

STARSHIP



BACKGROUND

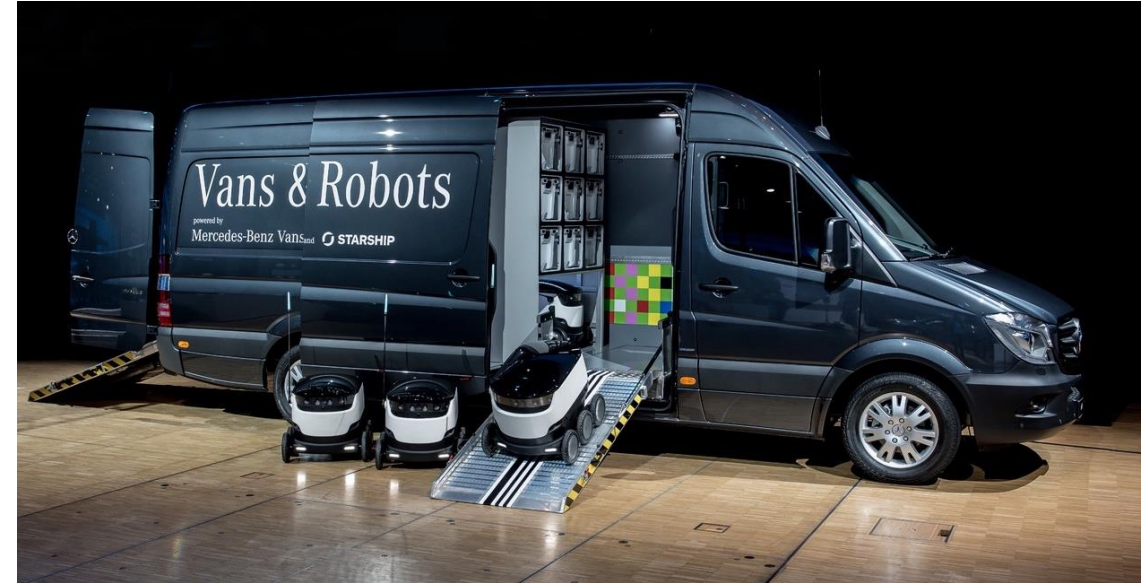
- Coming from a background of large and small companies – experiences from both sides
- Co-operations can be bogged down by
 - High complexity
 - Tight tolerances
 - Certification burdens
 - Going down blind alleys
 - Inability to take on feedback and change the plan
 - Difficulties in keeping everybody moving in the same direction
- Integrations are easy
- Building complex products and businesses over an extended period is difficult



JOINING FORCES – COMPLEMENTARY OFFERINGS



- Range: up to 3 km, optimized for suburban environment
- Driving on sidewalks with 6 km/h
- Driven test kilometers: 98,000 km
- Goal: 99% autonomous driving



- Higher range through Mothership concept
- Global brand and infrastructure
- Existing customer network
- Overall vehicle integration / engineering

WHAT ELSE?

- Synergy often works on paper
- Successful co-operations do not
- Other ingredients we looked for:
 - Similar vision
 - Desire and commitment to make that vision happen
 - Partners who are great at what they do
 - And who are good to work with
 - Willingness to engage in similar working methods



Working methods - how to take a different path



Provide value
(quality and
available features)

While moving
quickly

Along with good
economics
improvements

Making a change
that's not measured
in percent, but
orders of
magnitude

To re-invent the world

SUPPORTED BY ORGANIZATIONAL TRANSFORMATION TO AGILITY

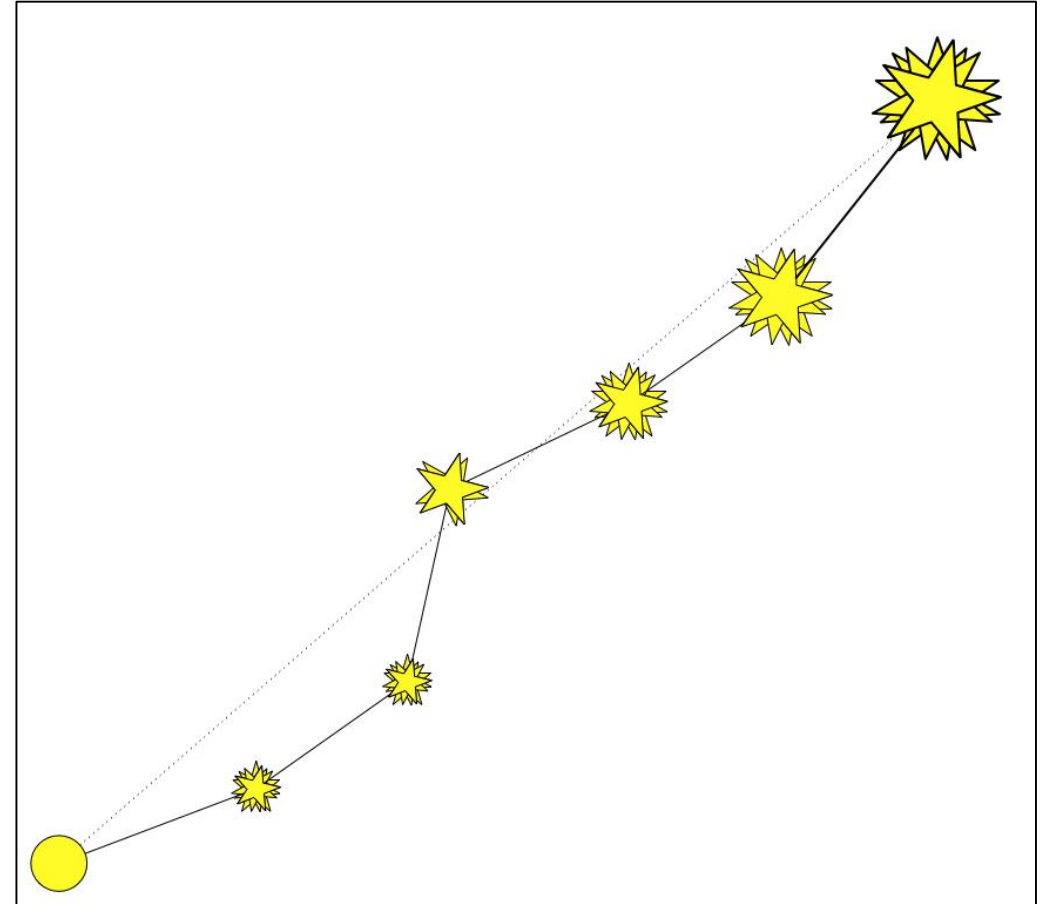
Agility itself will not be the answer - there needs to be alignment on the final destination

Developing a joint vision, making it visible

Abandoning the idea of strategy as a fixed plan and destination, successive approximation instead

Embracing the idea of “North Star” and going there in steps that makes sense

Always providing value (even at expense of some overhead)



PARTNERSHIP PRINCIPLES

1. Fit of mindsets
2. Shared vision
3. Symmetrical fair partnerships
4. Dedicated teams and interfaces between experts
5. Appraisal of each others work
6. Complementary core competencies and skills





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