MIF

10th

Mobility Innovators Forum

PLUG AND PLAY MOBILITY & PHYSICAL AI

HYUNDAI CRADLE

Emcee

Janis Skriveris

Principal

PLUG AND PLAY

10th
Mobility Innovators Forum

Future Moves with AI & Affordability

PLUG AND PLAY MOBILITY & PHYSICAL AI

HYUNDAI CRADLE

Morning Session

10:00 AM	Opening Remarks by Hyundai CRADLE
10:05 AM	Keynote Presentation by Steve Westly
10:35 AM	Robotics Presentations
11:05 AM	Robotics Panel
11:20 AM	Break
11:35 AM	Keynote Presentation by Waymo
11:55 AM	AI & Vehicle Experiences Panel
12:20 PM	AV Deployment Panel
12:45 PM	Lunch & Networking

10th
Mobility Innovators Forum

Future Moves with AI & Affordability

PLUG AND PLAY MOBILITY & PHYSICAL AI

HYUNDAI CRADLE

Afternoon Session

2:00 PM	Keynote: Affordable EVs, Trends and Global Competition by KPMG
2:20 PM	Panel: $30K Car
2:45 PM	EV Affordability Presentations
3:15 PM	EV Affordability Panel
3:30 PM	VC Panel: Investment on Mobility
3:55 PM	Closing Remarks
4:00 PM	Networking Reception

10th
Mobility
Innovators
Forum

Opening Remarks

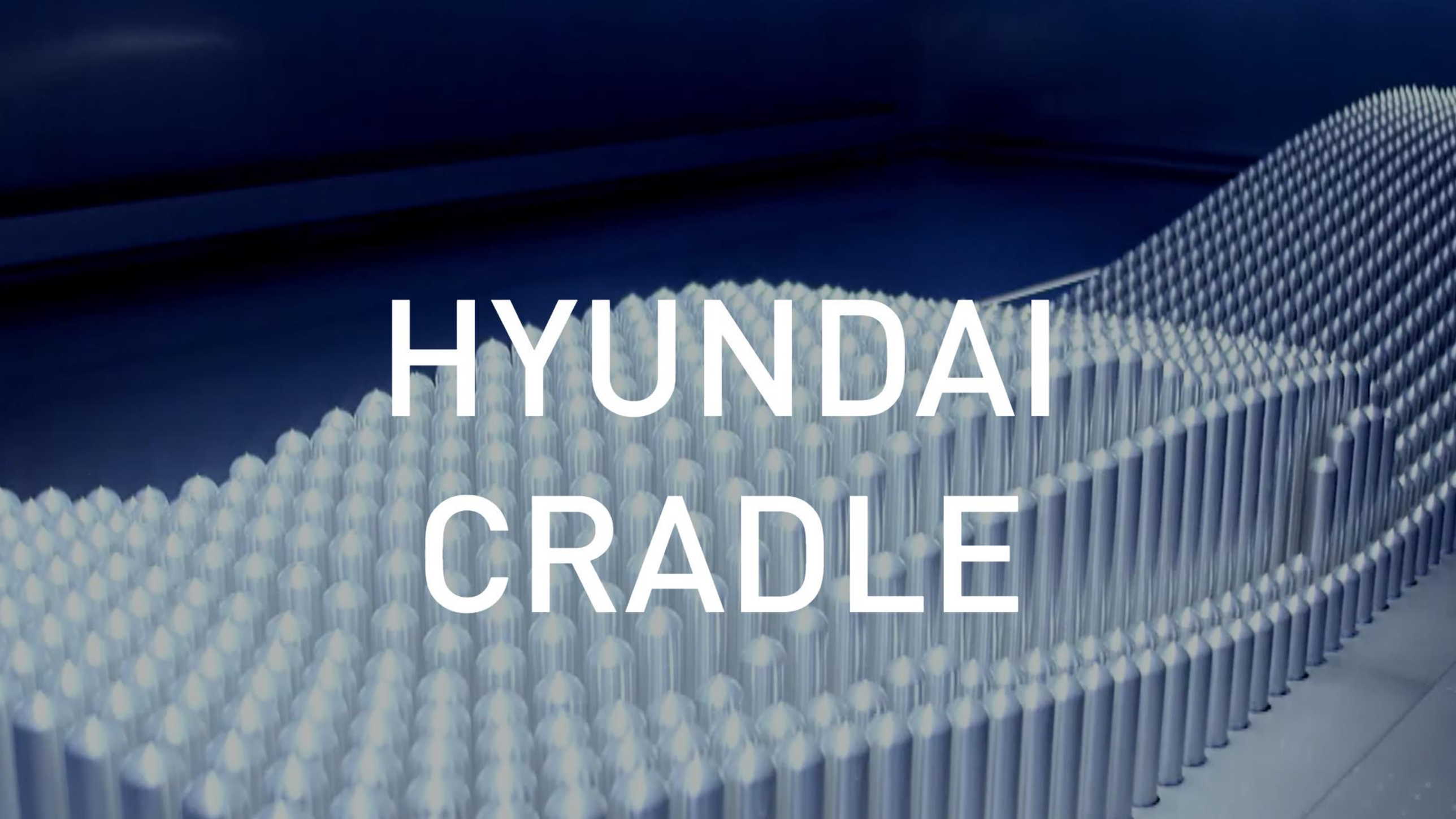
10th
Mobility Innovators Forum

Opening Remarks

Brendon Kim

Managing Director & Head of
Silicon Valley Office

HYUNDAI
CRADLE


HYUNDAI
CRADLE

HYUNDAI MOTOR GROUP

CRADLE

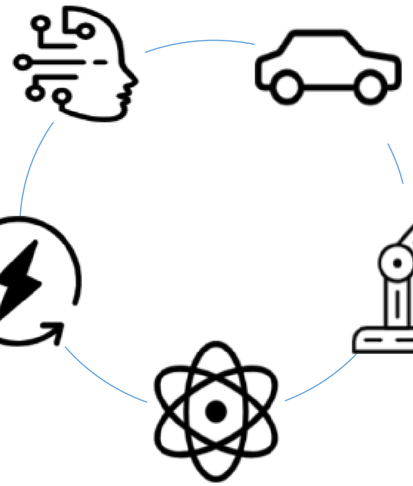
- We are the investment and innovation arm for HMG
- We partner with Startups to accelerate their success
- We bring insights and collaboration opportunities to our HMG and our Startups

HYUNDAI CRADLE

CRADLE focuses on Five Strategic Areas

Artificial Intelligence
- Horizontal Foundations
- Vertical Applications

Mobility & Infrastructure
- Intelligent Systems and Vehicles
- Semiconductor
- Intelligent Infrastructure
- Services



Energy & Sustainability
- Battery Technologies
- Hydrogen Economy
- Distributed Grid
- Advanced Materials

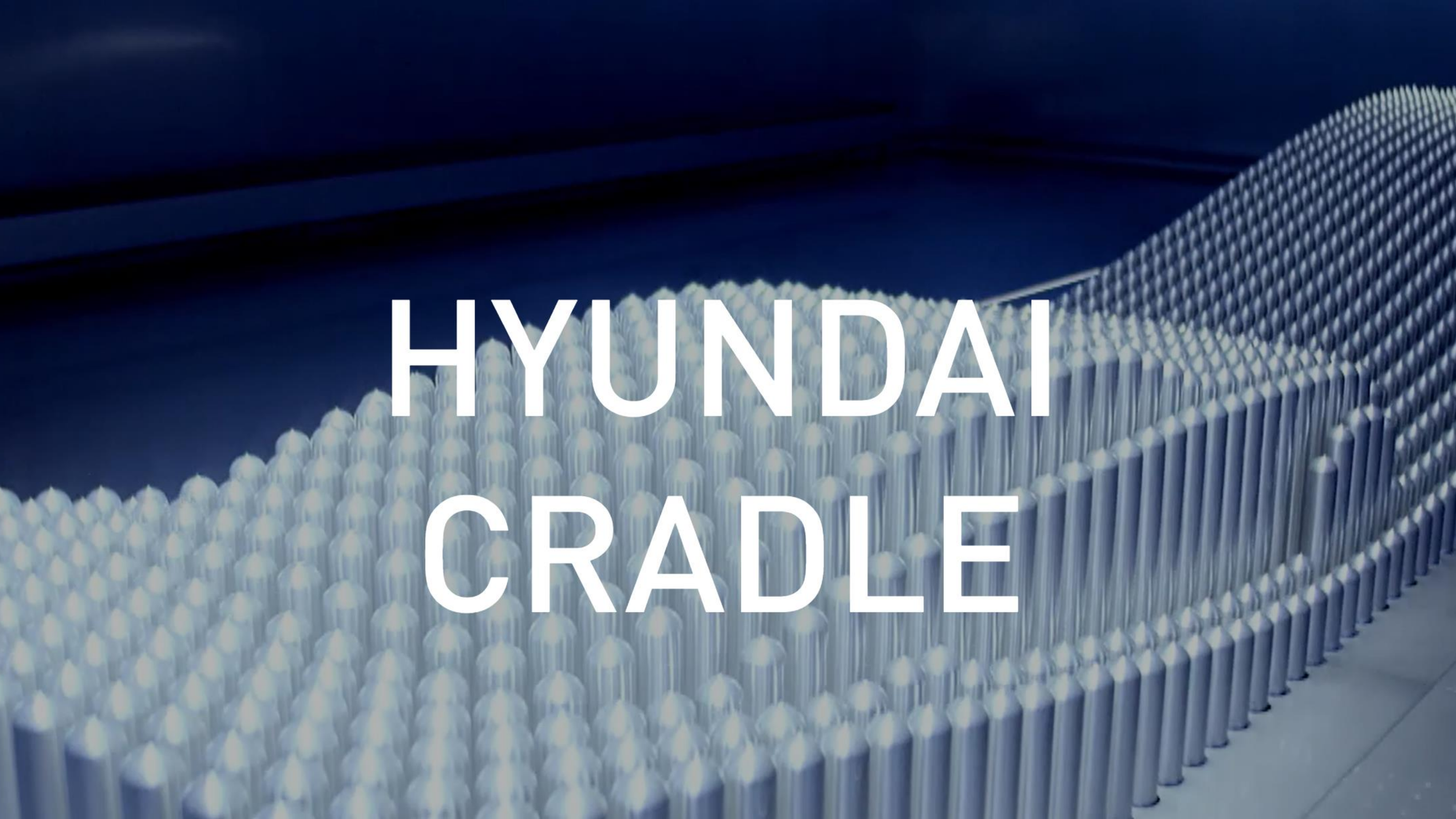
Robotics & Automation
- Robotics
- Smart factories
- Advanced Manufacturing

Frontier Tech

HYUNDAI CRADLE

CRADLE operates in startup ecosystems around the world

HYUNDAI CRADLE


HYUNDAI
CRADLE

Thank You

HYUNDAI CRADLE

CRADLE partners with early-stage startups to accelerate success

Ventures Team

- Strategic + Financial
- Independent decision-making
- Pre-seed through B (Sweet spot: Seed and A)
- Checks typically $5M and under
- Relationships focus

Open Innovation (Platform) Team

- Works with portfolio, pipeline, non-investment candidates
- Explores, defines, executes early partnerships (e.g. PoCs)
- Introductions to the right people at the right time

HYUNDAI CRADLE

10th
Mobility
Innovators
Forum

Opening Keynote

10th
Mobility Innovators Forum

Keynote

Steve Westly

Founder & Managing Partner

THE WESTLY GROUP

THE WESTLY GROUP

TIME
AMERICA'S
TOP
VENTURE
CAPITAL
FIRMS
statista 2025

Top 1% of 10,000+ funds

Investing in the future of how the world is ***built, moved, and powered***

HYUNDAI CRADLE PLUG AND PLAY

November 17, 2025

The Revolution in AI, Data Centers & Electrified Transport is Creating The Largest Investment Opportunities In History

Power Demand Growth

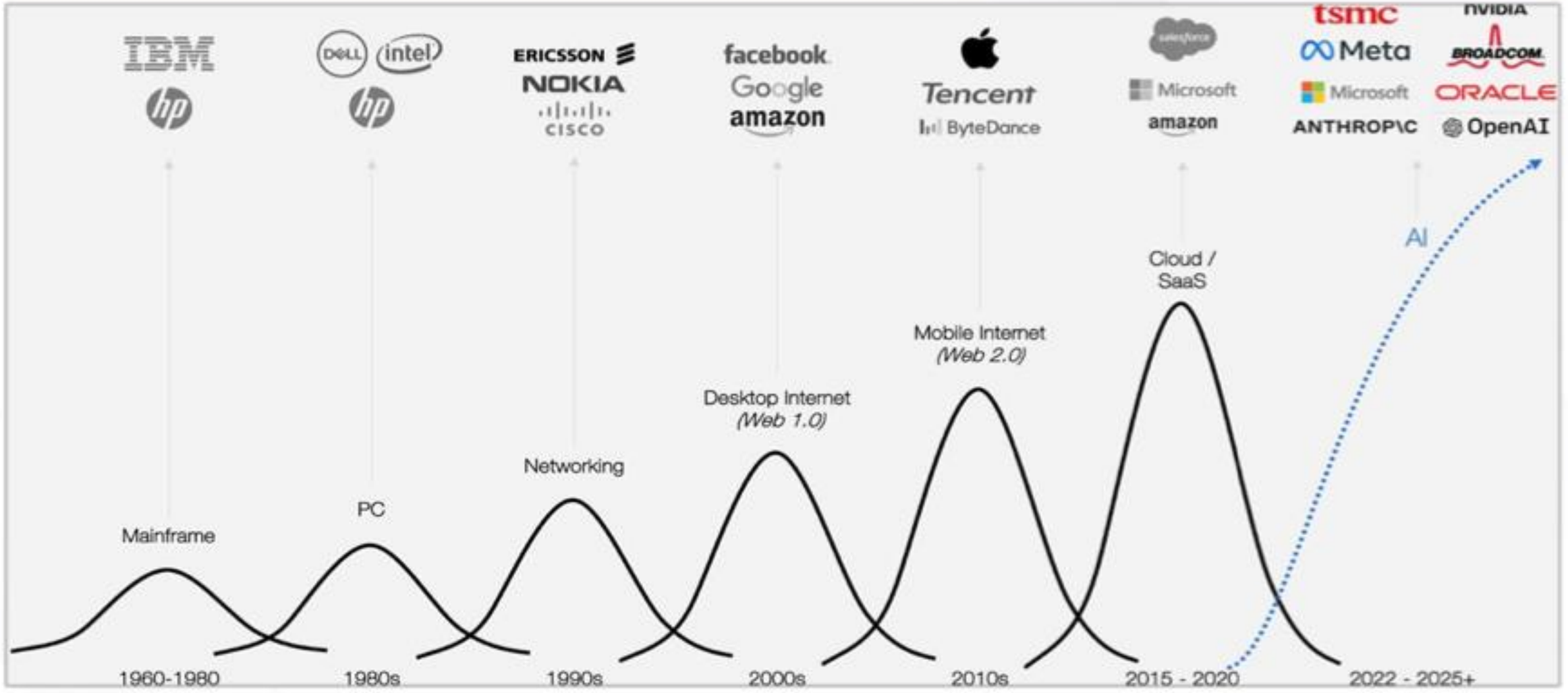
21st Century Grid

Advanced Mobility

Robotics & AI

Sources: The Westly Group, various news articles.

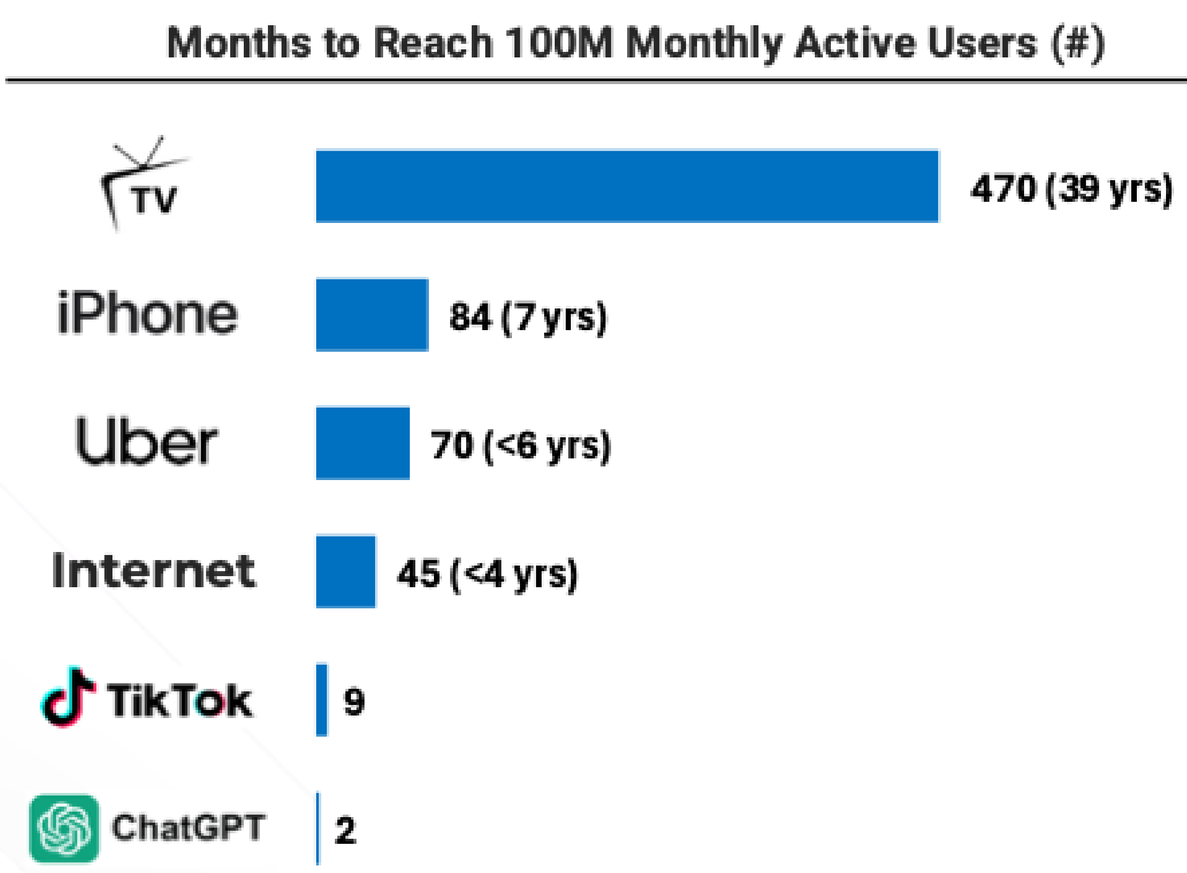
Big Picture: Major Waves of Innovation Drive Tech



Sources: The Westly Group, Coatue.

Trend: AI User Adoption Surging

ChatGPT Growing Faster Than Any Major Consumer Platform

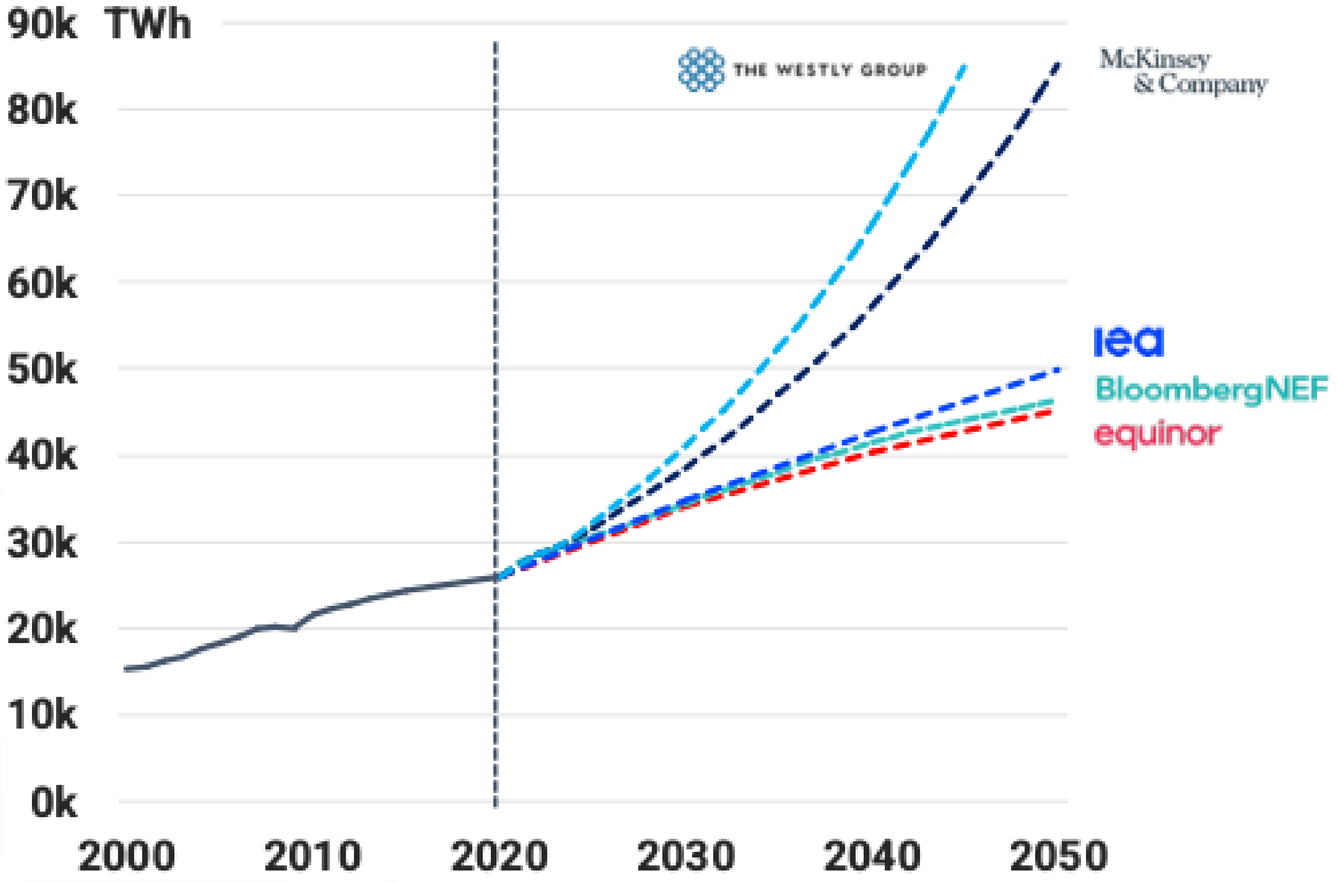


Sources: The Westly Group, UBS, McKinsey, The Information, Wikipedia

- **ChatGPT has 800M monthly active users (4/25)**
- **$4B in '24 ARR, and projecting $20B in '25**
- **Chinese entrants coming quickly: DeepSeek, Tencent, ByteDance**

Trend: Power Demand Growing Quickly

Global Electricity Demand Will Jump >75% by 2050, *and Possibly Triple*



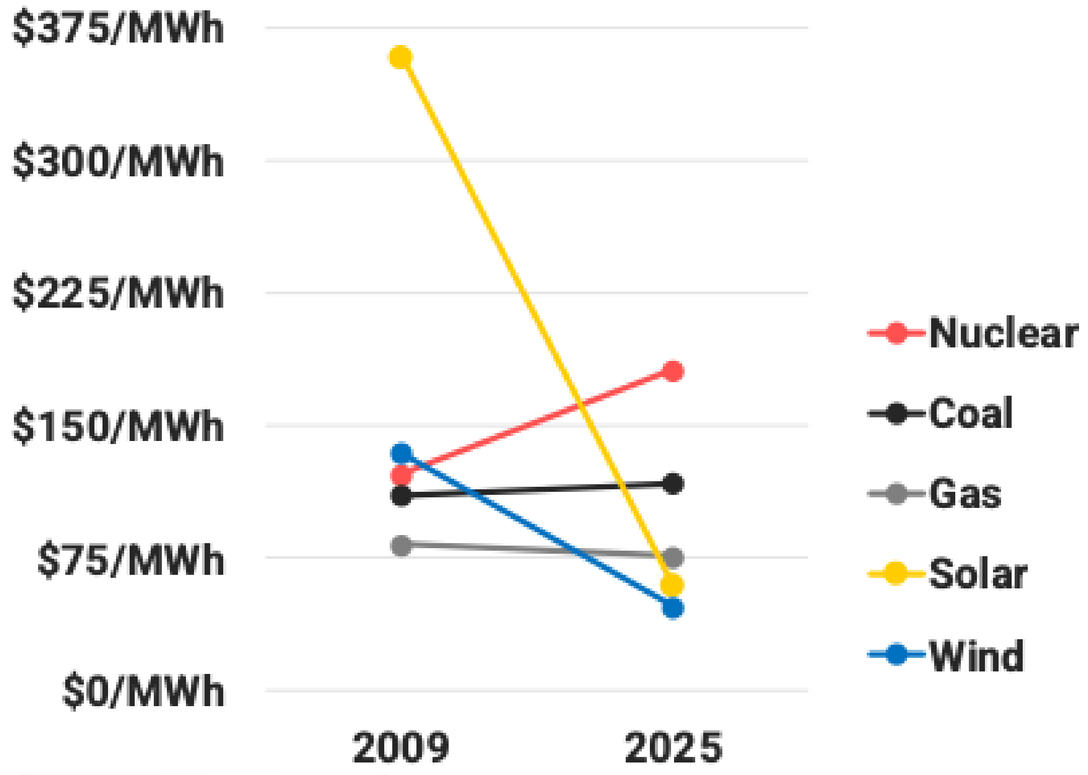
- **AI & EVs are major drivers**
- **U.S. data center power demand to 2X by 2030**
- **Consuming ~10% of total supply**

Sources: The Westly Group, Resources for the Future, McKinsey, McKinsey, WSJ, EIA (via Resources for the Future), Goldman Sachs, IEA, Benedict Evans. Note: Some values estimated/interpolated.

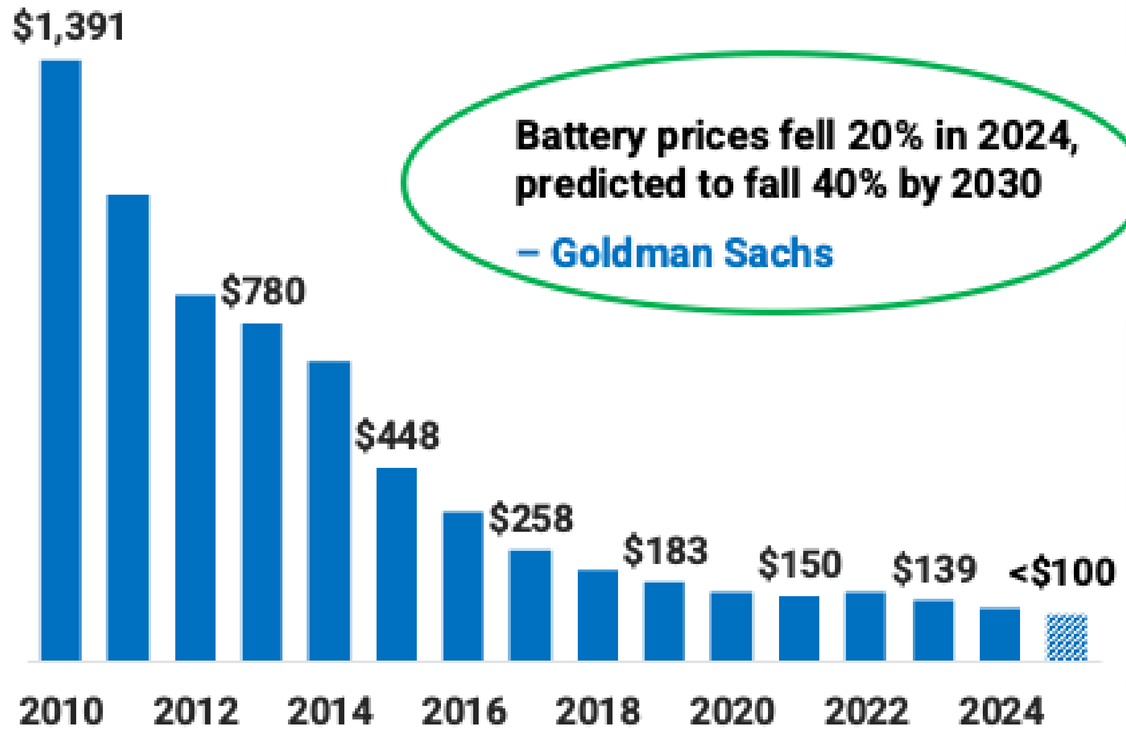
Trend: Rise of Low-Cost Renewables & Batteries

Solar and Battery Costs Continue Relentless Decline

U.S. Levelized Costs of Electricity, 2009—2025



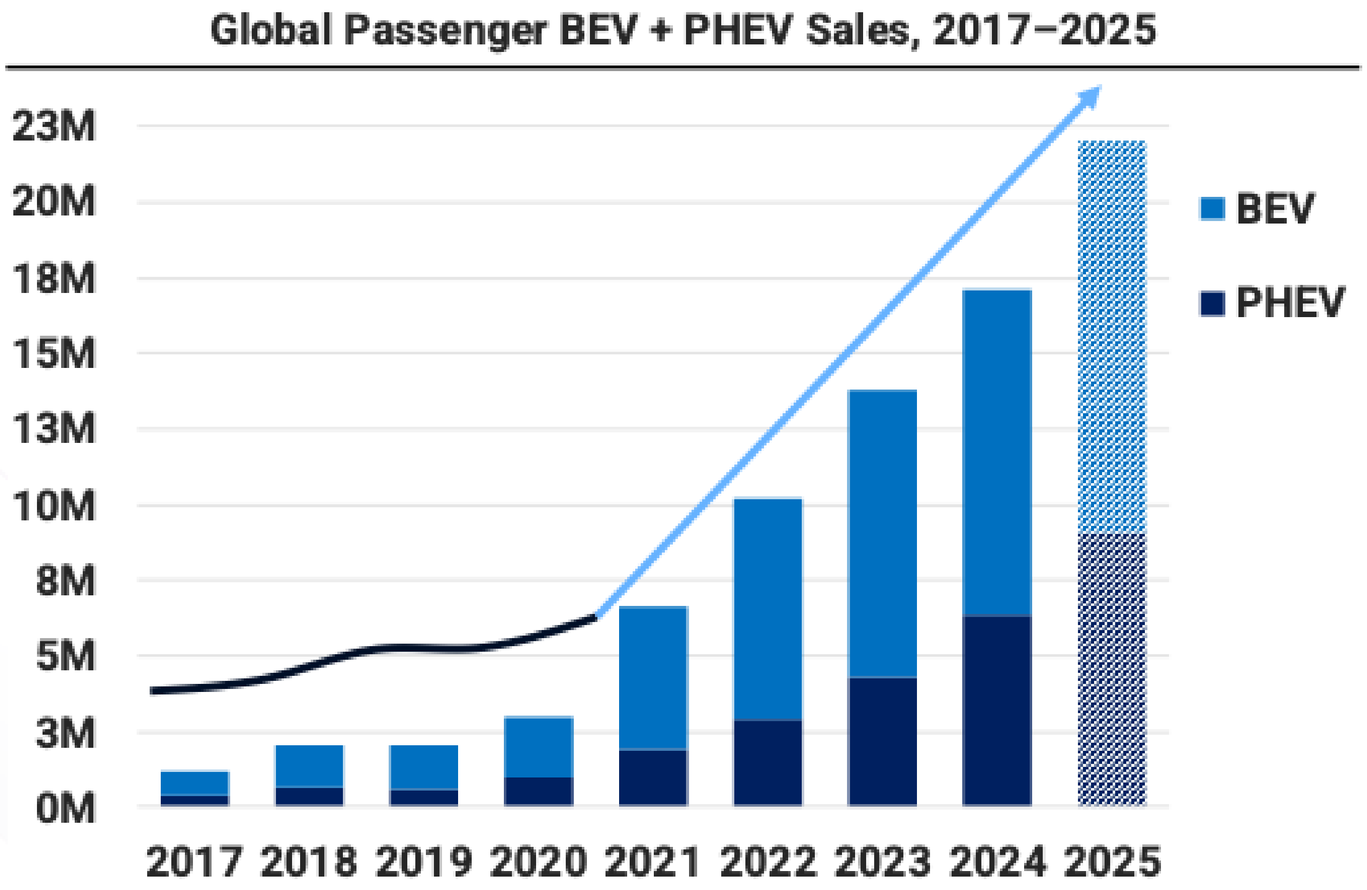
Volume-Weighted Avg. Pack Price, 2010–2025



Sources: The Westly Group, Lazard, BNEF, Goldman Sachs. Note: 2025 values approximate. Wind refers to onshore wind. Battery prices in real 2022 $/kWh.

Trend: EV Sales Still Growing

Global EV Sales Growing Rapidly



- **Global EV sales growing from 18M to 23M in 2025**
- **Global sales +23% YTD; (+4% NA, +22% China, +32% EU, +48% RoW)**
- **Revolution in LFP batteries → $20k EVs**

Sources: The Westly Group, BNEF, IEA. Forbes via IEA, T&E, Rho Motion. Note: Data is inclusive of Battery Electric Vehicles and Plug-in Hybrid Electric Vehicles. YTD growth as of October 2025.

Trend: Chinese Auto Progressing Beyond Cost

Demanding, Fiercely Competitive Chinese Market Drives EV Leadership Across:

Price & Volume

- BYD cut Seagull EV (185-mile range) price to <$8k
- BYD outsells Tesla globally – and in Europe

Advanced Manufacturing

- Groundbreaking to mass production in 17 months

Cabin & ADAS Tech

- Rich displays & seamless smartphone/AI integration
- ADAS w/ top-end sensors the norm (XPeng, Huawei)

Sources: The Westly Group, automaker websites, Electrek, Electrek, JATO Dynamics, Time Magazine, NIO YouTube, Digital Trends, Yole Group, Xiaomi, Xiaomi

Trend: Battle For Mass-Market EV Intensifies

Steep Battery Price Decline & China Threat Drive Affordable EV Development

EVs Below U.S. New Car Avg. Price ($50k) – No Subsidies Needed

Make & Model		MSRP in USD
Tesla Model 3		$36,990
Chevrolet Bolt		$28,995
Hyundai Ioniq 3		<$35,000
Renault city car		~$20,000
Ford pickup		<$30,000

- **Established OEMs racing towards $25k EV**

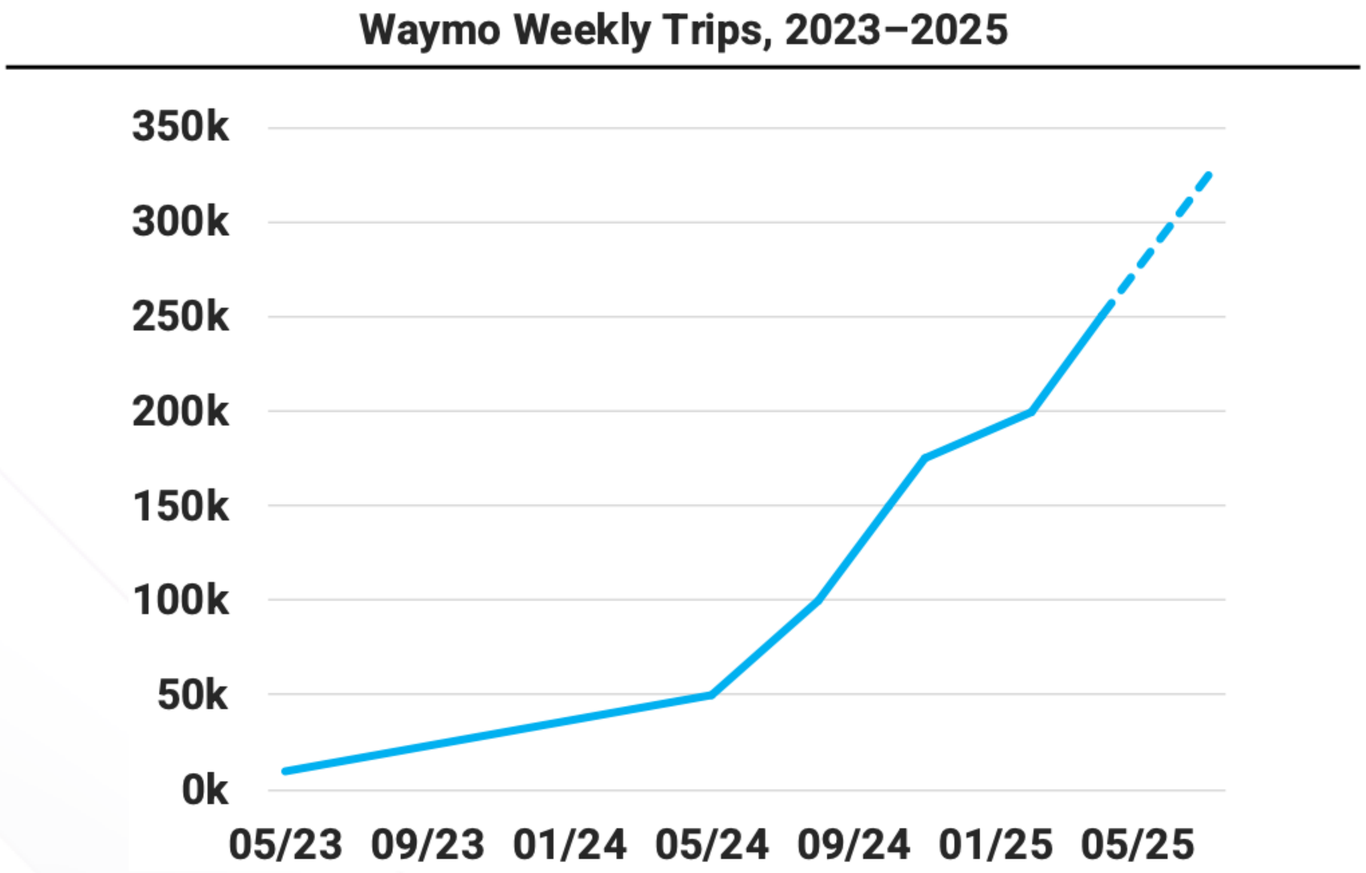
"[China's EV market] is the most humbling thing I have ever seen… if we lose this, we do not have a future Ford."

– Jim Farley, CEO of Ford

Sources: The Westly Group, Kelly Blue Book, Goldman Sachs, Electrek, Car & Driver, Business Insider, company websites. Note: Not comprehensive; includes available and upcoming vehicles. MSRP excludes destination & other fees.

Trend: Robotaxis Scaling Rapidly

Thousands of Cars – Creating Potential for VPPs



- **Live in 5 cities, testing for NYC, TOK, LON, MIA, DC, SEA, DAL, DEN**

Sources: The Westly Group, The Driverless Digest, Waymo, TechCrunch. Note: Waymo is on track for 17,000,000 cumulative trips by year-end at its current pace, but we expect its growth to accelerate. Includes Westly Group forecast.

Trend: AV Services Rapidly Mature

After Careful Start, Operating Domains Now Growing Quickly

Waymo SF Bay Area Public Service Area Progression

2022

- **Launched with waitlist**
- **42 sqmi of SF, no downtown service**

Sources: The Westly Group, The Verge.

Trend: AV Services Rapidly Mature

After Careful Start, Operating Domains Now Growing Quickly

Waymo SF Bay Area Public Service Area Progression

2023 – 2025

- **Removed waitlist**
- **Added downtown SF and Peninsula**

Sources: The Westly Group, The Verge.

Trend: AV Services Rapidly Mature

After Careful Start, Operating Domains Now Growing Quickly

Waymo SF Bay Area Public Service Area Progression

Sources: The Westly Group, TechCrunch.

Now

- **Opened freeway access**
- **260 sqmi of Bay Area, including 3M people**

Trend: Something Dramatic About to Happen

New Partners → Cost-Down

Next-Generation Waymo AVs

GEELY ZEEKR

HYUNDAI

- **AV cost expected to drop 50% (from >$120k)**
- **OEM deals w/ Hyundai, Geely, & Toyota**

Sources: The Westly Group, Waymo, LinkedIn, Goldman Sachs Investment Research.

Trend: Chinese Competitors Coming Quickly

China AV Benefits From Low-Cost Domestic EV Industry

Top Chinese Autonomous Players

Baidu 百度

pony.ai

WeRide

momenta

- **Baidu, Pony.ai, WeRide all boast fleets of 1,000+**
- **Latest Baidu & Pony AVs cost <$40k USD**

Sources: The Westly Group, company websites, The Verge.

Trend: Who Wins the Global AV Smackdown?

Winners Emerging in U.S. & China, but Europe an Open Playing Field

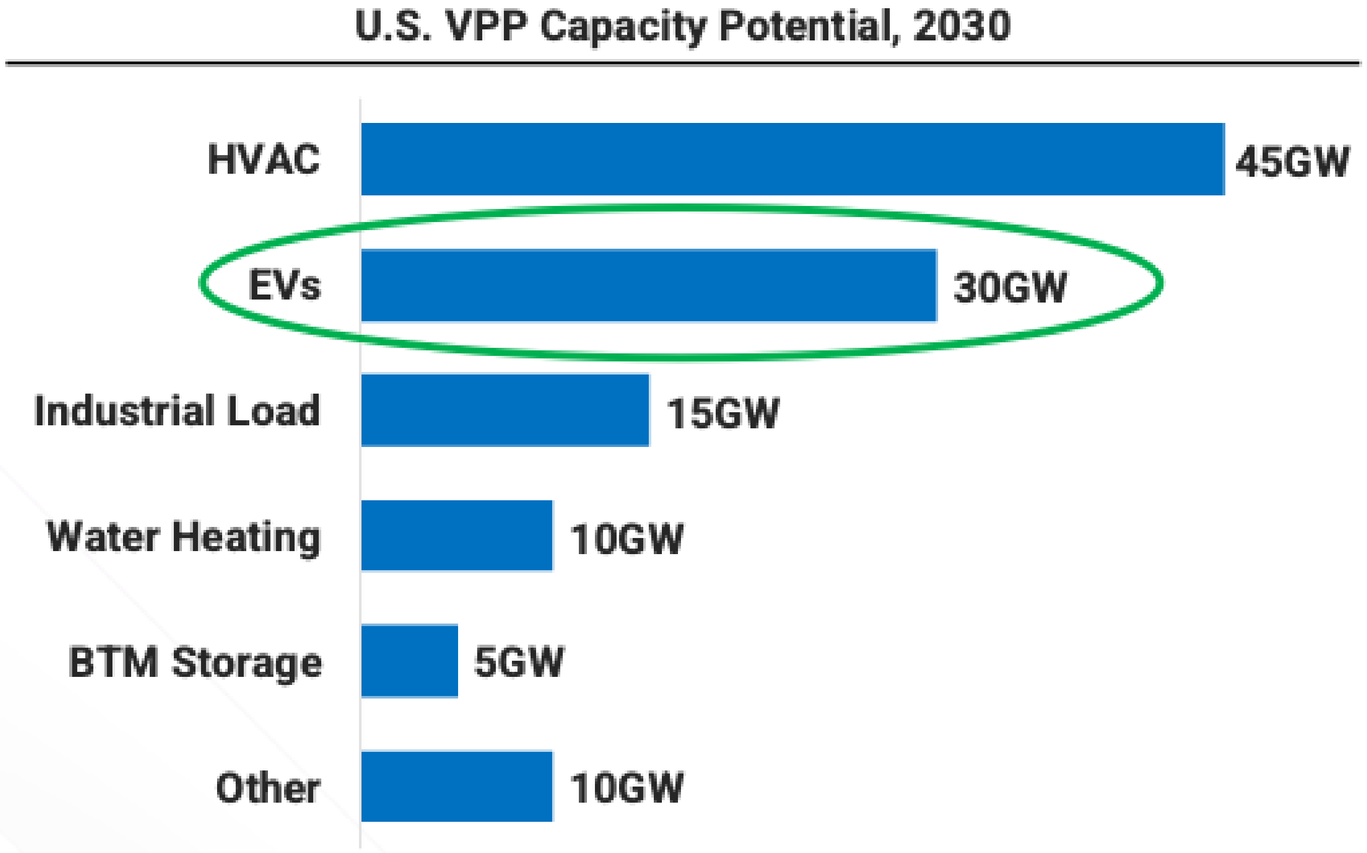
Robotaxi Companies Expanding to Europe

- **U.S. & Chinese robotaxis unlikely to compete in home markets**
- **Will Chinese companies come out ahead in AVs like they have in EVs?**

Sources: The Westly Group, company websites.

Trend: VPP Golden Age

VPPs Solve Big Problems for Utilities & Automakers



- **Utilities don't have enough power**
- **Automakers need better margins**
- **EVs (used for Virtual Power Plants) are the solution for both!**

Sources: The Westly Group, Wood Mackenzie (via RMI), Electrek, Electrek, Tesla, Latitude Media. Note: Values approximate.

Opportunities: How to Win in Tomorrow's Auto Market

Challenge: Compete with Chinese OEMs & Navigate AV Transition

Commit to EVs

- **Offer robust EV portfolio**
- **Secure lower-cost, LFP batteries**

CATL LG Energy SK on

Gameplan to Win AVs

- **The $1T Question:**
  - **Sell vehicles to Waymo, others**
  - **License Waymo/AV tech**
  - **Or both??**

WAYMO Motional pony.ai

Win the In-Cabin Experience

- **Tap new, high-margin revenue streams**
- **Create 'third space' for games, media, wellness**

YouTube Spotify Calm

Sources: The Westly Group, company websites.

The New Ethos

"If you don't cannibalize yourself, someone else will."

– Steve Jobs

Sources: The Westly Group, Apple.

Appendix

Opportunities: How to Win in Tomorrow's Industrial Market

Challenge: Re-Shore While Minimizing Costs & Supply Chain Risk

Design Faster, Smarter

- **Uplevel engineering & prototype teams with AI-enabled CAD tools**

NEXXA.AI DIRAC

Optimize Manufacturing

- **Partner with next-gen contract manufacturers**
- **Deploy advanced robots, incl. new form factors**

NEXIFORGE

Sell Services

- **Increase margins with SaaS products: connectivity, predictive maintenance**

skylo

Sources: The Westly Group, company websites.

Opportunities: How to Win in AI for Enterprise

Challenge: Accelerate AI Deployment While Maintaining Cybersecurity

Invest in Data Management

- **Integrate data storage, processing & insights to enable enterprise AI**

TheModern DataCompany

Empower Workforce

- **Upskill office & field workers w/ AI & AR tools**
- **Make customer service >2X efficient w/ AI agents**

squint ΞTHOS

Invest in Safeguards

- **Establish real-time visibility & control of both non-human identities & AI agents**

CLUTCH Tenet Security

Sources: The Westly Group, company websites.

10th
Mobility
Innovators
Forum

Presentations

Robotics

10th
Mobility Innovators Forum

Startup Presentation

Monica Xie

Head of Business Operations & Partnerships

DYNA

DYNA

Building General-Purpose Robots to Power the Future of the Physical Economy

Experienced Robotics & Foundation Model Builders

Lindon Gao

Co-Founder & CEO

Caper · instacart

Instacart acquires
Caper AI for $350M

amazon · Google · Meta · NVIDIA · DeepMind · Penn · MIT · Carnegie Mellon University

Funded for the Long Term

Dyna Robotics Raises $120 Million in Funding From Nvidia, Amazon

JASON MA

RESEARCH

DeepMind / Nvidia researcher
Eureka/Dr Eureka; CORL award
UPenn PhD; Harvard Bsc

Google DeepMind · NVIDIA

YORK YANG

RESEARCH ENG

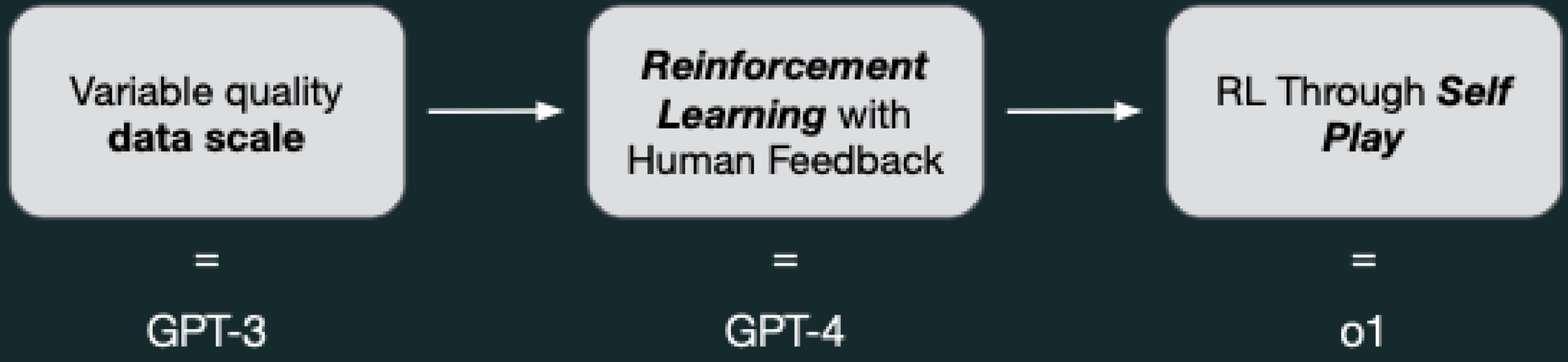
10x engineer (CV/SW/HW)
Deep tech $350m exit

Caper · instacart

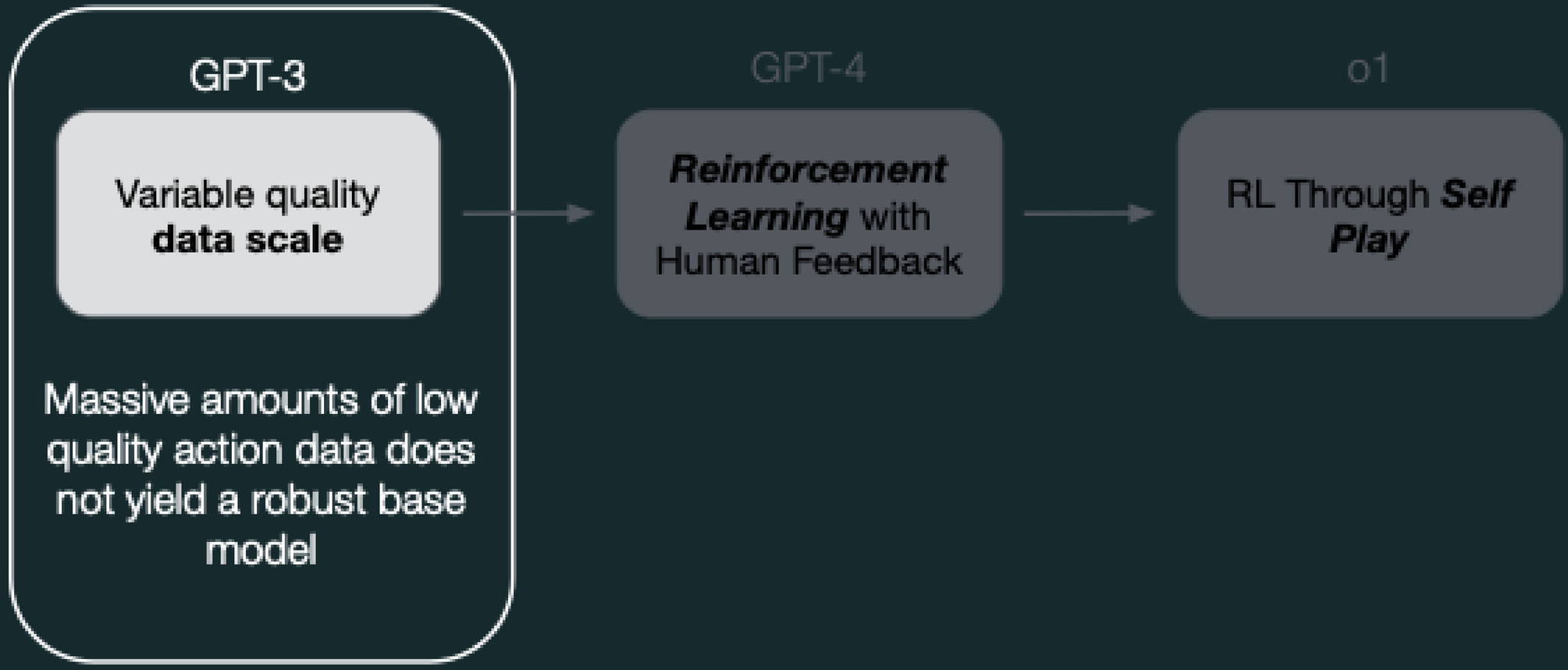
NVIDIA

amazon

The LLM playbook…



…doesn't result in Embodied AI



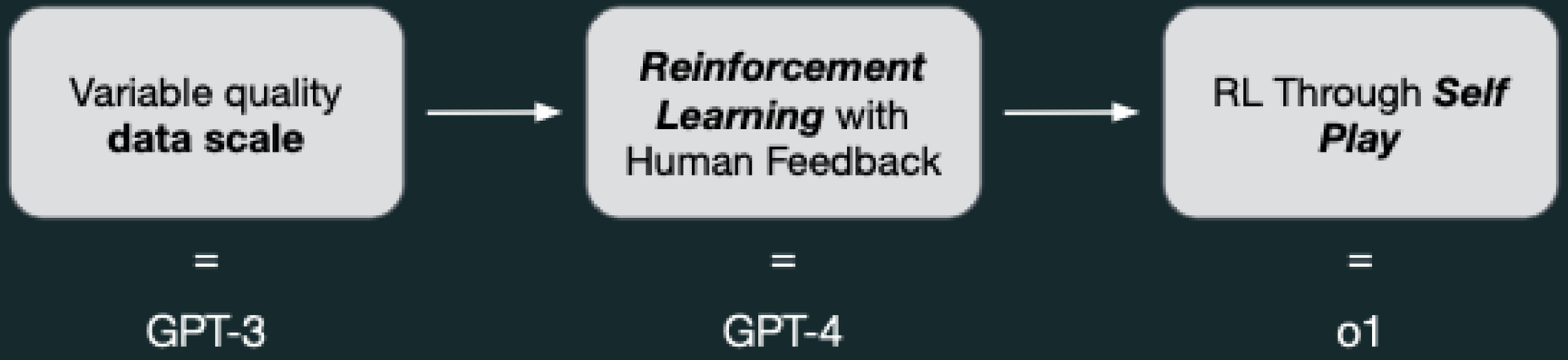
Today's Embodied AI models are not performant

Lab success: **Signs of life**

Real world success: **Performance**

- Low quality output
- < 10% of human speed
- Low success rate

Generate scaled data via self-play



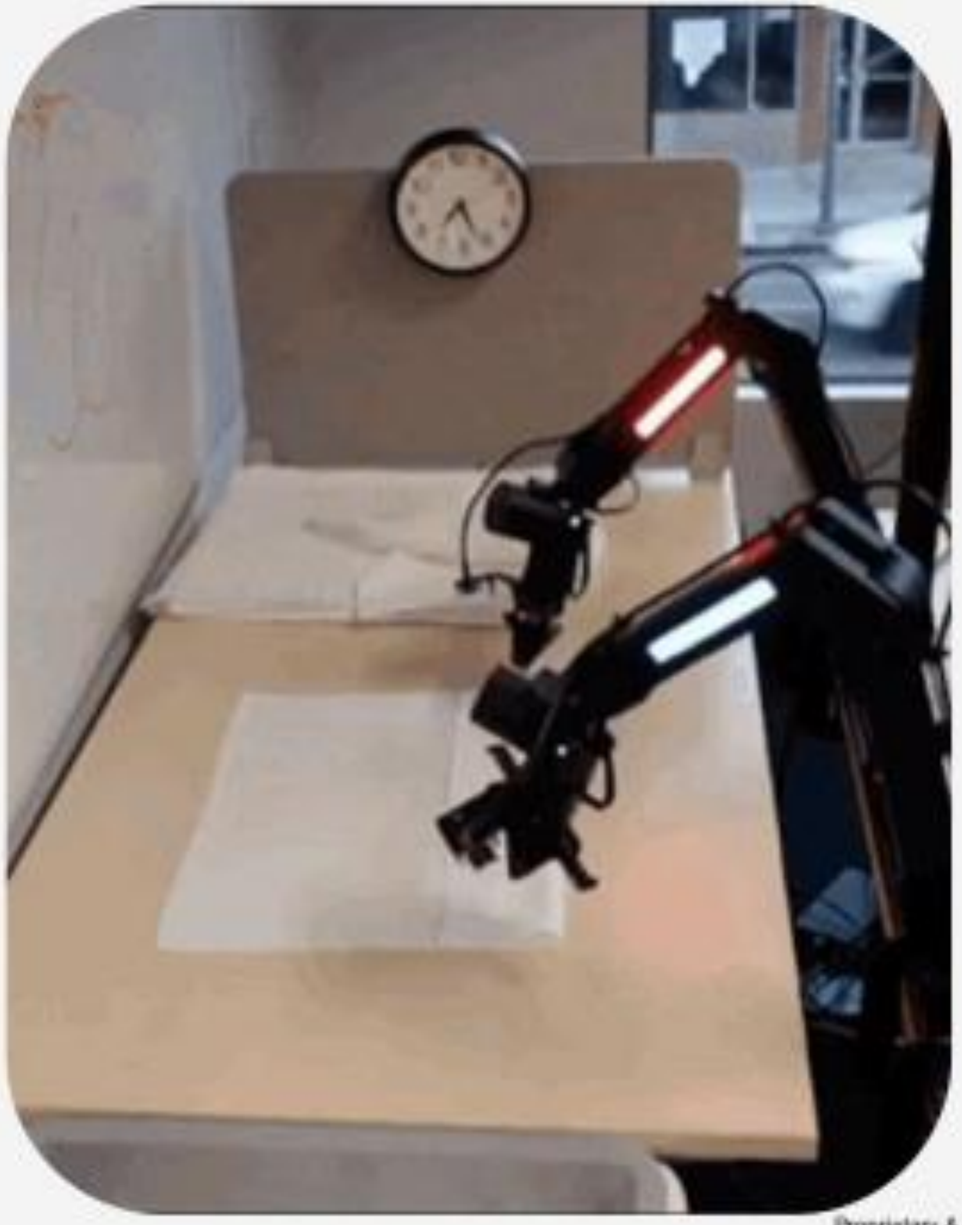
In just 6 months & $6mil spent, we've achieved a world-first:
Continuous, fully autonomous model performance

DYNA-1 is the world's 1st embodied AI that works **24/7**

99.4% Success

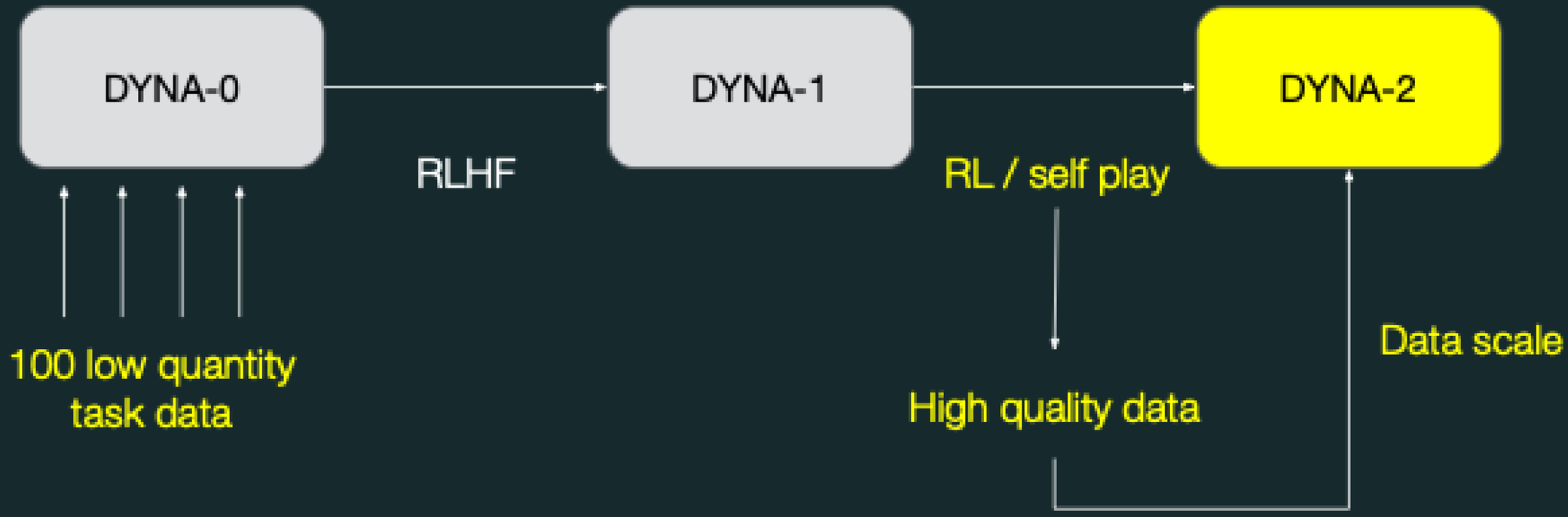
60% Human speed

Zero-shot generalization



Path to general purpose robot

100 low quantity task data with self-play



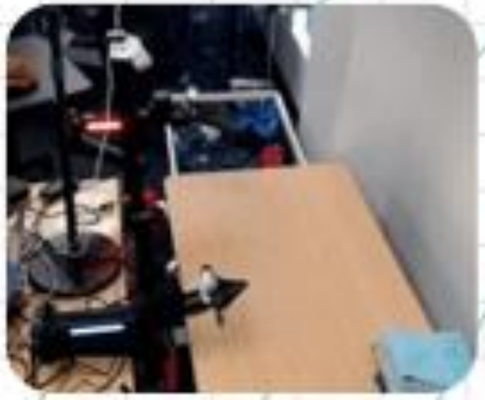
DYNA-1

We unlocked strong base model with **continual learning**

Performance

Skill N

General Purpose Robotics Model



Shirt Folding
10 hours

Scooping
7 hours

Napkin Folding
500 hours

Cup Packing
100 hours

Each new skill only require **<10 hours** of training data to activate self-play

Time / Generalizability

Our Product:

A **SINGLE** autonomous platform capable
of **HUNDREDS** of real-world tasks

powered by DYNA performance foundation model

Our robot-as-a-service is already 40% cheaper than min. wage

High willingness to pay

$30K Per Year ($2,500 / mo)

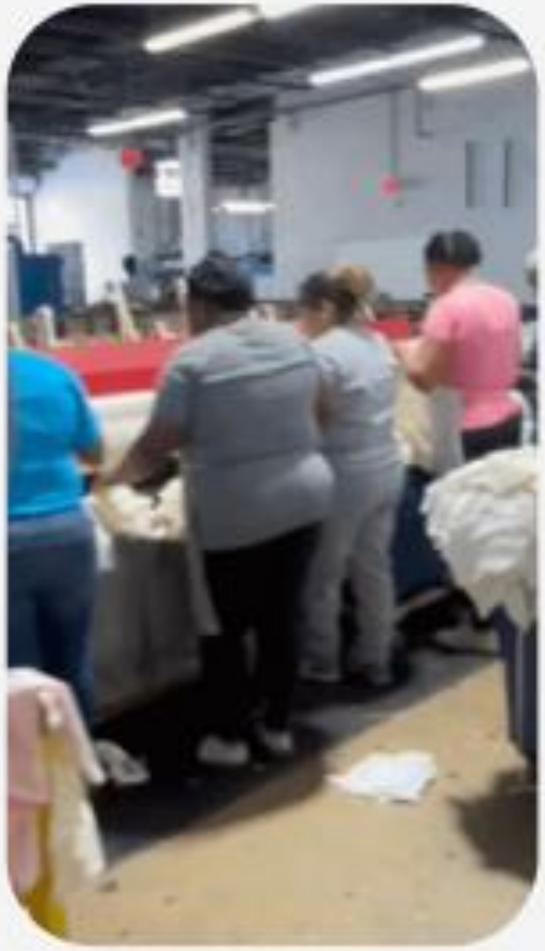
Strong unit economics

<$12K Fully deployed cost & getting cheaper

90%+ RaaS margins net of annual maintenance

Skill #1: soft-body manipulation - $5bn market

Dire need: >50% of laundry OpEx is folding




Smallest hardware footprint

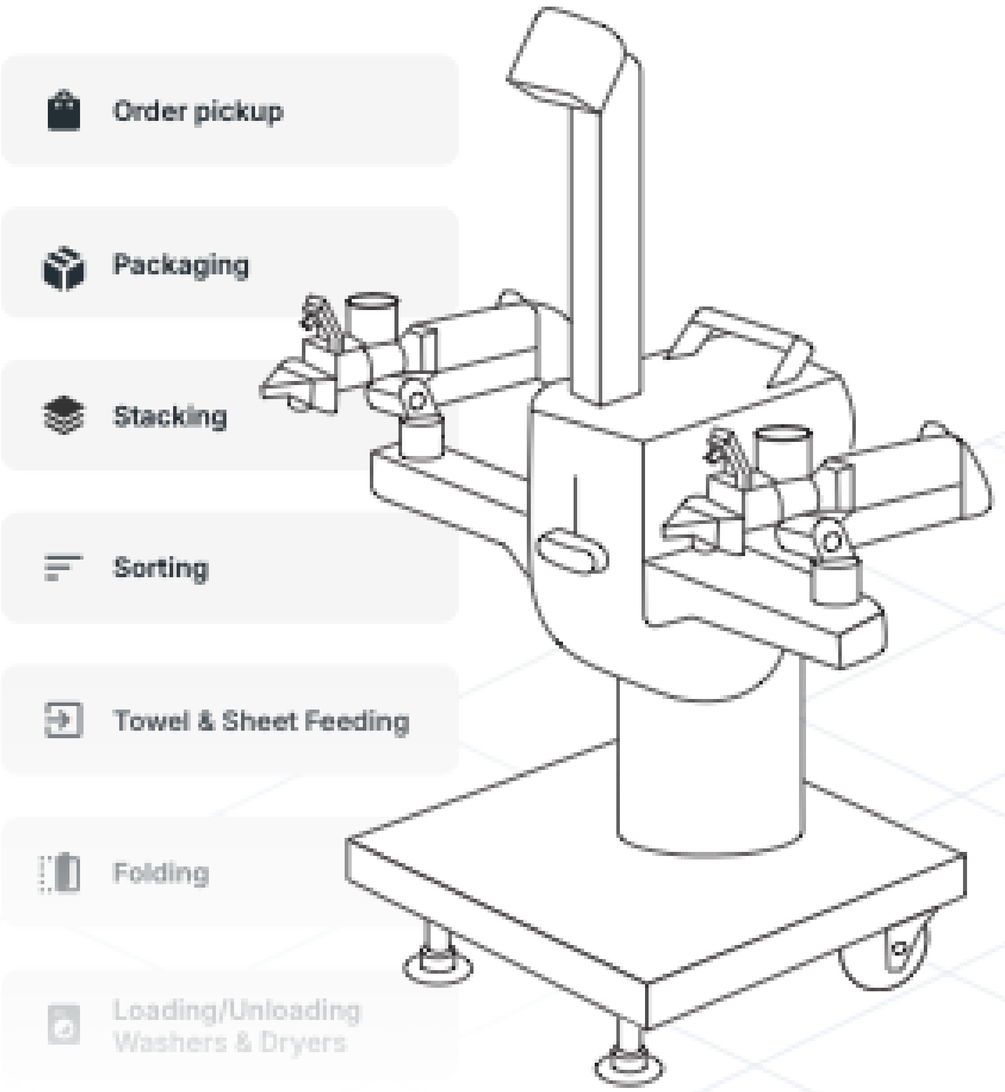
Dyna (Name)

37.4" x 25.2" x 56.9"

Person

68"

Hundreds of real world tasks, **one machine**



We’re building mini-monopolies across multiple of billion-dollar tasks

DYNA

Building General-Purpose Robots to Power the Future of the Physical Economy

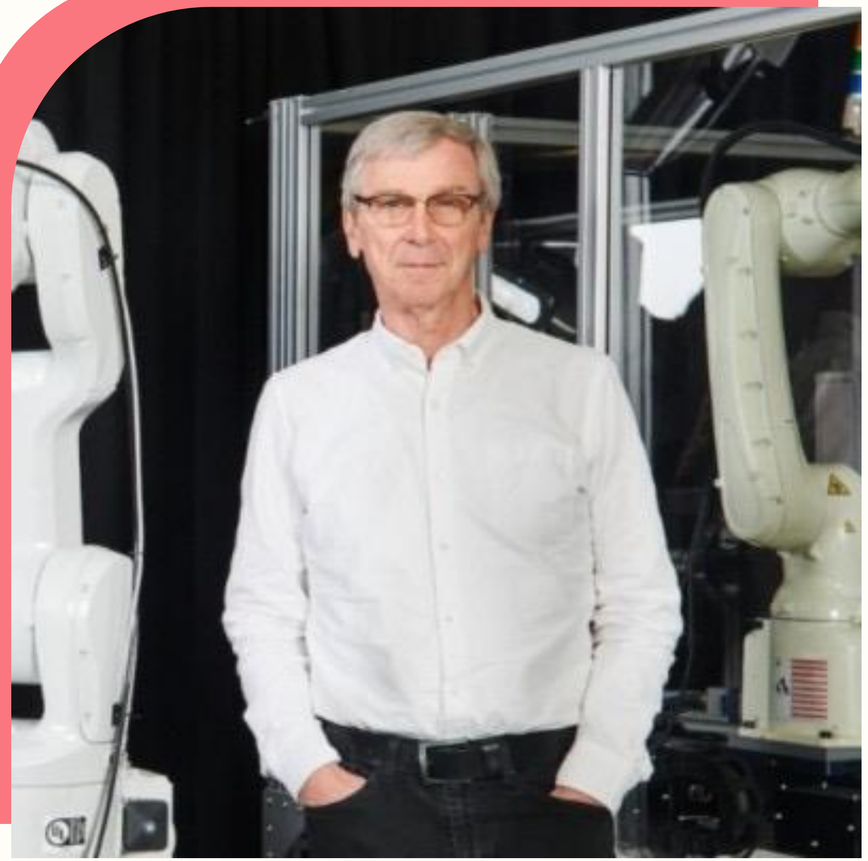
10th
Mobility Innovators Forum

Startup Presentation

Peter Howard

President, CEO, & Co-Founder

realtime
ROBOTICS



realtime ROBOTICS

Mobility Innovation Forum Presentation

Nov 2025

Agenda

1.0 - Problem we solve

2.0 – How we resolve it

3.0 –Accelerating the robotics loop in product development

4.0 – Team / IP Portfolio

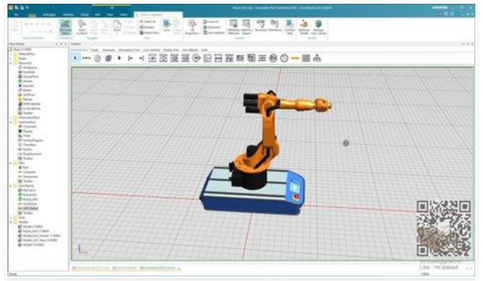
5.0 – Market Traction

6.0 – The Reindustrialization super cycle

7.0 - Financial projections

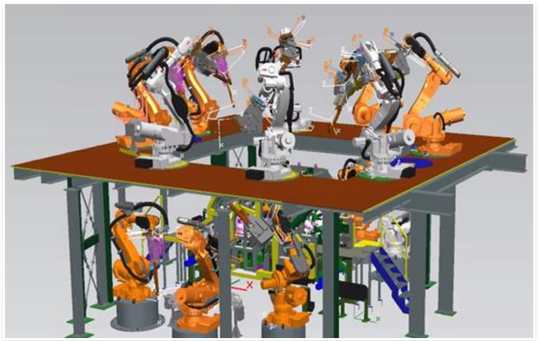
The Problem

The Future of Manufacturing is clearly Robotic, but why isn't it today?



$ $50,000 robots that won't fail for 60,000 hours cost < $1/h.
It clearly isn't the cost of HW.

It's the programming & setup.



Realtime Robotics develops AI that automates robotic system design and deployment accelerating (re)industrialization.

Astonishing Physical Intelligence Now

“What used to take months now takes hours” *Marco Bizjak, FFT*

"We are in a global competition with China… And if we lose this, we do not have a future." – Jim Farley CEO Ford

Chinese automakers aren't just cheaper – they're faster, more flexible, and advancing at a completely different pace

Design start to 100,000 units shipped (months):

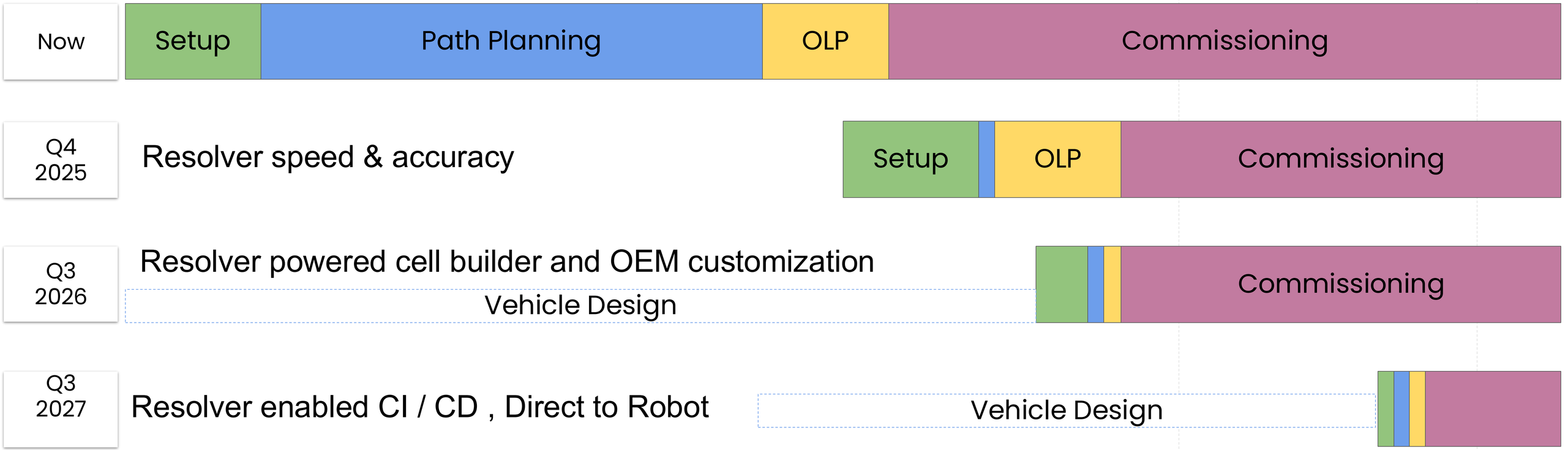
93	75	66	39
Renault Zoe	Ford Mach E	Volkswagen ID.3	BYD Atto 3

Chinese OEM superpowers:
- CapEx subsidies
- Fast build-test-tweak loop
- Powered by cheap labor

Cost per robot per program:
- US $3,500
- EU $2,000
- China $400
- Resolver $1.50

Labor availability
- US limited
- EU limited
- China tight
- AWS: Unlimited

Accelerating the Robotics Loop with Resolver



Auto OEMs

Advanced & Strategic

Advancing 2026 Focus: Exec selling

Earlier Stages

Q4'25-1H'26 (1 Strategic OEM)

GM Detroit (Orion T., Spring H., Fairfax)

- ⇢1st 50 Robot PoC June 2025
- ⇢ 3,150 robot Q4 PO $4.2m
- ⇢ Big Picture project 2026 $23m

Honda

- ⇢>6000 Robots scheduled

Toyota HQ

- ⇢T. Shokki / Aisin – Drivetrain
- ⇢Gifu & Toyota Body; (700 robots)
- ⇢Daihatsu Body; (robot number pending)
- ⇢Denso (10 sys deployment)

Ford, Li Auto, NIO, Xiaomi, GEELY, VOLVO

- ⇢Tested / Testing

2H 2026 (3 Strategic OEMs)

GM Detroit (Additional sites)

- ⇢ add min 2 sites
- ⇢ ~2k Robots ($1.6M)
- ⇢ Big Picture project 2026 $23m

VW, BMW, JLR

- ⇢Testing done, IT Dept engaged
- ⇢Next step: multi 100 Robot pilot

2027 (7 Strategic OEMs)

GM Detroit (All sites)

- ⇢ Enterprise Deal
- ⇢ Push to Tier 1 suppliers

All Global Line builders have tested & are engaged

FFT, EDAG, KUKA, Hirata, COMAU, FAW GROUP, YUTAKA, VALIANT TMS, JR AUTOMATION, AWL., ABB, MASSIVE GROUP

Market expansion – Accelerator Engagements

General Motors – anchor customer

Sees RTR products as key toolsets to break critical barriers to realize “Factory of the Future” vision by 2027 in line with Reindustrialization & Reshoring.

NVIDIA – synergistic marketing partner

Has been pitching full Digital Twin to Auto industry for years, collaborating with RTR to break the manual robot programming roadblock, GM first, Toyota next, global beyond.

Siemens – synergystic GTM partner

15% cut for them from our PS + Resolver revenue. Being drawn into the Big Picture vision by GM. Sees immediate value automating fixture design

KUKA – synergistic GTM partner MNC and SME

Full alignment with corporate goals: Immediate strategic fit with Systems BU’s for Big Picture, Robotics BU’s for expansion to SMEs. Full integration with Resolver for Digital / SIM, RapidPlan for run-time

HD Hyundai – synergistic GTM partner SME

Strategic focus on the potential to service the SME market

FANUC, Yaskawa, Kawasaki, ABB – evolving fast

Stepping up in support for Resolver automation of optimal robot programming

The Reindustrialization Super Cycle

A Generational Investment Opportunity

The $68 Trillion Opportunity

As Larry Fink highlighted in his recent Chairman's Letter, we are approaching an infrastructure investment boom of staggering proportions.

> *"Today, we're standing at the edge of an opportunity so vast it's almost hard to grasp. By 2040, the global demand for new infrastructure investment is $68 trillion. To put that price tag in perspective, it's roughly the equivalent of building the entire Interstate Highway System and the Transcontinental Railroad, start to finish, every six weeks – for the next 15 years."*

Along with these figures, he posed a crucial question: **"Who will own it?"**

You don't get a $68T infrastructure wave unless you can stand factories up on an industrial, repeatable cadence — 'every six weeks for 15 years,' in Fink's words.

Realtime is literally attacking the slowest, most human-bottlenecked step in that cadence

Seasoned leadership team, highly talented developers & engineers

Peter Howard, CEO

ThermoFisher SCIENTIFIC · Cirtec MEDICAL

Kevin Carlin, CCO

ANALOG DEVICES · Texas Instruments

Steve Dias, VP Eng

ALERT INNOVATION · TiVO

Ville Lehtonen VP Product

PICKLE ROBOT CO · HighRes biosolutions

52 Total FTEs & Contractors

Technical Headcount: **48**

Robotics Experience: **450 years**

Over 6 yrs of Experience Software Development: **80%**

Deep Tech DNA

Powerful IP Portfolio

Combined Team Lifetime Academic Publications: **> 340**

RTR Patents Granted: **56**

RTR Patents Pending: **54**

Strategic investors

TOYOTA VENTURES · Hyundai · SAIC · Next47 POWERED BY SIEMENS · MITSUBISHI ELECTRIC · OMRON

Long-Term Financial Plan – Cash flow positive Dec 2026

	2025 - 2030 Key Financial Metrics					
	FY 2025	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**
Gross Revenue	**5,395,025**	**33,247,000**	**45,857,000**	**123,819,500**	**326,007,000**	**595,007,000**
COGS	**(265,581)**	**(7,646,810)**	**(10,547,110)**	**(28,478,485)**	**(74,981,610)**	**(136,851,610)**
Gross Profit	**5,129,445**	**25,600,190**	**35,309,890**	**95,341,015**	**251,025,390**	**458,155,390**
Salary & Benefits	(10,612,384)	(12,921,551)	(16,022,783)	(28,860,152)	(59,010,429)	(97,597,995)
SG&A Other Exp	(3,392,567)	(3,291,573)	(4,585,700)	(9,905,560)	(22,820,490)	(41,650,490)
R&D Other Exp	(736,977)	(822,299)	(2,751,420)	(8,667,365)	(26,080,560)	(50,575,595)
Total OPEX	**(14,741,929)**	**(17,035,422)**	**(23,359,903)**	**(47,433,077)**	**(107,911,479)**	**(189,824,080)**
EBITDA	**(9,612,484)**	**8,564,768**	**11,949,987**	**47,907,938**	**143,113,911**	**268,331,310**
Net Inc/(Loss)	**(7,605,778)**	**5,474,713**	**8,087,572**	**34,556,125**	**104,132,569**	**195,549,521**
Ending Cash Balance	**14,564,683**	**29,049,047**	**38,918,836**	**75,595,249**	**204,528,520**	**453,917,422**

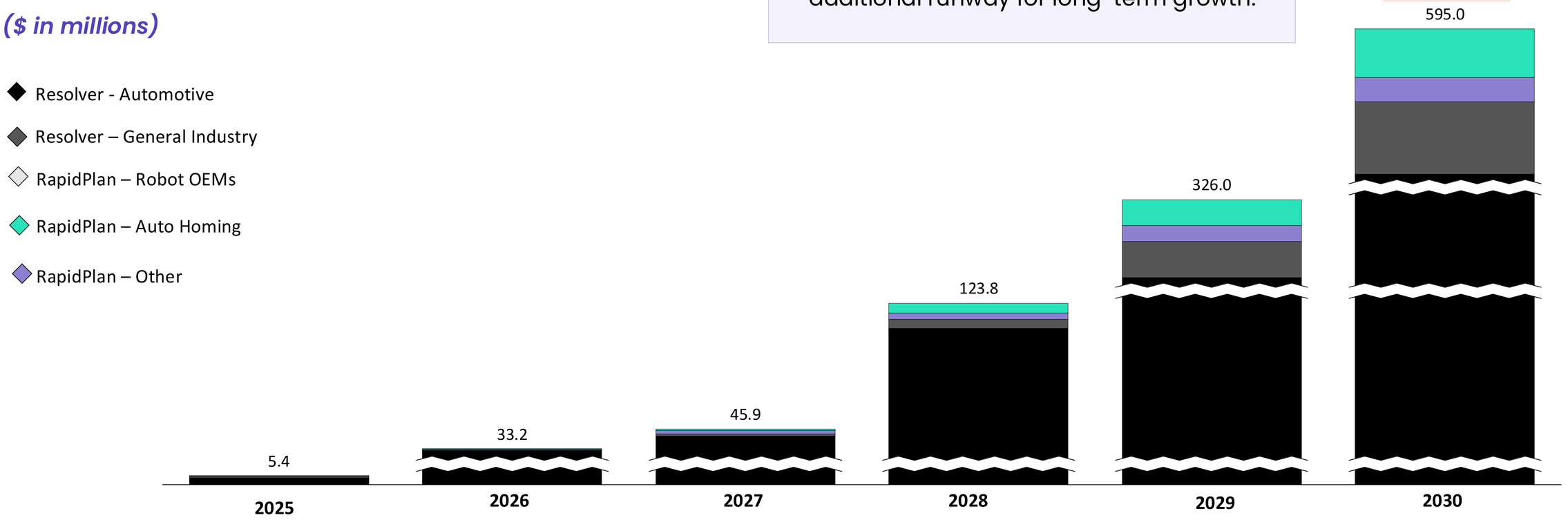
Five Year Plan
Revenue Growth Breakdown

Low penetration of future $12bn SAM[1] reflects additional runway for long-term growth.

SAM Penetration:

5%

($ in millions)



Gross Margin	*95%*	*77%*	*77%*	*77%*	*77%*	*77%*
EBITDA	**($10)**	**$9**	**$12**	**$48**	**$143**	**$268**
EBITDA %	*NM*	*26%*	*26%*	*39%*	*44%*	*45%*

1. Projected future SAM of $12bn by 2030 based on Realtime management estimates

Five Year Plan
Revenue Decomposition

	2026	2027	2028	2029	2030
Strategic OEM Resolver Revenue	$8,237,000	$23,614,192	$84,128,833	$240,000,000	$457,339,672
Strategic OEM Runtime Revenue	$400,000	$1,317,808	$6,821,257	$18,570,000	$45,000,000
Strategic OEM Services Revenue	$23,000,000	$20,000,000	$28,643,608.0	$50,000,000	$50,000,000
SME Resolver Revenue	$1,460,000	$100,000	$705,801	$3,437,847	$17,667,328
Dynamic Revenue (RP_Runtime)	$150,000	$825,000	$3,520,000	$14,000,000	$25,000,000
TOTAL REVENUE:	**$33,247,000**	**$45,857,000**	**$123,819,500**	**$326,007,847**	**$595,007,000**
Services %	69.2%	43.6%	23.1%	15.3%	8.4%
Recurring %	30.8%	56.4%	76.9%	84.7%	91.6%
RapidPlan %	1.7%	4.7%	8.4%	10.0%	11.8%

realtime ROBOTICS

Thank You!

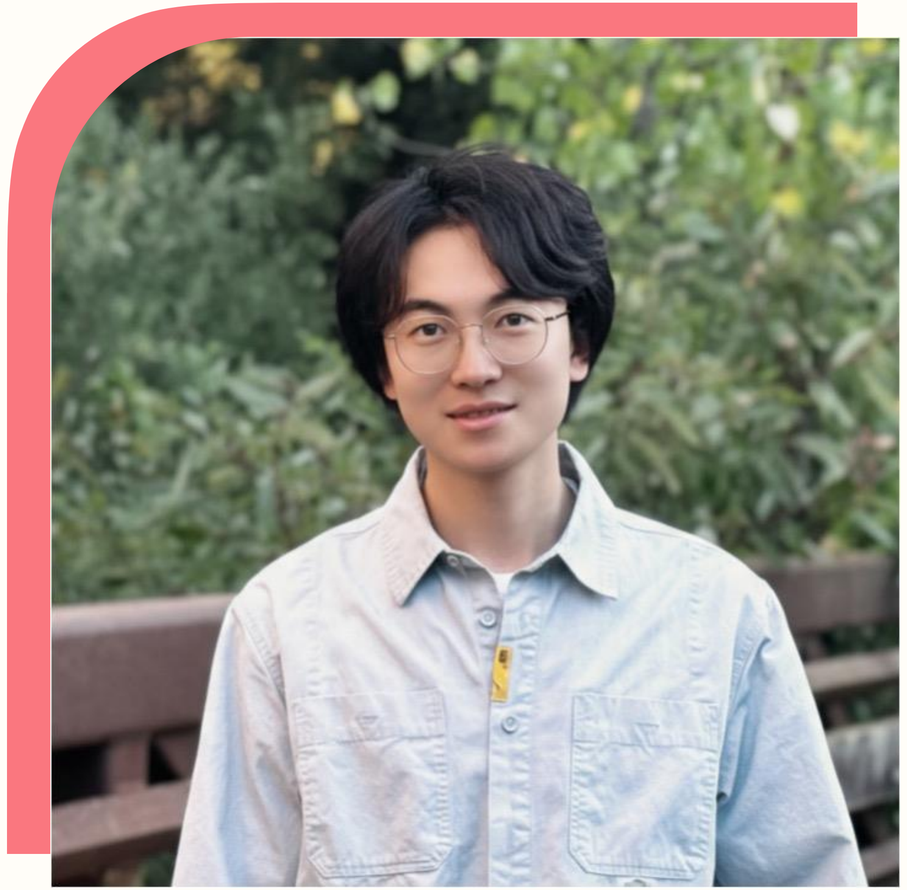
10th
Mobility Innovators Forum

Startup Presentation

Yuzhe Qin

Co-Founder

DEXMATE



Building the AI-Native Labor Force for the Physical World

Yuzhe Qin

Dexmate CTO

yz.qin@dexmate.ai



3.2 billion people

3.2 BILLION PEOPLE perform physical labor worldwide—60% of the global workforce

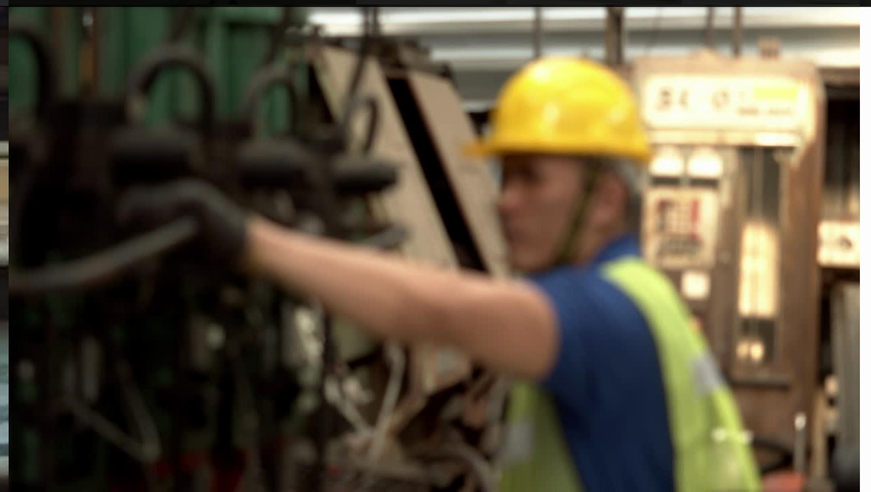
10x digital productivity

DIGITAL AI delivered 10x productivity gains in just years

10x transformation

Physical AI is the next frontier for 10x transformation





Labor shortage is real, Physical AI can solve it.

2.1 M

unfilled jobs in manufacturing in the U.S. by 2030

76%

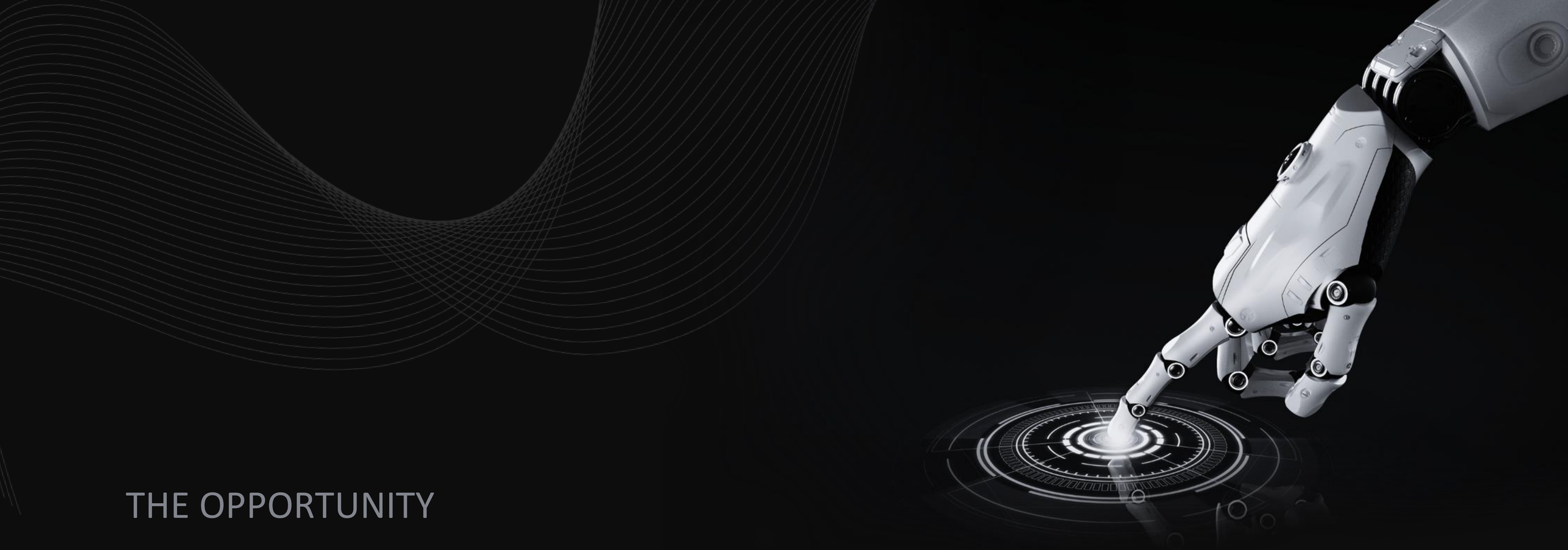
manufacturing logistics operations reported being affected by workforce shortages

46%

turnover rate in warehouses

80%

warehouses globally have no automation



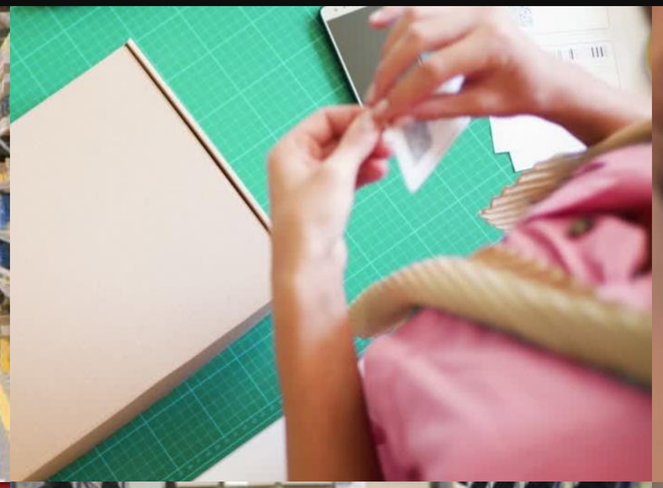
THE OPPORTUNITY

A *trillion-dollar* market to automate physical work with AI and robotics.

What has been solved

What has not been solved

Tasks that require dexterity

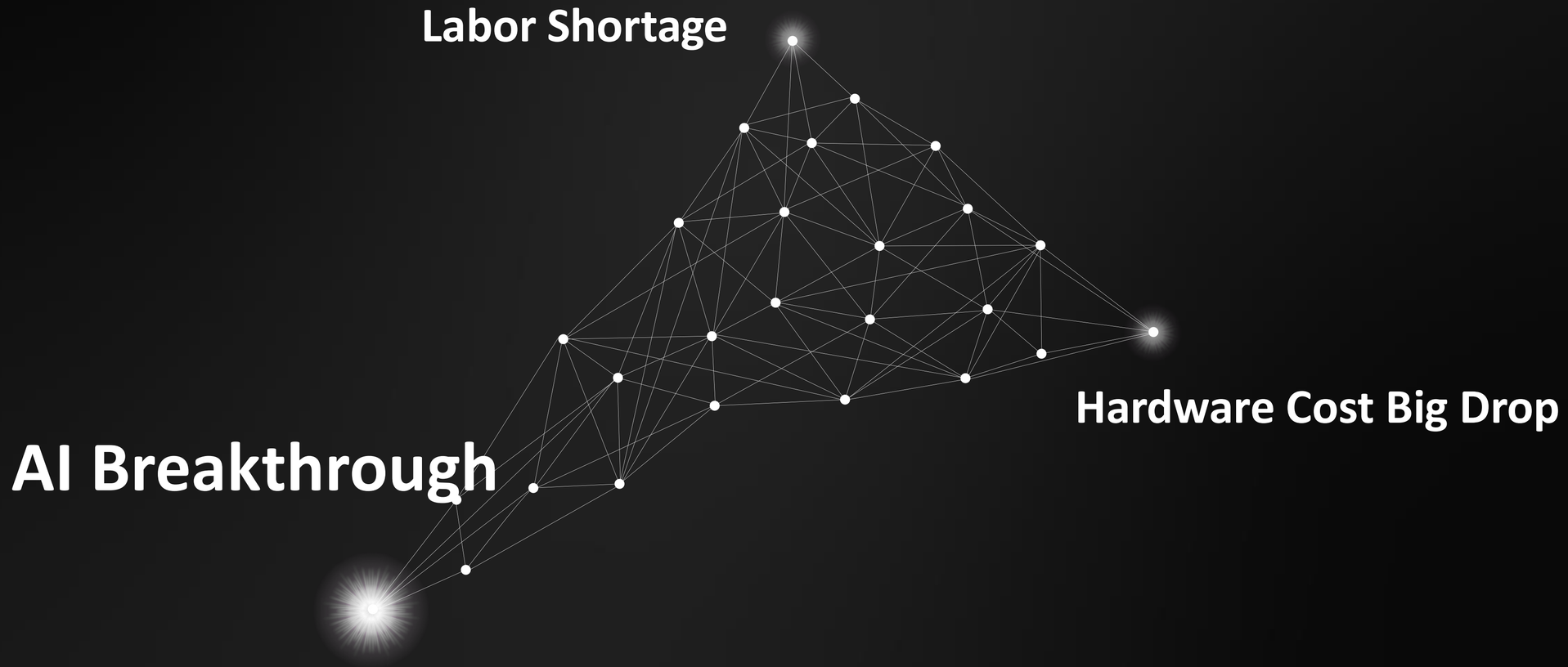



Next-wave of robots

Avoid
contact

Actively making
contact

What are different now?



What we are building now

Vega

Ready for mass production

Long operation time

20+ hours of operation time

Large payload

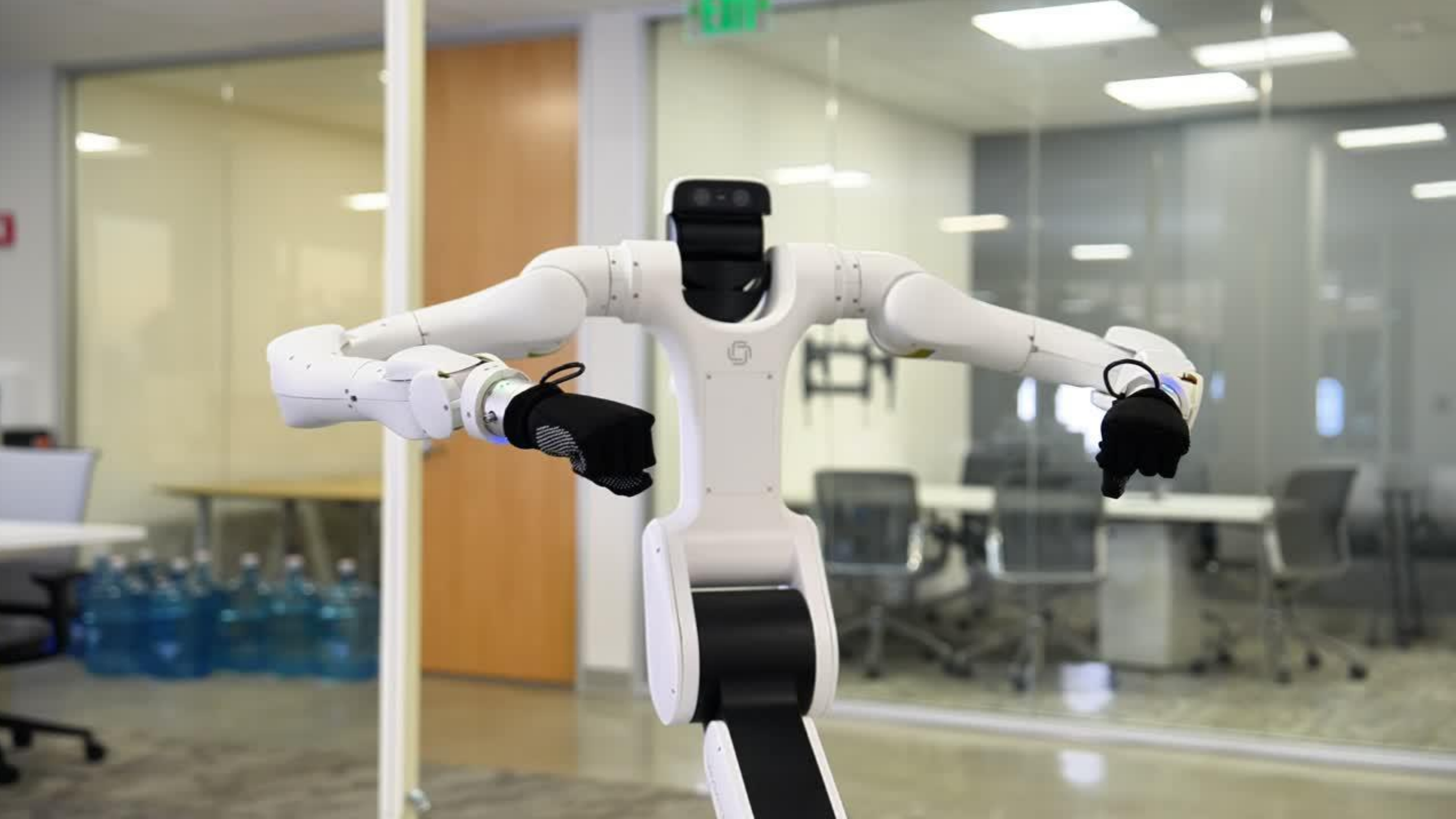
22+ lbs payload

Large workspace

0' to **7'2"** vertically

A DESIGN AWARD & COMPETITION WINNER 2025

reddot winner 2025



High-quality large-scale data is the recipe for AI-driven robotics

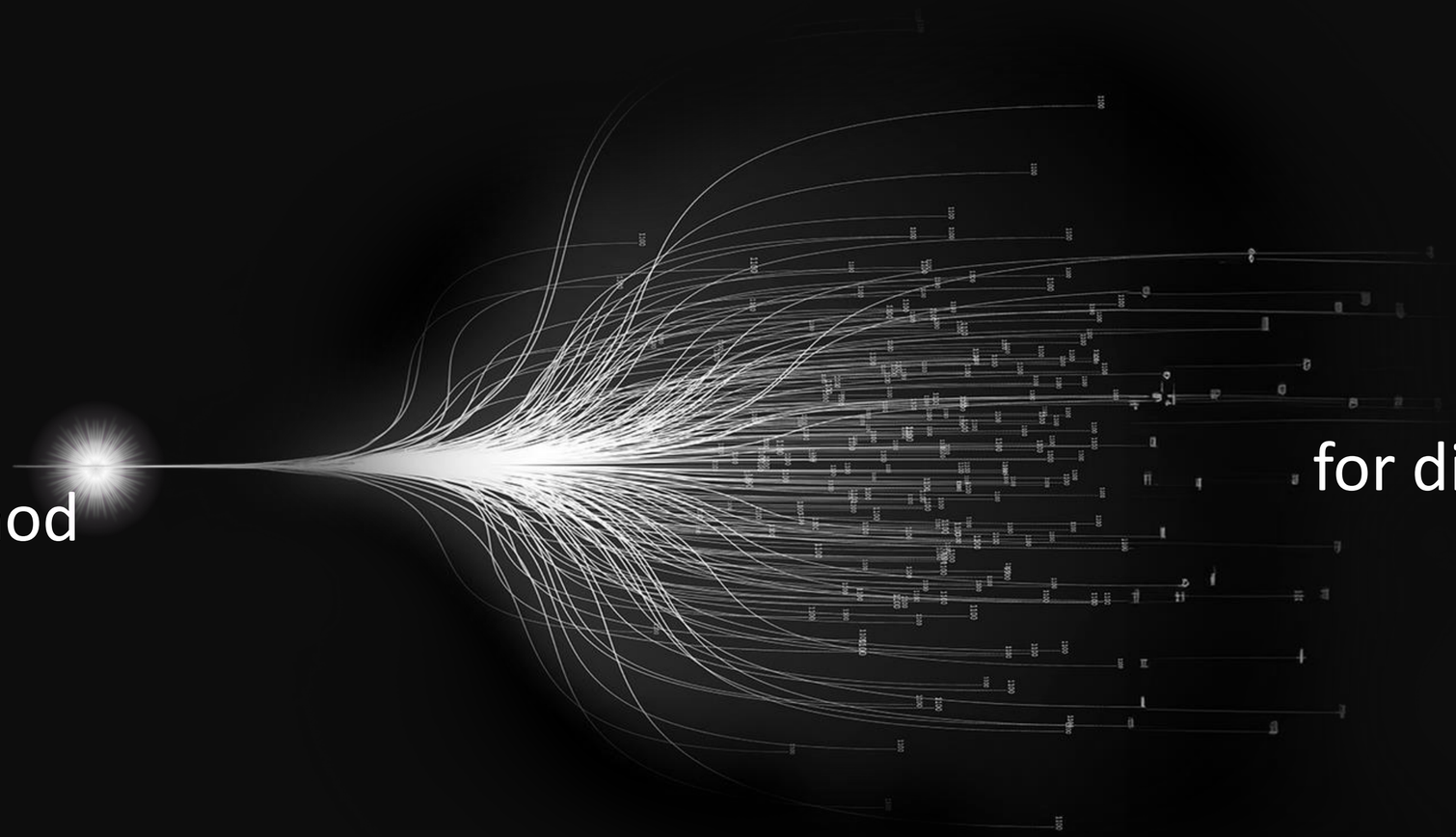
Scalable Data Engine

Fast synthetic data generation

Low-cost real-world data collection

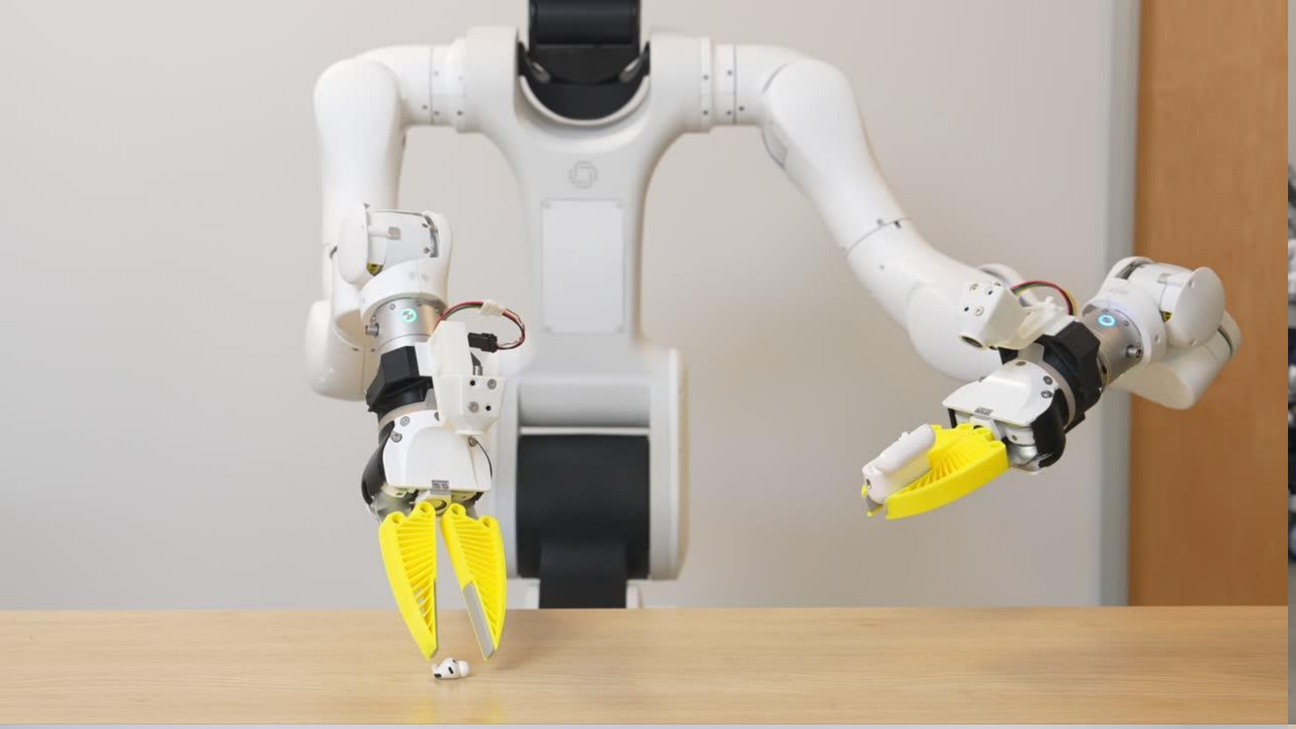
Training robots made easy

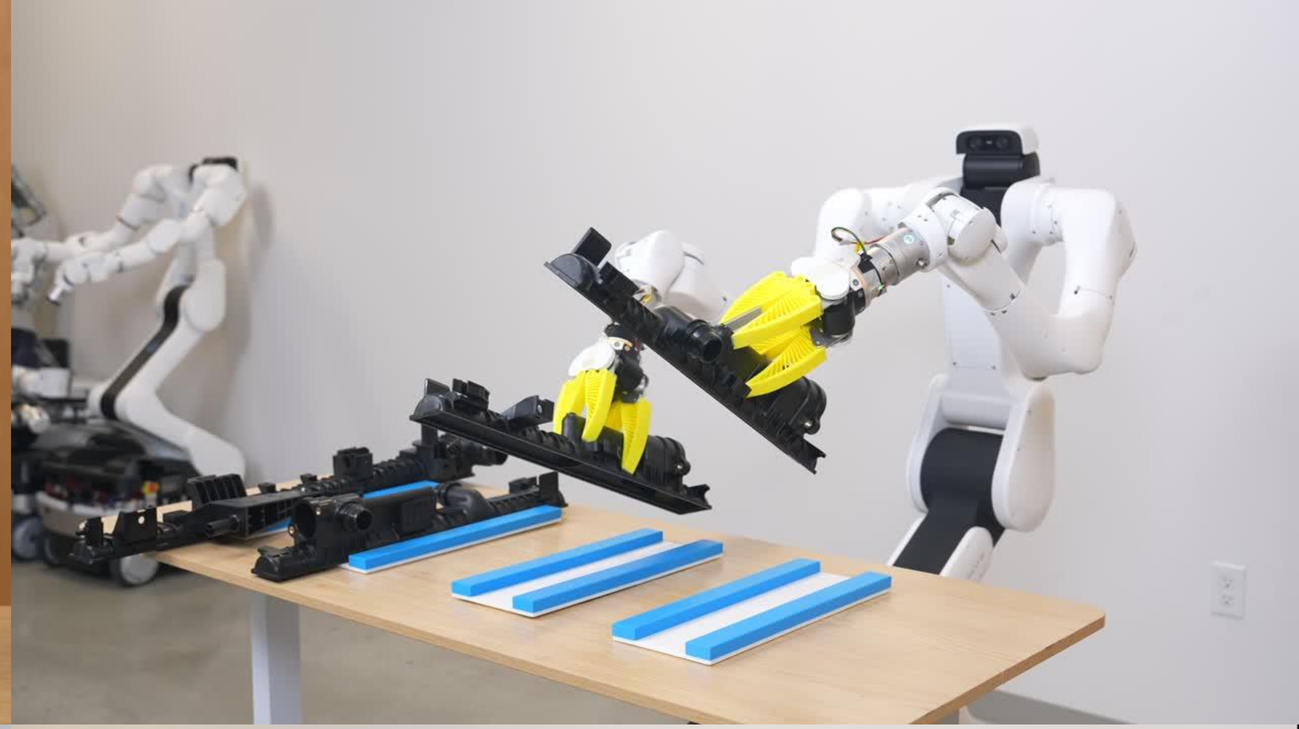
A single
learning method



for diverse tasks

Training is democratized! You don’t need lots of Ph.D.s to teach robots to solve different tasks !



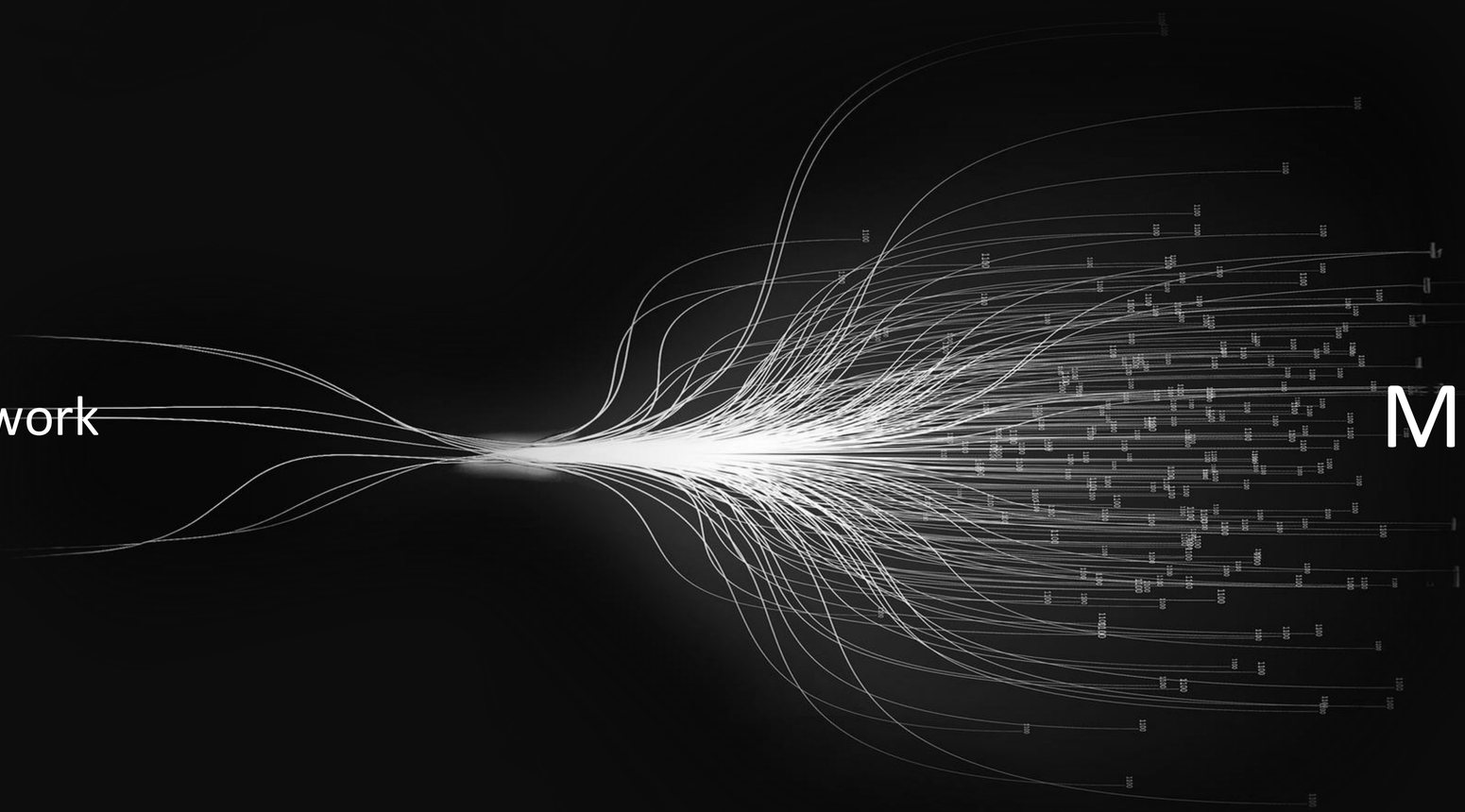


Training robots made easy

One Brain

One Framework

One Robot



Many Tasks

10th
Mobility
Innovators
Forum

Panel

Robotics

10th Mobility Innovators Forum

Panel
Robotics

Peter Howard

President, CEO, & Co-Founder

realtime ROBOTICS

Monica Xie

Head of Business Operations & Partnerships

DYNA

Moderator

Kishor Veerashekar

Senior Ventures Associate

PLUG AND PLAY

Yuzhe Qin

Co-Founder

DEXMATE

10th
Mobility
Innovators
Forum

Break

10th
Mobility
Innovators
Forum

Keynote

Waymo

10th
Mobility Innovators Forum

Keynote

Jackie Hyun

Head of Marketing

WAYMO

Slides are confidential & not shareable.

10th
Mobility
Innovators
Forum

Panel

AI & Vehicle Experiences

Panel

AI & Vehicle Experiences

Eric Wood

Senior Vice President, Product Experience

42dot

Kyle Taylor

Senior Manager Infotainment Software

HYUNDAI

Moderator

Siyuan Dai

Open Innovation Manager

HYUNDAI CRADLE

Pablo Sauras Perez

Staff Product Manager

Mercedes-Benz

10th
Mobility
Innovators
Forum

Panel

AV Deployments

10th Mobility Innovators Forum

Panel

AV Deployments

Nitin Kapania

Software Engineer, Machine Learning

Motional

Amit Kumar

VP of Engineering

Plus

Moderator

Tara Andringa

Executive Director

PAVE

Shobana Sankaran

Former Vice President

nauto®

10th
Mobility
Innovators
Forum

Lunch

Keynote

Affordable EVs, Trends & Global Competition

10th Mobility Innovators Forum

10th
Mobility Innovators Forum

Keynote: Affordable EVs, Trends & Global Competition

Hugh Nguyen

Partner

KPMG

KPMG

25th Global Automotive Executive Survey

Perspectives on Vehicle Affordability, Trends and Global Competition

Mobility Innovators Forum 2025

Speaker Introduction – Hugh Nguyen, KPMG

Background

- Lead Partner, Automotive Technology & Mobility
- 20 years of creating deal value for clients in:
  - Automotive (OEM + Tier 1),
  - Mobility services (robotaxi and rideshare)
  - ADAS (sensors, hardware, co-manufacturing)
  - Software-defined vehicles (OE-Tech alliances and acquihires)
- Specialize in AV partnership ecosystem

Fun facts

- Mountain View, CA
- For refuge at CES, find me (LVCC West Hall 309)

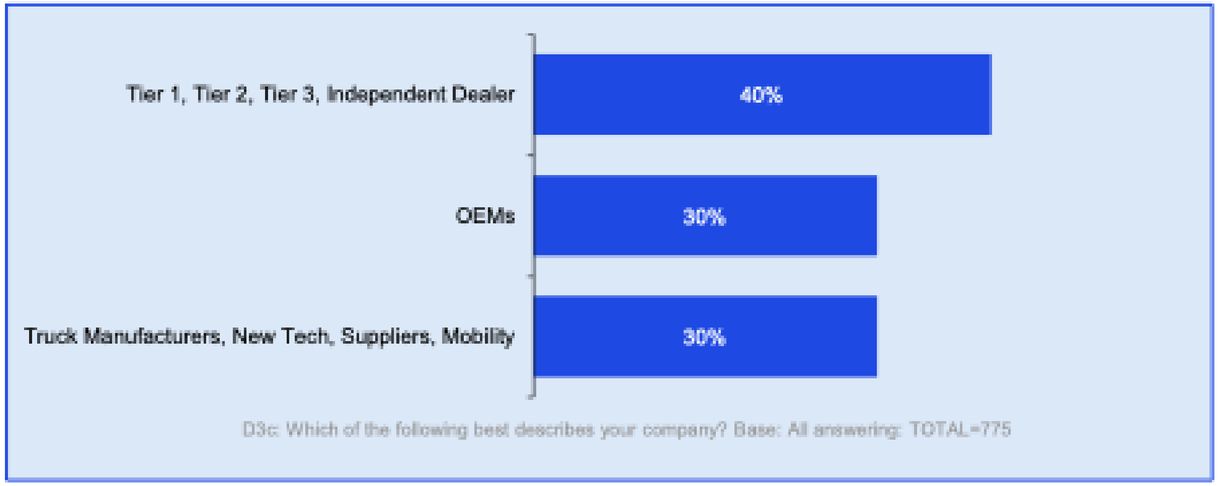
Research snapshot

775 respondents

- **190 from Americas**
- **340 from EMEA**
- **245 from ASPAC**

Seniority

- **50% C-level**
- **50% C-1**



D3c: Which of the following best describes your company? Base: All answering: TOTAL=775

D4: What was your organization's annual revenue in the most recent fiscal year (in US dollars)?
Base: All answering: TOTAL=775

Key research findings

1. **A New Era of Competition**: With supply chains stabilizing, the focus shifts to technological disruption; this new competitive landscape makes innovating for cost-efficiency essential to improving vehicle affordability.

2. **Sustainability & Supply Chain**: As the industry builds more resilient supply chains through partnerships and technology, the resulting cost savings can be passed on to consumers, making vehicles more affordable.

3. **Technology & Alliances**: The entry of new, agile players are reshaping the automotive ecosystem, creating pressure to form alliances that can scale innovations and reduce costs to improve affordability.

4. **Strategy & Performance**: Technology and innovation are the new drivers of profitability; companies that invest in technologies that reduce manufacturing costs will be positioned to offer affordable vehicles.

5. **Customer Expectations**: Despite confidence in meeting demand, profitability challenges, such as slowing EV adoption, are forcing companies to prioritize efficiency, which directly links to making vehicles and their features more affordable for a broader market.

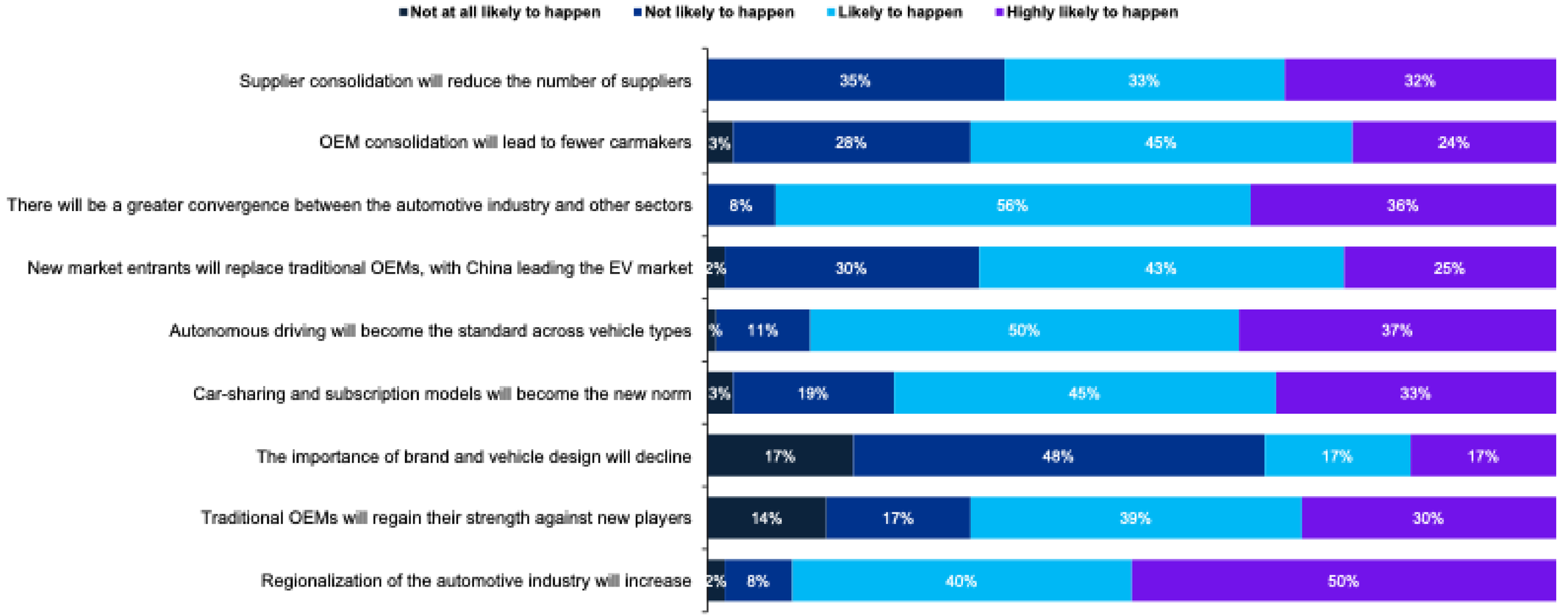
KPMG

The auto industry is entering a new era of competition

As companies gain greater confidence in their supply chain resilience, they are shifting their focus to the next major challenge ahead: technological disruption.

Executives are divided on what the industry will look like by 2030

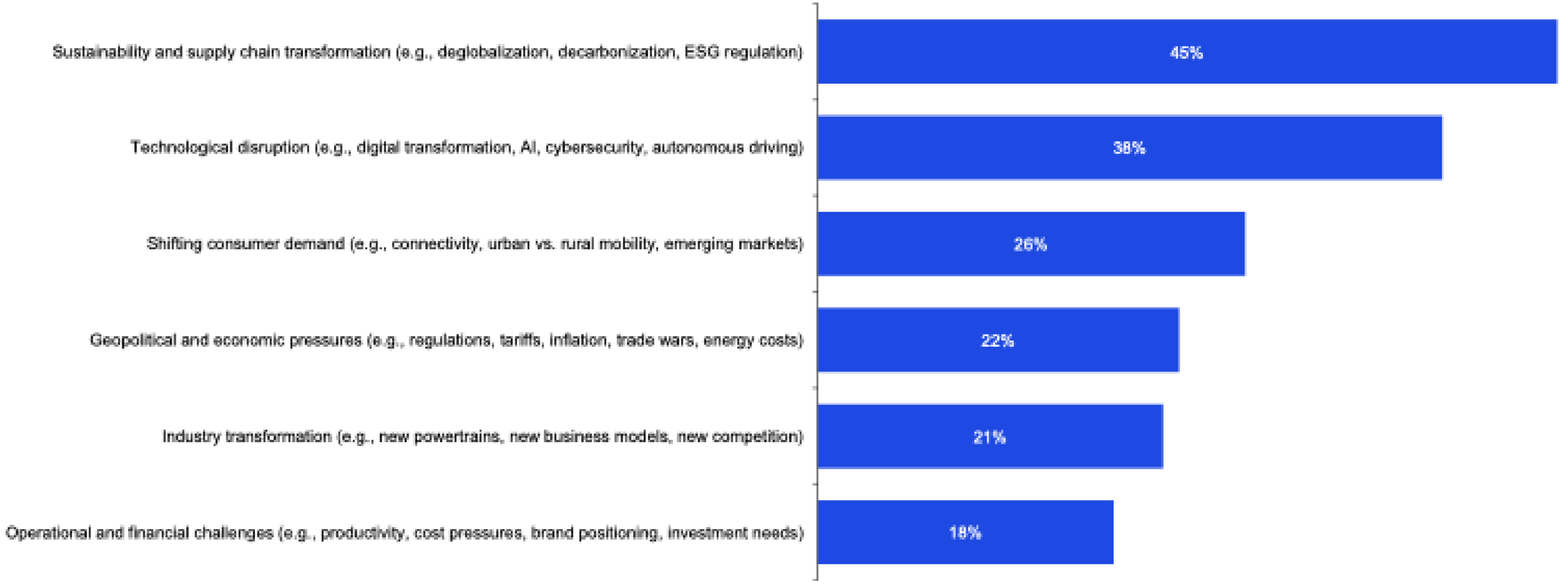
Considering the automotive ecosystem, how likely are the following disruptions to happen in the next 5 years?



Q22: Considering the changing automotive ecosystem, how likely are the following disruptions to happen in the next 5 years? - SUMMARY Base: All answering: =775

But while the industry faces multiple disruptions, there is consensus on which factors will be most transformative – with supply chain changes and geopolitical pressures directly impacting vehicle affordability

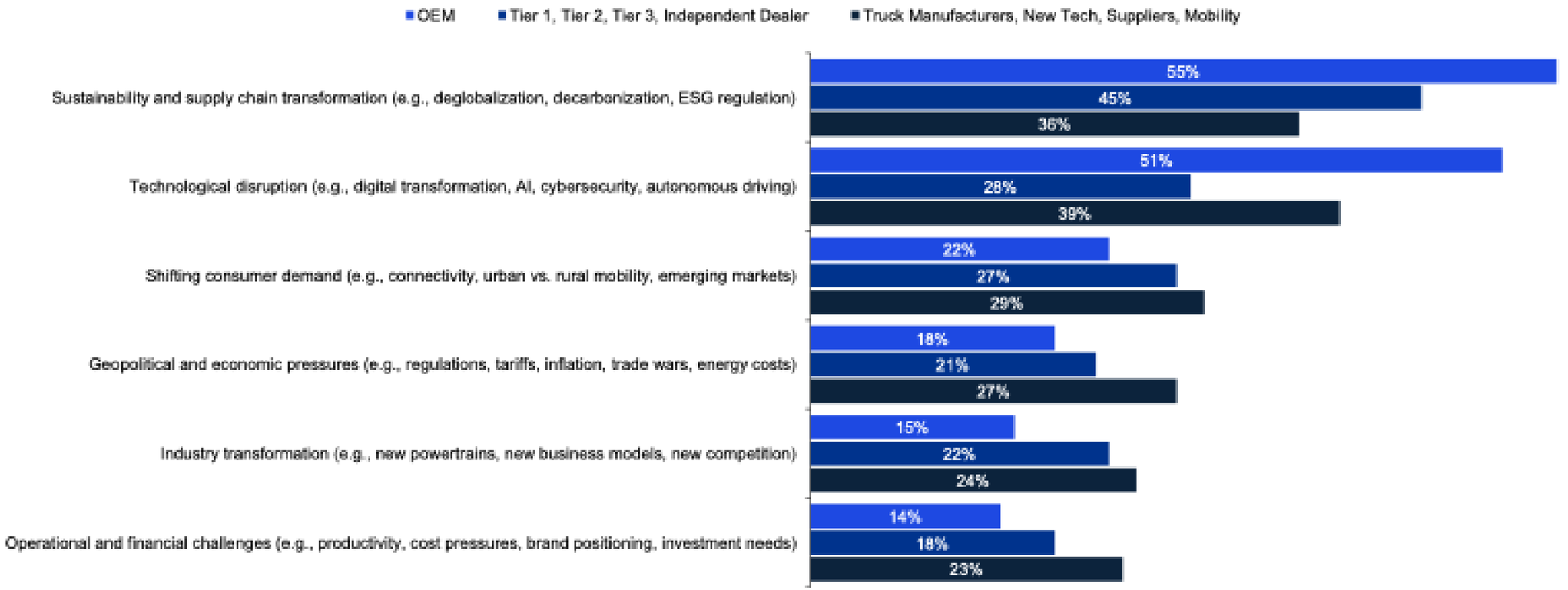
Which of the following factors will be most disruptive to the automotive industry in the next three years?



Q3a: Which of the following factors will be most disruptive to the automotive industry in the next three years? Base: All answering: TOTAL=775

OEMs are particularly clear on the two biggest industry disruptors

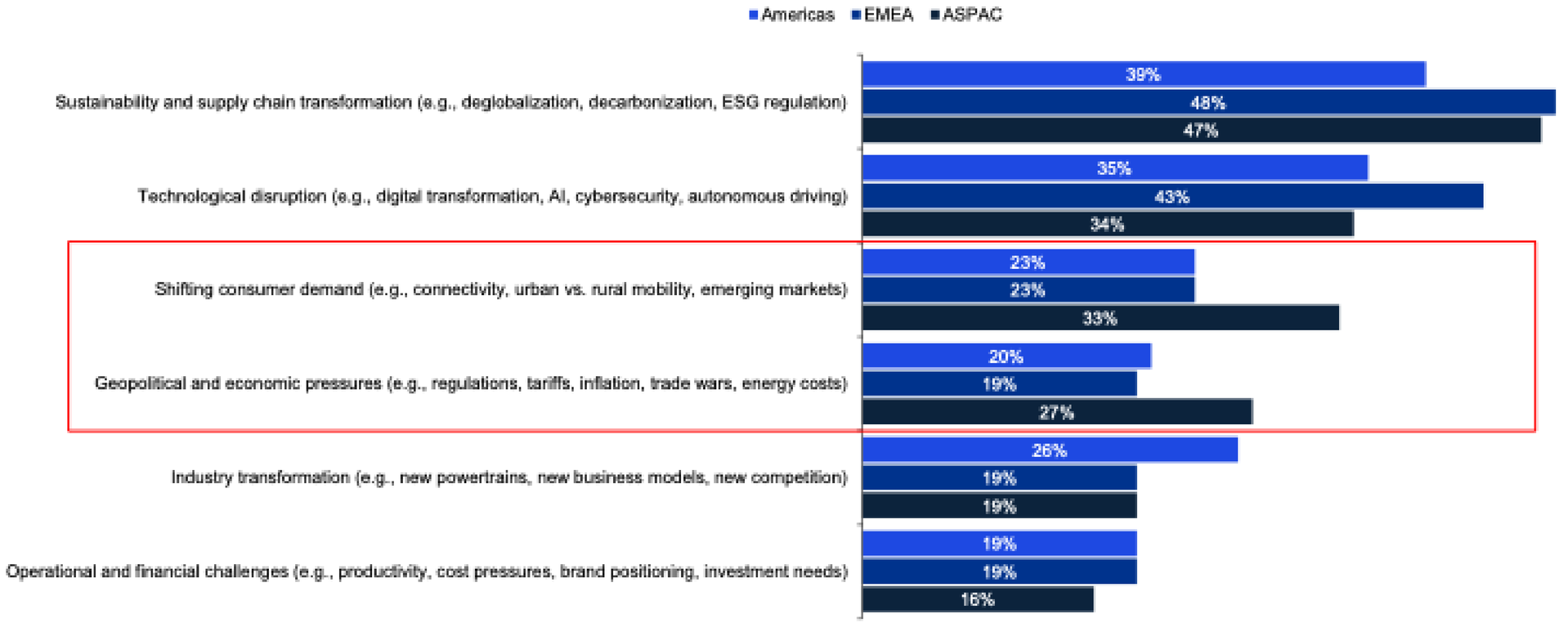
Which of the following factors will be most disruptive to the automotive industry in the next three years?



Q3a: Which of the following factors will be most disruptive to the automotive industry in the next three years? Base: All answering: OEM=232, Tier 1, Tier 2, Tier 3, Independent Dealer=310, Truck Manufacturers, New Tech, Suppliers, Mobility=233

While the top two disruptors hold true across regions, executives in ASPAC are more divided

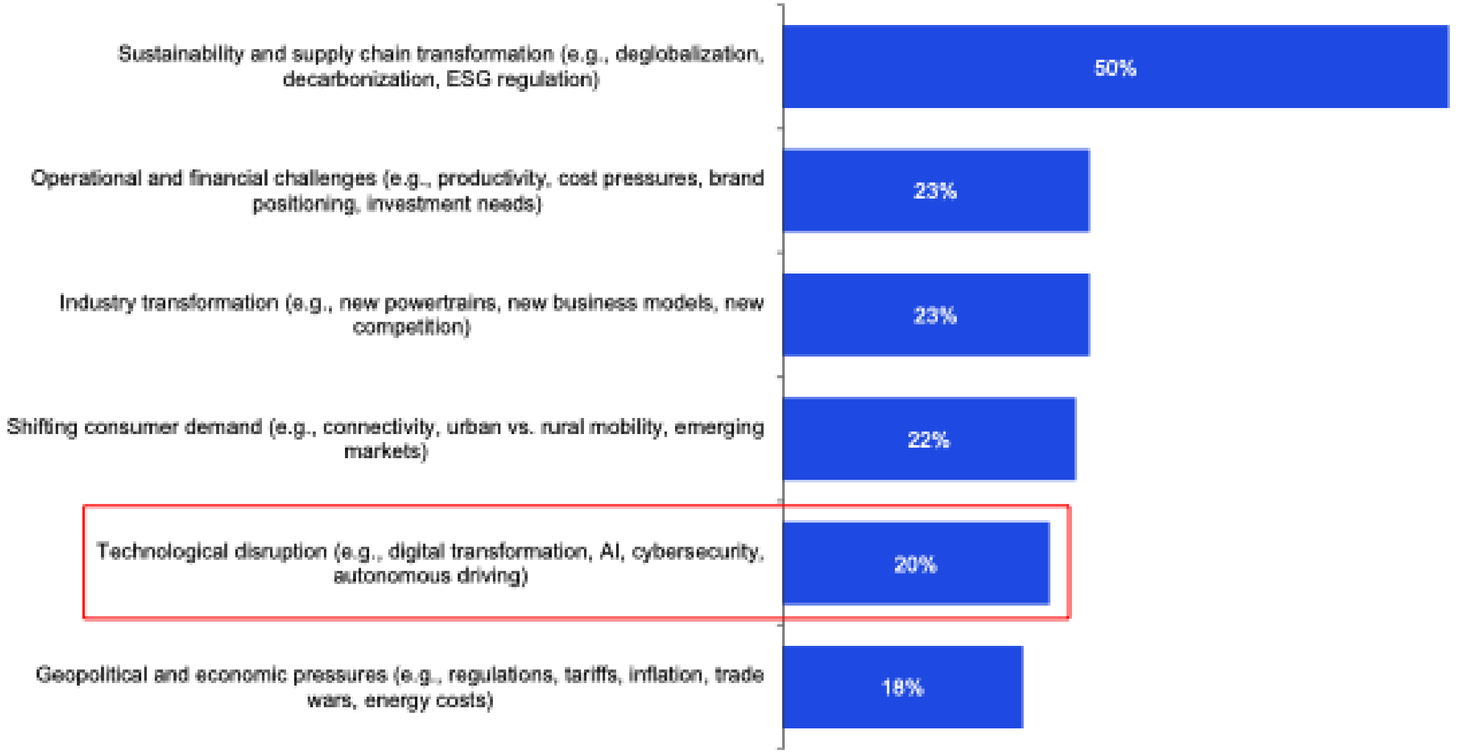
Which of the following factors will be most disruptive to the automotive industry in the next three years?



Q3a: Which of following factors will be most disruptive to the automotive industry in the next three years? Base: All answering: Americas=190, EMEA=340, ASPAC=245

The industry is much better prepared for supply chain challenges than for technological disruption

How prepared is your business for this disruption?



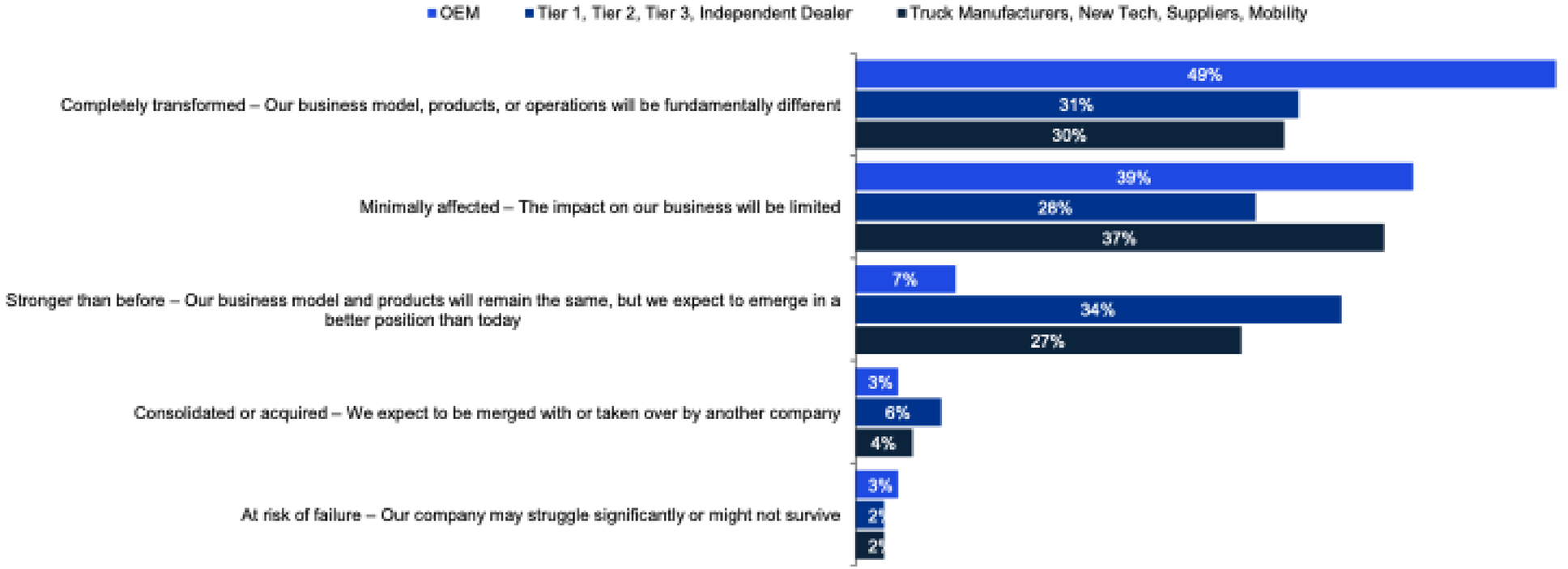
This builds on findings from GAES 2024, which showed that:

- Executives were becoming less worried about supply chains after the initial shocks of COVID wore off.
- Only 12% of auto execs said they felt extremely well prepared for advanced technologies – down from 20% the year before.

Q3b: How prepared is your business for this disruption? - Prepared SUMMARY Base: Those selecting factor as most disruptive to industry: TOTAL=775

Nearly half of OEMs expect their companies to be completely transformed in three years' time

Choose the statement that best describes how you expect these disruptions to impact your company over the next three years. Our company will be…



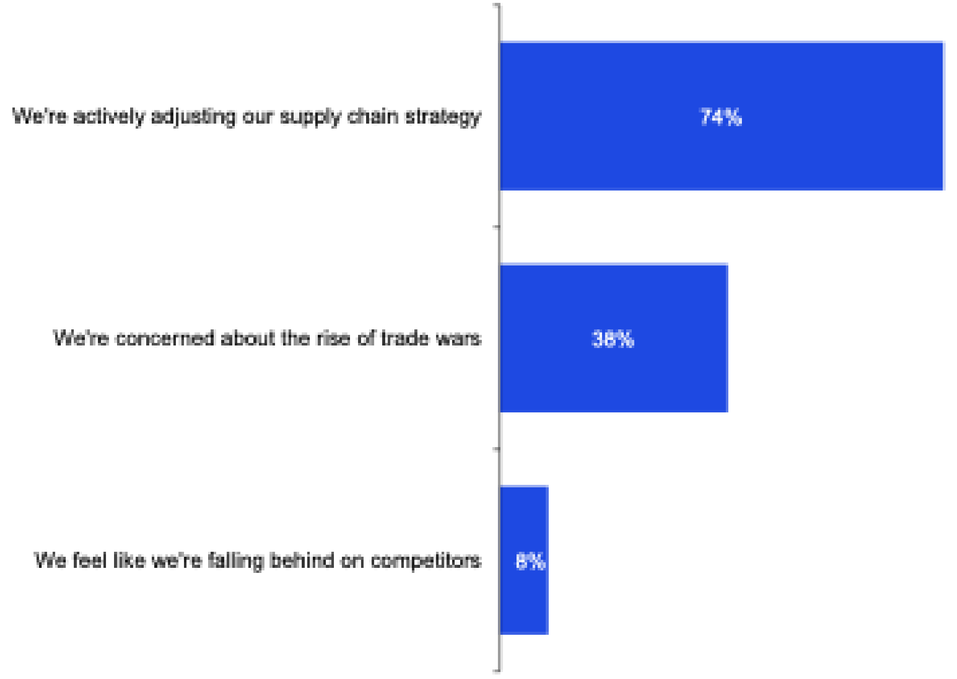
Q4: Choose the statement that best describes how you expect these disruptions to impact your company over the next three years. Our company will be…
Base: All answering: OEM=232, Tier 1, Tier 2, Tier 3, Independent Dealer=310, Truck Manufacturers, New Tech, Suppliers, Mobility=233

Section 1: Sustainability & supply chain

The industry is becoming more resilient to supply chain shocks, but the mission is not yet complete — and companies are looking to partnerships and technology to strengthen and streamline future operations.

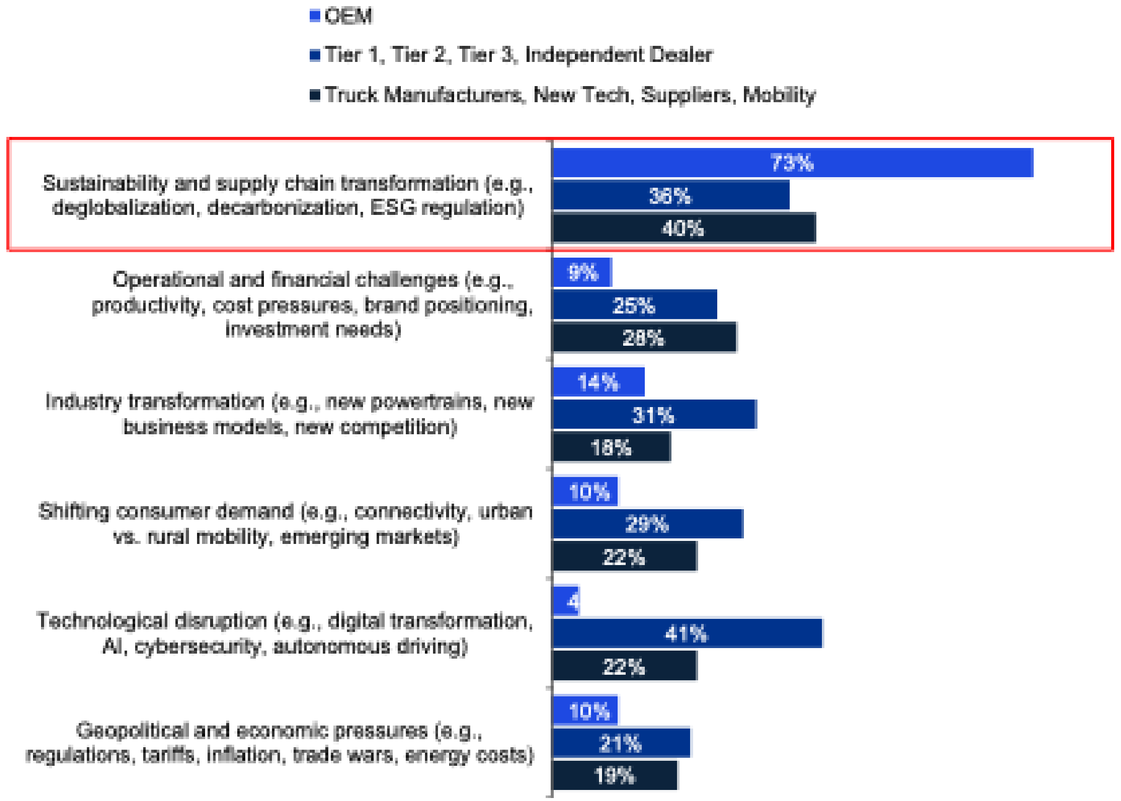
Resilient supply chains help control costs and stabilize vehicle prices, enhancing affordability. Active adjustments to supply chain strategies help mitigate cost increases and keep vehicles affordable.

Which of the following statements are true for your business today?



Q1: Which of the following statements are true for your business today? - True SUMMARY
Base: All answering: TOTAL=775

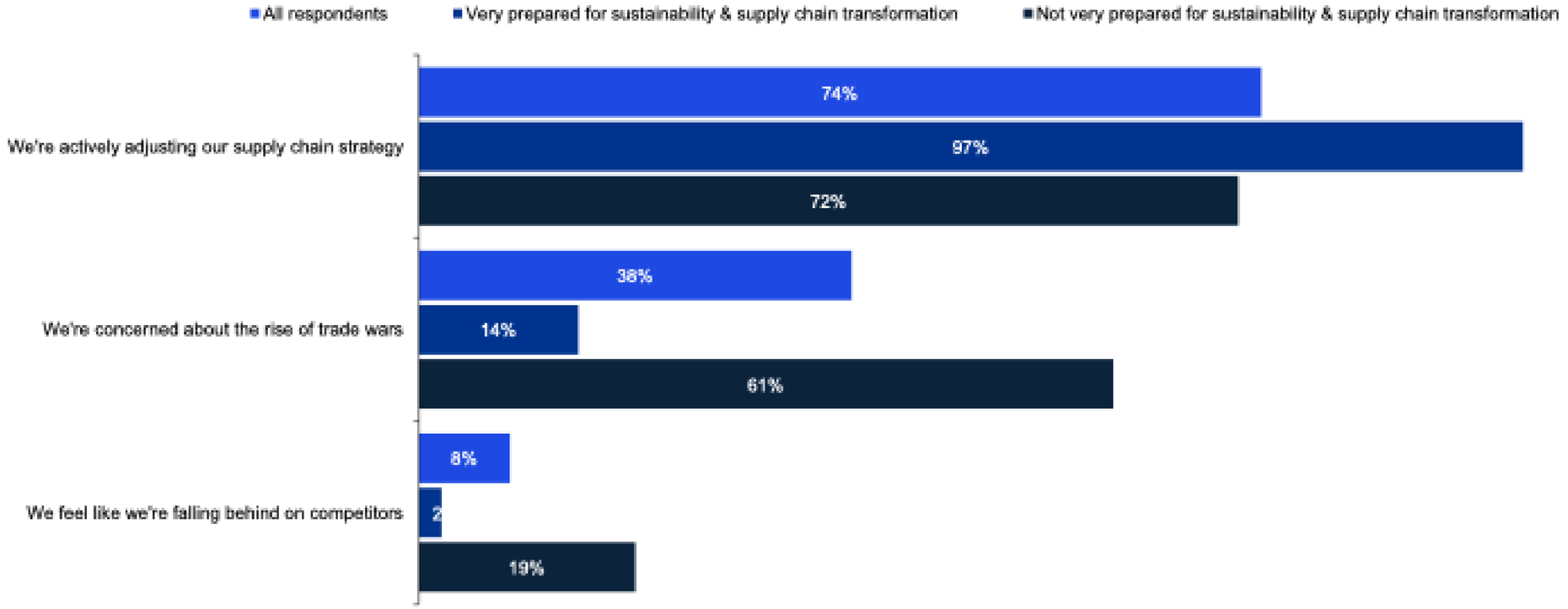
How prepared is your business for this disruption? - Very prepared



Q3b: How prepared is your business for this disruption? - Prepared SUMMARY Base: Those selecting factor as most disruptive to industry: OEM=232, Tier 1, Tier 2, Tier 3, Independent Dealer=310, Truck Manufacturers, New Tech, Suppliers, Mobility=233

Hybrid supply chain models balance global efficiency and local market needs, influencing vehicle affordability.

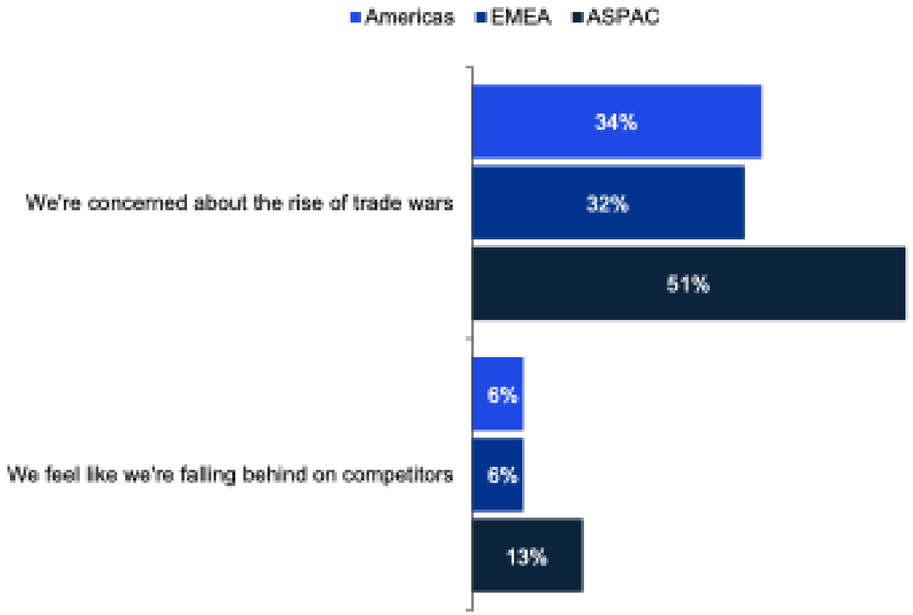
Which of the following statements are true for your business today?



Q1: Which of the following statements are true for your business today? - True SUMMARY Base: All answering: Very prepared=177, Not very prepared=174

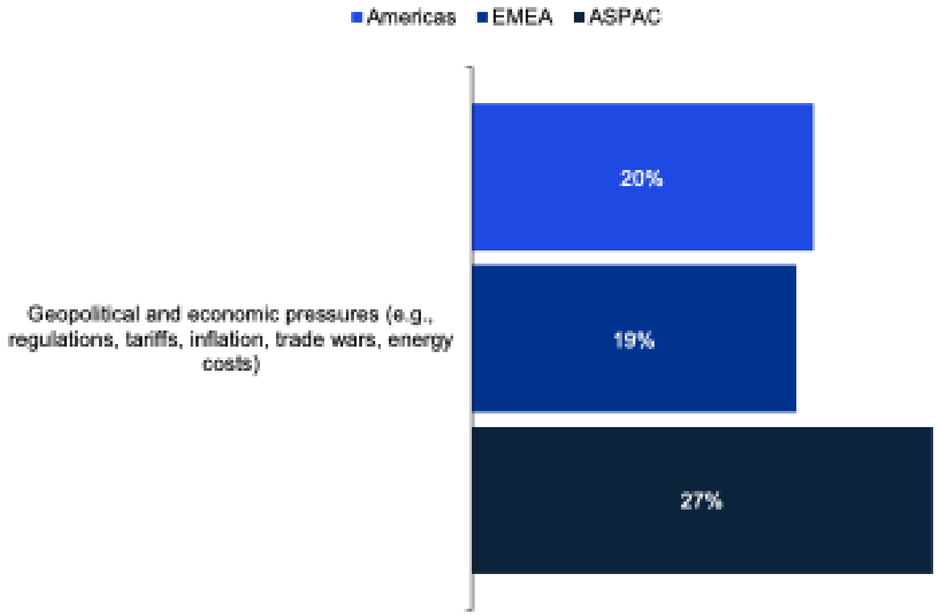
Executives in ASPAC are most concerned about geopolitical pressures and the impact to affordability

Which of the following statements are true for your business today?



Q1: Which of the following statements are true for your business today? - True SUMMARY
Base: All answering: Americas=190, EMEA=340, ASPAC=245

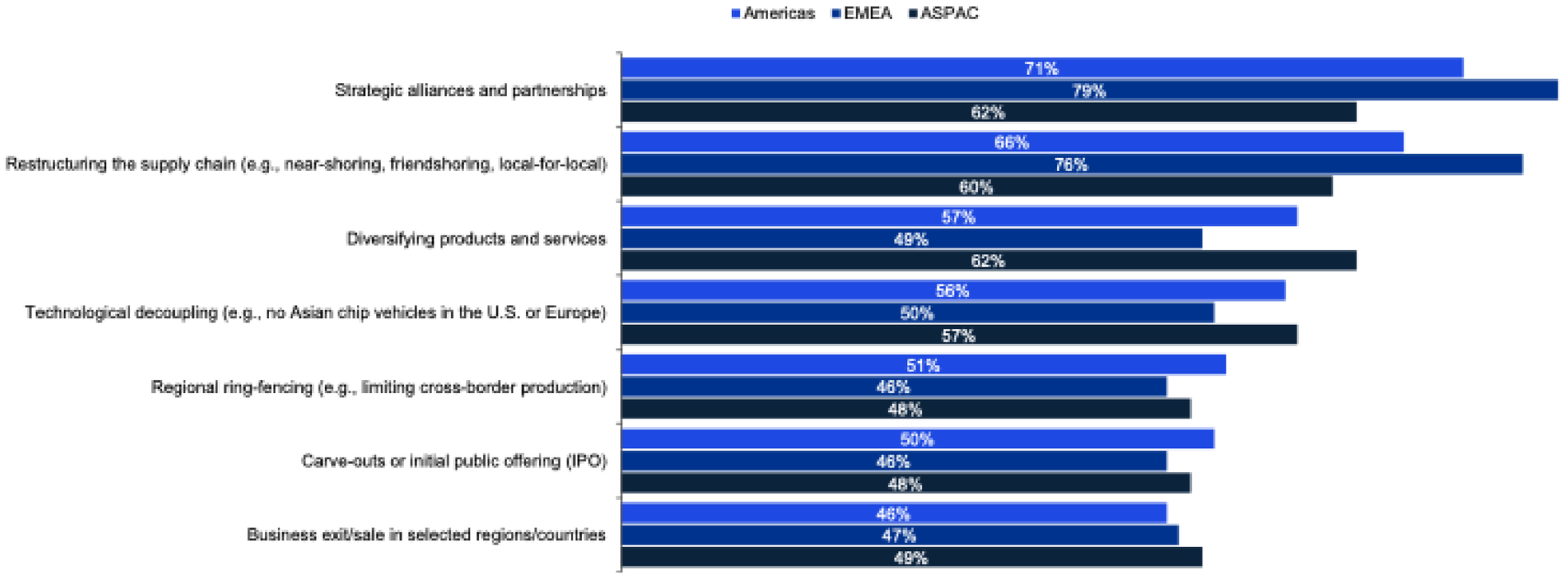
Which of the following factors will be most disruptive to the automotive industry in the next three years?



Q3a: Which of following factors will be most disruptive to the automotive industry in the next three years? Base: All answering: Americas=190, EMEA=340, ASPAC=245

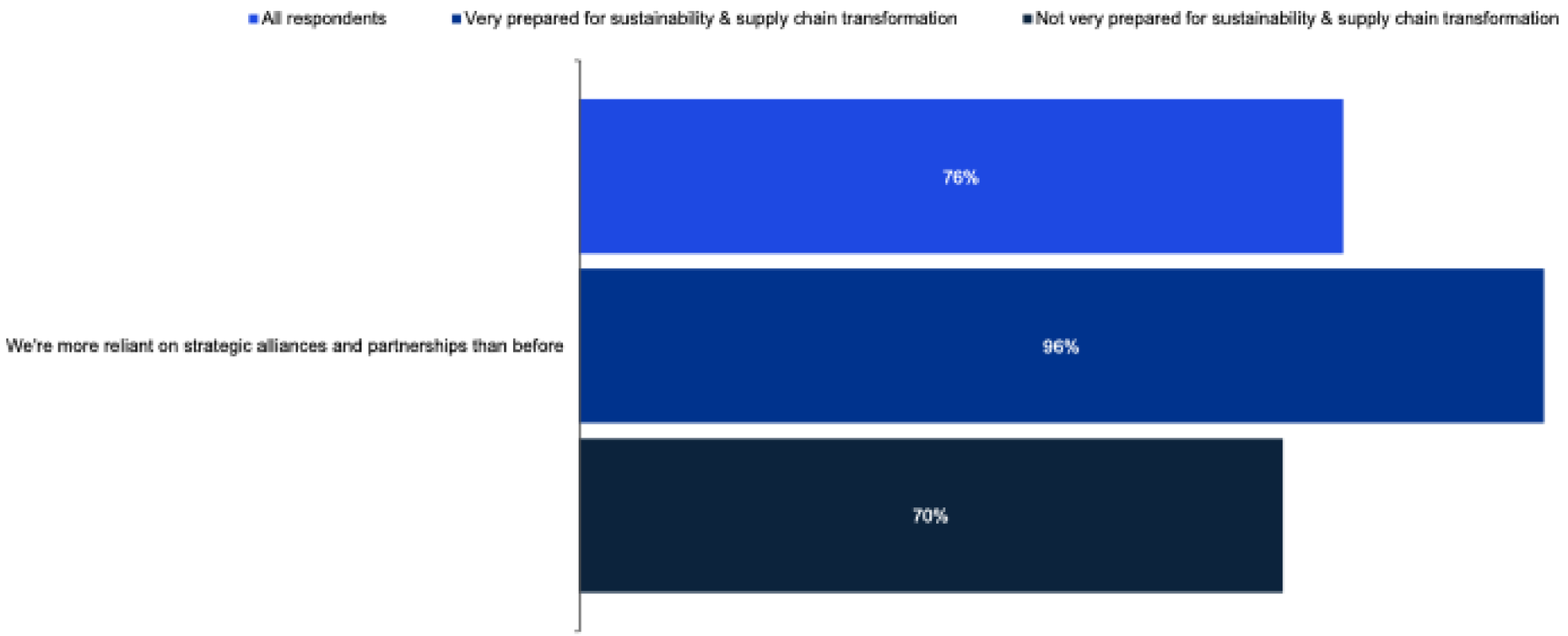
In response to escalating trade wars and deglobalization, businesses are juggling multiple strategic initiatives to improve vehicle affordability

In response to increasing trade wars and deglobalization, how likely is your company to take the following strategic actions?



Q7: In response to increasing trade wars and deglobalization, how likely is your company to take the following strategic actions? - Taking action SUMMARY
Base: All answering: Americas=190, EMEA=340, ASPAC=245

Partnerships are key to supply chain resilience. Those that are 'very prepared' for sustainability & supply chain transformation are much more likely to say they're reliant on them to control vehicle production cost



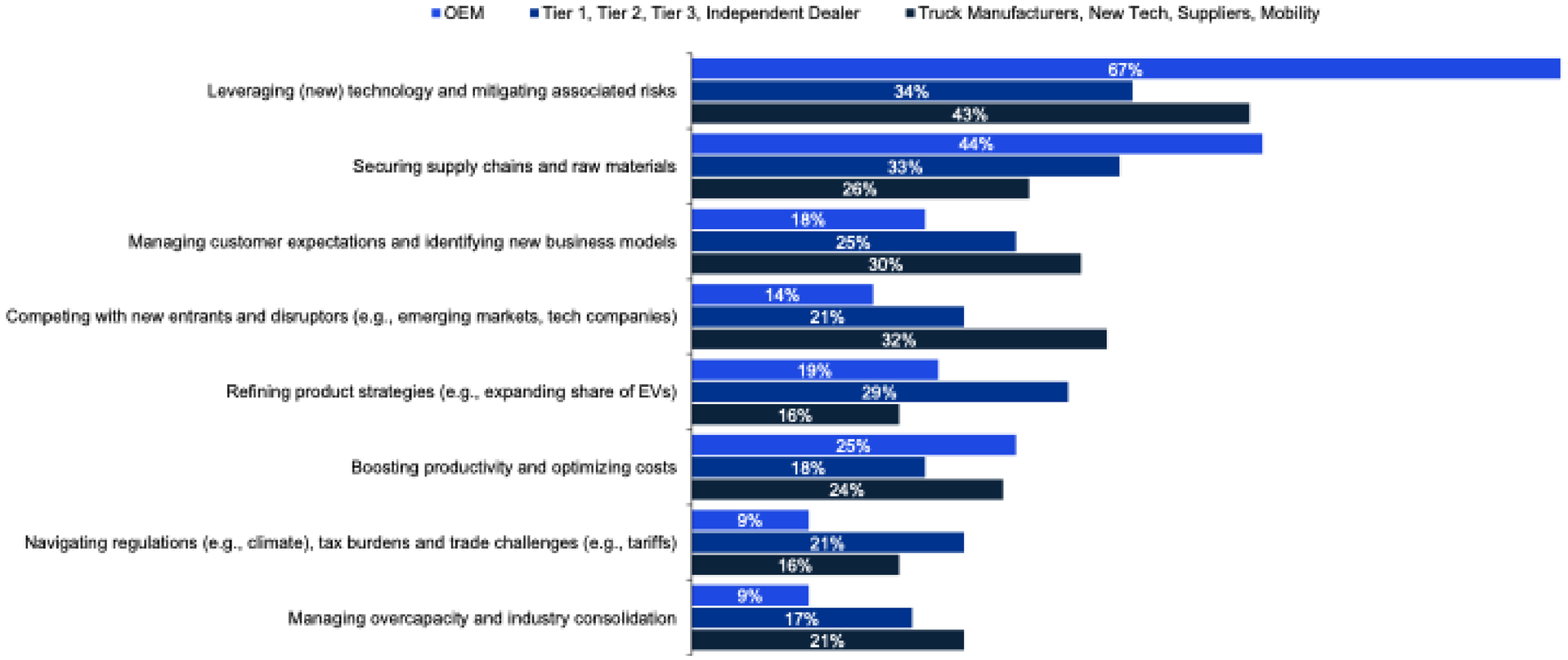
Q1: Which of the following statements are true for your business today? - True SUMMARY Base: All answering: TOTAL=775, Very prepared=177, Not very prepared=174

Section 2: Technological disruption

The growing importance of technology and the entry of new players are rapidly reshaping the automotive ecosystem, but there's uncertainty on how this will play out.

Leveraging technology is considered by far the top business priority for OEMs

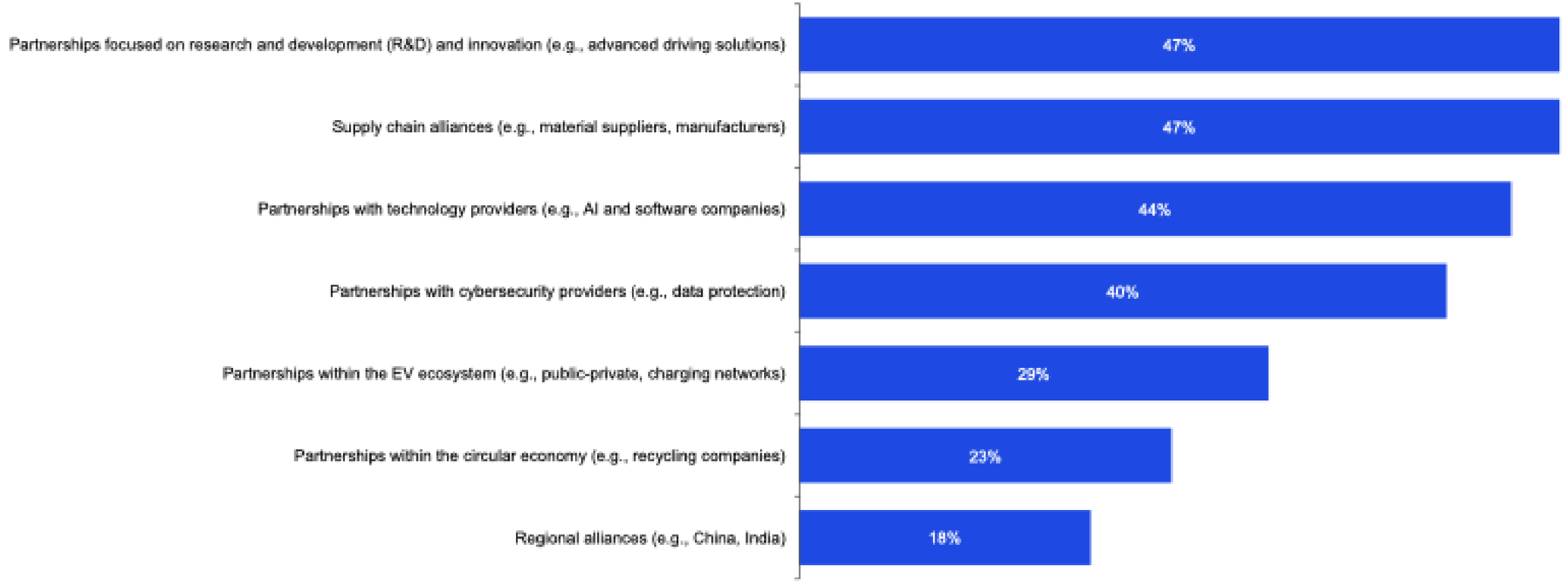
In your view, what should be the top three business priorities for original equipment manufacturers (OEMs) in the next 3 years?



Q5: In your view, what should be the top three business priorities for original equipment manufacturers (OEMs) in the next three years? Base: All answering: OEM=232, Tier 1, Tier 2, Tier 3, Independent Dealer=310, Truck Manufacturers, New Tech, Suppliers, Mobility=233

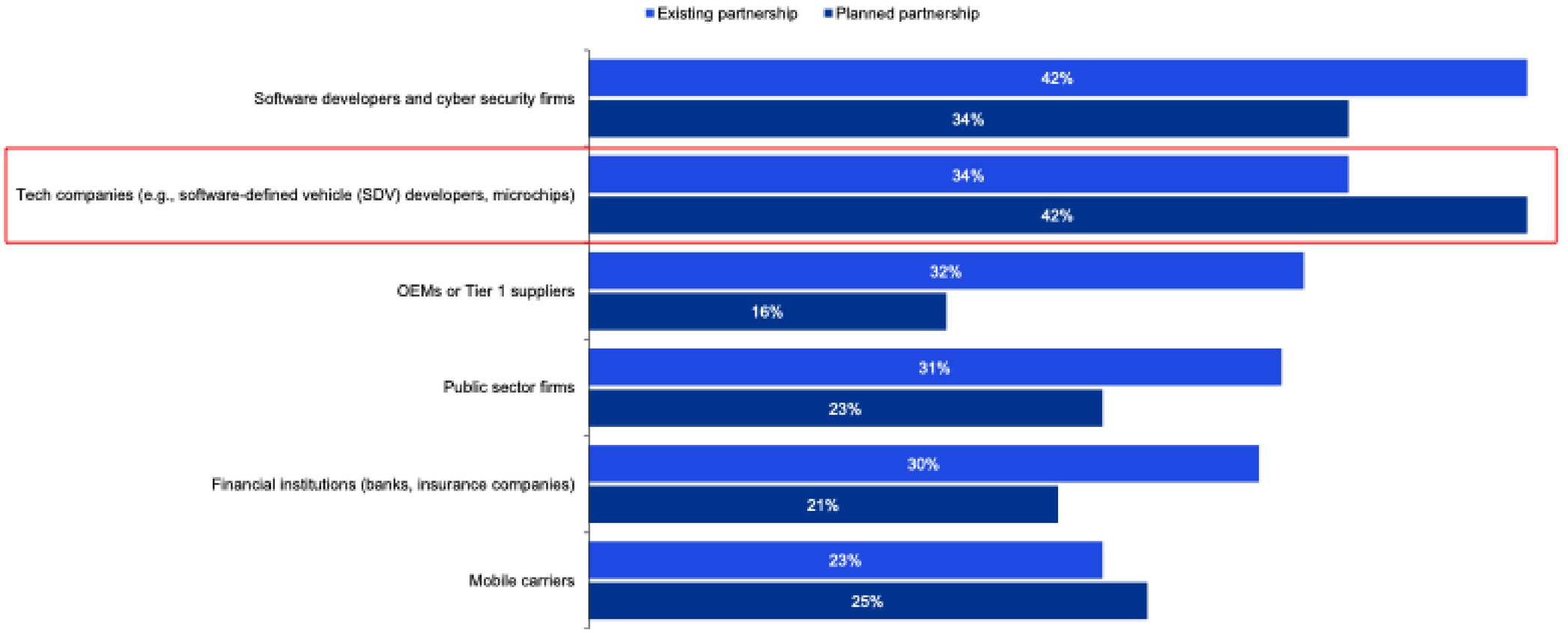
Across all respondents, the partnerships believed to be most critical to future success in managing cost-per-vehicle are in R&D, supply chain and technology

What types of strategic partnerships and alliances will be the most critical to your company's success in the next 3 years?



Q9: What types of strategic partnerships and alliances (i.e. collaborating with other companies to share resources and drive innovation) will be the most critical to your company's success in the next three years? Base: All answering: TOTAL=775

A majority of planned partnerships are with tech companies, revealing a broader shift across the industry



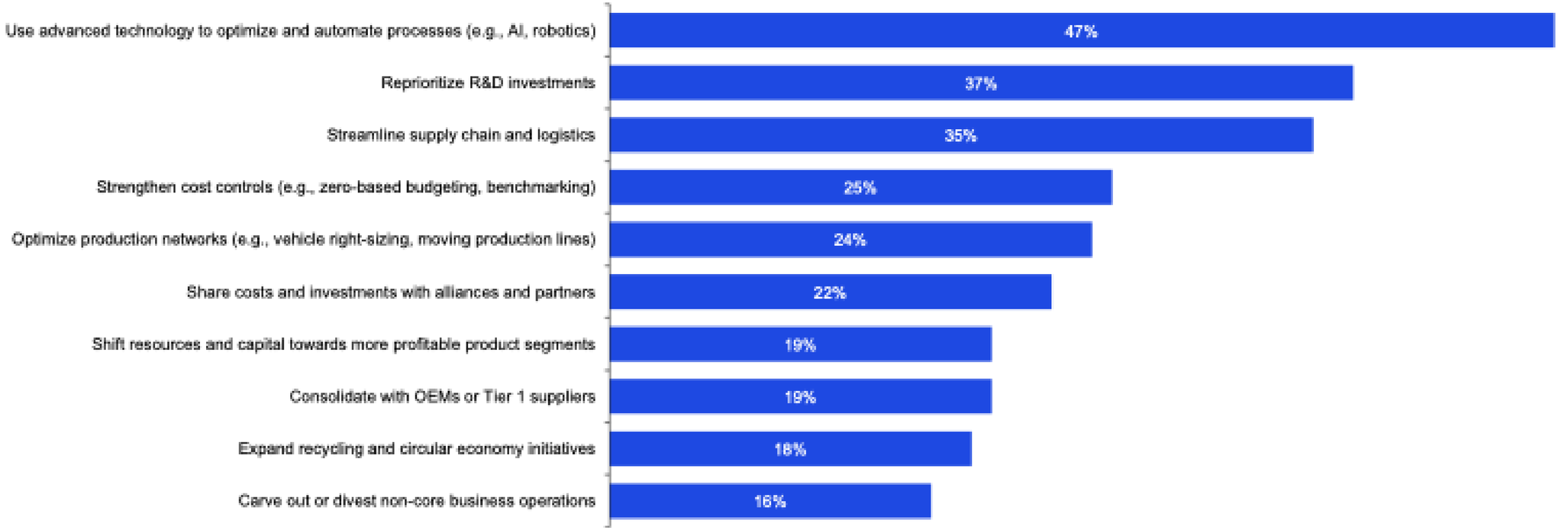
Q10: Which companies are you currently partnering with? Which are you planning to partner with? - SUMMARY Base: All answering: Existing partnership=775, Planned partnership=775

Section 3: Strategy & performance

Companies are gearing up for a new era of competition, with technology and innovation seen as key drivers of productivity, performance and profitability.

As companies face pressure to reduce cost and boost productivity, they are likely to focus on tech/automation, R&D investment and streamlined supply chains

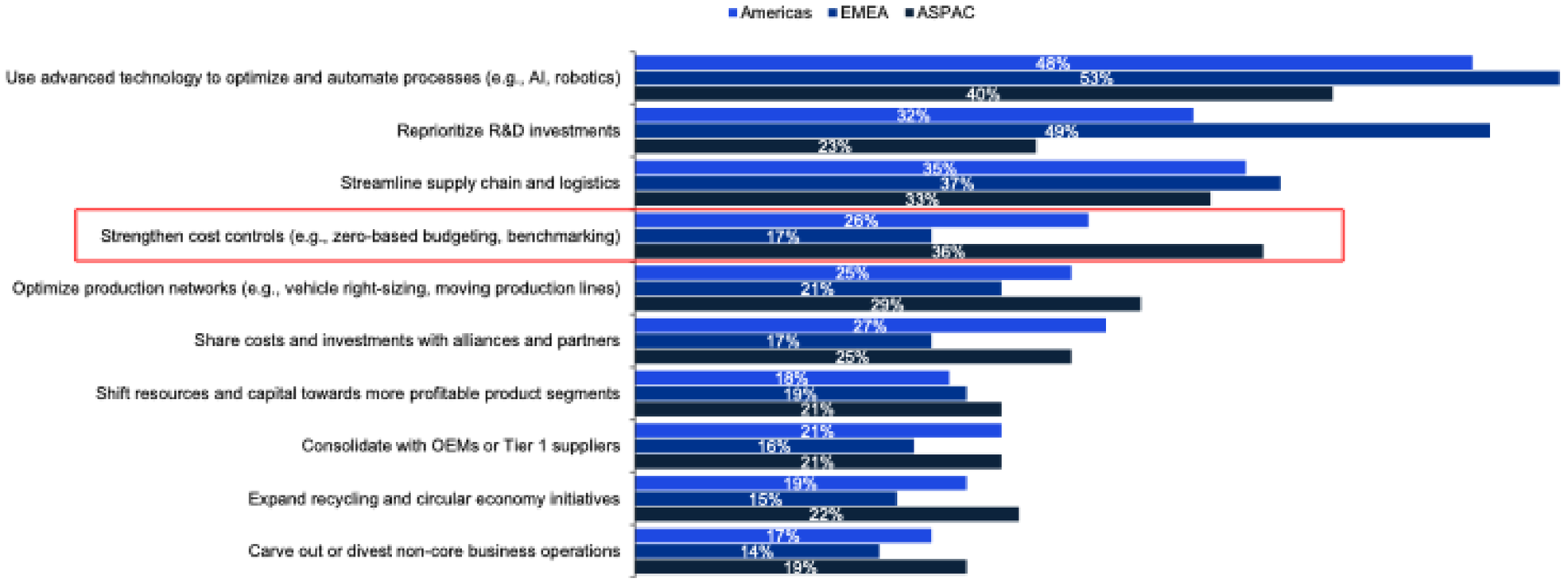
What steps will your company be taking to reduce overall costs and enhance productivity in the next 3 years?



Q20: What steps will your company be taking to reduce overall costs and enhance productivity in the next 3 years? - RANK 1-3 SUMMARY Base: All answering: TOTAL=775

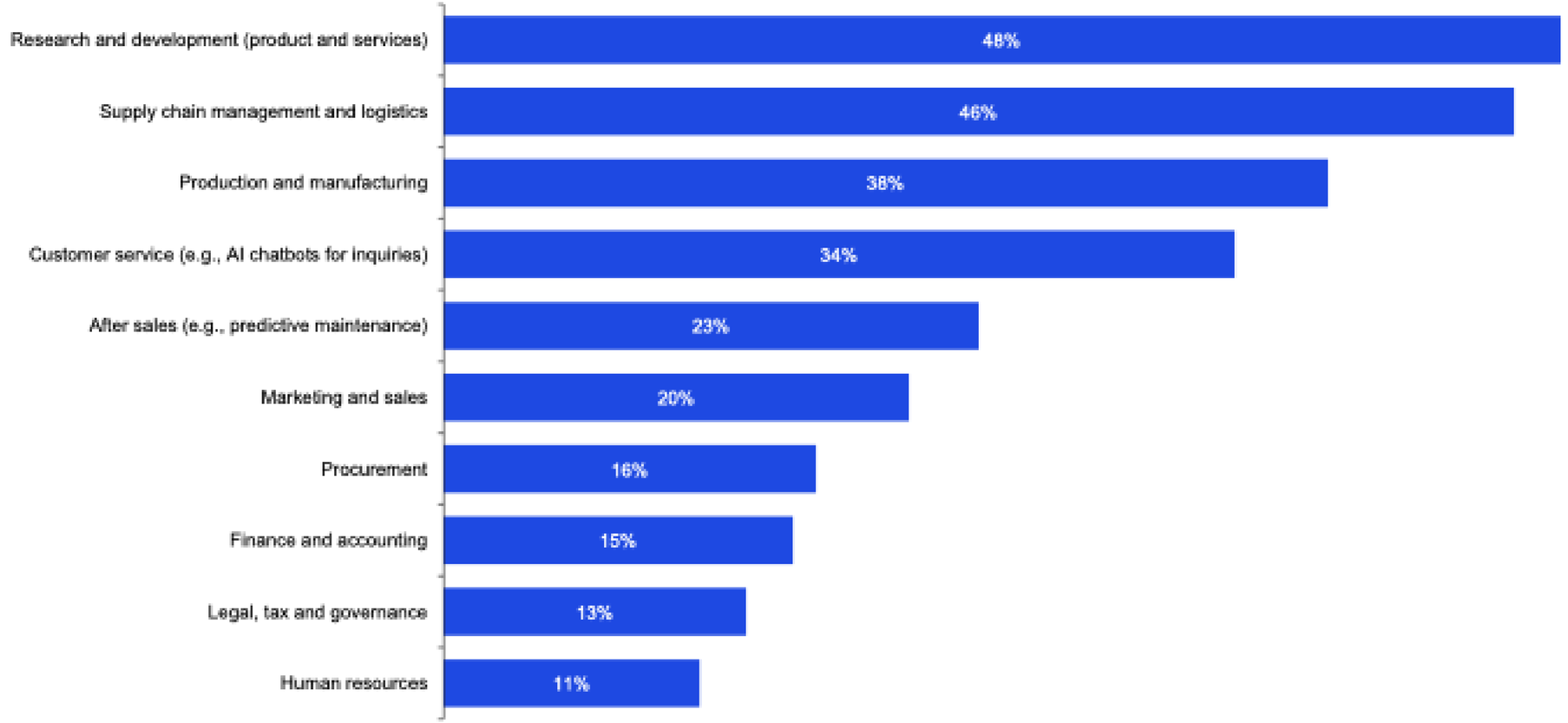
While companies in ASPAC are less likely to say they'll be reprioritizing R&D investments, they are much more likely to say they'll be strengthening cost controls

What steps will your company be taking to reduce overall costs and enhance productivity in the next 3 years?



Q20: What steps will your company be taking to reduce overall costs and enhance productivity in the next 3 years? - RANK 1-3 SUMMARY Base: All answering: Americas=190, EMEA=340, ASPAC=245

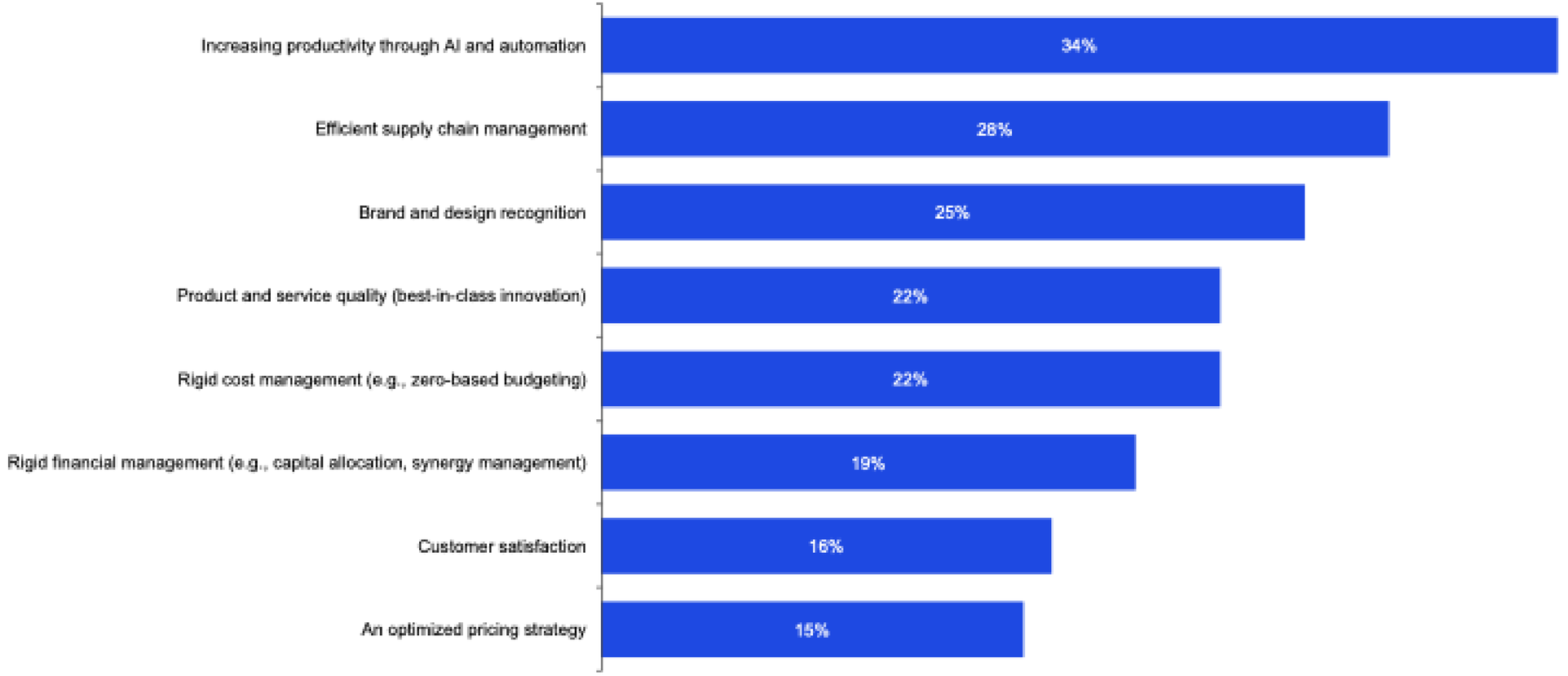
AI is delivering cost benefits across the board, but the biggest impact to affordability is still seen in costs related to R&D and supply chain management



Q12: In which areas of your business will AI deliver the greatest benefits by improving productivity and/or reducing costs? - RANK 1-3 SUMMARY Base: All answering: TOTAL=775

Across all respondents, AI-led productivity is seen as the key driver of long-term profitability and cost control

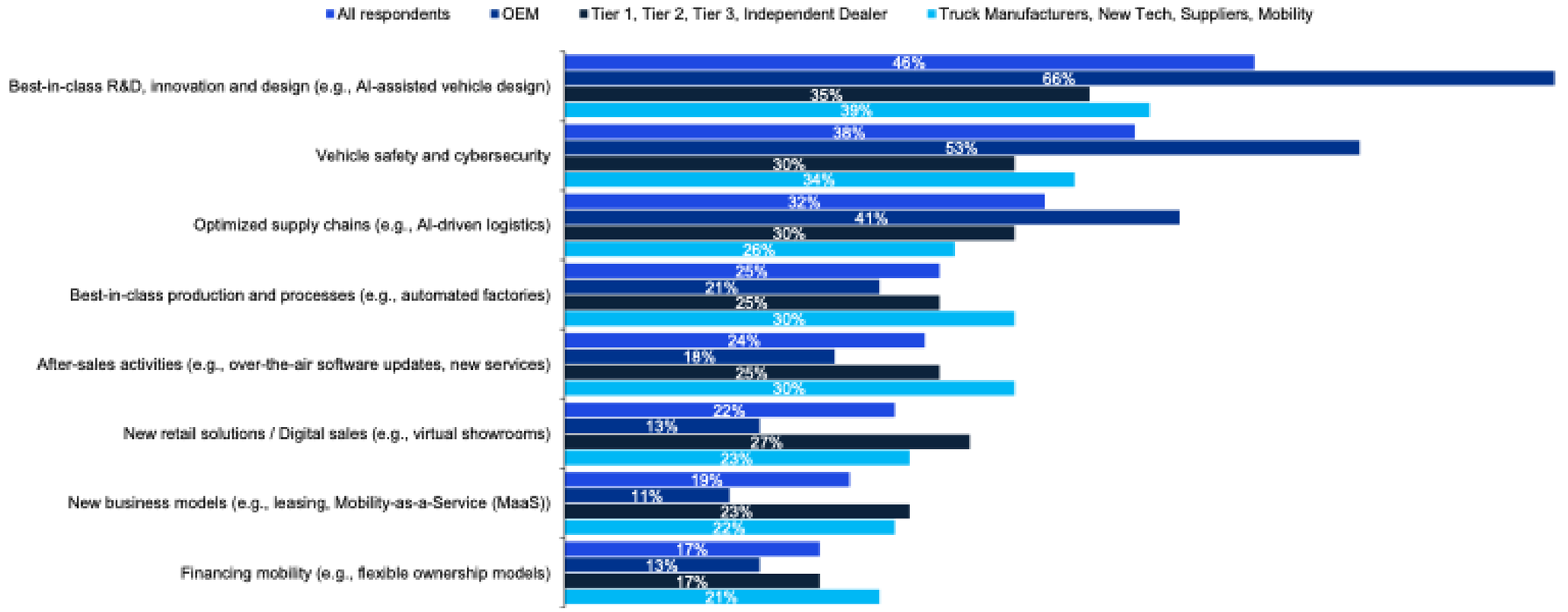
Which of the below aspects will be most critical to your company's long-term profitability and cost control?



Q21: Which of the below aspects will be most critical to your company's long-term profitability? Base: All answering: TOTAL=775,

When it comes to technology, R&D and innovation is seen as the most significant driver of profitability, particularly for OEMs

Which of the following areas will be the most significant drivers of profitability for your business in the next 3 years?



Q11: Considering technological disruptions like electrification, autonomous driving, and (generative) AI, which of the following areas will be the most significant drivers of profitability for your business over the next three years? Base: All answering: TOTAL=775

Wrapping up

Fund R&D in technologies that fundamentally reduce vehicle production **and** ownership costs

♦

Forge tech-forward supply chain partnerships and translate efficiency gains directly into consumer affordability

♦

Architect strategic alliances with agile tech players to rapidly scale cost-saving innovations across the ecosystem.

♦

Invest decisively in your “Future Factory " where manufacturing innovation drives of vehicle affordability.

kpmg.com/socialmedia

Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates or related entities.

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

10th
Mobility
Innovators
Forum

Panel

$30K Car

10th Mobility Innovators Forum

Panel
$30K Car

Sungjun Maing

Founder

DRIVE TECH ODYSSEY

Tu Le

Managing Director

SINO AUTO INSIGHTS

Moderator

Tafflyn Toy

Open Innovation Sr. Manager

HYUNDAI CRADLE

Hugh Nguyen

Partner

KPMG

10th
Mobility
Innovators
Forum

Presentations

EV Affordability

10th
Mobility Innovators Forum

Startup Presentation

Erik de Winter

Founder & CEO

RISE

Slides are confidential and not shareable.

rise

Join us on our mission
to make mobility match life.

Erik de Winter
Founder
erik@ride-rise.com

10th
Mobility Innovators Forum

Startup Presentation

Yao Zhai

Co-Founder

LI POWER

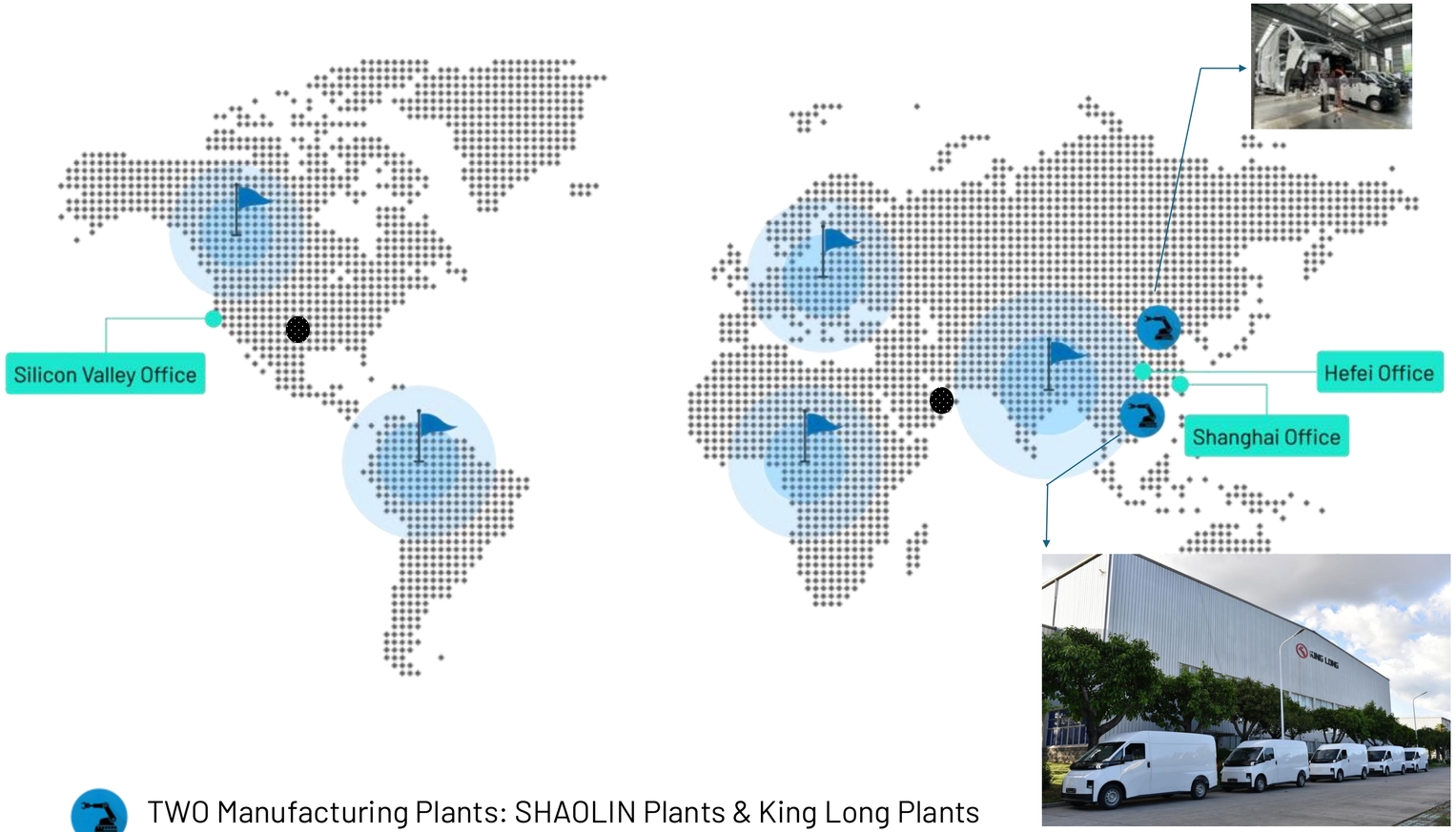
LI POWER

Electric Vehicles Reimagined

2025

Global Vision Local Drive - Empowering the EV Revolution

- U POWER Tech operates two manufacturing facilities and is planning a third.
- We are currently evaluating SKD strategy for Latin America and North America
- Our products are already certified and available for sale in European Union, Latin America, and Africa.



TWO Manufacturing Plants: SHAOLIN Plants & King Long Plants

Available Markets: North America,Latin America ,European Union,Africa,Middle East

OEM plants for SKD （Planning）

Executive Summary

Introducing U Power: Building the EV Platform of the Future

Company History

- **2021: Foundation & Vision**
  - Company founded in Shanghai and Silicon Valley
  - Established “Chassis-as-a-service” model and core engineering team
- **2022: Protype & Validation**
  - First mass-production protype rolled off assembly line
  - Platform validated for modular scalability and performance benchmarks
- **2023: Global Certification & Early Orders**
  - Certified in China, EU and LATAM markets
  - Secured initial fleet and OEM partnerships
- **2024: First International Deliveries**
  - Established production infrastructure, capacity, staffing and supply chain to enable initial market launch
  - Delivered first batch of chassis and vehicles to Olympian Motors (US)
  - Demonstrated export capability and global production readiness
- **2025: Strategic Expansion**
  - Expanding manufacturing and partnerships across the Americas & GCC
  - Localizing supply chains and production for global clients

4360

Units Orders in 2026

Client Traction

Nestlé, Grupo Bimbo, amazon, SF Express 顺丰速运, mercado livre, VEMO

3 Continents

Certified in China, EU and LATAM

Planned Certification

For North America, South America and the GCC

Financing Plan

US$100M in 2026 to fund next-gen products and global scale-up

** 436 total 2025 unit orders, includes 155 delivered units and 281 backlogged units (backlogged units represents approximately $3.45M in contracted revenue)*

U-Power's Dual-Platform Roadmap: Spanning Commercial EVs and Robotic Vehicles

As the world's only skateboard chassis manufacturer certified for high-speed electric vehicles in China, Europe, and the U.S., U-Power holds unparalleled advantages in manufacturing capability and cost efficiency. Key modules of the same chassis can be reused across commercial EVs and autonomous vehicles.

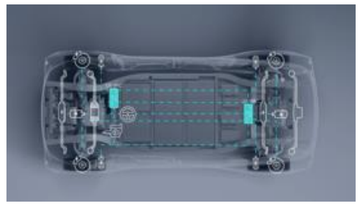
Chassis platform for UP VAN and UP Robot

E

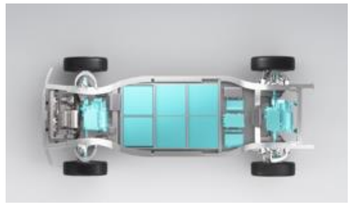
E Platform	
Wheelbase	3200-3650mm
Length	5800-5990mm
GVW	<6000kg
AD Ready	L2-L4
Target Segment	
Inter-city logistics or mini-bus	

R

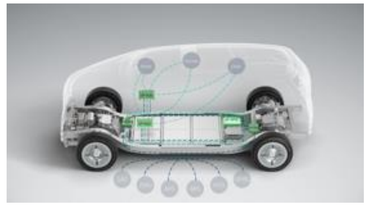
R Platform	
Wheelbase	1000-3500mm
Length	1500-5000mm
GVW	<3500kg
AD Ready	L4
Target Segment	
Last-mile, port, airport, municipal low speed logistics	



UP VMC
U POWER Self-Developed Integrated Motion Domain Control System



Pre-Integrated E-Drive System
Domain Control Battery Pack



UP HPVC
Self-Developed HPVC Automotive Supercomputing Platform

Company Profile

Full-Spectrum EV Ecosystem Built on the U Power Chassis

Models in Production

UP Chassis

Core skateboard platform enabling flexible body integration

Currently delivering globally

UP Van

Flagship light commercial EV van, optimized for TCO

Currently delivering globally

UP Robot

Compact last-mile road-ready autonomous delivery vehicles

Delivery estimated for Q4 2025

UP Bus

Co-developed with Shaolin Auto, integrating U Power's EIC

Delivery estimated Q1 2026

Available in 2026

UP Chassis Ultra

Medium-duty chassis designed for Class 2b/3 vehicles

Available in 2026

UP Van Ultra

Class 2b/3 commercial van

Available in 2026

Core Architecture and Business Model: Urban Application Robot Platform Strategy

Artificial Intelligence Cloud Platform

Urban Operations Hub | Cloud Interconnection | Fleet Dispatch | Data Closed-Loop | Security Redundancy

Urban Operations Autonomous Layer

City Operations Operating System | Remote Control | Scalable Autonomous Platform for Rapid, Cost-Effective Deployment of Urban Robots

Autonomous Work Robots/Fleets (Phased Deployment)

Adaptable to diverse urban tasks, enabling coordinated operations across multi-robot fleets.

Current Products
Electric Vehicles Replacing Gasoline Vehicles
Accumulating data

UP VAN

Autonomous Delivery Robot

Robot Van

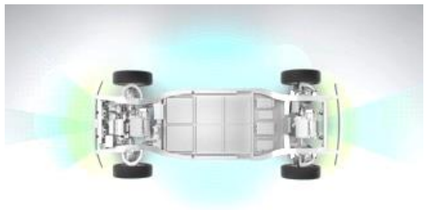
UP Van Ultra

Autonomous Delivery Robot

Focusing on the "low-to-medium speed open cargo transport" scenario, we are progressively advancing toward higher speeds and more complex scenarios through "customer reuse," "data flywheel," and technological iteration.

UP Skateboard Chassis

UP VMC | UP HPVC | Autonomous Driving Algorithms



China

- Engineering Force & Manufacturing Backbone
  - Core hub for chassis production, hardware and software R&D, and global parts supply
  - Supplies white-label vehicles for Asia and emerging markets with partners like King Long
  - Drives platform innovation and upstream integration for all global facilities
  - Utilize existing overcapacity in Chinese manufacturing

Reliable EV Supply Chain

NVIDIA, 腾讯智慧出行 Tencent Intelligent Mobility, DiAS, BWI GROUP, 国轩高科 GUOXUAN HIGH-TECH, 芯驰 SemiDrive, CALB, BOSCH, RENESAS, AAM, 地平线 Horizon Robotics, 远峰科技 YFP TECH, Inovance 汇川技术, Continental, CNTRC, EVE 亿纬动力, SK, faurecia, 五菱工业 WULING INDUSTRY, 中国中车 CRRC, 弗迪科技, THE AUTOWARE FOUNDATION

Contract Manufacturing Partners

KING LONG, 少林客车 SHAOLIN BUS, 东风柳汽

Pilot Customers

中国邮政 CHINA POST, JDL 京东物流, SF EXPRESS 顺丰速运

Company Profile
Island Manufacturing Model

- Leading OEMs are increasingly adopting island factories to address the new market norm, as **EVs become more like electronics – frequent updates, diverse models, and faster launch cycles**
- U Power will bring island manufacturing to GCC and Mexico, enabling true **“Vehicle-on-Demand (VoD)” production**.

Flexible & Modular

Multiple “islands” allow fast introduction of new models without halting production

Scalable & Efficient

Variable station pitch and parallel workflows optimize utilization and reduce cycle time

AI-Driven Efficiency

High automation lowers workforce requirements, reduces energy use (cooling), and cuts overall operating costs

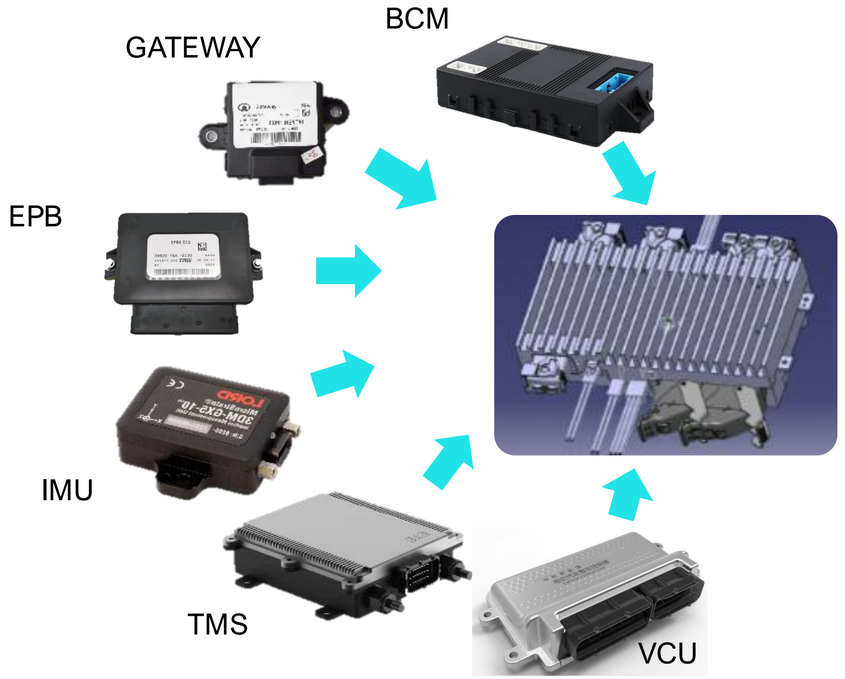
Design Advantages

- **Compact & Agile design for Urban Logistics**
  - With engine bay optimized away, vehicle length is 1 meter shorter than key competitors — with no sacrifice in payload or volume.
  - Delivers a tighter turning radius for superior maneuverability on narrow streets, ideally suited for markets like EU and Latin America.
- **Scalable & Adaptable for High-Volume Needs**
  - Rapidly configurable into large-volume models like the UP VAN Ultra for the North American market.
  - Lowest deck height, enabled by the structural design, reduces loading/unloading effort.
- **Unrivaled Aerodynamic Efficiency**
  - Achieves an extremely low drag coefficient at passenger car level, much higher energy efficiency than all global competitors in this category.

260+ Patents Ensuring a Technological Edge

Chassis Domain Controller

- World's first highly integrated, production-ready chassis domain controller
  - 50% fewer chassis ECUs, to lower BOM costs and the retail price
  - 30% reduction in wire-harness weight, leading to 34kg of weight reduction per vehicle



UP Van – Cost Advantage:

- Lower cost per m³ among ICE and EV peers
- Positioned as the Total Cost of Ownership (TCO) leader enabling a faster payback
- Positioned as the cost-efficiency leader in the global EV LCV segment







	UP VAN L2H2	Ford Transit Custom H2 350 L2	GM Chevrolet Express 2500 (EWB) Diesel	Mercedes Sprinter BASE 311 CDI standard	Ford E-Transit H2 350 L2	Rivian EDV 700	Mercedes eSprinter BASE
Purchase Price *(USD, excl. VAT)*	**$42,000**	$47,400	$41,800	$50,830	$52,000	$87,000	$61,250
Energy Consumption (kWh or L/100km)	**18.7 kwh/100km**	9.4 L/100km	12.5L/100km	9.3 L/100km	28.9	30	28.2
5-Year TCO ($)*	**$49,191**	$57,984	$58,475	$58,827	$63,400	$95,610	$68,428
Cost per m³ ($)	**$4,919**	$5,522	$7,222	$6467	$5,611	$8,460	$6,517
Cost per KM ($)	**$0.328**	$0.387	$0.390	$0.392	$0.423	$0.637	$0.456

ICE Vans | **EV Vans**

Company Profile

Global Growth Strategy Toward Autonomous Leadership

I

2026 - 2028

Global Scale-Up

- **Objective**: Build global manufacturing and R&D foundations
- **Milestone:** Three fully operational regional hubs with integrated supply chain
- Launch Global HQ + Island Factory
- Finalize Mexico KD facility for North America production
- Establish three-hub footprint (China, GCC, Americas) for global delivery
- Create Autonomous R&D Center

II

2028 - 2030

Localization

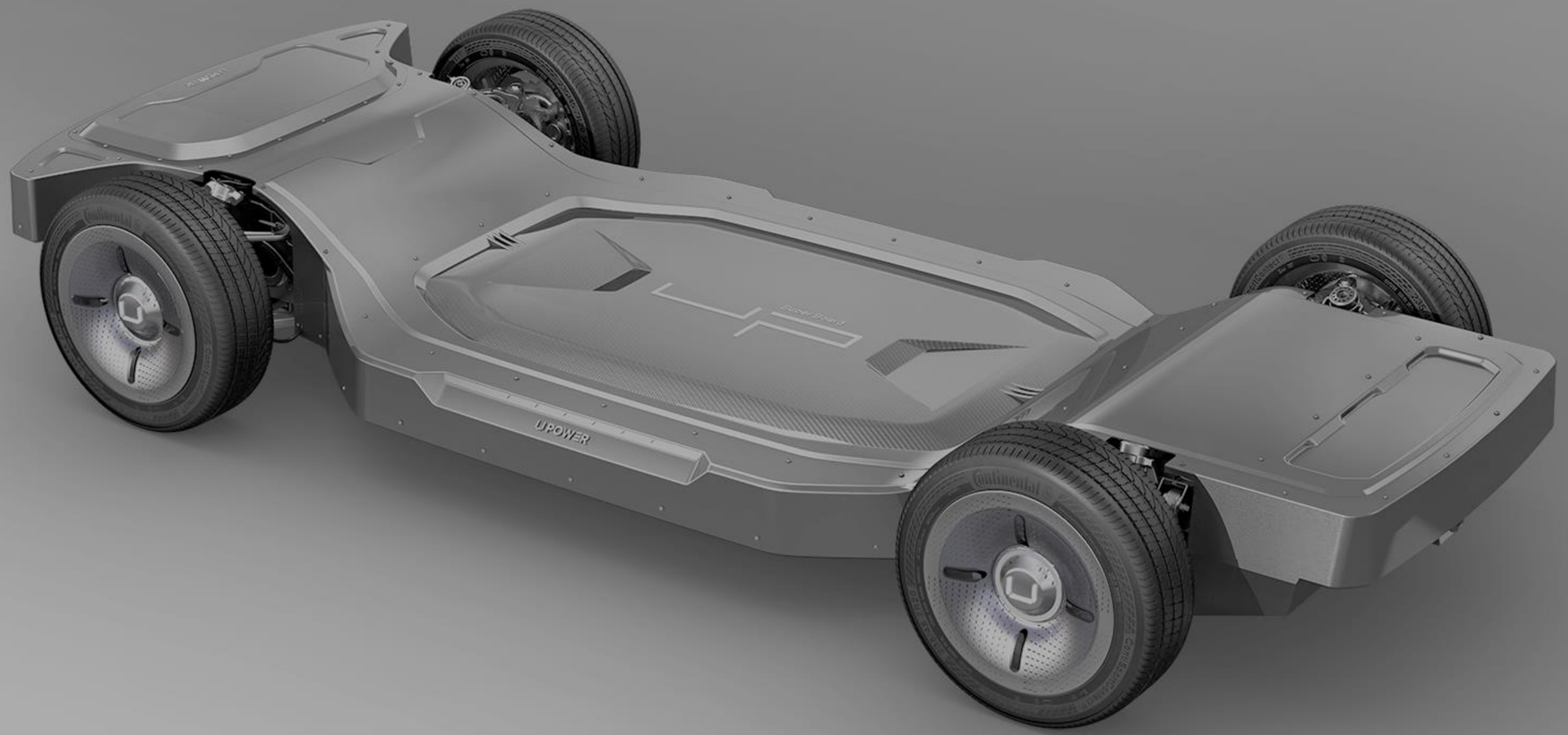
- **Objective**: Deepen local value-add
- **Milestone:** Fully localize, scalable production network supporting global clients
- Expand overseas capacity to 10,000+ units annually
- Increase local content to 40%+

III

2030 - 2035

Autonomous Era

- **Objective**: Lead transition to intelligent and autonomous mobility
- **Milestone:** U Power recognized as a global producer of autonomous robotic fleets
- Launch mass production of RoboVan and RoboCargo platforms
- Integrate AI, ADAS, and robotics supply chains
- Enable fleet-based ownership models across logistics and mobility



Thank you!

10th
Mobility Innovators Forum

Startup Presentation

Forrest North

Co-Founder & CTO

TELO


TELO

10th
Mobility
Innovators
Forum

Panel

EV Affordability

Panel

EV Affordability

Erik de Winter

Founder & CEO

rise

Yao Zhai

Co-Founder

UPOWER

Moderator

Clara de Ros

Senior Ventures Associate

PLUGANDPLAY

Forrest North

Co-Founder & CTO

TELO

10th
Mobility
Innovators
Forum

Panel

Venture Capital

10th Mobility Innovators Forum

Panel
Venture Capital

Moderator

Cassidy Shell

Vice President

MOBILITY IMPACT PARTNERS

Betty Lee

Principal

woven capital

Clara Brenner

Managing Partner

Urban Innovation Fund

Burak Cendek

Partner

AUTOTECH VENTURES

Emily Fritze

Partner

THE WESTLY GROUP

10th
Mobility
Innovators
Forum

Closing Remarks

10th
Mobility
Innovators
Forum

Networking

MIF

10th

Mobility Innovators Forum

PLUG AND PLAY MOBILITY & PHYSICAL AI

HYUNDAI CRADLE