



Impact Report

2025

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Introduction



Letter from the CEO

When I founded Joby in 2009, I believed electric aviation could change the way people move through the world — quietly, cleanly, and within reach. That belief is no longer just a vision. It is embodied in an aircraft. A company of just over 2,500 people. And a mission closer to reality than at any point in our history.

2025 was the year we proved it. We made record progress on Stage 4 of FAA type certification and became the first electric air taxi company to complete routine inhabited transition flights, the full envelope from vertical takeoff through wing-borne cruise to landing, with a pilot onboard. We acquired Blade's passenger business, announced a partnership with Virgin Atlantic, and flew in Dubai, Japan, and the United States. These are not milestones on a roadmap. They are proof of the maturity of Joby's design.

The progress I am most proud of, however, is harder to capture. It is the safety culture we are building — one report, one corrective action, one team member at a time. It is the 50 apprentices who learned advanced manufacturing in our facilities, and the 20 graduates of our FAA-approved Light Sport Repairman Maintenance program, one of only four active programs of its kind in the country. It is the thousands of people in Los Angeles, New York, Dayton, and Dubai who experienced our aircraft for the first time and began to imagine a different future for their city.

To our team: what you have built is extraordinary. As we move toward carrying our first passengers on our electric aircraft — and as we look ahead to expanding on our vision for hydrogen propulsion — your work is what I carry with me. We are not just building an aircraft. We are building the standard to which this industry will be held.



Joe Ben Bevirt, Founder and CEO



2025 Highlights



Certification and Flight

- Record progress on **Stage 4 of FAA type certification**
- Became the **first electric air taxi company** to conduct routine inhabited transition flights
- Completed **850+ flights** across five aircraft in 2025, a 2.6x increase in operational tempo over the prior year



People and Safety

- Grew to over **2,500 team members** globally
- Achieved a year-over-year **20% reduction in injury rate and days away** due to injury
- Formally entered the **FAA Aviation Safety Action Program (ASAP)**, making Joby one of the few Part 135 operators to participate in this voluntary safety leadership program in advance of FAA required 2027 deadlines
- Registered our **Advanced Manufacturing Apprenticeship Program** with the U.S. Department of Labor



Commercial Operations

- Acquired Blade Air Mobility's** passenger business
- Conducted **41 flights at the World Expo** in Osaka, Japan
- Completed our initial test **flight operations in Dubai** and advanced our aircraft through the regulatory process with the United Arab Emirates (UAE) General Civil Aviation Authority (GCAA)
- Participated in the **U.S. Department of Transportation (DOT) Advanced Air Mobility national roadmap announcement** in Washington, DC



Environment

- 97% of electricity at primary facilities sourced from renewables** in 2025, up from 84% in 2024
- Renewable electricity commitment resulted in over **5,100 metric tons of greenhouse gas emissions avoided** over the last three years
- Diverted over 104,000 pounds of manufacturing material** from landfill through recycling and circularity programs
- Restored solar production** at Santa Cruz headquarters, doubling output



People and Community

In 2025, Joby grew to more than 2,500 team members globally — nearly four times the size of our team just five years ago. Behind that growth is a team of industry-leading experts spanning disciplines from engineering and manufacturing to flight operations, certification, and market development, all working every day to make electric aviation a reality. This section reflects how we invest in our people, develop the next generation of aerospace talent, and show up for the communities where we live and work.



Building Tomorrow's Workforce

The aviation industry faces a well-documented shortage of trained mechanics and pilots. In 2025, Joby made three significant advances in building the workforce infrastructure our industry needs.

Federally-Registered Apprenticeship Program

- Joby's Advanced Manufacturing Apprenticeship Program was **officially registered with the U.S. Department of Labor**. This recognition transforms the program from an internal initiative into a formally structured, industry-recognized apprenticeship — with standardized training, completion certification, and career mobility credentials that are portable across the aerospace industry.
- Joby launched a new **Aircraft Maintenance Technician Apprenticeship Program** in partnership with Drone, Aviation, and Robotics Technology (DART), including funding support from California Jobs First and the Central Coast K16 Collaborative, hiring its first three apprentices on a pathway toward their FAA Airframe & Powerplant (A&P) license.

50 apprentices trained across airframe assembly, hand lamination and autoclave operations.



FAA-Approved Light Sport Repairman Program

In 2025, Joby Academy received FAA approval for its **Light Sport Repairman certificate program** — making Joby one of only four active providers of this program in the United States. The Light Sport Repairman license is a streamlined, accessible entry point into aviation maintenance, and a stepping stone toward a full A&P license. By the end of 2026, we aim to have 150 individuals trained through this pathway.

20+ graduates of the FAA-Approved Light Sport Repairman Program were certified.

Joby Pilot Academy Opens to the Public

In 2025, Joby Academy's pilot training programs officially opened to the public, with capacity to train up to 30 flight students at a time. The Academy also **enrolled over 280 people** including Joby team members, family members, and members of the public such as the Bay Area Urban Eagles. This is the foundation for a scalable, cost-effective pilot pipeline that will grow in parallel with our commercial operations.

280+ people were enrolled in the Joby Pilot Academy's Private Pilot Ground School.



Our Team

Building a company that reflects the world it serves is not just a value — it is a business imperative. As we prepare to operate in cities in the U.S., UK, UAE, Japan and across the globe, the diversity of our team is one of our greatest strengths.

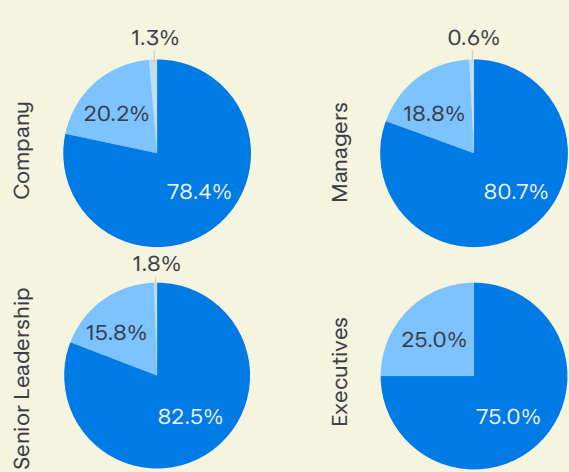
20% of the U.S. workforce and **25%** of our executive leadership are **women**.

18% **Hispanic and Latino** representation at Joby in 2025, up from 15.9% in 2023.

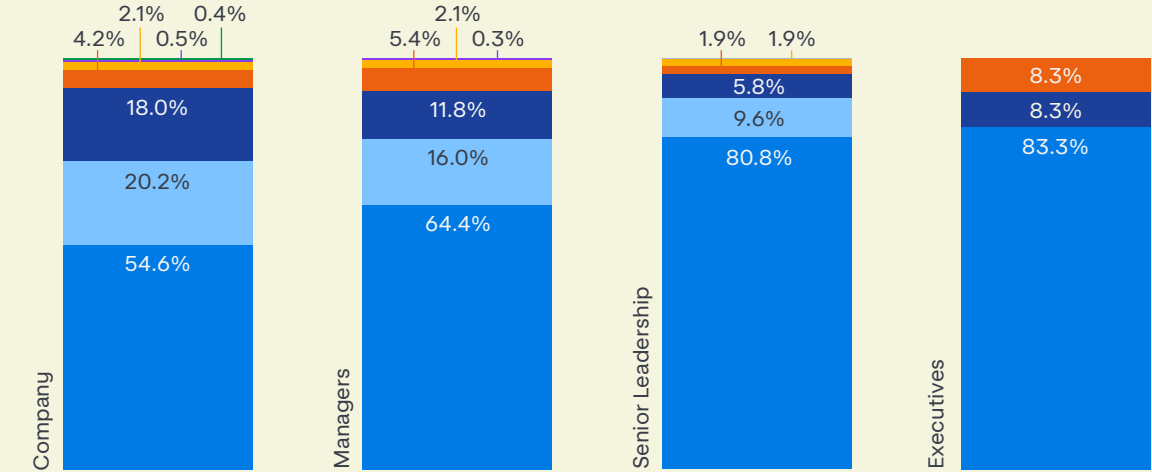
5% of our U.S.-based team members have served in the **Armed Forces**, reflecting our ongoing commitment to supporting veterans transitioning into civilian aerospace careers.



Gender (100% reporting)



Race/Ethnicity (93% reporting)



Veterans

In 2025, Joby had a 30% increase in veteran team members for a total of 122 veterans. To commemorate the day, Joby invited retired Colonel Merryl Tengesdal to speak about her service in the U.S. Navy and U.S. Air Force.

Women of Joby Summit

200 team members gathered in our Santa Cruz headquarters for our second annual Women of Joby summit. The agenda included a fireside chat with Joby’s Board Member Aicha Evans, team building and mentorship exercises and a conversation with Santa Cruz County Supervisor Monica Martinez about her path to public office.



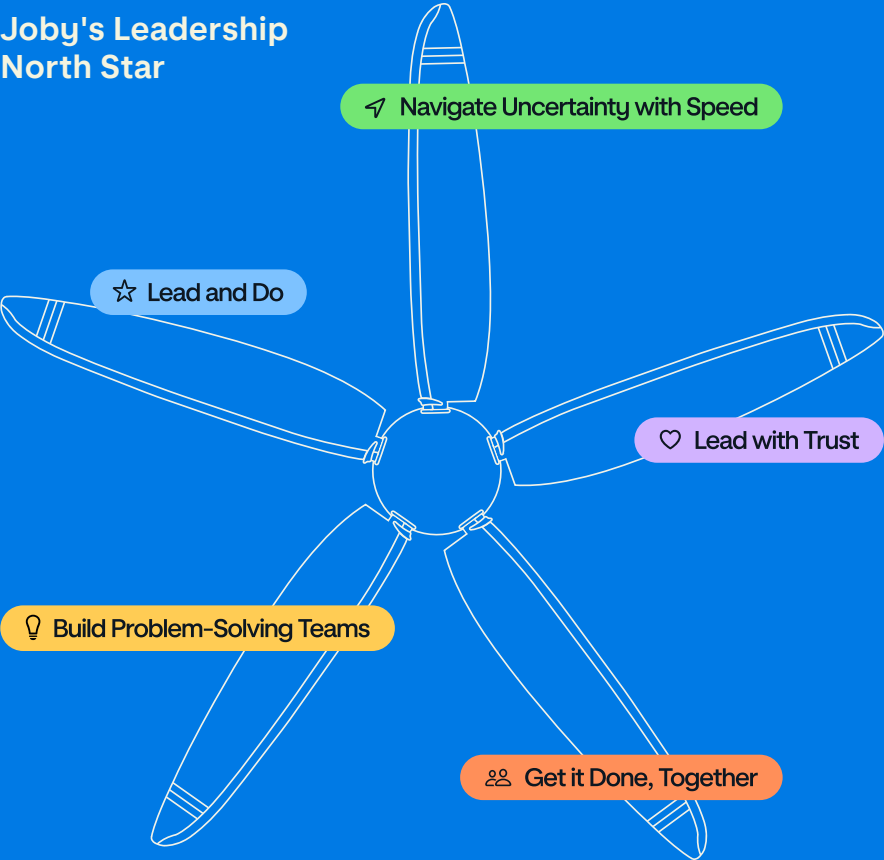
Leadership Development

In 2025, Joby developed its **North Star Leadership Framework**, a set of five leadership qualities formed through interviews, focus groups, drawing on several years of employee survey data from across the organization. Notably, 60% of our current team leads were promoted from individual contributor roles, proving that leadership at Joby is built from within.

To support leaders at every stage of their journey, we also expanded our **People Manager 101 program** — a monthly live orientation for new managers covering hiring, safety, talent development and performance management. A four-course live training series builds on this foundation, giving managers the practical skills to lead effectively in a fast-moving environment.

60% of our current team leads were promoted from individual contributor roles.

Joby's Leadership North Star



Recruiting for the Future

In 2025, we launched the **Joby Interview Skills Training** — a new in-house program establishing a consistent, foundational framework for interviewing across the organization. This program ensures that candidates experience a fair, structured, and high-quality process — reflecting our values from the very first interaction.

Fair Pay

Joby's commitment to pay equity is embedded in our day-to-day processes. Every transfer, hire, and promotion includes a pay equity review, and we conduct direct market benchmarking to ensure compensation remains competitive and fair across comparable roles. These aren't annual audits — they are built into how we make every hiring and compensation decision.



Engaging Our Local Community

Joby has increased the number of students it has engaged in STEM activities to a total of 8,200 students through community events, school tours, and facility tours in 2025.



Girls in Aviation Day

Joby welcomed approximately 800 guests to our third Girls in Aviation Day at the Marina Airport. Joby aims to inspire girls to enter technical fields including aviation through activities including 3D printing, flying a drone, or designing boats and planes.



STEM Academic Partnerships

In 2025, Joby engaged multiple schools including the Bruce Woolpert Algebra Academy and the Pajaro Valley Unified School District (PVUSD). PVUSD and DART launched an aerospace **Career Technical Education** pathway at Watsonville Airport. Students in this program learn to build a Van's RV-12 — the same aircraft flown by flight students at Joby Academy — creating a pipeline from high school classroom to aerospace career, with Joby mentoring instructors and supporting the curriculum along the way.



Local Community

Second Harvest Food Drive

~650 pounds of food collected
at three locations.

Special Olympics Polar Plunge

\$1,625 raised by Joby team
members for Special Olympics of Northern
California — jumping into the ocean to
support athletes in our community.



Joby Across America

Los Angeles, CA

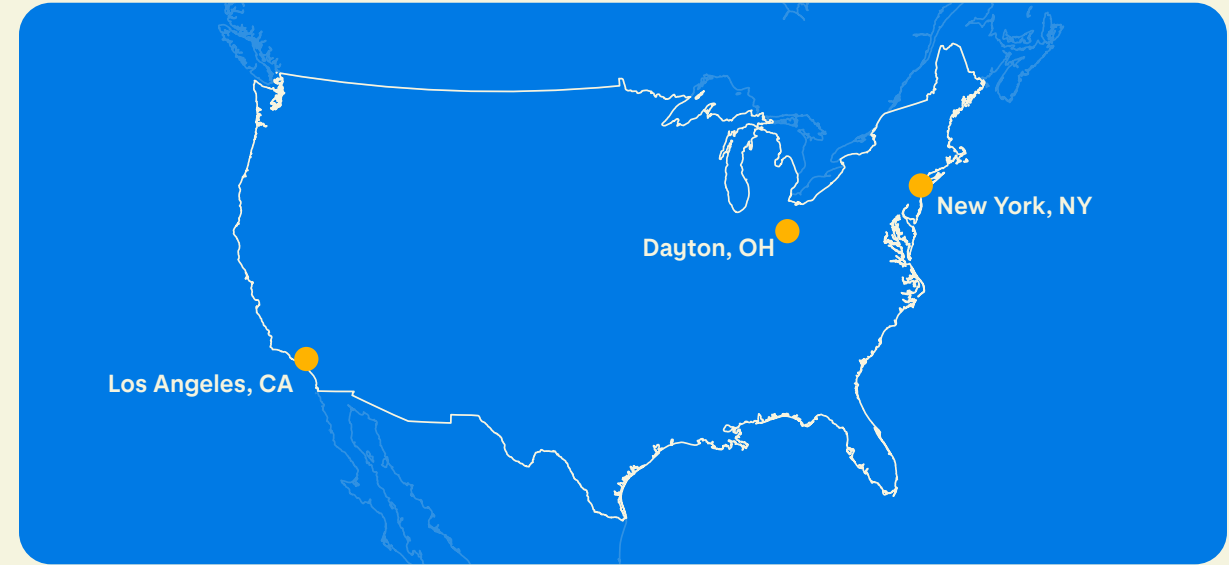
Thousands of business and community leaders engaged with Joby's aircraft and flight simulator across seven events including:

- LA Chamber of Commerce Inaugural Reception
- California Science Center featuring "Cities of the Future"
- Fly Compton Air and Space Fair
- Central City Association Treasures of LA
- Mobility21, one of the largest transportation conferences



Dayton, OH

In October 2025, Joby celebrated the launch of propeller blade manufacturing in Dayton alongside community and political leaders — a milestone that deepens Joby's manufacturing roots in the birthplace of aviation. Joby also announced plans to significantly increase capacity in Dayton, reinforcing Ohio's role as a cornerstone of Joby's long-term manufacturing strategy.



New York, NY

Joby continued building New York's electric aviation talent pipeline — partnering with Aviation High School, Vaughn College, and York College to engage students in aviation careers. At the JFK Redevelopment Aviation and Aerospace Academy graduation ceremony at York College, Joby provided VR flight experiences to graduates, emphasizing the career pathways that Advanced Air Mobility is creating.

Nationwide

Joby brought its mobile flight simulator to communities across the country — from the Dayton Air Show and the National Aviation Hall of Fame in Wichita to the UP Summit in Bentonville, Arkansas. In December, Joby's simulator stood outside the U.S. DOT headquarters during the federal government's Advanced Air Mobility National Strategy announcement — a defining moment that placed Joby at the center of America's urban air mobility future.



Engaging Future Fliers Across Europe, Middle East, and Asia

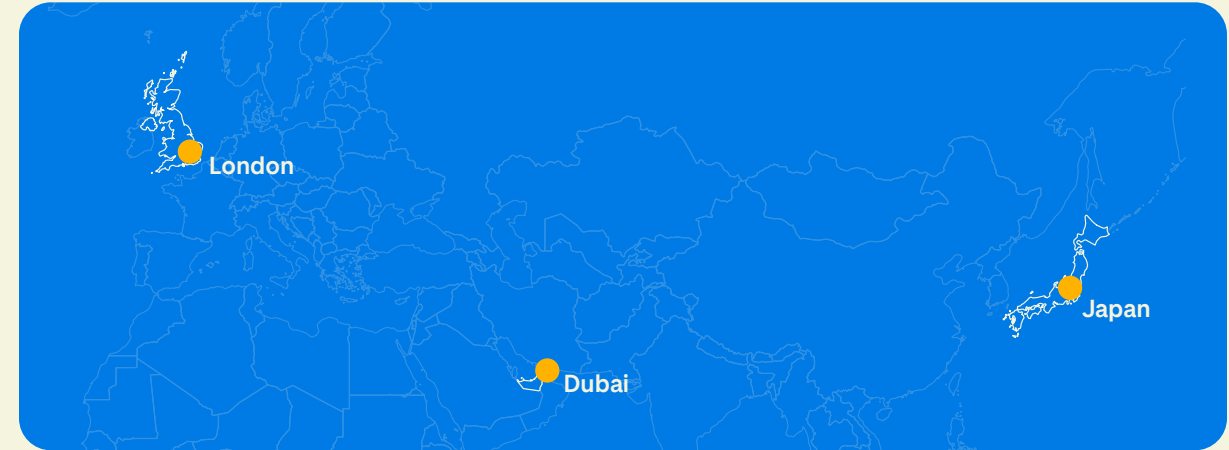


Dubai

In Summer 2025, Joby completed preliminary test flight operations in Dubai — demonstrating the aircraft's performance in one of the world's most ambitious and demanding urban mobility environments. The Dubai operations required Joby to develop new risk assessment protocols for hot and humid conditions, demonstrating the company's operational expertise and strengthening its relationship with local regulators and first responders.



Beyond flight operations, Joby engaged thousands of stakeholders at the **Dubai Air Show**, the **Dubai World Congress**, and hosted a **Museum of the Future experience** — immersive environments that brought the possibility of electric air travel to life for residents, officials, and global business leaders. In parallel, Joby continued advancing its regulatory qualification work with the UAE's General Civil Aviation Authority (GCAA).



London

In 2025, Joby announced a landmark partnership with **Virgin Atlantic** to launch air taxi services in the UK. This partnership will pair Joby's aircraft with one of the world's most recognized aviation brands, opening a clear pathway to commercial service in Europe's busiest aviation market.*

*Depicts Joby operated aircraft



Japan

Joby conducted flight demonstrations in Japan in 2025, extending its international flight test program and building relationships with key aviation regulators and communities. In Osaka, Joby completed 41 flights at World Expo 2025, one of the year's most high-profile global showcases for emerging technology.



Environment

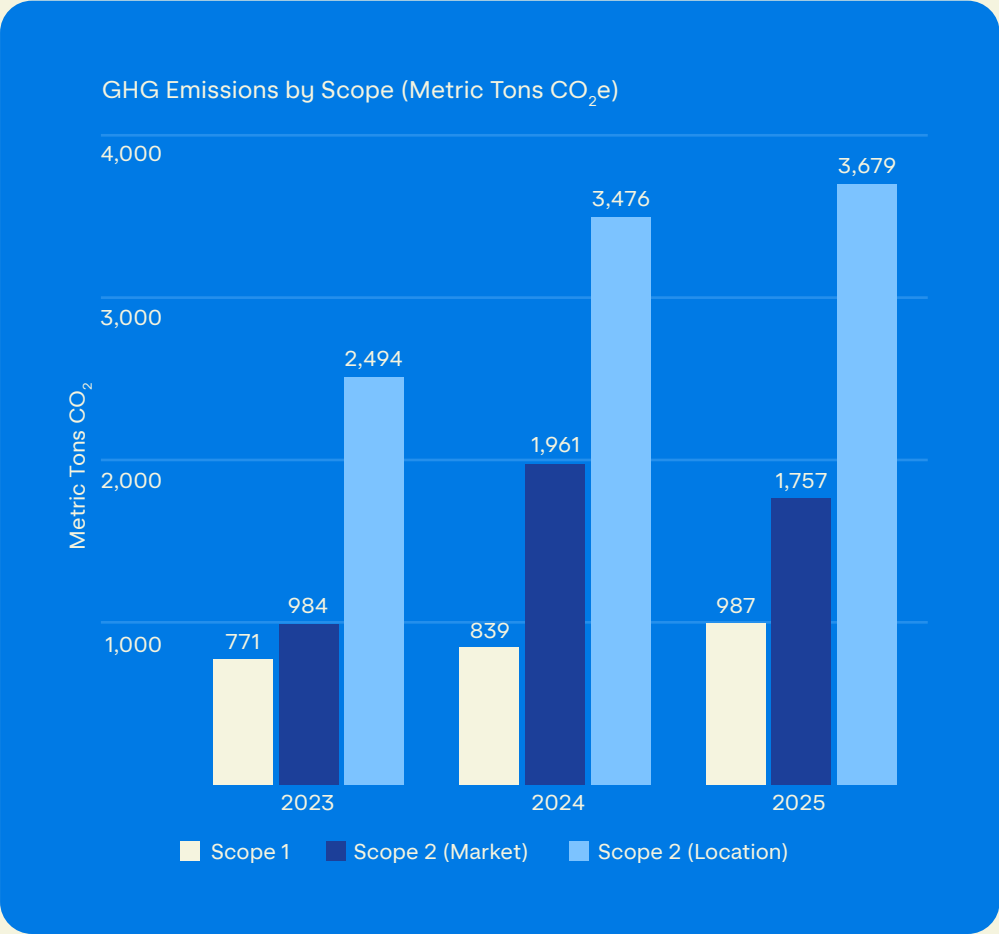
Decarbonizing transportation is not just central to our mission — it is a responsibility that shapes how we operate as a company. In 2025, we continued working to reduce the environmental footprint of our own operations while advancing our understanding of how Joby's aircraft can reshape urban transportation emissions at scale. From renewable electricity procurement and materials circularity to acoustic innovation, this section reflects our commitment to building a transportation system that is not only more efficient, but more sustainable by design.



Measuring and Managing Our Emissions

Joby is committed to measuring and managing our environmental impact, both within our manufacturing footprint and our product. Our greenhouse gas inventory captures the emissions associated with our offices and manufacturing facilities and allows us to track resource use and develop programs to improve efficiency.

10% reduction in market-based emissions in 2025 due to our renewable electricity commitment, which was expanded to cover our manufacturing facility in Dayton, OH.

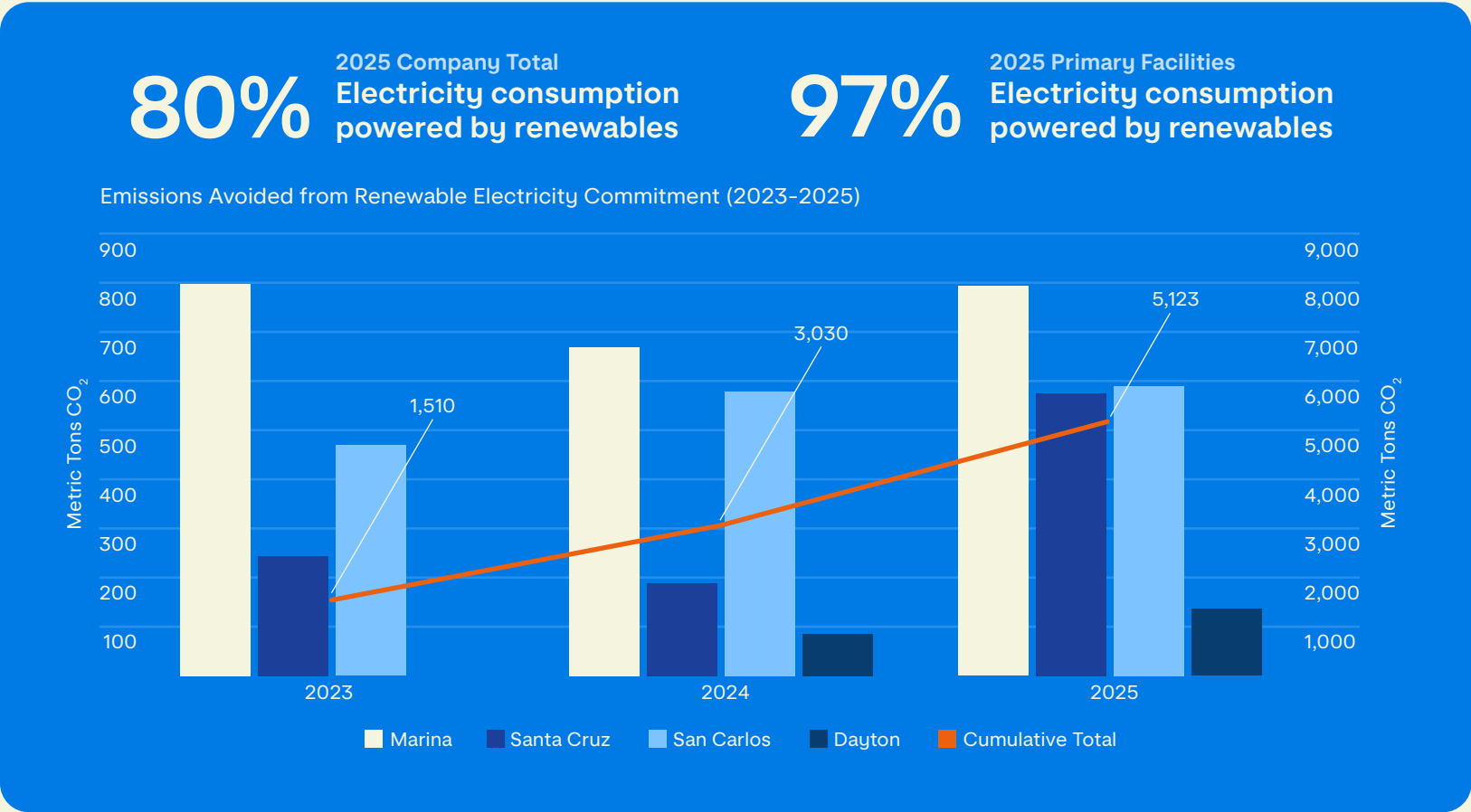


2025 Highlight Marina's Energy Audit

As our manufacturing operations grow, our responsibility for efficiency also grows. In 2025, Joby commissioned an independent energy audit of our Marina facility, our most energy-intensive campus, through the Department of Energy's Industrial Training and Assessment Center. The audit was conducted by a team of engineering faculty and graduate students from San Jose State University. It identified a range of opportunities to reduce energy consumption and operating costs, including improvements to compressed air systems, heat recovery from compressors, and enhanced monitoring of energy-intensive equipment.

Scaling Renewable Electricity Adoption

Joby’s [commitment to procure renewable electricity](#) for primary facilities has resulted in **over 5,100 metric tons of greenhouse gas emissions avoided over the last 3 years, equivalent to powering over 1,060 homes for one year.** In 2025, as we scaled global operations, electricity use rose 24% year-over-year, while renewable electricity procurement increased by 40%.



2025 Highlight
Restoring Solar Production in Santa Cruz
The carport solar system at our headquarters in Santa Cruz, CA was installed in 2011. In 2025, we restored the system through repairs and maintenance, which effectively doubled its output. This increased daily generation from 1,415 kWh to over 3,000 kWh. It now produces roughly 59% of the average daily electrical need at the facility.



From Waste to Resource

Since 2022, we have more than doubled the volume of manufacturing materials diverted from landfills annually, while expanding our recycling capabilities across a wider range of material types. We actively identify opportunities to give materials and resources a second life, embedding circularity into our operations wherever feasible.

2025 Materials Recycled

Non-titanium metal	70,000 lbs
Carbon fiber	18,300 lbs
Used cooking oil (UCO)	7,000 lbs
Spent batteries	4,300 lbs
E-waste	2,800 lbs
Titanium metal	1,100 lbs
Total pounds diverted from landfill	104,000

*Rounded values, may not sum.



Carbon Fiber
Recycled to create non-woven mats and concrete admixes in infrastructure uses, through a process that is 90% less energy-intensive than creating virgin carbon fiber.



Spent Batteries
Processed to recover lithium, cobalt, and nickel for reuse in new battery cells and electronics.



Used Cooking Oil
Recycled for use as a feedstock in sustainable aviation fuel (SAF) production.



880 estimated gallons of SAF produced from the 940 gallons of UCO collected — enough to power a large-cabin jet from San Jose, California to Denver, Colorado.



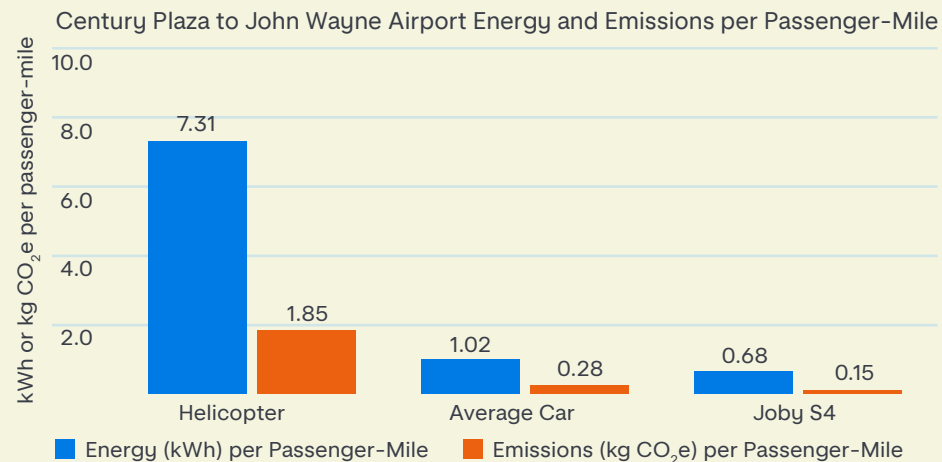
Clean Mobility

As the population density of cities increases, people are looking for more options to get to where they want to go. Joby's aircraft produces no direct operational emissions, meaning no carbon emissions or particulates are emitted when we fly. The majority of the aircraft's life-cycle impact instead comes from the electricity used to charge and operate it, which accounts for approximately 45% of total emissions.

In 2025, we deepened our understanding of how factors, such as grid mix, can influence the overall environmental impact of our aircraft, as well as how our service compares to other modes of transportation on a well-to-wheel basis. This work reinforced the importance of renewable electricity procurement as a key lever for reducing the emissions associated with each passenger trip.

Century Plaza

John
Wayne
Airport



A Passenger's Flight Impact from Energy Generation to Aircraft Operation

[Century Plaza](#), Los Angeles is 41 miles from John Wayne Airport in Orange County. This drive could take 1-2 hours in traffic.

Lower Energy Impacts

34% lower energy consumption per passenger-mile compared to a standard gasoline automobile

91% reduction compared to a traditional gas-fueled helicopter

Lower Carbon Impacts

47% fewer emissions per passenger-mile than a gas-powered car

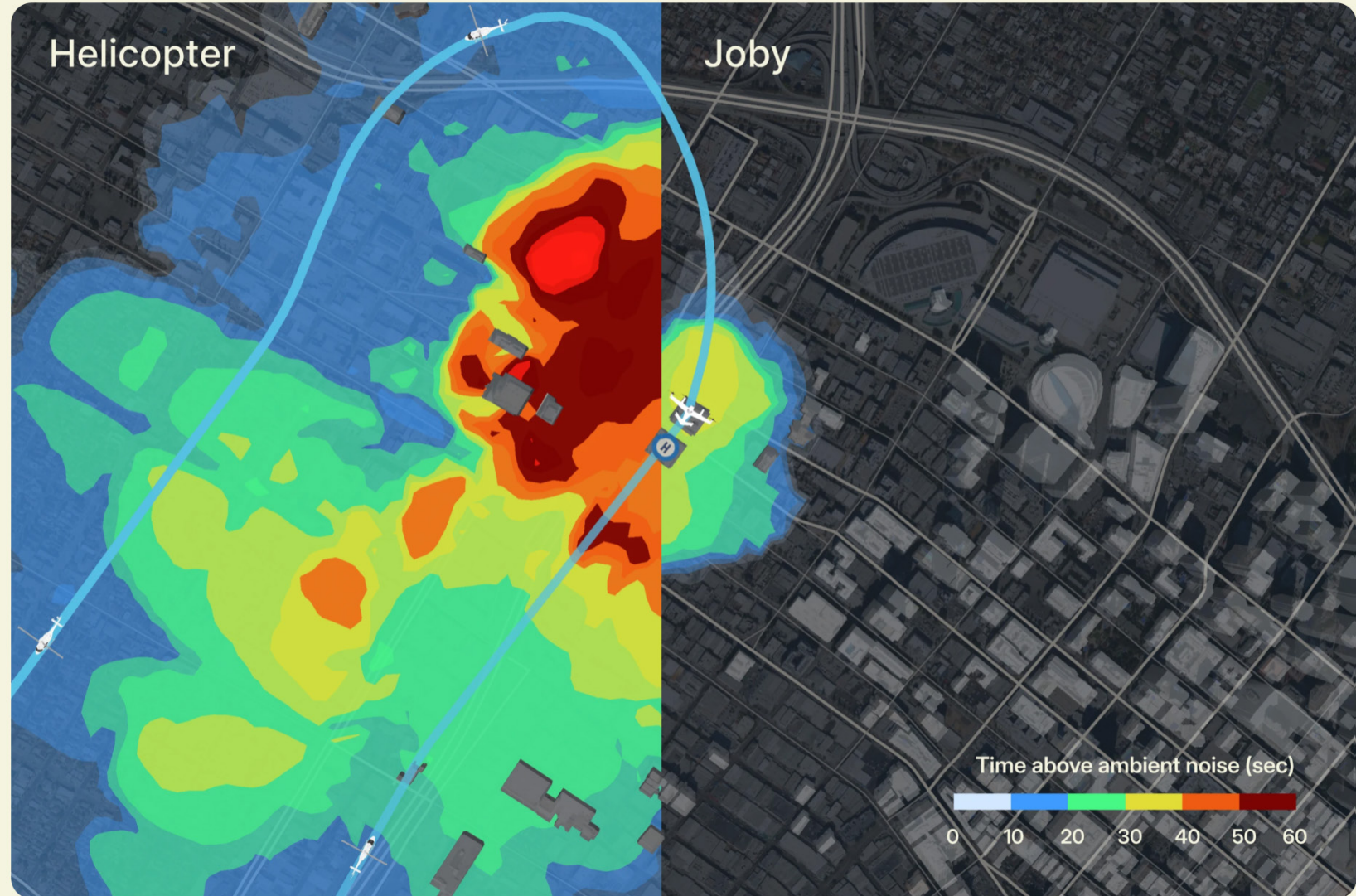
92% fewer emissions than a gas-powered helicopter



Connecting Communities with Acoustic Metrics in Mind

In 2025, Joby continued advancing the acoustic modeling and screening tools that will help integrate our service into communities while minimizing the impact of our operations. We modeled how Joby's aircraft would sound within the existing ambient noise environment of Los Angeles to better understand how our aircraft fits into a city's environment.

Using physics-based traffic noise predictions alongside Bureau of Transportation Statistics aviation noise data, researchers were able to simulate and compare the acoustic impact of eVTOL operations and helicopters in realistic urban settings. Joby also expanded its use of tools such as SoundPLAN to better understand how aircraft noise interacts with buildings and the built environment. These capabilities help us anticipate the real-world acoustic experience of our operations and support more informed decisions about routes, operating procedures, and infrastructure in collaboration with local communities.



Safety

At Joby, safety is foundational to everything we do, from how we design our aircraft to how we train our team members, manage our facilities, and prepare for commercial operations across multiple countries. In 2025, we made significant progress in building the systems, processes, and culture that will support safe operations at scale. This section reflects that progress across three areas: our Enterprise Safety Management System, our occupational health and safety programs, and our approach to flight test safety.



Aircraft Designed with Safety in Mind

Our foundational principle was to design an aircraft capable of landing safely even after multiple in-flight failures. That means engineering redundancy into the core architecture to enhance safety — across propulsion, power, and control — from the very beginning, not as an afterthought.



In 2025, [Joby conducted rigorous failure injection testing](#) - intentionally disabling motors, actuators, and batteries mid-flight. Thanks to the layers of resilience built into our aircraft, we were able to maintain safe flight and execute a vertical landing without any changes to pilot procedures in every case.

Safety Features Validated through Flight Testing

01 Propulsion Failure Testing

In one-engine-inoperative and dual-channel failure scenarios, Joby intentionally disables the opposite motor station during flight. The aircraft's flight control system automatically redistributes authority across the remaining motors, maintaining balance and control even when a propulsion station goes offline.

02 Tilt Actuator Failure Testing

Each side of the tilt system uses two actuators operating in parallel. Testing disables one actuator, requiring the remaining actuator to assume the full load, confirming that safe recovery to landing is achievable in this scenario.

03 Battery Pack Failure Testing

The aircraft carries four battery packs. Testing confirms that the loss of a single pack leaves the remaining three with sufficient capacity to sustain safe flight.



Joby has a robust flight test safety campaign as part of our FAA certification program. These campaigns:

- Enable rapid expansion of the flight envelope
- Deliver successful flight demonstrations that leverage the maturity of our development
- Demonstrate progress toward operational readiness on the global stage.



Flight Test Safety

In 2025, we significantly expanded our flight test program in scope, geography, and rigor — completing more than 850 flights across multiple countries while maintaining our disciplined approach to safety at every stage.

Our flight test methodology is built on the FAA's rigorous test safety standards. Before any new test, our team conducts detailed hazard analyses, assesses potential failure modes, and establishes clear decision-making frameworks for real-time risk management.



850+ flights across multiple countries, maintaining safety at every stage

2025 Highlights

- 01** Completed hundreds of flight tests, both remotely piloted and inhabited, across the U.S., Japan, and UAE.
- 02** Operated in extreme environmental conditions — including the hot and humid climate of Dubai — which required proactive risk assessments, new operational controls, and strong relationships with local regulators and first responders.
- 03** Expanded the active flight test fleet to five aircraft, enabling a significantly increased flight cadence and accelerating the data collection required for FAA type certification.



Enterprise Safety Management System

Building a global safety architecture — one jurisdiction at a time.



Joby's Safety Management System (SMS) is built on the four components of the ICAO Annex 19 international standard:

- Safety Policy
- Safety Risk Management
- Safety Assurance
- Safety Promotion

In 2025, we expanded our SMS from a U.S.-centered framework into a globally scalable architecture, adapting our operational manuals and safety standards to meet the regulatory requirements of the UK and UAE, while maintaining a consistent Joby safety standard at the core.

Building on this momentum and in line with our mission of Enterprise SMS, Joby has officially started the phased implementation and expansion of our current SMS structure and programs to include our Original Equipment Manufacturing (OEM) function.

2025 Highlights

Aviation Safety Action Program (ASAP) Launched

Joby implemented the FAA's ASAP program — a voluntary safety reporting initiative that encourages team members to report safety issues with assurance that reports will not trigger regulatory penalties. Through a formal MOU with the FAA, this program allows Joby to identify risks earlier, benchmark performance against industry peers, and actively shape how safety regulations evolve for the Advanced Air Mobility sector.

Global Manual Adaptation

Building on our FAA Part 135 operational manual set, Joby performed gap analyses and developed tailored manual sets for UK commercial certification and Dubai Air Operator Certificate (AOC) requirements — covering pilot training, operational procedures, aircraft maintenance, and SMS implementation.



Environmental, Health, and Safety

20% decrease in injuries and days away from work due to injury when compared to 2024, and reduced by more than 50% compared to 2023.

This sustained change was driven by a strong safety culture across all sites and increased safety training and inspections, resulting in proactive hazard identification and risk reduction.



Proactive Engagement

Safety Committees

Established five committees across manufacturing and aircraft operations to embed safety into the work environment. These forums enable two-way dialogue on incidents, site metrics, training and close calls.

Personal Protective Equipment

Implemented a continuous supply Kanban system for personal protective equipment across all sites, eliminating supply disruptions and ensuring team members always have access to the right protective gear.

Training

Onboarding

According to a report based on U.S. Bureau of Labor Statistics, most injuries happen in the first year of a new role, with the first 90 days being the most critical. In 2025, Joby revamped our onboarding process to ensure that all new team members receive job-specific Occupational Safety and Health Administration (OSHA) and safety training.

Joby 8

Since 2023, over 620 team members have been trained on Joby 8, a Joby-specific version of OSHA safety training for front-line manufacturing and operations roles.

Spring into Action

Joby Safety Reporting System

Captures all incidents across all U.S. locations so teams can triage, investigate and address any workplace or operational safety issues. In 2025, the team completed 1,158 inspections, demonstrating our commitment to proactive safety management.

Enhanced Emergency Response

Implemented an emergency response coordination system enabling real-time, centralized incident management across all locations — including remote sites and after-hours situations.



Corporate Governance

Strong corporate governance is not just a compliance exercise at Joby. It is the framework that enables us to pursue our ambitious certification and commercialization goals, while staying true to our core principles. Our board of directors brings together expertise in aviation, regulation, finance, technology, and governance to guide and oversee our mission.



Ethics and Compliance

Our comprehensive ethics and compliance program is built on policies that apply to every executive officer, director, and team member. This is reinforced through a culture that prioritizes integrity over expediency.

Our Core Policies

Our ethics and compliance framework is anchored by three foundational documents:

01 Code of Business Conduct and Ethics

Our company-wide standard for ethical behavior, covering conflicts of interest, fair dealing, confidentiality, and our commitment to operating with integrity at all times.

02 Anti-Bribery and Corruption Policy

A clear, unambiguous commitment that Joby will not engage in or tolerate bribery or corruption in any form — in any country where we operate.

03 Whistleblower Policy

Every Joby team member has access to a confidential whistleblower hotline through which they can anonymously report concerns about safety, ethics, or business practices. No team member will face retaliation for raising a concern in good faith.

At Joby, we reinforce our values through regular all-hands forums, leadership modeling, and by embedding our business conduct and ethics into onboarding for every new team member.

Our Joby Safety Reporting System (JSRS) also functions as an ethics infrastructure tool — providing a centralized, documented channel for team members to raise concerns and ensure they are tracked, investigated, and resolved.



Board of Directors and Risk Management

Joby's board of directors is responsible for overseeing our risk management process, including the implementation of risk management strategies by our executive team. Our three standing board committees — Audit, Compensation, and Nominating and Corporate Governance — each addresses the specific risks inherent in their oversight areas and regularly engage with management on emerging strategic risks.

Risk Management Topics Overseen at Board Level:

- Progress toward FAA type certification
- Regulatory compliance
- Safety Management Systems
- ESG performance and disclosure
- Cybersecurity and data protection
- Legal and financial risk
- Compensation risk and talent retention



JoeBen Bevirt
Founder and Chief
Executive Officer



**Halimah
DeLaine Prado**
General Counsel, Google
Independent



Aicha Evans
CEO, Zoxx
Independent



Michael Thompson
Managing Member,
Reinvent Capital



Michael Huerta
Board Member, Delta
Air Lines; Former FAA
Administrator, *Independent*



Tetsuo Ogawa
President and CEO,
Toyota Motor
North America



Dipender Saluja
Managing Director,
Capricorn Investment Group
Independent



Paul Sciarra
Executive Chairman



Laura Wright
Former CFO,
Southwest Airlines
Independent

- Audit Committee
- Compensation Committee
- Nominating and Corporate Governance Committee



Appendix

Supplemental performance tables, figures, and assumptions



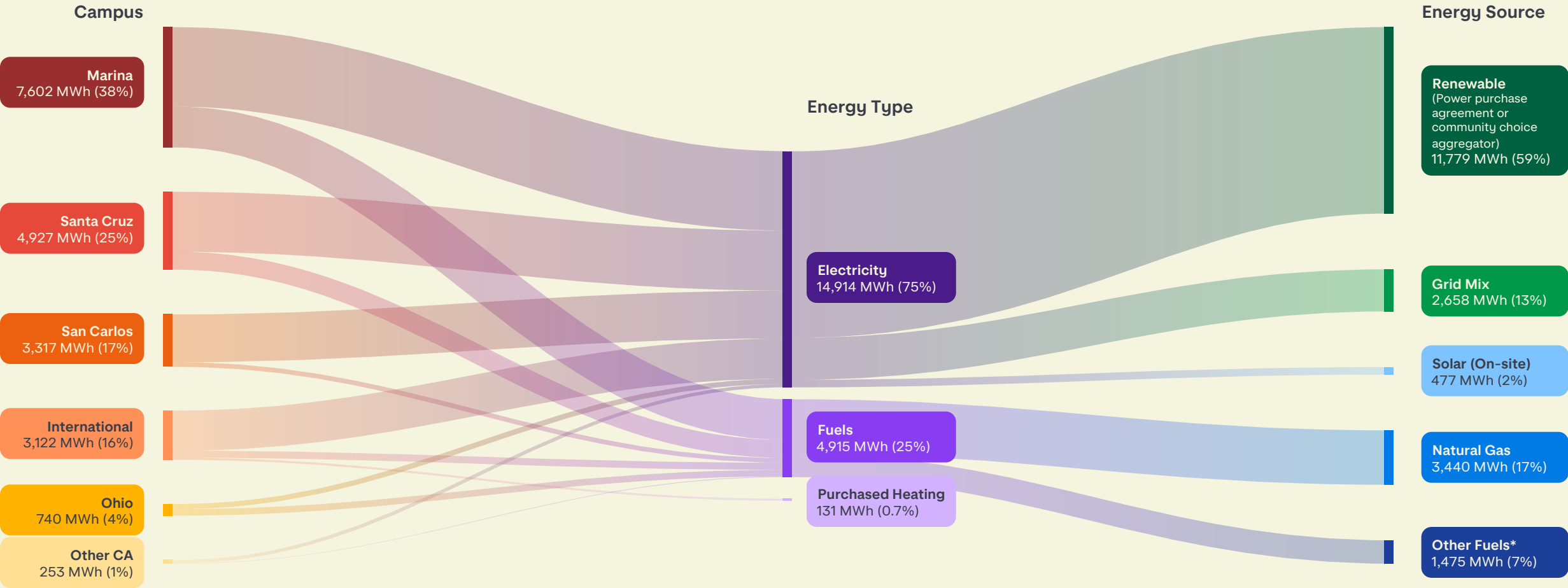
2025 Greenhouse Gas Emissions by Region

Metric Tons (MT) CO₂e

Region	Scope 1	Scope 2 Market-Based	Scope 2 Location-Based
Marina	522	186	979
Santa Cruz	211	71	646
San Carlos	54	0	589
Other CA	8	68	41
Ohio	75	0	136
International	118	1,431	1,287
TOTAL	987	1,757	3,679



2025 Energy Consumption by Site and Fuel Type



*Other fuels include diesel, gasoline, propane, and aviation gasoline.



Performance Metrics

Carbon

Greenhouse Gas Emissions	2023	2024	2025	Framework Mapping
Scope 1 Emissions (Metric Tons CO ₂ e)	771	839	987	GRI 305-1: Direct GHG emissions, SDG 13: Climate Action
Stationary (Metric Tons CO ₂ e)	598	714	805	GRI 305-1: Direct GHG emissions, SDG 13: Climate Action
Mobile (Metric Tons CO ₂ e)	173	125	182	GRI 305-1: Direct GHG emissions, SDG 13: Climate Action
Scope 2 - Market-based (Metric Tons CO ₂ e)	984	1,961	1,757	GRI 305-2: Energy indirect emissions, SDG 13: Climate Action
Scope 2 - Location-based (Metric Tons CO ₂ e)	2,494	3,476	3,679	GRI 305-2: Energy indirect emissions, SDG 13: Climate Action
Total Scope 1 + Scope 2 (Market-based)	1,755	2,800	2,744	GRI 305-1/305-2, SDG 13: Climate Action
Total Scope 1 + Scope 2 (Location-based)	3,265	4,315	4,666	GRI 305-1/305-2, SDG 13: Climate Action
Intensity Metrics				
Revenue (Million USD)	\$1.03	\$0.14	\$53.40	GRI 305-4: Emissions intensity, SDG 13: Climate action
Emissions Intensity (Market-based) (Metric Ton CO ₂ e/\$M Revenue)	1,704	20,588	51	GRI 305-4: Emissions intensity, SDG 13: Climate action
Emissions Intensity (Location-based) (Metric Ton CO ₂ e/\$M Revenue)	3,170	31,728	87	GRI 305-4: Emissions intensity, SDG 13: Climate action
Emissions Intensity (Location-based) (Metric Ton CO ₂ e/FTE Headcount)	1.84	2.14	1.85	GRI 305-4: Emissions intensity, SDG 13: Climate action



Performance Metrics

Energy and Waste

Energy Use	2023	2024	2025	Framework Mapping
Total Energy Consumption (MWh)	12,546	16,165	19,960	GRI 302-1: Energy Consumption, SDG 7.3: Energy Efficiency
Electricity (MWh)	8,802	12,033	14,914	GRI 302-1: Energy Consumption / Fuel Type Breakdown, SDG 7.3: Energy Efficiency
Fuels (MWh)	3,718	4,107	4,915	GRI 302-1: Energy Consumption / Fuel Type Breakdown, SDG 7.3: Energy Efficiency
Natural Gas (MWh)	2,046	2,634	3,440	GRI 302-1: Energy Consumption / Fuel Type Breakdown, SDG 7.3: Energy Efficiency
Diesel (MWh)	714	761	681	GRI 302-1: Energy Consumption / Fuel Type Breakdown, SDG 7.3: Energy Efficiency
Propane (MWh)	422	294	194	GRI 302-1: Energy Consumption / Fuel Type Breakdown, SDG 7.3: Energy Efficiency
Gasoline (Aviation or Standard)	536	419	601	GRI 302-1: Energy Consumption / Fuel Type Breakdown, SDG 7.3: Energy Efficiency
Purchased Heating (MWh)	25	25	131	GRI 302-1: Energy Consumption / Fuel Type Breakdown, SDG 7.3: Energy Efficiency, SDG 13: Climate Action
% Renewable Electricity Powering Primary Facilities	-	84%	97%	GRI 302-1: Renewable Energy, SDG 7.2: Renewable Energy Share
% Renewable Electricity Powering Company	81%	71%	80%	GRI 302-1: Renewable Energy, SDG 7.2: Renewable Energy Share
Waste				
Hazardous Waste Generated (lbs)	50,241	60,189	116,402	GRI 306-3: Waste Generated, GRI 306-4: Hazardous Waste, SDG 12.4: Hazardous Chemicals
Hazardous Waste Recycled (lbs)	20,585	31,332	58,423	GRI 306-4: Waste Diverted, SDG 12.5: Reduce Waste
Non-Hazardous Waste Recycled (lbs)	61,273	63,302	103,671	GRI 306-4: Waste Diverted, SDG 12.5: Reduce Waste



Performance Metrics

People

Health, Safety, and Community	2023	2024	2025	Framework Mapping
Global FTE Headcount	1,777	2,013	2,523	GRI 2-7: Employees, SDG 8: Decent Work
Total Recordable Incident Rate (TRIR)	2.6	2.01	1.58	GRI 403-9: Work-related Injuries, SDG 3: Good Health
DART Total	2.4	1.34	1.05	GRI 403-9: Work-related Injuries, SDG 3: Good Health
Employee Turnover Rate	13%	14%	12%	GRI 404-1: New Hires & Turnover, SDG 8: Decent Work
Employee Voluntary Turnover Rate	7%	7%	8%	GRI 404-1: New Hires & Turnover, SDG 8: Decent Work
Community Engagement Events Held in Reporting Year	37	54	42	GRI 413-1: Local Community Engagement, SDG 11: Sustainable Cities, SDG 17: Partnerships
Active Employee Resource Groups (ERGs)	2	2	2	GRI 405-1: Diversity of Governance Bodies and Employees
Team Member Demographics (Company-Wide)				
Percent Male	81%	82%	78%	GRI 2-7: Employees, SDG 8: Decent Work
Percent Female	19%	18%	20%	GRI 2-7: Employees, SDG 8: Decent Work
Non-binary	0%	0%	1%	GRI 2-7: Employees, SDG 8: Decent Work
Team Member Demographics (Senior Leadership)				
Percent Male	80%	83%	82%	GRI 2-7: Employees, SDG 8: Decent Work
Percent Female	20%	17%	16%	GRI 2-7: Employees, SDG 8: Decent Work
Non-binary	0%	0%	2%	GRI 2-7: Employees, SDG 8: Decent Work



Performance Metrics

Governance

Board of Directors	2023	2024	2025	Framework Mapping
Average Board Member Age	-	56	57	GRI 2-9: Governance Structure, GRI 2-10: Board Composition
Average Board Member Tenure	-	6	7	GRI 2-9: Governance Structure, GRI 2-10: Board Composition
Male	6	6	6	GRI 2-10: Board Composition, GRI 405-1: Diversity Indicators
Female	3	3	3	GRI 2-10: Board Composition, GRI 405-1: Diversity Indicators
Racially Diverse	5	5	5	GRI 2-10: Board Composition, GRI 405-1: Diversity Indicators
Percentage of Board that is Independent	-	66%	66%	GRI 2-9: Governance Structure, GRI 2-10: Board Composition
Governance Metrics				
CEO Pay Ratio	24	21	21	GRI 2-21: Ratio of Total Annual Compensation
Material Cybersecurity Issues	0	0	0	GRI 2-16: Communication of Critical Concerns



Data Assumptions, Limitations, and Notes

Key Data Assumptions, Limitations, and Disclosures

- Scope 1 emissions are direct emissions calculated using the operational-control method aligned with the GHG Protocol across all global sites. Leased offices where operational control is not exercised are excluded from the inventory.
- Scope 2 emissions are calculated using the market-based, operational-control approach aligned with the GHG Protocol. Location-based emissions are calculated using EPA e-grid regional emissions factors for domestic locations, and the methodology for international locations is linked in the table.
- Joby completed its acquisition of Blade Air Mobility's passenger business in late August 2025. Assets that were under Blade's operational control have been included for the September-December 2025 reporting months following the completed acquisition. These assets are included under the International region, since that is where the assets are located.
- Sums may not equal totals due to rounding.
- Temporary diesel generators are used for emergency power generation in Marina during grid power outages to provide manufacturing resiliency. California law requires us to use renewable diesel for all diesel equipment, but due to lack of available emissions factor, this diesel in the emissions inventory uses the standard emissions factor for nonrenewable diesel.
- As part of our renewable electricity commitment, primary facilities over 100,000 square feet (Marina, Santa Cruz, San Carlos) are upgraded to the 100% renewable electricity rate plan through an energy provider as they come online. There can occasionally be a billing cycle delay. During this period and for facilities not on renewable electricity plans, renewable electricity data excludes any renewable electricity that is part of the grid by default, in alignment with reporting frameworks. Notably, we operate in several geographic regions that rely significantly on renewable sources for their electricity grid. Renewable electricity is purchased for some facilities outside of the primary facility definition where economically viable compared to utility rates.
- Aircraft gasoline vehicles include our owned and operated conventional aircraft such as our helicopter and airplanes. Fuel consumption from these vehicles was calculated using flight log reported hours flown and reported fuel burned per hour. Within the data, all aircraft are assigned to the Marina location, as the hangars exist at this work site.
- Emissions from 2023-2025 include all facilities under the operational control boundary in that reporting year, including international sites, except for de minimis sources. International flight demonstrations are assumed to be de minimis scope 1 or scope 2 emissions.

Demographics:

- **Gender:** 100% of U.S. team members disclosed their gender in 2023, 2024 and 2025.
- **Race/Ethnicity:** 80% of U.S. team members disclosed their race/ethnicity in 2023, 88% in 2024 and 93% in 2025.



Forward Looking Statements

This report is for informational purposes and should under no circumstances be understood as an offer to sell or the solicitation of an offer to buy securities of the Company. This report contains “forward-looking statements” within the meaning of the “safe harbor” provisions of the Private Securities Litigation Reform Act of 1995, including but not limited to, statements regarding the development and performance of our aircraft; the growth of our manufacturing capabilities, including plans to double our production capacity; our regulatory outlook, progress and timing; our business plan, objectives, goals and market opportunity, including our planned operations in the United Arab Emirates and other countries; our plans to have 150 individuals trained through our light sport repairman certificate program by the end of 2026; plans for further compliance with voluntary environmental and safety standards and protocols; planned usage of renewable electricity at facilities; plans for and expected benefits of our commercial partnerships, including our partnership with Virgin Atlantic; the expected emissions and other impact of our commercial operations, and comparative benefits over other forms of transportation; and our current expectations relating to our business, financial condition, results of operations, prospects, capital needs and

growth of our operations. You can identify forward looking statements by the fact that they do not relate strictly to historical or current facts. These statements may include words such as “anticipate”, “estimate”, “expect”, “project”, “plan”, “intend”, “believe”, “may”, “will”, “should”, “can have”, “likely” and other words and terms of similar meaning in connection with any discussion of the timing or nature of future operating or financial performance or other events.

All forward looking statements are subject to risks and uncertainties that may cause actual results to differ materially, including: our ability to launch our aerial ridesharing service and the growth of the urban air mobility market generally; our ability to produce aircraft that meet our performance expectations in the volumes and on the timelines that we project and our ability to launch our service; complexities related to obtaining certification and operating in foreign markets; the competitive environment in which we operate; our future capital needs; the need to negotiate additional definitive agreements and secure permits and other required approvals to achieve the full expected value of our partnerships; our ability to adequately protect and enforce our intellectual property rights; our ability to effectively respond to

evolving regulations and standards relating to our aircraft; our reliance on third-party suppliers and service partners; uncertainties related to our estimates of the size of the market for our service and future revenue opportunities; and other important factors discussed in the section titled “Risk Factors” in our Annual Report on Form 10-K, filed with the Securities and Exchange Commission (the “SEC”) on February 27, 2026, our Quarterly Report on Form 10-Q filed with the SEC on May 6, 2026, and in future filings and other reports we file with or furnish to the SEC. Any such forward-looking statements represent management’s estimates and beliefs as of the date of this report. We disclaim any obligation to update these statements in the future, even if subsequent events cause our views to change.

Certain information contained herein has been derived from sources prepared by third parties. While such information is believed to be reliable for the purposes used herein, the Company, or its affiliates, directors, officers, employees, members, partners, shareholders or agents do not make any representation or warranty with respect to the accuracy of such information.



