

Title:

A Letter from our Founders to our Shareholders

To our employees, partners, and shareholders,

Our goal at Aurora is to make the movement of goods and people more democratic, more productive, more dependable, and — crucially — much safer than it is today. We believe we can make transportation both less expensive and more accessible, and serve communities and industries in mutually beneficial and transformative ways. The work we do, the products we deliver, and the partnerships we build at Aurora all serve our mission: to deliver the benefits of self-driving technology safely, quickly, and broadly.

To achieve this mission, we're building a team aligned on the value of a business that operates with integrity, moves with urgency, and is motivated by the bold path we're charting to solve one of the most challenging problems of our generation. We know that in a space as challenging and competitive as self-driving we will win or lose based on our ability to attract world-class talent and partners, create the environment in which we can all do our best work, and ultimately deliver our product, the Aurora Driver.

We founded Aurora five years ago because we saw an opportunity to reboot self-driving vehicle development and start fresh on a problem engineers have been tackling in the same general way for a decade. We each bring decades of experience in self-driving to Aurora. We've seen the technology evolve and the opportunity come into even sharper focus. And we believed that by bringing a deeply experienced team together around a clean sheet, we could build the next generation of self-driving: one that incorporated the lessons of the past while building on the technology and business model of the future.

Our product is designed to give our partners greater access to safe, efficient drivers, enabling them to scale their respective businesses and deliver even more value to their customers. And like others who built technologies we now take for granted (such as smartphones, computers, and even the automobile) that fundamentally transformed society while also creating immense value for their shareholders, we are fortunate to work on a problem, and to build a company where we see economic and social benefits to be deeply aligned.

The path in front of us is not easy, and success is not foregone. At each step along the way we will lean into our experience, our mission, and our core values to guide us to deliver technology that will transform mobility, logistics and our lives in a profound way.

Thank you for joining us in this journey.

/s/ Chris Urmson CEO & Co-Founder

/s/ Sterling Anderson CPO & Co-Founder

/s/ Drew Bagnell Chief Scientist & Co-Founder

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Additional Information and Where to Find It

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statement on Form S-4 with the SEC (333-257912), which includes a preliminary prospectus and proxy statement of Reinvent, referred to as a proxy statement/prospectus. A final proxy statement/prospectus will be sent to all Reinvent shareholders. Reinvent also will file other documents regarding the proposed transaction with the SEC. Before making any voting or investment decision, investors and security holders of Reinvent are urged to read the registration statement, the proxy statement/prospectus and all other relevant documents filed or that will be filed with the SEC in connection with the proposed transaction because they will contain important information about the proposed transaction.

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The documents filed by Reinvent with the SEC also may be obtained free of charge at Reinvent's website at <https://y.reinventtechnologypartners.com> or upon written request to 215 Park Avenue, Floor 11 New York, NY.

Participants in Solicitation

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**Subject: The Next Chapter**

Gang,

Success is not an accident, success is actually a choice. Though I can't take credit for these words (the point guard from my favorite basketball team can) I know this feeling from my days in the desert and the path that Aurora is on today.

The last half of a year has been an incredible journey. We acquired Uber ATG and Dara said we were the team to beat in self-driving, we became Volvo Group's official technology partner and finally unveiled "Pistachio" (the first self-driving truck we ever made), we earned PACCAR's trust to commercialize self-driving trucks and recently took them out on a route in Texas, we teamed up with Toyota to deliver self-driving minivans, and we've become one team with ATG to deliver the Aurora Driver to the world. Needless to say, it's been an exciting ride with all of you.

Today is one more exciting step on our mission to deliver the benefits of self-driving technology safely, quickly, and broadly—reflective of the work, drive, and commitment from all of us. I'm thrilled to share that Aurora is planning to go public through a merger with Reinvent Technology Partners Y, a special purpose acquisition company (SPAC).

Aurora has redefined the path to a self-driving future. Starting with a handful of optimistic engineers who saw an opportunity to develop and deliver self-driving technology the right way, to growing to a team of 1,600 experts across multiple disciplines, across eight locations, and driving more than five billion cumulative virtual miles, we've stayed true to our purpose, values, and mission.

**We know what it takes to win**

Our mission is bold. While some are tackling a small sliver of the market, like lidar sensor technology or trucking, our ambitions are *much* bigger. We are looking to move both goods and people safely, efficiently, and of course, autonomously. We're going after all of it because this is how we truly transform the future of transportation.

So why are we asking people to bet on Aurora? It comes down to our path to autonomy and our road to commercialization. Said another way, it's our people, our product, and our partners that sets us apart.

**We have the experience and expertise**

This is a thrilling field because of its potential, promise, and incredible opportunity to solve one of our generation's most complex challenges. Success requires not just the expertise, but a team with a deep commitment to tackle this opportunity head on. One of the most thrilling parts of Aurora is our team and what our collective experience makes us capable of. It's each of us who can rise to the occasion and be the team to deliver self-driving.

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### **We're building for rapid entry into multiple markets**

We designed the [Aurora Driver](#) as an L4 autonomous system to power multiple vehicle types, from passenger sedans to Class 8 trucks. Ensuring that we are able to deliver this common driver platform is incrementally more work than making something that works for just one vehicle, but the payoff is huge and enables us to compete for the whole of the massive \$9.4 trillion global trucking, passenger mobility and local good delivery market.

We have a go-to-market approach specifically designed around our technology's potential to impact multiple verticals within the transportation market. By first entering the market with trucks, we are able to leverage those lessons to launch in passenger mobility. We believe this will allow us to get to market to move both goods and people fastest expanding as we go.

We couldn't do this without the fundamental technology we have worked furiously to build, integrating the Aurora Driver with eight different vehicle types due to its "common core." We've designed and built robust hardware and powerful sensors, including our [FirstLight Lidar](#), and condensed it into a modular automotive-grade rack. Our powerful software stack benefits from driving hundreds of millions of virtual miles every week, and we've built an infrastructure and development process that's far more efficient to successfully scale. I continue to be impressed by our technical prowess and the clarity we have for bringing this product to the finish line.

### **Our partners pave a fast path to commercialization**

It's ambitious to tackle both trucking and passenger mobility concurrently, but we aren't going at it alone. We've never relied on being attached to or owned by a mothership and instead built deep partnerships with industry leaders across the transportation ecosystem. Our work with PACCAR and Volvo Group, who together represent nearly half of the U.S. Class 8 truck sales, accelerate our ability to not only safely integrate our Driver into their trucks and build them at scale, but also develop a product and service to best serve their customer's needs.

Partnering with companies like [Toyota and Uber to deploy the Aurora Driver on ride-hailing networks](#), gives us a clear path to a future where anyone can hail a ride and get to a destination safely and efficiently for \$1 a mile or less.

Our Driver-as-a-Service business model will create immense value to our partners and their direct customers while providing recurring revenue and attractive margins that will fuel our growth.

### **The road ahead**

This important milestone is one of [many along our journey](#). Please take a moment to appreciate the work we all undertook to get us where we are today, and get ready for what's ahead. The path in front of us is not easy, and success is not foregone. But it will be a journey worth taking. We will lean into our experience, our mission, and our values to deliver technology that will transform mobility, logistics, and change the world as we know it. Thanks for being part of this journey!

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Chris

Normally, I like to be as transparent as possible with news such as this. However, given the various constraints, we had to roll out this announcement as we did. But I also want to make sure that we take a moment to celebrate this important milestone in Aurora's journey together and provide more details on this means for all of you.

I am sure you all have questions. To start, please join us tomorrow, Thursday, July 15, for a *Special Edition All Hands* where we will dive into more details and answer questions. We will also be hosting this All Hands in person in Mountain View, Pittsburgh (PIT3), and Bozeman so we can come together as one team. I hope you can join us.

**In the meantime, please remember that there are laws against insider trading, and take special note that employees of Aurora may not trade in securities of Reinvent Technology Partners Y. For more information, please see [this FAQ](#) on how to deal with sensitive information.**

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