

NURO, INC.

CODE OF BUSINESS CONDUCT AND ETHICS

TABLE OF CONTENTS

	<u>Page</u>
INTRODUCTION	1
NURO'S CORE VALUES	2
YOUR RESPONSIBILITIES	3
WE COMPLY WITH THE LAW	4
Compliance with law	4
No discrimination or harassment	4
Health and safety	4
AVOIDING CONFLICTS OF INTERESTS	5
Outside employment and directorships	5
Financial interests in other companies	5
Transactions with Nuro	5
Corporate opportunities	6
Loans by Nuro	6
Improper benefits	6
Election or appointment to public office	6
Guidance and approvals	6
PUBLIC COMMUNICATIONS	7
Public communications and filings	7
Communication procedures	7
FINANCIAL REPORTING	9
Compliance with rules, controls and procedures	9
Accuracy of records and reports	9
Intentional misconduct	9
Dealing with auditors	10
Obligation to investigate and report potential violations	10
Keeping the Audit Committee informed	11
SAFEGUARDING COMPANY ASSETS	11
Protecting Nuro's information	11
Prohibition on insider trading	12
Maintaining and managing records	13

TABLE OF CONTENTS
(continued)

	<u>Page</u>
RESPONSIBILITIES TO OUR CUSTOMERS, SUPPLIERS AND COMPETITORS	14
Improper payments	14
Gifts and entertainment	14
Selecting suppliers	15
Handling the nonpublic information of others	15
Improperly obtaining or using assets or information	15
Free and fair competition	16
WORKING WITH GOVERNMENTS	17
Government contracts	17
Requests by regulatory authorities	17
Improper payments to government officials	17
Money laundering prevention	17
Political contributions	18
Lobbying	18
Trade restrictions	18
PROCEDURAL MATTERS	20
Distribution	20
Acknowledgment	20
Approvals and waivers	20
Reporting violations	20
Investigations	21
Disciplinary action	21
ADDITIONAL INFORMATION	23

INTRODUCTION

At Nuro, Inc. (“Nuro”), one of our core values is that we do the right thing. That means that we operate with integrity. Nuro’s Code of Business Conduct and Ethics (“Code”) is designed to deter wrongdoing and to promote business conduct consistent with our core values:

- honest and ethical conduct, including the ethical handling of actual or apparent conflicts of interest between personal and professional relationships;
- full, fair, accurate, timely and understandable disclosure in reports and documents we file with or submit to the U.S. Securities and Exchange Commission and in our other public communications;
- compliance with applicable laws, rules and regulations;
- the prompt internal reporting of violations of this Code; and
- accountability for adherence to this Code.

This Code applies to all directors, officers and employees of Nuro, who, unless otherwise specified, will be referred to jointly as employees. Agents and contractors of Nuro are also expected to read, understand and abide by this Code.

This Code should help guide your conduct in the course of our business. However, many of the principles described in this Code are general in nature, and the Code does not cover every situation that may arise. Use common sense and good judgment in applying this Code. If you have any questions about applying the Code, it is your responsibility to seek guidance from the Legal Department.

This Code is not the exclusive source of guidance and information regarding the conduct of our business. You should consult applicable policies and procedures in specific areas as they apply. The Code is intended to supplement, not replace, the employee handbook and the other policies and procedures of Nuro.

We are committed to continuously reviewing and updating our policies and procedures. Nuro therefore reserves the right to amend, alter or terminate this Code at any time and for any reason, subject to applicable law.

NURO'S CORE VALUES

We do the right thing.

We operate with integrity. First, we prioritize doing what's right, not doing what's easy. We put the long-term interests of our customers, employees, partners, the broader community and shareholders ahead of short-term convenience or ease of execution. Second, we believe in transparency. We believe in sharing the context and rationale behind decisions and making information widely available so all Nurons can make informed and thoughtful decisions.

We tackle the impossible.

We tackle some of the most complex technical and operational challenges of our generation which means we operate on the frontier of what is possible. We set ambitious targets that stretch our abilities and can often feel uncomfortable. This requires perseverance, resilience and a shared passion for building something extraordinary.

We take ownership.

We encounter difficult challenges every day, and we're quick to find solutions to those challenges. This requires a mixture of aptitude to identify solutions and attitude to remain positive in the face of adversity. Nurons do not point the finger of blame but instead point the torch towards possible solutions. We believe that only decisions made in the best interest of Nuro will lead to personal success for us all.

We have a high bar.

Solving the most difficult technical challenges requires us to build the world's best team, and like every great team in history, we want the best player in each position. We recognize that building a diverse team, representing a rich tapestry of lived experience, is crucial to our success: that the best decisions result from respectful discussions and close collaboration between people from all walks of life. We believe in robust debates but also in supporting the outcome once a decision has been made. We value thoughtfulness, a sense of urgency and a commitment to high-quality output and hold people accountable to demonstrate these attributes on a daily basis.

YOUR RESPONSIBILITIES

You are expected to read and understand this Code of Business Conduct and Ethics.

You must uphold these standards in day-to-day activities and comply with all applicable policies and procedures in the Code. Part of your job and ethical responsibility is to help enforce this Code. You should be alert to possible violations and promptly report violations or suspected violations of this Code to Nuro's Legal Department or by using the anonymous hotline at www.nurolistens.com or by calling (800) 461-9330. Please refer to "Procedural Matters—Reporting Violations" for more information.

You must cooperate with investigations into possible Code violations and be truthful and forthcoming in the course of these investigations.

Reprisals, threats, retribution or retaliation against any person who has in good faith reported a violation or a suspected violation of law, this Code or other company policies, or against any person who is assisting in good faith in any investigation or process with respect to such a violation, is prohibited.

In trying to determine whether any given action is appropriate, keep these steps in mind:

- o Obtain all relevant facts.
- o Assess the responsibilities and roles of those involved.
- o Using your judgment and common sense, evaluate whether the action seems unethical or improper.
- o Seek guidance.

WE COMPLY WITH THE LAW

Honest and ethical conduct is critical to our business. All employees, agents and contractors have a duty to comply with applicable law and to act in an honest and ethical manner.

Compliance with law

You are responsible for complying with all laws, rules, regulations and regulatory orders applicable to the conduct of our business. If you are located or engaging in business outside of the United States, you must comply with laws, rules, regulations and regulatory orders of the United States, including the Foreign Corrupt Practices Act and U.S. export rules and regulations, in addition to the applicable laws of other jurisdictions. If compliance with the Code should ever conflict with law, you must comply with the law.

You should undertake to acquire knowledge of the legal requirements relating to your duties sufficient to enable you to recognize potential dangers and to know when to seek advice from managers or other appropriate personnel. In some instances, this may include knowing and understanding legal requirements related to antitrust, privacy and data breach, government contracting, export controls, and/or immigration compliance.

Violations of laws, rules, regulations and orders may subject you to individual criminal or civil liability, in addition to discipline by Nuro. Violations may also subject Nuro to civil or criminal liability or the loss of business.

No discrimination or harassment

Nuro is committed to providing a work environment that is free of unlawful discrimination and harassment. Nuro is an equal opportunity employer and makes employment decisions on the basis of merit and business needs. In addition, Nuro strictly prohibits harassment of any kind, including harassment on the basis of race, color, veteran status, religion, gender, gender identity, sex, sexual orientation, age, mental or physical disability, medical condition, national origin, marital status or any other characteristics protected under federal or state law or local ordinance. Also, Nuro does not tolerate bullying in the workplace.

Health and safety

You are responsible for using good judgment to help ensure a safe and healthy workplace for all employees.

AVOIDING CONFLICTS OF INTERESTS

Your decisions and actions in the course of your employment with Nuro should be based on the best interests of Nuro, and not based on personal relationships or benefits. You should seek to avoid situations where your personal activities and relationships conflict, or appear to conflict, with the interests of Nuro, except under guidelines approved by the Board of Directors. This includes situations where you may have or appear to have an indirect conflict through, for example, a significant other or a relative or other persons or entities with which you have a business, social, familial, personal or other relationship. A conflict may also arise when you take actions or have interests that make it difficult for you to perform your work for Nuro objectively and effectively. You must disclose to your manager any interest that you have that may, or may appear to, conflict with the interests of Nuro.

There are a variety of situations in which a conflict of interest may arise. While it would be impractical to attempt to list all possible situations, some common types of conflicts are discussed below.

Outside employment and directorships

Unless you are a non-employee director of Nuro, you may not perform services as a director, employee, agent or contractor for a customer, a supplier or any other entity that has a business relationship with Nuro without express written approval from Nuro's Human Resources department. Non-employee directors of Nuro should promptly inform Nuro of any such service. You may not perform services as a director, employee, agent or contractor for any competitor of Nuro.

Financial interests in other companies

You should not have a financial interest—including an indirect interest through, for example, a relative or significant other—in any organization if that interest would give you or would appear to give you a conflict of interest with Nuro. You should be particularly sensitive to financial interests in competitors, suppliers, customers, distributors and strategic partners.

Transactions with Nuro

If you have a significant financial interest in a transaction involving Nuro—including an indirect interest through, for example, a relative or significant other or a business entity—you must disclose that interest, and that interest must be approved by Nuro. We encourage you to seek guidance if you have any questions as to whether an interest in a transaction is significant. If it is determined that the transaction is required to be reported under SEC rules, the transaction will be subject to review and approval by the Board of Directors. Any dealings with a related party must be conducted in such a way that no preferential treatment is given to that business.

Corporate opportunities

You may not directly or indirectly exploit for personal gain any opportunities that are discovered through the use of corporate property, information or position unless the opportunity is disclosed fully in writing to Nuro's Legal Department and Nuro declines in writing to pursue the opportunity.

Loans by Nuro

Loans from Nuro to officers and employees must be approved in advance by the Board of Directors or its designated committee.

Improper benefits

You may not receive any improper benefit as a result of your position with Nuro.

Election or appointment to public office

You may serve in an elected or appointed public office provided that you have notified Nuro's Human Resources Department and the position does not create or appear to create a conflict of interest.

Guidance and approvals

Evaluating whether a conflict of interest exists, or may appear to exist, requires the consideration of many factors. We encourage you to seek guidance and approval in any case where you have any questions or doubts. Nuro may at any time rescind prior approvals to avoid a conflict of interest, or the appearance of a conflict of interest, for any reason deemed to be in the best interest of Nuro.

PUBLIC COMMUNICATIONS

Public communications and filings

Nuro files reports and other documents with regulatory authorities, including the U.S. Department of Transportation, U.S. Securities and Exchange Commission, and state regulatory bodies.

In addition, Nuro makes public communications such as issuing press releases, social media posts, and public speeches.

Depending upon your position with Nuro, you may be called upon to provide information to help assure that Nuro's public reports and communications are complete, fair, accurate and understandable. You are expected to use all reasonable efforts to provide complete, accurate, objective, relevant, timely and understandable answers to inquiries related to Nuro's public disclosures.

Individuals involved in the preparation of public reports and communications must use all reasonable efforts to comply with our disclosure controls and procedures, which are designed to ensure full, fair, accurate, timely and understandable disclosure in our public reports and communications.

If you believe that any disclosure is materially misleading or if you become aware of any material information that you believe should be disclosed to the public, it is your responsibility to bring this information to the attention of the Legal Department.

If you believe that questionable accounting or auditing conduct or practices have occurred or are occurring, you should notify the Audit Committee of the Board of Directors.

If you want to file an anonymous report, you can do so at: nurolistens.com

Communication procedures

You may not communicate externally on behalf of Nuro unless you are authorized to do so. Nuro has established specific policies regarding who may communicate information to the public, the press, and security holders on behalf of Nuro:

- Our Chief Executive Officer, President, and Chief Legal & Policy Officer, and their authorized designees, are our official spokespeople for financial matters.
- Our Chief Executive Officer, President, and Chief Legal & Policy Officer, and their authorized designees, are our official spokespeople for public comment, press, marketing, technical and other such information.

You should refer all calls or other inquiries from the press, market professionals or security holders to our Communications team for handling.

All communications made to public audiences on behalf of Nuro including formal communications and presentations made to investors, customers or the press, require prior approval of the Chief Legal & Policy Officer and the Communications team.

FINANCIAL REPORTING

Compliance with rules, controls and procedures

It is important that all transactions are properly recorded, classified and summarized in our financial statements, books and records in accordance with our policies, controls and procedures, as well as all generally accepted accounting principles, standards, laws, rules and regulations for accounting and financial reporting. If you have responsibility for or any involvement in financial reporting or accounting, you should have an appropriate understanding of, and you should seek in good faith to adhere to, relevant accounting and financial reporting principles, standards, laws, rules and regulations and Nuro's financial and accounting policies, controls and procedures. This includes ensuring that all bookkeeping and records comply with the Foreign Corrupt Practices Act where applicable.

Accuracy of records and reports

It is important that those who rely on records and reports—managers and other decision makers, creditors, customers and auditors—have complete, accurate and timely information. False, misleading or incomplete information undermines Nuro's ability to make good decisions about resources, employees and programs and may, in some cases, result in violations of law. Anyone involved in preparing financial or accounting records or reports, including financial statements and schedules, must be diligent in assuring that those records and reports are complete, accurate and timely. Anyone representing or certifying as to the accuracy of such records and reports should make an inquiry or review adequate to establish a good faith belief in their accuracy.

Even if you are not directly involved in financial reporting or accounting, you are likely involved with financial records or reports of some kind—a voucher, time sheet, invoice or expense report. In addition, most employees have involvement with product, marketing or administrative activities, or performance evaluations, which can affect our reported financial condition or results. Therefore, Nuro expects you, regardless of whether you are otherwise required to be familiar with finance or accounting matters, to use all reasonable efforts to ensure that every business record or report with which you deal is accurate, complete and reliable.

Intentional misconduct

You may not intentionally misrepresent Nuro's financial performance or otherwise intentionally compromise the integrity of Nuro's reports, records, policies and procedures. For example, you may not:

- report information or enter information in Nuro's books, records or reports that fraudulently or intentionally hides, misrepresents or disguises the true nature of any financial or non-financial transaction or result;

- establish any undisclosed or unrecorded fund, account, asset or liability for any improper purpose;
- enter into any transaction or agreement that accelerates, postpones or otherwise manipulates the accurate and timely recording of revenues or expenses;
- intentionally misclassify transactions as to accounts, business units or accounting periods; or
- knowingly assist others in any of the above.

Dealing with auditors

Our auditors have a duty to review our records in a fair and accurate manner. You are expected to cooperate with independent and internal auditors in good faith and in accordance with law. In addition, you must not fraudulently induce or influence, coerce, manipulate or mislead our independent or internal auditors regarding financial records, processes, controls or procedures or other matters relevant to their engagement. You may not engage, directly or indirectly, any outside auditors to perform any audit, audit-related, tax or other services, including consulting, without written approval from the Chief Legal & Policy Officer and the Board of Directors.

Obligation to investigate and report potential violations

You should make appropriate inquiries in the event you may see, for example:

- financial results that seem inconsistent with underlying business performance;
- inaccurate financial records, including travel and expense reports, time sheets or invoices;
- the circumventing of mandated review and approval procedures;
- transactions that appear inconsistent with good business economics;
- the absence or weakness of processes or controls; or
- persons within Nuro seeking to improperly influence the work of our financial or accounting personnel, or our external or internal auditors.

Dishonest or inaccurate reporting can lead to civil or even criminal liability for you and Nuro and can lead to a loss of public faith in Nuro. You are required to promptly report any case of suspected financial or operational misrepresentation or impropriety.

SAFEGUARDING COMPANY ASSETS

All employees, agents and contractors are responsible for the proper use of company assets. This responsibility applies to all of Nuro's assets, including your time, work and work product; cash and accounts; physical assets such as inventory, equipment, vehicles, computers, systems, facilities and supplies; intellectual property, such as patents, copyrights, trademarks, inventions, technology and trade secrets; and other proprietary or nonpublic information.

- You should use all reasonable efforts to safeguard company assets against loss, damage, misuse or theft.
- You should be alert to situations that could lead to loss, damage, misuse or theft of company assets, and should report any loss, damage, misuse or theft as soon as it comes to your attention.
- You should not use, transfer, misappropriate, loan, sell or donate company assets without appropriate authorization.
- You must take reasonable steps to ensure that Nuro receives good value for company funds spent.
- You may not use company assets in a manner that would result in or facilitate the violation of law.
- You should use and safeguard assets entrusted to Nuro's custody by customers, suppliers and others in the same manner as company assets.

Protecting Nuro's information

In the course of your involvement with Nuro, you may come into possession of information that has not been disclosed or made available to the general public. This nonpublic information may include, among other things:

- financial data and projections including but not limited to sales bookings and pipelines;
- proprietary and technical information, such as trade secrets, patents, inventions, product plans and customer lists;
- information regarding corporate developments, such as business strategies, plans for acquisitions or other business combinations, divestitures, major contracts, expansion plans, financing transactions and management changes;
- personal information about employees; and

- nonpublic information of customers, suppliers and others.

If you have any questions as to what constitutes nonpublic information, please consult the Legal Department.

All nonpublic information must only be used for company business purposes. You have an obligation to use all reasonable efforts to safeguard Nuro's nonpublic information. You may not disclose nonpublic information to anyone outside of Nuro, except when disclosure is required by law or when disclosure is required for business purposes and appropriate steps have been taken to prevent misuse of that information. This responsibility includes not disclosing nonpublic information in Internet discussion groups, chat rooms, bulletin boards or other electronic media. In cases where disclosing nonpublic information is required or necessary, you should coordinate with the Legal Department. The misuse of nonpublic information is contrary to company policy and may also be a violation of law.

Each employee is required to sign an At Will Employment, Confidential Information, Invention Assignment, and Arbitration Agreement, or equivalent agreements that address the use and disclosure of confidential information of Nuro.

Prohibition on insider trading

You may not directly or indirectly—through, for example, significant others, family members or controlled entities—buy or sell stocks or other securities of Nuro or any other company based on nonpublic information obtained from your work at Nuro. In addition, you may not “tip” others by providing them nonpublic information under circumstances that suggest that you were trying to help them make an investment decision. These obligations are in addition to your obligations with respect to nonpublic information generally, as discussed above.

Under U.S. securities laws, it is unlawful for any person who has “material” nonpublic information about a company to trade in the stock or other securities of that company or to disclose such information to others who may trade. Material nonpublic information is information about a company that is not known to the general public and that a typical investor would consider important in making a decision to buy, sell or hold securities. Violations of U.S. securities laws may result in civil and criminal penalties, including disgorgement of profits, civil judgments, fines and jail sentences.

You should be aware that stock market surveillance techniques are becoming increasingly sophisticated, and the probability that U.S. federal or other regulatory authorities will detect and prosecute even small-level trading is significant. Insider trading rules are strictly enforced, even in instances when the financial transactions seem small.

You may not make an unauthorized disclosure of any nonpublic information acquired in the course of your service with Nuro or misuse material nonpublic information in securities

trading. If you have any questions at all regarding trading in Nuro's securities, contact the Legal Department for guidance.

Maintaining and managing records

Nuro is required by local, state, federal, foreign and other applicable laws, rules and regulations to retain certain records and to follow specific guidelines in managing its records. Records include paper documents, email, compact discs, computer hard drives (including USB drives), floppy disks, microfiche, microfilm and all other recorded information, regardless of medium or characteristics. Civil and criminal penalties for failure to comply with such guidelines can be severe for employees, agents, contractors and Nuro.

You should consult with the Legal Department regarding the retention of records in the case of actual or threatened litigation or government investigation. The Legal Department will notify you if a legal hold is placed on records for which you are responsible. A legal hold suspends all document destruction procedures in order to preserve appropriate records under special circumstances, such as litigation or government investigations. The Legal Department determines and identifies what types of records or documents are required to be placed under a legal hold. If a legal hold is placed on records for which you are responsible, you must preserve and protect the necessary records in accordance with instructions from the Legal Department. Records or supporting documents that are subject to a legal hold must not be destroyed, altered or modified under any circumstance. A legal hold remains effective until it is officially released in writing by the Legal Department. If you are unsure whether a document has been placed under a legal hold, you should preserve and protect that document while you check with the Legal Department.

RESPONSIBILITIES TO OUR CUSTOMERS, SUPPLIERS AND COMPETITORS

You should respect the rights of, and deal fairly with, Nuro's customers, suppliers, business partners and competitors in compliance with law. You should not take unfair advantage of anyone through deception, misrepresentation, manipulation, coercion, abuse of privileged information or any intentional unfair business practice.

Improper payments

You should not authorize, offer, promise or give, or solicit or accept, money, gifts, entertainment, privileges, gratuities, benefits or other items of value intended to improperly influence, directly or indirectly, any business decision or that otherwise violate law or create the appearance of impropriety. The offering or acceptance of improper payments when dealing with foreign officials or commercial entities abroad can also result in violations of the Foreign Corrupt Practices Act, the United Kingdom Bribery Act, and other foreign laws and regulations prohibitingz corruption and commercial bribery. You should contact the Legal Department if you have any questions as to whether a payment is proper.

Gifts and entertainment

You should avoid any conflict between your personal interests and those of Nuro. An example of this is refraining from accepting free or discounted goods from any organization that does, or is seeking to do, business with Nuro, by any employee who is in a position to directly or indirectly influence either Nuro's decision to do business, or the terms upon which business would be done with such organization. You may, from time to time, with approval from your manager or the Legal Department provide or accept business amenities to aid in building legitimate business relationships. Business amenities may include gifts, meals, services, entertainment, or other items of reasonable value.

Any business amenity should be consistent with customary business practice and should be reasonable and appropriate for the circumstance. Business amenities should not be lavish or excessive. Business amenities should not violate law or create an appearance of impropriety. You should not provide or accept any cash payment, or other business amenity that can be construed as a bribe or payoff. All company funds expended for business amenities must be accurately recorded in Nuro's books and records. We encourage you to use your best judgment and contact the Legal Department if you have any questions as to whether a business amenity is permissible.

In some business situations outside of the United States, it is customary and lawful for business executives to present gifts to representatives of their business partners. These gifts may be of more than a nominal value, and under the circumstances, returning the gifts or paying for them may be an affront to the giver. If you find yourself in such a situation, you must report the gift to the Legal Department. In some cases, you may be required to turn the gift over to Nuro.

Special restrictions apply when dealing with government employees. For more information, see the next section on “Working with Governments.”

Selecting suppliers

Nuro's policy is to select suppliers based on the merits of their products, services and business practices and to purchase supplies based on need, quality, service, price and other terms and conditions of sale. You may not establish a business relationship with any supplier if you know or have reason to know that its business practices violate applicable laws.

Handling the nonpublic information of others

You must handle the nonpublic information of others responsibly and in accordance with our agreements with them. Nonpublic information of others includes notes, reports, conclusions and other materials prepared by a company employee based on the nonpublic information of others.

You should not knowingly accept information offered by a third party, including a customer, supplier or business partner, that is represented as nonpublic, or that appears from the context or circumstances to be nonpublic, unless an appropriate nondisclosure agreement (“NDA”) has been signed with the party offering the information. You should contact the Legal Department to coordinate the appropriate execution of NDAs on behalf of Nuro.

Even after a nondisclosure agreement is in place, you should accept only the information that is necessary or appropriate to accomplish the purpose of receiving it, such as a decision on whether to proceed to negotiate an agreement. If more detailed or extensive information is offered and it is not necessary or appropriate for your immediate purposes, it should be refused. If any such information is inadvertently received, it should be transferred to the Legal Department for appropriate disposition.

Once Nuro has received nonpublic information, you should use all reasonable efforts to:

- abide by the terms of the relevant nondisclosure agreement, including any obligations with respect to the return or destruction of the nonpublic information;
- limit the use of the nonpublic information to the purpose for which it was disclosed; and
- disseminate the nonpublic information only to those other company employees, agents or contractors with a need to know the information to perform their jobs for Nuro, as may be set forth in the relevant NDA.

Improperly obtaining or using assets or information

You may not unlawfully obtain or use the materials, products, intellectual property, proprietary or nonpublic information or other assets of anyone, including suppliers, customers, business partners and competitors. You must respect the copyrights of others and may not use software, services, or other copyrighted material, if doing so would violate the rights of a copyright holder or exceed the terms of a license. You may not coerce or improperly induce past or present employees of other companies to disclose proprietary or nonpublic information of their former or other employers.

Free and fair competition

It is our policy to lawfully compete in the marketplace. Our commitment to fairness includes respecting the rights of our competitors to compete lawfully in the marketplace and abiding by all applicable laws in the course of competing.

Most countries have well-developed bodies of law designed to encourage and protect free and fair competition. These laws are broad and far-reaching and regulate Nuro's relationships with its distributors, resellers, suppliers and customers. Competition laws generally address the following areas: pricing practices (including predatory pricing, price fixing and price discrimination), discounting, terms of sale, credit terms, promotional allowances, secret rebates, exclusive dealerships or distributorships, product bundling, restrictions on carrying competing products, termination and many other practices.

Competition laws also govern, usually quite strictly, relationships between Nuro and its competitors. Collusion among competitors is illegal, and the consequences of a violation are severe. You must not enter into an agreement or understanding, written or oral, express or implied, with any competitor concerning prices, discounts or other terms or conditions of sale; profits or profit margins; costs; allocation of product, customers, markets or territories; limitations on production or supply; boycotts of customers or suppliers; or bids or the intent to bid, or even discuss or exchange information on these subjects.

Nuro is committed to obeying both the letter and spirit of these laws, which are often referred to as antitrust, consumer protection, competition or unfair competition laws. Although the spirit of these laws is straightforward, their application to particular situations can be quite complex. To ensure that Nuro complies fully with these laws, you should have a basic knowledge of them and should promptly involve our Legal Department when questionable situations arise.

Anti-Money Laundering

Money laundering is conduct designed to disguise proceeds of criminal activity by individuals or entities. Nuro forbids knowingly engaging in transactions that facilitate money laundering or result in unlawful diversion. It is Nuro's policy to not have any part of its business used or abused for the purposes of money laundering. Nuro employees are required to report activity they suspect as being part of money laundering efforts promptly

Contact your manager, Nuro Legal Department, or the Nuro Listens employee helpline as soon as you have a concern that an activity might be unusual or suspicious.

WORKING WITH GOVERNMENTS

Special rules govern our business and other dealings with governments. Employees, agents and contractors of Nuro should use all reasonable efforts to comply with all applicable laws and regulations governing contact and dealings with governments, government employees and public officials. If you deal with governments, government employees or public officials, you should undertake to understand the special rules that apply. If you have any questions concerning government relations, you should contact the Legal Department.

Government contracts

You should use all reasonable efforts to comply with all relevant laws and regulations that apply to government contracting. You should refer any contract with any governmental entity to the Legal Department for review and approval.

Requests by regulatory authorities

You must cooperate with appropriate government inquiries and investigations in accordance with law. It is important, however, to protect the legal rights of Nuro with respect to its nonpublic information. All government requests for company information, documents or investigative interviews should be referred to the Legal Department. You should work with the Legal Department in responding to requests by regulatory authorities to ensure appropriate responses and to avoid inappropriate disclosure of attorney-client privileged materials, trade secret information or other nonpublic information. This policy should not be construed to prevent an employee from disclosing information to a government or law enforcement agency where the employee has reasonable cause to believe that the information discloses a violation of, or noncompliance with, a state or federal statute or regulation.

Improper payments to government officials

You may not offer any payment or business amenity to a public official or a government employee if doing so could reasonably be construed as having any connection with Nuro's business, even if it has a nominal value or no value at all. You should be aware that what may be permissible in dealings with commercial businesses may be deemed illegal and possibly criminal in dealings with the government. You should contact the Legal Department for guidance.

Whether you are located in the United States or abroad, you are also responsible for fully complying with the Foreign Corrupt Practices Act. The Foreign Corrupt Practices Act makes it illegal to offer, pay, promise to pay or authorize to pay any money, gift or other item of value to any foreign official, political party or candidate to assist Nuro or another to obtain or retain business. The Foreign Corrupt Practices Act forbids doing indirectly, such as through an agent, reseller, or consultant, what it would be illegal to do directly. All managers and

supervisory personnel are expected to monitor continued compliance with the Foreign Corrupt Practices Act. If you have questions or concerns about the Foreign Corrupt Practices Act, please contact the Legal Department.

Political contributions

Nuro reserves the right to communicate its position on important issues to elected representatives and other government officials. It is Nuro's policy to comply fully with all local, state, federal, foreign and other applicable laws, rules and regulations regarding political contributions. Nuro's assets—including company funds, employees' work time and company premises and equipment—must not be used for, or be contributed to, political campaigns or political activities under any circumstances without prior written approval.

Lobbying

You must obtain approval from the Chief Legal & Policy Officer for any work activity that requires lobbying communication with any member or employee of a legislative body or with any government official or employee in the formulation of legislation. Work activity covered by this policy includes meetings with legislators or members of their staffs or with senior executive branch officials on behalf of Nuro. Preparation, research and other background activities that are done in support of such lobbying communication are also covered by this policy even if the communication ultimately is not made.

Trade restrictions

A number of countries maintain controls on the destinations to which products or software may be exported. Some of the strictest export controls are maintained by the United States against countries that the U.S. government considers unfriendly or as supporting international terrorism. The U.S. regulations are complex and apply both to deemed exports from the United States and to deemed exports of products from other countries when those products contain U.S.-origin components or technology. For example, software created in the United States is subject to these regulations even if duplicated and packaged abroad. In some circumstances, an oral presentation containing technical data made to foreign nationals in the United States or access by foreign nationals to certain technology may constitute a controlled export. The Legal Department can provide you with guidance on which countries are prohibited destinations for company products or whether a proposed technical presentation or the provision of controlled technology to foreign nationals may require a U.S. government license.

Immigration laws

The United States and other countries impose restrictions on visiting or working in the country. In many instances visas or work permits must be obtained from the government. You are responsible for complying with all applicable immigration laws. If you have any

uncertainty concerning the requirements of the law, you should consult with the Legal Department before working in, or travelling to, a foreign country , or authorizing any person to do so.

PROCEDURAL MATTERS

Approvals and waivers

Any action (or inaction) prohibited by this Code may be specifically approved in advance, or specifically waived subsequently, by the Board of Directors.

Except as otherwise provided in the Code, the Board of Directors or its designated committee must review and approve any matters requiring special permission under the Code for a member of the Board of Directors or an executive officer. Except as otherwise provided in the Code, the Chief Legal & Policy Officer must review and approve any matters requiring special permission under the Code for any other employee, agent or contractor.

Any approval or any waiver of any provision of this Code for a member of the Board of Directors or an executive officer must be approved in writing by the Board of Directors and promptly disclosed, along with the reasons for the waiver, to the extent required by law or regulation (if at all). Any approval or any waiver of any provision of this Code with respect to any other employee, agent or contractor must be approved in writing by the Chief Legal Officer.

Copies of approvals and waivers will be retained by Nuro.

Reporting violations

You should promptly report violations or suspected violations of this Code to the Legal Department.

If you wish to remain anonymous, you may report your concerns to the Nuro Listens helpline at nurolistens.com. If you make an anonymous report, please provide as much detail as possible, including copies of any documents that you believe may be relevant to the issue.

When reports are not made anonymously, reasonable efforts will be made to keep your identity confidential. In certain circumstances, however, your identity may become apparent during an investigation or may need to be disclosed (e.g., in regulatory proceedings). Accordingly, it is not possible for Nuro to give a blanket guarantee of confidentiality.

Reprisals, threats, retribution or retaliation against any person who has in good faith reported a violation or a suspected violation of law, this Code or other company policies, or against any person who is assisting in any investigation or process with respect to such a violation, is strictly prohibited.

Investigations

The Board of Directors or its designated committee will be responsible for investigating violations and determining appropriate disciplinary action for matters involving members of the Board of Directors or executive officers. The Board of Directors or its designated committee may designate others to conduct or manage investigations on its behalf and recommend disciplinary action.

Subject to the general authority of the Board of Directors to administer this Code, the Chief Legal & Policy Officer will be jointly responsible for investigating violations and determining appropriate disciplinary action for other employees, agents and contractors. The Chief Legal & Policy Officer may designate others to conduct or manage investigations on their behalf and recommend disciplinary action. The Chief Legal & Policy Officer will periodically report Code violations and the corrective actions taken to the Board of Directors or its designated committee. The Board of Directors reserves the right to investigate violations and determine appropriate disciplinary action on its own and to designate others to do so in place of, or in addition to, the Chief Legal & Policy Officer.

Nuro will promptly investigate any suspected violations. A person suspected of violating the Code may be suspended with or without pay while an investigation is conducted. Nuro will follow local grievance procedures in jurisdictions where such procedures apply.

Disciplinary action

Nuro will take appropriate action against any employee, agent or contractor whose actions are found to violate the Code. Disciplinary actions may include, at Nuro's sole discretion, oral or written reprimand, suspension or immediate termination of employment or business relationship, or any other disciplinary action or combination of disciplinary actions as deemed appropriate to the circumstances. A record of the disciplinary action will be retained in the employee's personnel file.

In determining what disciplinary action is appropriate in a particular case, Nuro will take into account all relevant information, including the nature and severity of the violation, any history of warnings and violations, whether the violation appears to have been intentional or inadvertent and whether the violator reported his or her own misconduct. Nuro will strive to enforce the Code in a consistent manner while accounting for all relevant information.

Where Nuro has suffered a loss, it may pursue its remedies against the individuals or entities responsible. Certain violations of this Code may also be subject to civil or criminal prosecution by governmental authorities and others. Where laws have been violated, Nuro's remedial actions may include reporting violators to the appropriate authorities.

ADDITIONAL INFORMATION

Nothing in this Code of Business Conduct and Ethics creates or implies an employment contract or term of employment. Employment at Nuro is employment at-will. Employment at-will may be terminated with or without cause and with or without notice at any time by the employee or Nuro. Nothing in this Code shall limit the right to terminate employment at-will. No employee of Nuro has any authority to enter into any agreement for employment for a specified period of time or to make any agreement or representation contrary to Nuro's policy of employment at-will. Only the Chief Executive Officer of Nuro has the authority to make any such agreement, which must be in writing.

The policies in this Code do not constitute a complete list of company policies or a complete list of the types of conduct that can result in discipline, up to and including discharge.