today. Now obviously, we need to work with the community governments because now things like age, what happens at 18 versus 13 versus below 13 versus two months is very different.

We think about applications very, very broadly. To us, we look at all transport. If somebody is driving somebody to somewhere, we're asking ourselves, "Why that is and whether Zoox can come in and fill that space?"

Munni Krishna, Veloz: Great. Let me keep picking your brain on that topic. With folks like Uber and Lyft working on I think topics of sharing or pooling, is there a world in which Zoox also has shared rides between multiple passengers?

Aicha Evans, Zoox: We're built for sharing and pooling. We've been a little less vocal the last few years about that for obvious reason. Read the room, right? COVID. We are absolutely built for that. We hope that as we graduate from this pandemic and all the trouble it's caused for humanity and we figure out how to deal with that and don't have anything else that's pandemic or even pandemic in a way. Sharing and pooling are a big part of solving essentially or evolving transportation.

Munni Krishna, Veloz: When we think about the transportation industry, which like you just mentioned was so affected by COVID and the current era of workforce, how do you think about workforce development at Zoox and where folks can really invest their education and time in to be a part of your company?

Aicha Evans, Zoox: The great thing at Zoox is that literally in one single day you can be talking to somebody who's from automotive. You can be talking to somebody who's just a traditional generalist in software. You can be talking to somebody who's in comms and marketing. You can be talking to sort of the AI gurus of the world. The diversity of backgrounds and skillset that is necessary to essentially build this robotaxis and bring it to market is key.

In terms of opportunities, our L3 fleet also, which is our testing fleet. If you see those greenish whiteish vehicles, they have the same sensor architecture and compute as the robotaxi and they're testing and collecting data. We employ a lot of people also in that sort of space. Even we have a great internship program. It just launched actually a couple of days ago. What's great about interns, they come here, they do real work.

There is code on that vehicle that was developed by interns and so it's a learning opportunity. Eventually, I have dreams of what can we do if high school students, because the research shows that if they come in and they get exposed to something this exciting, it motivates them to actually study in spaces that are relevant. We haven't quite launched anything yet.

Munni Krishna, Veloz: I got two more questions for you. One's high level and one's super fun. Our counterpart, Jeannie Lam over at Wisk Aero has been so excited about this event for the past two weeks. She's been sending it



to the women in EVs group all over her company. She also liked both of us comes from not just America. Her question is, do you have aspirations or thoughts about widening the scope of Zoox outside of US, North America, back home?

Aicha Evans, Zoox: We hope to earn it, that's definitely a dream we have. Sometimes we actually make some decisions in preparation for that in terms of the architecture, in terms of some of the metrics, but we also know we have to earn it. We have to essentially deploy it here, and then we definitely have those aspirations. Be patient, we'll be coming.

Munni Krishna, Veloz: Awesome. Then our final audience question for you is from a counterpart of yours actually at Waymo, who wants to know what's a song you're vibing with right now?

Aicha Evans, Zoox: I don't know songs' names. I enjoy music, but my husband and my kids control the music. I don't have an answer for you because it's whatever they're playing.

Munni Krishna, Veloz: I'm certainly not going to make you sing on the public stage right now.

Aicha Evans, Zoox: Oh, that would not be happening, that would be a no.

Munni Krishna, Veloz: Aicha, before we let you go, love to just know if there's anything else that you wanted to share with our audience today or any message you wanted to impart before we let you get back to your day job.

Aicha Evans, Zoox: We need to partner and we need to make this happen. This is really going to open up a lot of opportunities at the societal level, but also for individuals. I know that also there are a lot of people who don't have access to transportation. One of the most important things in people's life is transportation. We need to be patient and stick to the safety rules, get to market, and eventually it'll happen.

Munni Krishna, Veloz: Wonderful. Well, on that note, I'm going to let the both of you off of the podium here and I'll just go through some final slides. Thank you so very much from everyone here at the Veloz team.

Aicha Evans, Zoox: Thank you. Josh, I really appreciate it too. Thank you.

Josh Boone, Veloz: Wonderful to speak with you. Thank you for your time. Talk soon.

Aicha Evans, Zoox: Will do.

Munni Krishna, Veloz: All right, everybody. As you're used to with me over here, got to get some outro stuff done before I let y'all go. Of course, I want to say a huge thank you to the generosity of all of our member companies who actually provide the funding that allow us to put on our summits and digital dialogues. As many of you know, we recently just introduced both ABB and Waymo into our membership.

We're just thrilled to have them join and check out our past newsletters on veloz.org if you haven't gotten to already because all the information about their new projects is up there. I'm also really excited to share with everyone that this spring Veloz passed a new strategic plan, which essentially is to deepen our impact in accelerating the EV market. This plan's got three central pillars, expanding our programs nationwide, leveraging our work in the light duty passenger vehicle market to the broader sector aka rideshare like today.

Then of course amplifying clean transportation policy through our communications and convening expertise of our comms team. In July of this year, we began these efforts by adding our very first leaders on the board from outside of California, that's Maryland Department of the Environment, secretary Serena McIlwain and Hawaii State Senator Chris Lee. I encourage you again to visit veloz.org to learn more because we have a new and reinvigorated vision mission, expanded theory of change and a clear set of new organizational values to make this all happen.



Frankly, the best way to get involved with Veloz is to sign up for our newsletter or follow us on social media. We would love to hear your thoughts on today's programming if you would like to see more of stuff like this. I will end today by sincerely thanking each and every one of you for your time, for your membership, and for your work in the industry. Have a wonderful day.