

2023 Impact Report

Contents

03
Letter from our CEO

04
2023 Highlights
Key 2023 Business Accomplishments
Reflecting on our 2023 Impact

08
Safety
Enterprise Safety Management System
Our Approach to Safety Management System Pillars
Team Member Occupational Health and Safety
Safety in Aircraft Design

14
Environment
Our Company Impact
Transforming Cities through Electric Infrastructure

21
People and Community
Building the Best Workplace
Engaging the Community Around Us

30
Corporate Governance
Ethics and Compliance
Data and Cybersecurity
Board Oversight and Risk Management

35
Appendix
Key 2023 Environmental Metrics
United Nations' Sustainable Development Goals
GRI Content Index
Key Data Assumptions, Limitations and Disclosures
Cautionary Note

Letter from our CEO



Aviation is a cornerstone of our modern globalized world, connecting cultures and economies in ways the Wright Brothers could barely dream of. It is also one of the most challenging sectors to decarbonize.

Our goal is to broaden the availability and benefits of flight for all of humanity while sharply reducing negative externalities on both the planet and our communities. To accomplish this, we are building a vertically-integrated aviation company, with control over the design, manufacturing, and operation of our aircraft and service.

Vertical integration grants us the opportunity to imbue high standards for quality, safety, sustainability, and social impact across all aspects of our business, from the sourcing of the electricity that powers our facilities to the way our service integrates into communities.

In 2023, we continued to establish these principles as we scale our operations. We focused on ensuring that our developing Safety Management System is embedded across the different teams at Joby. We formalized our first Employee Resource Groups to provide opportunities for connection and community. We've also conducted our first global greenhouse gas inventory to measure our company's environmental impact.

As we look towards launching operations, I am particularly proud of how our approach positions Joby to be a world-class aircraft operator. As both a manufacturer and operator, we are developing training and maintenance procedures for a novel aircraft type that are directly informed by the learnings from our aircraft development and certification program.

This year, we became the first eVTOL company to be accepted into the FAA's voluntary Safety Management System program and the first to pass a Stage 1 International Standards for Business Aircraft Operation (IS-BAO) audit. Building our airline operations from scratch, we have the opportunity to put safety at the center of everything we do – and we are seizing that opportunity.

We were also proud to release to industry the specifications of our Global Electric Aviation Charging System (GEACS), which enables the safe and efficient operation of all electric aircraft under development today. The result of a decade of development, GEACS is a next-generation approach to charging and thermal conditioning that was designed to support the operations of our entire industry, translating into more efficient use of space and longer battery life for potentially thousands of aircraft.

Finally, as a lifelong resident of California, it is particularly meaningful to me that we continue to be a positive force in the communities where the majority of our team works. We also upskilled local talent in underserved communities, like Marina, through our workforce development programs, recruiting and training local talent to become certified aerospace manufacturing technicians.

After a year of remarkable progress and growth, we are another step closer towards not just commercializing electric aviation, but redefining the standard to which aviation companies should be held.



JoeBen Bevirt, Founder and CEO

2023 Highlights

We believe that every day counts as we work to decarbonize transportation. We strive to deploy electric air taxis in commercial passenger operations as soon as possible in order to begin laying the groundwork for emissions-free options for all forms of flight.

In 2023, we made significant progress in all areas of our roadmap: certifying our aircraft, scaling manufacturing and preparing for commercial operations.



Key 2023 Business Accomplishments



SECOND STAGE OF FEDERAL AVIATION ADMINISTRATION (FAA) CERTIFICATION COMPLETE

In February 2023, we announced that we had become the first electric air taxi company to complete the second of five stages of the FAA's type certification process. In the second stage, we and the FAA reached an agreement on how we will meet the regulatory intent of the safety rules that were defined during the first stage of the process. In 2024, we subsequently completed the third stage.



PRODUCTION LAUNCH

June marked the official launch of production at our pilot production plant in Marina, California, as the first Joby aircraft rolled off the line and subsequently took flight. Built according to released designs and under the implementation of a quality management system, the Joby aircraft was the first electric air taxi to roll off a production line in the United States. This moment marked a significant advancement in our manufacturing capabilities.



SCALED MANUFACTURING IN DAYTON, OHIO

We announced plans to build a scaled manufacturing facility in Dayton, Ohio, capable of producing up to 500 electric air taxis per year. We plan to invest up to $500 million, creating up to 2,000 green manufacturing jobs, in the birthplace of aviation.

Key 2023 Business Accomplishments



FIRST AIRCRAFT DELIVERED TO EDWARDS AIR FORCE BASE

In September, we completed the first delivery of an electric air taxi to a U.S.-based customer, the U.S. Air Force, at Edwards Air Force Base. As part of our contract with Air Force Work Project (AFWERX) Agility Prime to deliver up to nine aircraft to government customers, we're working with our Air Force and National Aeronautics and Space Administration (NASA) partners to conduct on-base operations that demonstrate a range of potential logistics applications for the Joby aircraft.



PILOTED FLIGHT

We expanded our flight test program to include flights with a pilot on board the aircraft. Four different Joby test pilots completed test flights on board, gathering data on the aircraft's handling qualities and pilot control interfaces in advance of for-credit flight testing with the FAA.



FLYING IN NEW YORK CITY

In November, we brought the future to life with the first-ever flight of an electric air taxi in New York City (NYC). Mayor Eric Adams and numerous members of the community saw first-hand the Joby aircraft take off from the Downtown Manhattan Helipad and fly above the Hudson River, showcasing the aircraft's quiet acoustics, the maturity of our aircraft program and the possibilities of all-electric flight.

Reflecting on our 2023 Impact

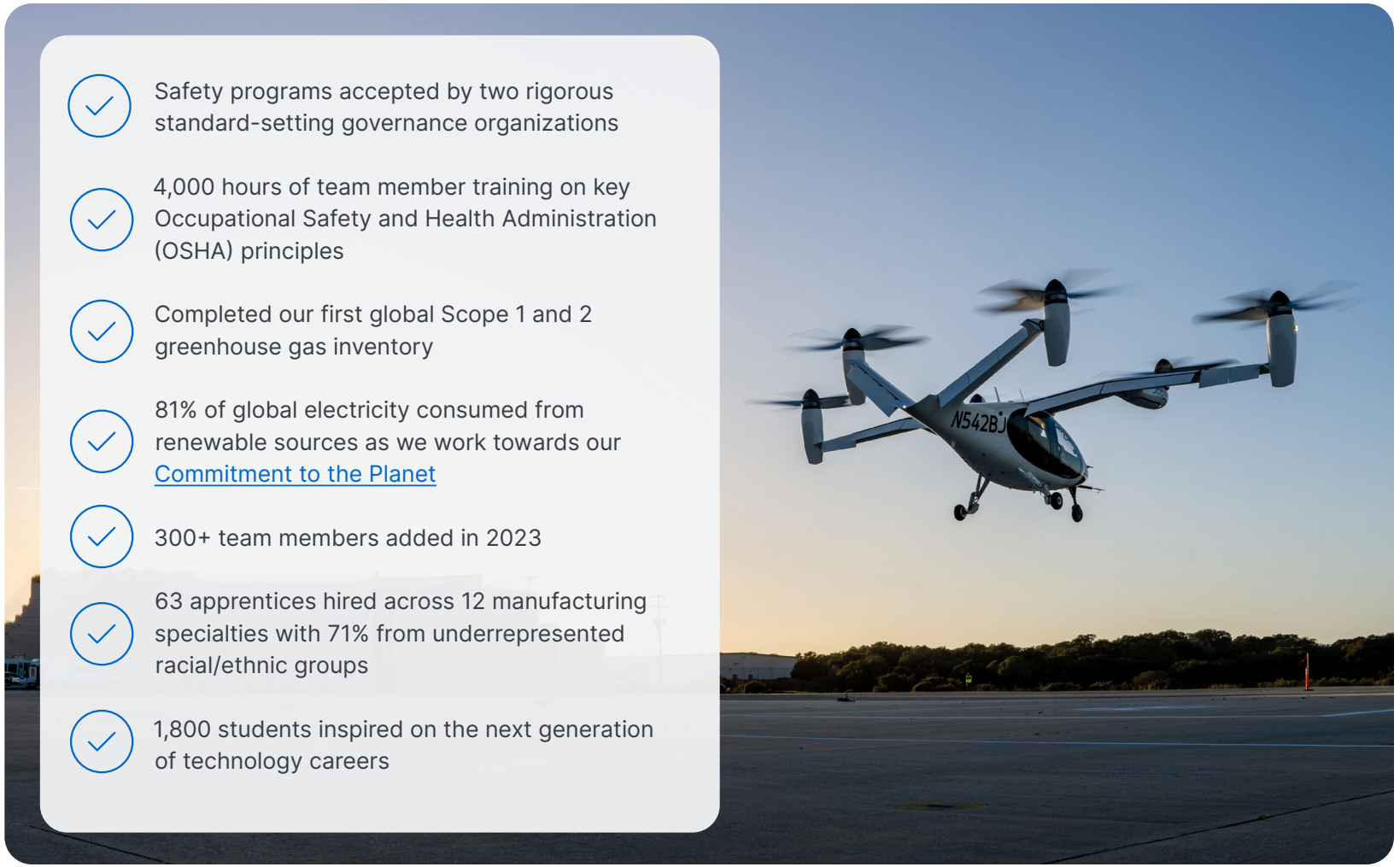
As we scale our manufacturing and commercial operations, we aim to do so in a manner that:

- Recognizes safety as foundational to how our team members work and our aircraft operates
- Minimizes our operational environmental impact
- Has a positive impact on our team members' lives and our larger communities
- Operates in an ethical and responsible manner

We are at the beginning of our journey. What we do today will set the tone for how our company, and potentially the broader electric air taxi industry, will manufacture and operate at scale. It is important we seize this opportunity to make a positive impact on the future of our industry.

We recognize that the disclosure landscape is rapidly evolving in response to growing stakeholder expectations and the realities of concurrent global challenges: the climate crisis, inflation and ongoing macroeconomic shifts. These challenges underscore the importance of transparent and comprehensive reporting, to which we are continually committed and stress the urgency of evaluating our company's impact.

Being a catalyst for change starts with transparency and accountability. Highlights of how we've started that journey are shown to the right.



- Safety programs accepted by two rigorous standard-setting governance organizations
- 4,000 hours of team member training on key Occupational Safety and Health Administration (OSHA) principles
- Completed our first global Scope 1 and 2 greenhouse gas inventory
- 81% of global electricity consumed from renewable sources as we work towards our Commitment to the Planet
- 300+ team members added in 2023
- 63 apprentices hired across 12 manufacturing specialties with 71% from underrepresented racial/ethnic groups
- 1,800 students inspired on the next generation of technology careers

Safety

Safety is a core value at Joby. We understand that the safety of our aircraft, our people and our facilities is paramount to our success as a company. We are committed to safety in everything we do.



Enterprise Safety Management System

As a vertically-integrated designer, manufacturer and future operator of our aircraft, we are uniquely positioned to set a high bar for safety across our company's operations. With visibility and control over nearly every aspect of our product's life cycle, we are able to identify and act on safety insights from each part of the ecosystem, potentially leading to better safety outcomes.

We are actively developing and implementing an enterprise-wide safety management system (SMS) to ensure safety oversight and improvement in all areas in line with our type certification efforts.

A SMS cultivates a proactive and collaborative approach to the top-down management of risk and establishes an organizational framework that supports a strong safety culture, such as safety committees to further embed into ways of working.

We demonstrated our commitment to being a safety leader in the electric air taxi space through two major 2023 accomplishments:

- Our Flight Operations program, Joby Elevate, was formally accepted into the **FAA's Safety Management System Voluntary Program** which ensures that our Safety Management System aligns with the FAA's rigorous safety standards.[1] This applies to our operating aircraft, such as our Cirrus, used for flight operations managed under Part 135 rules.
- Our flight operation successfully passed The International Business Aviation Council's (IBAC) **Flight Plan Stage 1 International Standards for Business Aircraft Operation (IS-BAO)** audit. The IS-BAO standard is an internationally recognized safety standard that helps operators apply industry best practices.



Our enterprise SMS provides an organized approach to collecting hazard data from all areas of the organization, from occupational hazards to safety of flight, and then systematizes the analysis of each hazard for applicable risk. Each risk identified is assessed, tracked and mitigated and the aggregate results reported to our leadership, allowing for an enterprise-wide vision of safety accountability. In 2023, the first full year of reporting, our Enterprise Safety Reporting System collected 141 total voluntary safety reports. Of that total, we were able to close 140, to a rate of 99.2% with the remainder of reports requiring a longer-term solution (e.g. construction) that are actively in progress.

[1] 14 CFR Part 5

Our Approach to Safety Management System Pillars

A strong safety risk management is built on four pillars and ours is no different. This year, we wanted to highlight two of the four pillars to highlight some of our 2023 progress:

01

SAFETY RISK MANAGEMENT (SRM)

Our Joby Safety Reporting System (JSRS) gives all our team members the ability to identify and report hazards as they find them. Each team member is educated in how to spot such hazards and report them.

We have also used the SRM system to assess non-uniform operations, such as our exhibition flight in NYC. The SRM system and change management was used to assess all of the potential hazards and associated risks, then create cross-functional accountability to inform key decisions.

02

SAFETY PROMOTION

Safety promotion is critical in creating and maintaining a positive safety culture. Safety key performance indicators (KPIs), best practices and facts are embedded in bi-monthly company-wide presentations and weekly newsletters. Additionally, we issue safety alerts after reports or incidents so all team members can mitigate future risks.



Safety Video: This year, our communications focused on a diverse set of team members from executives to technicians sharing how we all play a vital role and are responsible for making safe choices, following standard operating procedures and holding each other accountable.



Safety Promotional Items: This year, we issued limited edition items of safety branded items to encourage interaction with and participation in safety-related activities such as training, events and newsletters. Prior communications are available for review at any time on the Safety page of our internal website.



Safety Champions: By speaking up, we all can help create a safer workplace. Our Safety Champion program allows team members to nominate or be nominated for going above and beyond to uphold the highest safety standards. A Safety Champion goes beyond their own actions and actively encourages others to prioritize safety by identifying and calling attention to unsafe hazards or behaviors.







Team Member Occupational Health and Safety

An enterprise SMS also takes into account the importance of the safety and wellbeing of every one of our team members through safety, health and environmental policies, procedures and ongoing training. We embed our values through interactive training programs with team members, hands-on audits, weekly team meetings and root-cause analysis when incidents do arise.

We manage occupational health and safety through our Injury and Illness Prevention Program (IIPP). All of our team members, contractors, interns and subcontractors are expected to follow the IIPP, which details procedures for inspections, occupational injury/illness reporting and investigation, hazard recognition, correction, risk assessment and training.

As part of our Enterprise Safety Commitment, we encourage voluntary safety reporting from all team members and log all safety incidents electronically through JSRS. Reviewed monthly, these reports are used to assess risks and develop immediate, short-term and long-term corrective actions, as well as root causes.

In 2023, we focused on enhanced safety training for Joby team members. We trained over 500 Joby team members in a customized eight-module safety program. Each module is one hour in length and covers the following topics:

- Walking/Working Surfaces
- Material Handling
- Electrical Safety
- Personal Protective Equipment
- Emergency Exits
- Employee Assistance Program
- Fire Safety
- Hazardous Communication
- Introduction to Industrial Hygiene
- Machine Guarding

We also organized specialized safety training on controlling hazardous energy (lock out, tag out), cranes, high voltage and forklifts.

Our emphasis on training for all team members combined with a healthy safety culture is shown in our metrics. We look forward to continuous improvement.

Safety in Aircraft Design

From the very beginning, the safety of our pilots, passengers and surrounding communities has been a guiding principle in the design and development of our aircraft. We've established and are constantly refining the systems and processes intended to protect and support the pilot and passengers.

COMPLIANCE WITH SAFETY REGULATIONS

Pilots, flight test operations and aircraft that are designed to carry people are certified through the FAA's stringent safety criteria.

DESIGNED FOR SAFETY WITH HIGH LEVELS OF REDUNDANCY

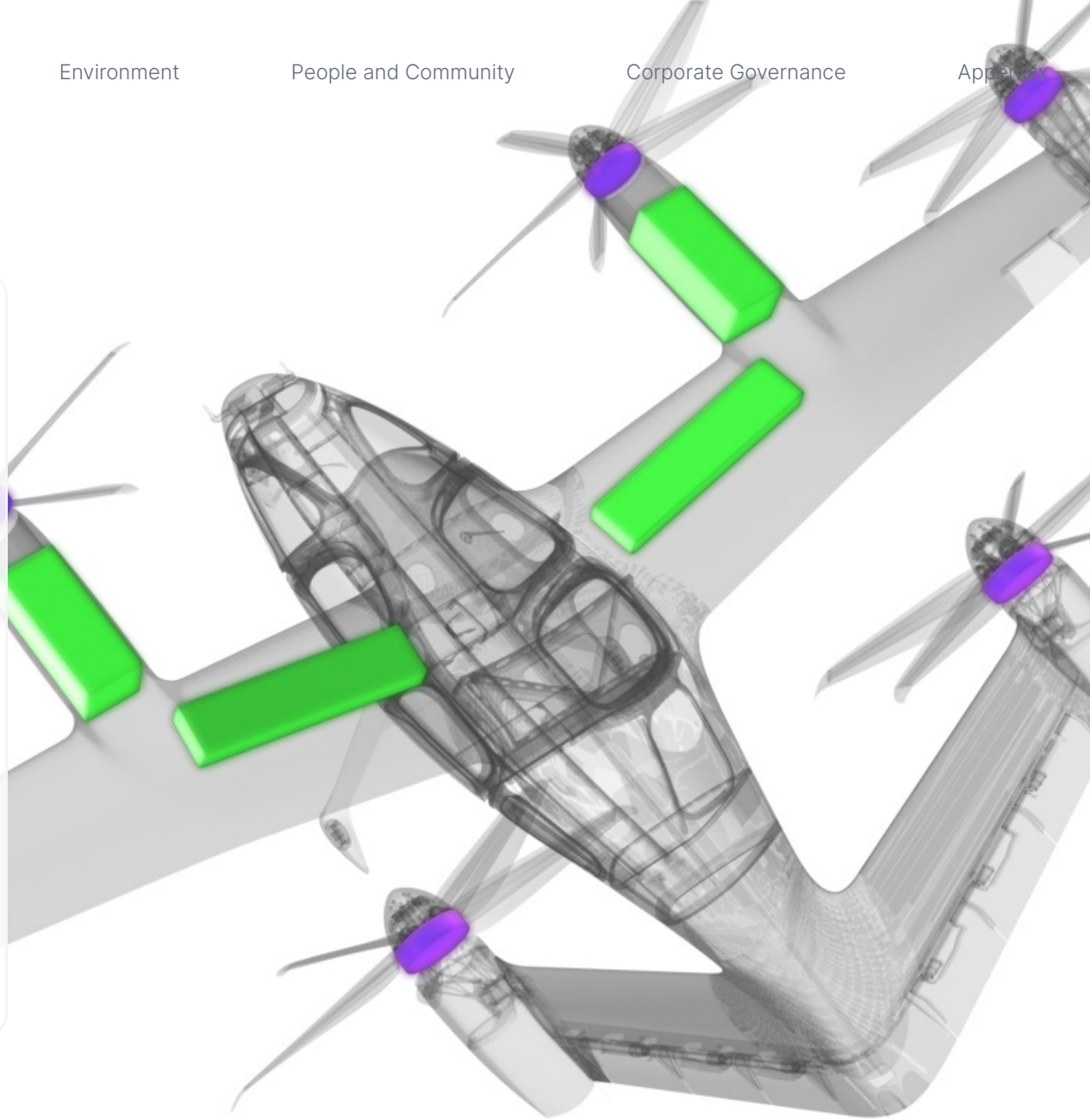
Distributed smaller and simpler electric motors, combined with multiple electrically-isolated battery packs across the aircraft, create redundancies that guard against failure, compared to traditional single-propeller airplanes and helicopters.

COMPREHENSIVE TESTING

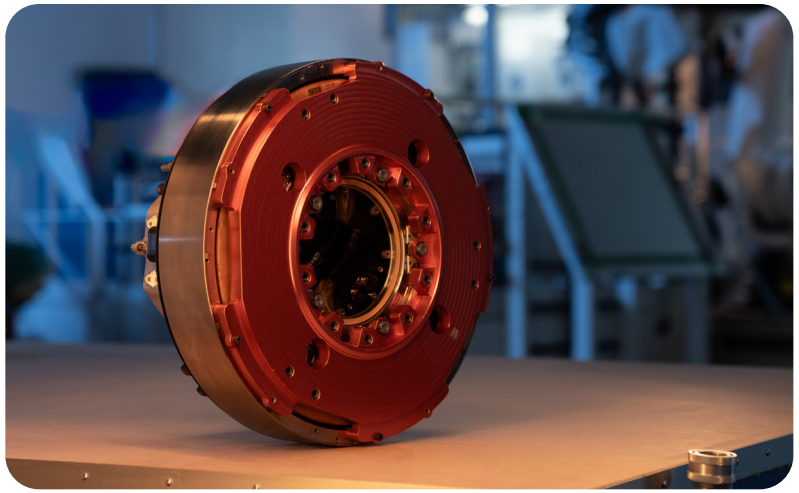
Joby's testing program includes test regimens from individual material coupons up to larger structures, systems, integrated systems and finally the entire aircraft. Our test program makes strategic use of simulation, emulation and real hardware in the loop to both minimize risk and account for all known failure modes prior to flight.

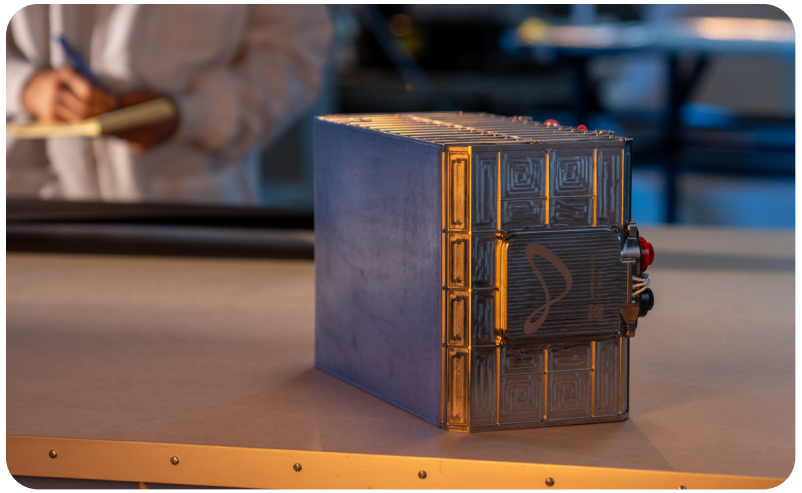
REMOTELY PILOTED FLIGHT TEST

In addition to pilot-on-board flight, we use remotely piloted testing to carry out the elements of flight testing that don't require a pilot physically on board the aircraft as a means to reduce risk to personnel.









DESIGNED WITH SAFETY IN MIND

Unified Control System

The onboard systems are designed to ensure that the aircraft is intuitive and simple to fly. The aircraft uses the Unified Control Concept developed by the US and UK to support advanced Vertical Takeoff and Landing military aircraft. The Unified Control Concept was born out of the need to lower pilot workload and reduce pilot cognitive errors or modal confusion while operating VTOL aircraft. Our aircraft flight control computing system leverages this technology and provides an extremely high level of redundancy designed to ensure the safe operation of the aircraft.

Motors

The propulsion system is designed with multiple layers of failure accommodation to ensure safe flight and landing under all expected operational conditions. The six direct-drive motors that drive each five-blade composite propeller are designed to minimize potential failures and to tolerate all expected failure modes without disrupting flight.

By directly driving the propellers and removing unnecessary components such as a gearbox, the propulsion system greatly reduces the number of moving parts that can wear or fail in service. For the vast majority of potential failure conditions, all six propellers will continue to provide thrust, and the aircraft is designed to continue to fly safely and land even with the complete loss of a propulsion station.

Batteries

The six motors and the rest of the airplane derive power from a series of four battery packs, with each battery pack sourcing the energy for three motor halves in a unique way designed to maximize safety. The battery packs are designed to mitigate any issues with the battery cells, including thermal runaway, to enable the aircraft to land safely under any potential failure condition.

Environment

Within the transportation sector, more than 80% of GHG emissions come from aviation and on-road transportation.[2] It is imperative that action is taken to rapidly move towards a decarbonized sector. We actively engage with federal, state and local regulators and support initiatives that will promote future technologies in our industry including battery and hydrogen-electric. As a company with a mission to decarbonize transportation, we understand that our first step is to measure and minimize our company's environmental impact and we are taking action here.



Our Company Impact

GREENHOUSE GAS EMISSIONS

Management Approach

Climate change mitigation is essential to avoid the worst outcomes of a changing climate. Climate action is embedded in our day to day work as we develop electric aircraft but also in how we manage our business. In 2023, we established our first global Scope 1 and Scope 2 greenhouse gas inventory to align with our financial reporting boundaries. Our inventory's organizational boundary is Joby Aviation's operational control approach and is in line with the GHG Protocol Corporate Standard and GHG Protocol Scope 2 Guidance.

As we expand our manufacturing operations in California (CA) and Ohio (OH), we anticipate that our greenhouse gas emissions will increase in line with production volumes.

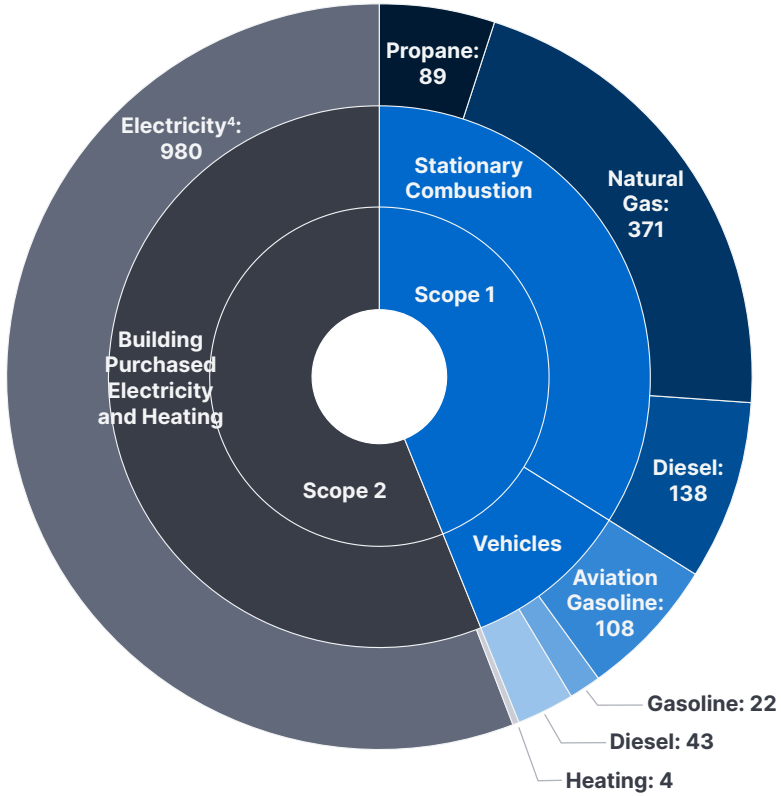
We continue to actively explore strategies to mitigate and reduce our environmental impact through alternative fuels, electrification and process and energy efficiency improvements. We recognize that measuring our operational emissions is the first step and plan to work towards understanding our company's full environmental impact by measuring our Scope 3 impact in the future.

Greenhouse Gas Inventory

Our 2023 global Scope 1 and Scope 2 greenhouse gas emissions were 1,756 metric tons (MT) CO_2e.[3] Our Scope 1 GHG emissions are emitted primarily from fuel used in commercial heating, material handling equipment and our aircraft and ground fleets. Our Scope 2 GHG emissions are emitted primarily from purchased electricity, with less than 1% of scope 2 emissions from district heating procured through our utilities.

2023 Global GHG Emissions Summary (Metric Tons)

Scope 1 Emissions	Scope 2 Emissions	Scope 2 Emissions
771 MT CO_2e	984 MT CO_2e	2,494 MT CO_2e
Direct Emissions from Company Operations	Market-Based Indirect Emissions from Purchased Energy and District Heating	Location-Based Indirect Emissions from Purchased Energy and District Heating



[2] https://www.iea.org/data-and-statistics/charts/global-co2-emissions-from-transport-by-sub-sector-in-the-net-zero-scenario-2000-2030-2
[3] Scope 2 emissions are calculated using the market-based approach. Appendix includes location-based emissions.
[4] Electricity emissions are calculated with market-based electricity factors.

ENERGY MANAGEMENT AND RENEWABLE ELECTRICITY

Management Approach
We recognize the critical role of responsible energy management in our operations. Energy management allows us to reduce our impact on the environment while making informed financial decisions on operations. Electricity associated with operating our offices and manufacturing is the major driver of our company's greenhouse gas impact. As a result, we adopt a comprehensive energy management approach, emphasizing the prioritization of renewable energy sources, electrification of equipment and integration of energy-efficient practices throughout our operations. This is outlined in our Commitment to the Planet.

As we develop and refine our manufacturing processes, we are constantly looking for ways to improve our energy efficiency and electrify our processes. We expect to scale these process improvements, identified during low-rate manufacturing, as we look ahead to scaling manufacturing in California and Ohio.

2023 Energy Consumption Summary
In 2023, we focused on expanding into new facilities and setting up our pilot manufacturing lines. Our primary energy sources were electricity (70% of energy consumption), followed by stationary combustion (24%) and then mobile sources (6%).

Energy Consumption Drivers by Category:

- **Primary Electricity:** manufacturing and test equipment, heating, ventilation and cooling (HVAC) and general building operations.
- **Stationary Source:** natural gas consumption from heating and paint curing followed by diesel consumption for material handling equipment and temporary power generation.[5]
- **Mobile Source:** our aircraft fleet used in flight testing and training followed by gasoline and diesel used in our vehicle fleet.



GREENING OUR TEAM MEMBERS' COMMUTE

Electric Vehicles
To encourage our own team members' transition to electric vehicles, we offer free charging with more than 40 electric vehicle chargers at our Santa Cruz, San Carlos and Marina facilities.

In 2023, we provided over 198,000 kilowatt hours (kWh) of charging, which is equivalent to more than 31,100 gallons of gasoline taken off the road.[6]

Biking
We partner with Ecology Action to provide our Santa Cruz team members with resources to enable biking to work such as bike loans, trials and commute consultation.

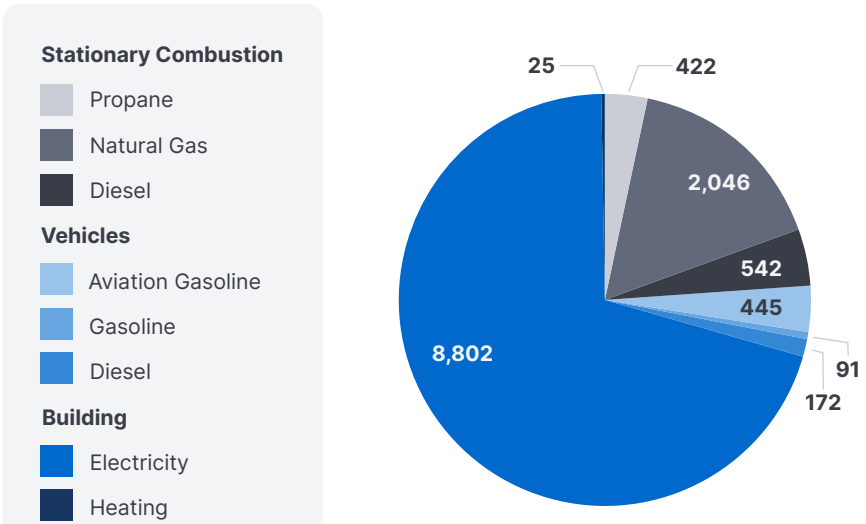
[5] Temporary diesel generators were used for power generation in Marina while awaiting electrical power upgrades at our facilities.
[6] https://www.epa.gov/energy/greenhouse-gases-equivalencies-calculator-calculations-and-references

Renewable Electricity

We have committed to source 100% renewable electricity for primary facilities where feasible as part of our greenhouse gas reduction strategy.

- Globally, 81% of our electricity consumed in 2023 was sourced from renewable sources.
- In California, where 74% of our team members are, 96% of our electricity consumed in 2023 was sourced from renewable sources.[7] 100% of our primary facilities were on 100% renewable electricity rate plans by the end of 2023.
- For 2023, non-renewable electricity was our biggest source of greenhouse gas emissions globally identifying that there is still work to be done.

Total Energy Consumption (MWh)



Total Renewable Energy

Energy Consumption: 12,546 MWh
57%
from renewable sources

Electricity Consumption: 8,802 MWh
81%
from renewable sources globally

100%
of primary California facilities used renewable electricity by the end of 2023

Self-Generated Renewable Electricity:
518 MWh

WHERE DOES OUR RENEWABLE ELECTRICITY COME FROM?

In 2023, 60% of the electricity consumed at our **Santa Cruz headquarters** was generated by onsite solar panels. For the remaining demand along with our additional **Santa Cruz and Marina facilities**, 100% renewable electricity is procured through the local Community Choice Aggregation company, Central Coast Community Energy (CCCE).[8] CCCE sources renewable electricity for its customers from locations in the Central Coast of California. Recent online projects include Slate Solar & Storage in Kings County, CA, Mountain View Wind in Riverside County, CA, and Rabbitbrush Solar & Storage in Kern County, CA.

For our **San Carlos facility**, 100% renewable electricity is procured through an agreement with Commercial Energy through our landlord.[9]

[7] Sources of electricity for our California sites are noted in the power content labels on the CEC website. Where eligible, facilities 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 a number of grids that rely significantly on renewable sources.

[8] CCCE's 100% renewable electricity plan, 3CE Prime, sources electricity from 50% solar and 50% wind sources, as noted in the 2022 Power Content Label.

[9] Commercial Energy's 100% renewable electricity plan, Commercial Energy of California Renewable, sources 100% solar electricity, as noted in the 2022 Power Content Label.

WASTE MANAGEMENT

As we scale operations, we are refining a number of processes, including how we manage and reduce scrap and production waste. This approach allows us to identify efficiencies and establish key partnerships to responsibly manage any unavoidable waste produced.

In 2023, we expanded a number of waste management programs to reduce our impact, from our in-office composting to carbon fiber scrap on our manufacturing floor. As we scale, we aim to increase our yields and become even more efficient:

- Over 5,000 pounds of carbon fiber scrap was recycled into high strength cement.
- Over 48,000 pounds of scrap metal was recycled from our manufacturing lines.

Hazardous Waste

We prioritize the recycling of hazardous material for numerous reasons. It results in economic benefits, decreases our raw material reliance nationally, conserves natural resources, prevents pollution and reduces energy use.

In 2023, we began processing a portion of our hazardous waste through waste-to-energy and using reclamation processes to recover any useful product.

Key hazardous waste recycling programs:

- Over 1,800 pounds of titanium from our additive manufacturing processes to be reused back into other manufacturing processes.
- Over 4,000 pounds of electronic waste from our offices and electronics manufacturing and testing areas where it is resold where possible (e.g. monitors) or downcycled.

Training: The Joby EHS team attended a 5-day long conference on Hazardous Materials/Hazardous waste training offered by the State of California, Certified Unified Program Agency. This training helped the EHS team in proper identification, classification, consolidation and disposal of hazardous waste.

Total Hazardous Waste Recycled:
41%



REDWOOD MATERIALS

Sustainability is a team sport. We are actively working with key suppliers and stakeholders to reduce our footprint. Redwood Materials, as one of those partners, is working with us to reduce the environmental impact of battery technologies. As an electric aircraft manufacturer, our role is to support the responsible management of key minerals used in batteries by 1) supporting the development of core recycling technologies such as Redwood Materials and 2) procuring recycled materials. As we scale from R&D to full scale production, incorporating key partnerships like Redwood Materials enables the scaling of core supply chain partners. In 2023, we recycled over 1,000 pounds of damaged or abused lithium batteries. By establishing this relationship now, we ensure that both organizations can grow together.

Transforming Cities through Electric Infrastructure

As we look ahead to commercialization, we aim to be a change agent on how urban areas can electrify their transportation.

CITY DEMONSTRATION: ELECTRIFYING NEW YORK CITY AIR TRAVEL

In 2023, we brought the future of aviation to life in New York City with our piloted flight from the Downtown Manhattan Heliport. Through this exhibition and other events, we aim to inspire residents and stakeholders of cities to think differently about the possibilities for sustainable transportation. Using ground-based microphones to record and measure the acoustic footprint of our New York City flight, we found it difficult to isolate the aircraft's sound from the busy city environment.

We flew our revolutionary aircraft in New York City in front of hundreds of New Yorkers, civic leaders, advocates and government officials. After the exhibition flight, New York City Mayor Eric Adams announced that the Wall Street Heliport in Lower Manhattan would add charging for electric aircraft.

Throughout 2023, Joby worked closely with Queens-based Aviation High School to inspire the next generation of aircraft maintainers. Aviation High School students received hands-on experience with our aircraft and 11 Aviation High School students completed Private Pilot Ground School with Joby Academy. We intend to collaborate with faculty to introduce a curriculum that covers the maintenance of electric propulsion systems.

We partnered with Tech:NYC and Delta to host a "Future of Air Taxis" event in Brooklyn. The event featured speeches from Andrew Kimball, the President and CEO of the NYC Economic Development Corporation and Rick Cotton, the CEO of the Port Authority of New York and New Jersey and a conversation between Ed Bastion, CEO of Delta and Joby Founder and CEO JoeBen Bevirt. It was attended by government, technology and civic leaders from the region.

Events like these help ensure that cities like New York will be ready to embrace the quiet transportation possibilities unlocked by aircraft like ours.



"Today, we are taking sustainability to the sky and our streets and New Yorkers can feel the electricity in the air in our city as we electrify our heliport infrastructure."
Mayor Eric Adams



AIRCRAFT CHARGING

We have spent more than ten years developing the ground support equipment necessary for electric air taxis like ours to deliver efficient, affordable service. We strive to develop equipment that can be leveraged by many electric aircraft, reducing the need for duplicative equipment and streamlining the electrification of networks.

In 2023, to accelerate the adoption and commercialization of electric aviation, we decided to share the knowledge we have learned through extensive testing and development with our peers. We released the specifications of the **Global Electric Aviation Charging System** (GEACS) which meets the unique needs of electric air taxis.

- **Charging redundant battery packs:** Driven by high safety standards, electric aviation will typically require multiple isolated battery packs for redundancy. A new charging interface with multiple DC channels allows the simultaneous charging of multiple batteries without the need for additional heavy, complex onboard systems.
- **Battery conditioning:** Ultra-fast charging is key to operating air taxis at an accessible price. GEACS includes the exchange of coolant with an external, temperature-controlled source to enable rapid charging without sacrificing cell life or the need for full onboard thermal management systems.
- **Secure Data Offload:** Fully-electric, fly-by-wire aircraft generate enormous amounts of data that can be used for predictive maintenance and other purposes. GEACS includes an ethernet connection to download flight data faster than possible through wireless connection, which we expect will meet the FAA's requirements for safety and cybersecurity.

By combining battery thermal management, data offload and battery charging connectors into a single interface, we expect GEACS will result in improved asset utilization, reduced ground operations time and lower operating costs – all critical to the successful commercialization and scaling of electric aviation. We are working with numerous manufacturers and standards bodies to deliver an interoperable approach to charging that is in the interest of every operator.

People and Community

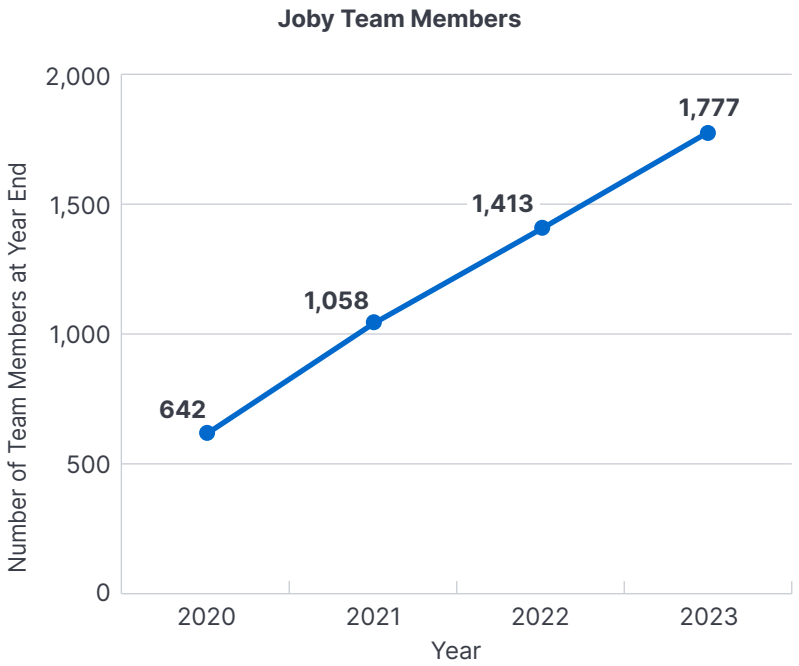
In 2023, our team grew to more than 1,700 team members globally. At Joby, we talk about “building the plane” and “building our team” in equal measure because we know that our people are what makes Joby strong. The passion, innovation and teamwork that our team members bring are what enable us to redefine possible. We seek to foster these attributes through our people and community initiatives.



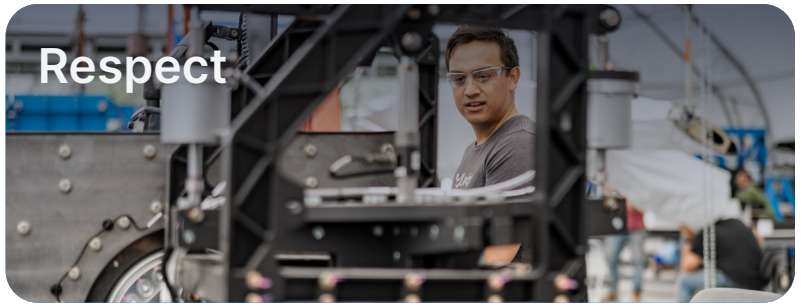
Building the Best Workplace

TEAM MEMBER TRENDS

In 2023, we saw continued growth at Joby, adding over 300 team members across six countries as we continue to onboard some of the best talent globally. Our US-based new hires were our most diverse to date, with 55% of new hires from underrepresented racial/ethnic backgrounds.



Our Values





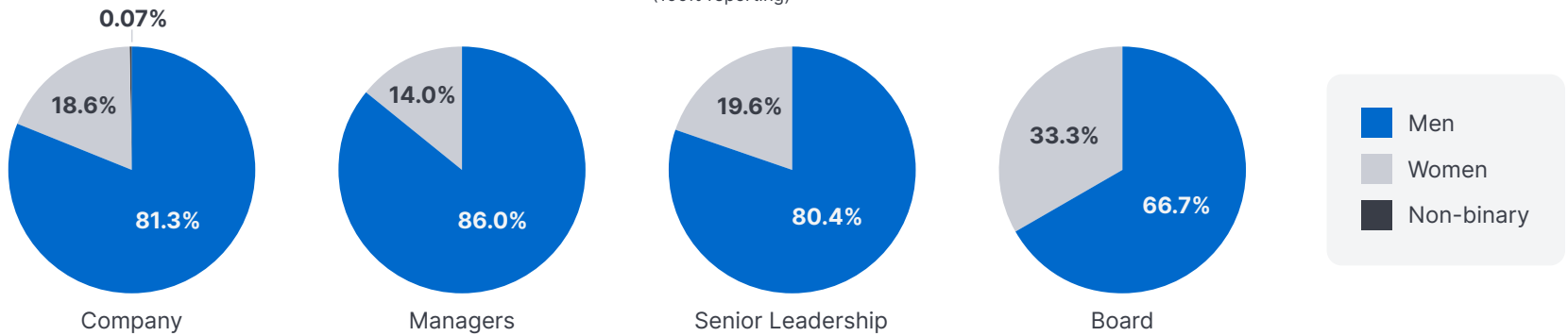




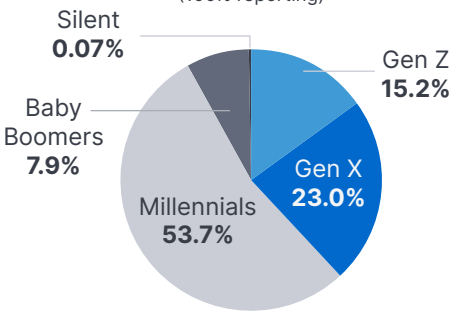


DEMOGRAPHICS[10]

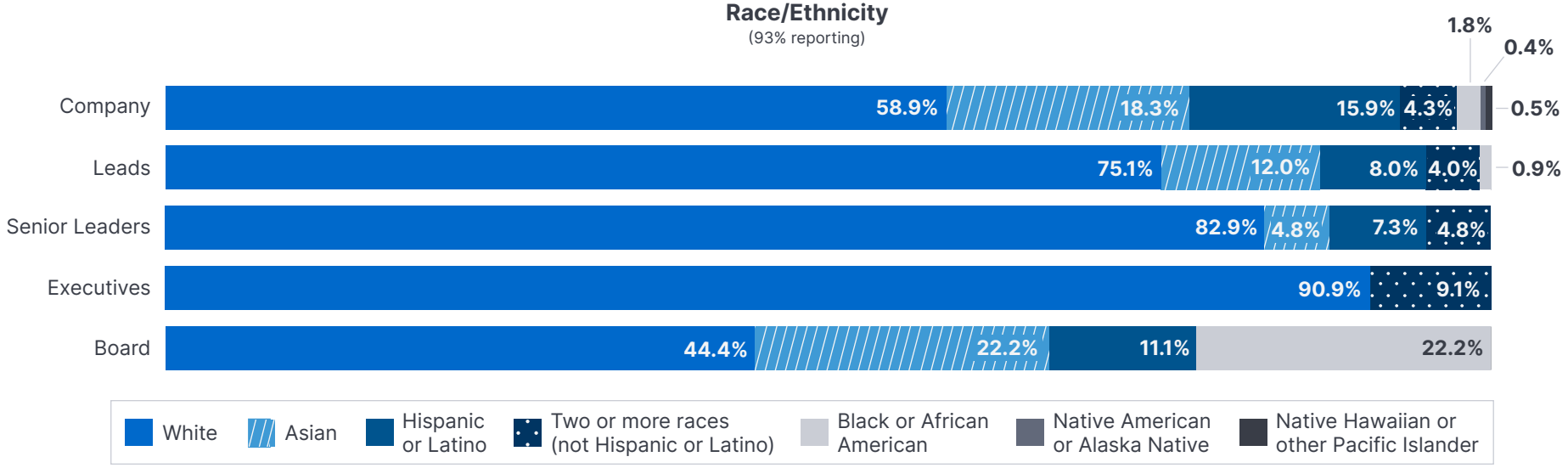
Gender
(100% reporting)



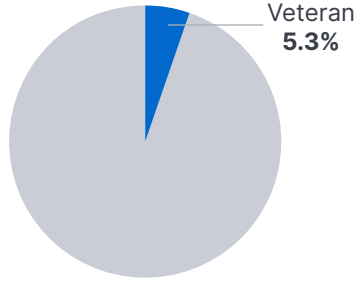
Generations[11]
(100% reporting)



Race/Ethnicity
(93% reporting)



Armed Services Veteran Status



[10] All demographic data covers U.S.-only non-contingent workers as of December 31, 2023.
[11] Generational groupings based on Pew Research Center: https://www.pewresearch.org/short-reads/2019/01/17/where-millennials-end-and-generation-z-begins/; Sums may not equal totals due to rounding.

ENGAGING OUR TEAM MEMBERS

We believe that team members should have many ways to express their personal and professional perspectives and to learn about company progress. We provide multiple opportunities for team members to provide input throughout their time at Joby.

Onboarding: Each team member is supported with onboarding guides tailored to their role, a robust orientation, focus groups and a survey after 90 days to introduce Joby's mission, values, history and culture and set our team members up for success.

Engagement survey: Our annual engagement survey helps prioritize areas of focus. This survey captures key areas of the team member experience including:

- Physical and psychological safety
- Leader support
- Diversity climate
- Team culture
- Health and wellbeing
- Growth and development

Biweekly all-hands meetings: This is a company-wide space to share updates, feature departmental work and provide an open forum for discussion.

Annual benefits survey: This survey allows team members to communicate which benefits are most important to them, so we can provide competitive offerings.

Exit interviews: To isolate drivers of attrition, we ask all team members to complete a voluntary exit survey and a live exit interview.



[12] Options include Engaged, Neutral, Disengaged. Response rate was 85% of team members.

FAIR PAY PRACTICES

Joby is full of incredible talent and we aim to maintain our high expectations through our annual performance review process. All team members are reviewed based on:

- **The "What":** The quantity and quality of results that they deliver
- **The "How":** The degree to which they bring initiative and innovation to their work and the strength of their teamwork and leadership skills

This process includes peer input, self-reviews, lead review and rating calibration to mitigate against potential biases.

We are committed to rewarding high performance and ensuring pay equity across similar roles. Our merit-driven raises, equity grants and promotion process are designed to reward our top performers. To make sure that we are meeting these goals, our rigorous pay practices include pay reviews at hiring, internal transfer, promotion and periodic market reviews.

We offer a Performance Stock Unit (PSU) program, where eligible team members receive equity awards that vest based on achievement of company milestones and an Employee Stock Purchase Program (ESPP). In 2023, we introduced total rewards statements as a one-stop shop where team members can review their full compensation package.





FOSTERING HEALTH AND WELLNESS

Wellness was a focus for us in 2023, including new and enhanced offerings with external wellness partners. We plan to expand these programs in the coming years to continue to support a mentally and physically healthy workforce. Offerings in 2023 included:

- Twice-weekly meditation class
- Weekly Yoga
- Vaccine clinics in our California offices

These programs build upon existing offerings such as access to full-time company nurses, on-demand mental healthcare access, employee assistance program and personal and professional coaching.

We offer comprehensive benefits offerings including health, vision and dental insurance, an HSA/FSA and onsite medical support at key manufacturing sites.

- **Wealth/Income:** 401(k) match, life insurance, short-and long-term disability insurance
- **Work/Life:** Paid parental leave, flexible paid time off and holidays, family building benefits, adoption & surrogacy benefits, dependent-care FSA and programs to enable our team members to take extended time off for their various needs
- **Others:** Commuter benefits, legal services, travel assistance, cell phone reimbursements

GROWING OUR TALENT PIPELINE

Diversity, Equity and Inclusion

We are creating a new industry. To achieve this, we need to bring together the best talent from across the globe, seek broad perspectives and experiences and ensure all voices can work together to innovate, problem-solve and reach new heights. In 2023, our focus on inclusivity led to us being identified as one of **America's Greatest Workplaces for Diversity by Newsweek**.

We are committed to inclusive and respectful hiring practices and a work environment free from discrimination, harassment and bullying. We seek to drive a stronger diversity climate by:

- **Boosting awareness and understanding:** Fostering inclusive behaviors in all leaders and team members.
- **Increasing representation:** Striving to have a workforce that is representative of the communities in which we operate. This entails recruiting, hiring and promoting top talent from diverse backgrounds at all levels of our organization.
- **Driving equity:** Attracting and retaining top talent from all backgrounds. We are dedicated to building programs that ensure all team members have equal access to opportunities for growth and advancement within our organization.
- **Creating connections and community:** Bringing people together for support, learning and growth.

FOCUSING WITHIN: OUR FIRST OFFICIAL EMPLOYEE RESOURCE GROUPS (ERGs)

Women of Joby

Our first ERGs – Joby Pride and Women of Joby – officially launched in 2023 recognizing the previous efforts of many engaged team members from these communities. Formally establishing these ERGs enables us to better partner internally and externally to:

Attract and retain top talent: Fulfill our commitment to fostering a supportive environment, ensure current team members have a community and support diverse hiring.

Create a community: Provide a space to connect, celebrate and provide visibility to team members' needs.

Grow personally and professionally: Provide programming to sharpen team members' skills, expand their networks and find mentors.

Drive innovation and business growth: Fuel creativity and propel our business to new heights by empowering team members from different backgrounds to speak up.

BUILDING TALENT PIPELINES

Talent Partnerships

We continued our multi-year engagements with key partners to diversify the aerospace industry by hosting ten fellows from the following organizations:

- **Patti Grace Smith Fellowship:** Established in 2020, this fellowship honors a former FAA official who was a recognized leader in private human spaceflight and space regulation by selecting high-achieving black students and placing them in their first aerospace job with two professional mentors.
- **Brooke Owens Fellowship:** This fellowship was established in 2016 in honor of Dawn Brooke Owens, a female pilot and space policy expert who worked with NASA, the FAA and the White House. The program chooses high achieving female and gender minority undergraduate students and places them in paid internships, where they receive direct mentoring from the executives of top aerospace companies such as NASA, SpaceX, Airbus and Joby Aviation.
- **Department of Defense's SkillBridge Program:** SkillBridge connects US service members with industry partners through real-world job experiences, providing them access to valuable civil work experience prior to the end of their military service.

Deepening our Apprenticeship Program

In partnership with the Monterey Bay Drone, Automation and Robotics Technology (DART) Initiative and other partners, we expanded our Advanced Manufacturing Apprenticeship Program (AMAP) to make careers in aerospace manufacturing more accessible to individuals without prior experience. In 2023, we hired 63 apprentices across 12 manufacturing specialties. 71% of our 2023 apprentices were from underrepresented racial/ethnic groups. This program demonstrates that we can build a sustainable manufacturing workforce by providing upskilling opportunities for job seekers in our community.





Developing our Leaders

To keep pace with our growth and diverse talent needs, we expanded our core programming to continually develop our leaders (73% of whom were promoted from within in 2023). Utilizing the science of adult learning, we have designed our leadership development programs to help leaders continuously develop and apply their learning.

- **Lead Learning "Drops":** Bite-sized leadership development opportunities. Leaders receive five multimodal learning activities each quarter, including a group discussion topic (e.g., inclusive leadership), skill builder, recommended virtual-instructor-led classes and a social activity to foster connectivity.
- **Leadership Coaching:** Formal coaching for our leaders and rising talent to help them navigate and learn from unique situations they experience. This includes 1:1 personalized coaching and six-month leadership and professional coaching engagements.

Engaging the Community Around Us

WORKFORCE DEVELOPMENT

At the heart of our workforce development efforts is a commitment to fostering a skilled local workforce through meaningful partnerships with community-based organizations, secondary schools and post-secondary education and training institutions. By collaborating closely with these partners, we aim to:

- Bridge the gap between education and employment
- Provide tailored programs and opportunities that equip individuals with the skills and knowledge needed to thrive in today's competitive job market

Through apprenticeships, internships and targeted training initiatives, we empower individuals to unlock their full potential while simultaneously meeting the evolving needs of the Advanced Air Mobility industry.

Extensive outreach efforts in STEM and Career Technical Education programs ensure that the next generation of engineers, operators and technicians have access to the career opportunities that are available. Guest speakers provide career overviews and training pathways in the classroom which then come to life with tours of our manufacturing and flight test facilities in California. Through these partnerships, we engaged with over 1,800 students in 2023.

In partnership with the Monterey County Workforce Development Board, we hired multiple interns as part of the Technology Cadre Work Experience Program for out-of-school youth. This ten-week summer internship provides participants with invaluable learning experiences, mentorship, skill-building opportunities and most importantly, real work experience at Joby.

MONTEREY COUNTY WORKFORCE DEVELOPMENT BOARD



GIRLS IN AVIATION DAY

Over 150 young girls and boys participated in Girls In Aviation Day, which is a full day event to learn about careers in science and technology, particularly in aerospace. The day included a speaker series, tactile science with non-Newtonian fluids, learning how airframe and powerplant mechanic tools work, practicing their technical writing and sectional chart comprehension. We hosted this event in partnership with Women in Aviation International.



COMMUNITY ENGAGEMENT HIGHLIGHTS

We strive to be good stewards of our community, whether through sponsoring local events, volunteering in the community, or active participation in community organizations. Our team members serve as community ambassadors by providing their time, passion and donations to the communities in which we operate.

2023 Highlights:

- Partnered with Second Harvest Food Bank Santa Cruz County, Second Harvest of Silicon Valley, Feeding America and Food Bank of Monterey County to donate roughly 4,200 meals and sort almost 70,000 pounds of produce



- Volunteered to assist local schools nearby our primary facilities (Davenport, San Jose, Marina) with maintenance tasks for Earth Day. We also hosted a booth at the Santa Cruz Earth Day event



- Sponsored the Santa Cruz Triathlon with 49 team members participating
- Hosted five blood drives across our California offices



- Won Santa Cruz' Biketober for our business size, resulting in 6,595 miles logged and 1,311 lbs. of CO_2 avoided
- Volunteered at the annual Save Our Shores beach cleanup event

Community and Organization Engagement: We work alongside community partners, including those listed below, to help make the communities we operate in a better place.

- California Chamber of Commerce
- Central City Association
- Consumer Technology Association
- Los Angeles Business Council
- Monterey Peninsula Chamber of Commerce
- Mujeres en Acción
- Santa Cruz County Business Council
- Santa Cruz County Chamber of Commerce

Local Board Representation

- Monterey Bay Economic Partnership: Bonny Simi, President of Operations
- Monterey Bay Drone Automation and Robotics Technology (DART) and Monterey Bay Tech Hub: Cody Cleverly, Workforce Development Lead
- Your Business is Our Business sponsorship: Dante Searcy, People Compliance Partner



Corporate Governance

Our strong commitment to corporate governance provides an important framework within which our board of directors, its committees and our management team can pursue strategic objectives in order to promote the interests of our stockholders. Our **Corporate Governance Guidelines** establish a framework for how our board of directors operates and are available on the Investor Relations section of our website at **ir.jobyaviation.com**.



Ethics and Compliance

We have a comprehensive program of policies, processes and controls designed to prevent, detect and respond to conduct that is unlawful, unethical or a violation of our policies. This allows us to monitor risks and helps us as we strive to continuously evolve and improve. These include the following policies that apply to our executive officers, directors and team members:

- Code of Business Conduct and Ethics
- Anti-Bribery and Corruption

We understand that policies alone cannot ensure ethical behavior. We continuously reinforce our values through a culture focused on leading by example, reiterating the importance of our company values in regular forums and encouraging team members to speak up if they have concerns about safety, ethics, business practices or any other matters. We maintain a confidential whistleblower hotline through which team members may report concerns anonymously if they prefer to do so.



SUPPLY CHAIN RESPONSIBILITY

We aim to source and manufacture products as responsibly as possible and recognize responsible sourcing is a life-long journey. We engage suppliers on environmental, social and governance topics during various stages of our engagement.

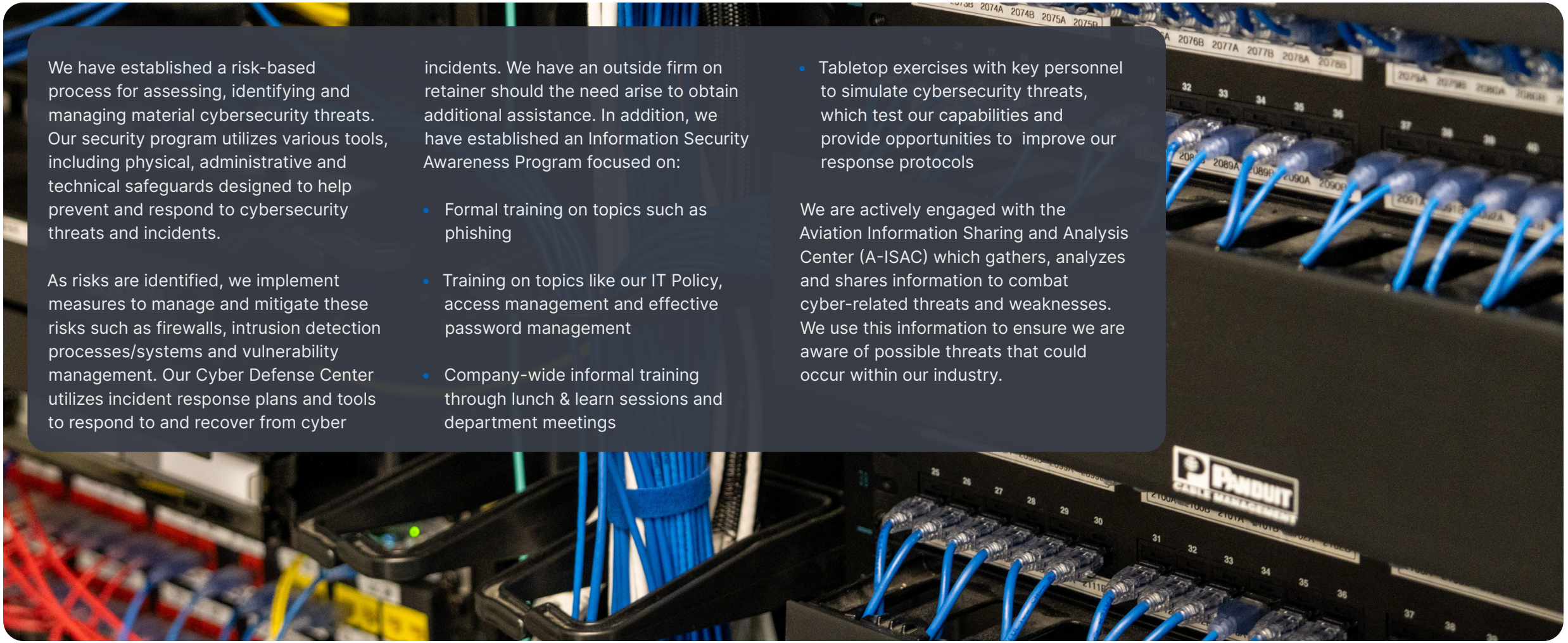
Supplier screening: We screen suppliers for specific quality, operational controls, design capability and safety criteria. In 2023, we requested additional baseline information as part of our procurement process from suppliers including requesting their public human rights policies, operational procedures and greenhouse gas measurements. These responses will allow us to evaluate the maturity of our supply chain on these topics as we scale.

Supplier Requirements: Our Supplier Code of Conduct requires our suppliers and vendors to adhere our policy and guidelines covering:

- Environmental Management and Responsibility
- Fair Labor Practices and Human Rights
- Ethics and Compliance
- Management Systems, Compliance and Auditing

We actively screen for non-compliance and are deploying additional tools to monitor, assess and mitigate risks, including supply chain and ESG risks. As we continue to grow and begin commercial service, we are actively mapping and optimizing our supply chain in a responsible manner.

Data and Cybersecurity



We have established a risk-based process for assessing, identifying and managing material cybersecurity threats. Our security program utilizes various tools, including physical, administrative and technical safeguards designed to help prevent and respond to cybersecurity threats and incidents.

As risks are identified, we implement measures to manage and mitigate these risks such as firewalls, intrusion detection processes/systems and vulnerability management. Our Cyber Defense Center utilizes incident response plans and tools to respond to and recover from cyber incidents. We have an outside firm on retainer should the need arise to obtain additional assistance. In addition, we have established an Information Security Awareness Program focused on:

- Formal training on topics such as phishing
- Training on topics like our IT Policy, access management and effective password management
- Company-wide informal training through lunch & learn sessions and department meetings
- Tabletop exercises with key personnel to simulate cybersecurity threats, which test our capabilities and provide opportunities to improve our response protocols

We are actively engaged with the Aviation Information Sharing and Analysis Center (A-ISAC) which gathers, analyzes and shares information to combat cyber-related threats and weaknesses. We use this information to ensure we are aware of possible threats that could occur within our industry.

Board Oversight and Risk Management

BOARD OF DIRECTORS[13]

Our board of directors believes that we must be transparent with our stockholders with respect to our impact on the environment and the communities in which we operate. We intentionally established a board of directors with a diverse set of backgrounds, skills and experiences to enable more integrated decision-making, reduce blindspots and reach a broader community. In 2023, we welcomed the following individuals to our board of directors:

- **Michael Huerta:** Mr. Huerta is a former FAA Administrator and is currently a member of the board of directors at Delta Airlines.
- **Tetsuo Ogawa:** Mr. Ogawa is the President and Chief Executive Officer of Toyota Motor North America, Inc.

Together they bring years of experience in aviation and manufacturing operations expertise to our board.

[13] As of June 1, 2024.
[14] On June 14, 2024, Mr. Hoffman was replaced on the board by Michael Thompson.



JoeBen Bevirt
Founder and CEO



Halimah DeLaine Prado
General Counsel, Google
Independent



Aicha Evans
CEO, Zoox
Independent



Reid Hoffman[14]
Partner, Greylock;
Co-Lead Director, Reinvent Technology Partners
Independent



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



Tetsuo Ogawa
President and CEO, Toyota Motor North America, Inc.



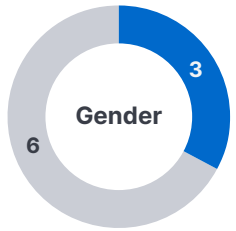
Dipender Saluja
Managing Director, Capricorn Investment Group
Independent

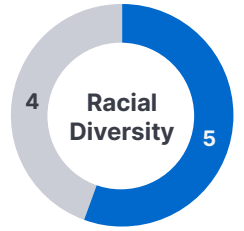


Paul Sciarra
Executive Chair



Laura Wright
Former CFO, Southwest Airlines
Independent





Skills



RISK MANAGEMENT

Our board of directors is responsible for overseeing our risk management process, including the implementation of risk management strategies by our executive team. Standing board committees address the risks inherent in their respective oversight areas. In carrying out this responsibility, the board of directors and its committees regularly discuss key areas of strategic risk with our management, whether as separate agenda items or as they relate to other topics being considered by the board.

Our board of directors has three standing committees: Audit, Compensation and Nominating and Corporate Governance. The Nomination and Corporate Governance committee has primary responsibility for oversight over Environmental Social and Governance (ESG) matters, particularly those related to corporate governance. However, because ESG issues are so closely intertwined with many business decisions, they are discussed extensively at the board and committee level as those topics arise.

Committee	Committee Members	Responsibilities
Audit Committee	Laura Wright (Chair) Halimah DeLaine Prado Aicha Evans	• Reviews financial, legal, cyber and regulatory risk • Oversees our independent registered public accounting firm and financial reporting process • Responsible for pre-approval of related party transactions
Compensation Committee	Aicha Evans (Chair) Michael Huerta Laura Wright	• Oversees compensation risks, including talent development, pay equity, and DEI matters • Reviews and evaluates the performance of our executive officers in light of goals and objectives set by the Committee • Sets, or makes recommendations to our board of directors, regarding the compensation of our Chief Executive Officer • Reviews and sets the compensation of our other executive officers
Nominating and Corporate Governance Committee	Halimah DeLaine Prado (Chair) Reid Hoffman Dipender Saluja	• Oversees Environmental, Social and Governance topics • Manages corporate governance risks • Recommends qualified individuals for nomination to become members of our board of directors • Oversees evaluations our board of directors and its committees • Develops and recommends corporate governance guidelines

Our management team strives to ensure that the governance of ESG topics is managed at every level of the company as we look to deliver on our mission to design and build a revolutionary aircraft and develop a cost-effective and clean global transportation system to help the world spend more time with the people and places that matter most. We believe this division of responsibilities is an effective approach for addressing the risks we face and that our board leadership structure supports this approach.

Examples of risk management topics (not exclusive):

- Progress toward certification
- Regulatory
- Safety
- ESG
- Cybersecurity
- Legal
- Financial

Appendix



Key 2023 Environmental Metrics

Joby 2023 Greenhouse Gas Emissions By Region[15]

	Marina	San Carlos	Santa Cruz	International	Total
Emissions			(Metric Tons CO_2e)		
Scope 1 Total	**436**	**57**	**207**	**72**	**771**
Stationary Combustion					
Propane	0	0	89	0	**89**
Natural Gas	184	53	112	22	**371**
Diesel	89	0	0	50	**138**
Vehicles					
Aviation Gasoline	108	0	0	0	**108**
Gasoline	14	4	4	0	**22**
Diesel	41	0	2	0	**43**
Scope 2 Total - Market-Based	**3**	**0**	**57**	**924**	**984**
Scope 2 Total - Location-Based	**801**	**469**	**300**	**924**	**2,494**
Purchased Heating	0	0	0	4	**4**
Electricity - Market-Based	3	0	57	920	**980**
Electricity - Location-Based	801	469	300	920	**2,490**
Sum of Emissions - Market-Based	**439**	**57**	**264**	**996**	**1,756**
Sum of Emissions - Location-Based	**1,237**	**526**	**507**	**996**	**3,265**

[15] Sums may not equal totals due to rounding.

Joby 2023 Hazardous Waste Production

	Marina	San Carlos	Santa Cruz	Total
Pounds Generated	39,407	7,891	2,943	**50,241**
Pounds Recycled	15,421	3,774	1,390	**20,585**
% Recycled	39%	48%	47%	**41%**

Joby 2023 Manufacturing Recycling Programs

Waste Recycled	Pounds
Batteries	1,030
Carbon Fiber	5,080
Electronic Waste	4,454
Scrap Metal	48,286
Titanium	1,810

Key 2023 Environmental Metrics

Joby 2023 Energy Consumption By Region[16]

	Marina (MWh)	San Carlos (MWh)	Santa Cruz (MWh)	International (MWh)	Total (MWh)
Total Energy Consumption	**5,568**	**2,379**	**2,903**	**1,696**	**12,546**
% of Energy from Renewable Sources	**63%**	**87%**	**54%**	**0%**	**57%**
Nonrenewable	2,043	309	1,327	1,696	5,375
Renewable	3,525	2,070	1,576	0	7,170
Total Fuel Consumption	**2,031**	**309**	**1,062**	**317**	**3,718**
% of Fuel from Renewable Sources	**0%**	**0%**	**0%**	**0%**	**0%**
Nonrenewable	2,031	309	1,062	317	3,718
Renewable	0	0	0	0	0
Stationary Combustion					
Propane	0	0	422	0	422
Natural Gas	1,013	293	616	124	2,046
Diesel	350	0	0	193	542
Vehicles					
Aviation Gasoline	445	0	0	0	445
Gasoline	60	16	15	0	91
Diesel	164	0	9	0	172
Total Electricity Consumption	**3,537**	**2,070**	**1,841**	**1,354**	**8,802**
% of Electricity from Renewable Sources	**100%**	**100%**	**86%**	**0%**	**81%**
Purchased Nonrenewable	12	0	266	1,354	1,632
Self-Generated On-Site Renewable	0	0	518	0	518
Purchased Off-Site Renewable	3,525	2,070	1,058	0	6,653
Total Purchased Steam, Heat and Cooling	**0**	**0**	**0**	**25**	**25**
Purchased Heating	0	0	0	25	25

[16] Sums may not equal totals due to rounding.

United Nations' Sustainable Development Goals (UN SDGs)

GOAL	JOBY CONTRIBUTION
 Ensure healthy lives and promote well-being for all at all ages **Most relevant target:** 3.9	Our Environmental Health and Safety team works to responsibly manage hazardous materials to reduce pollution and risks.
 Ensure inclusive and equitable quality education and promote lifeline learning opportunities for all **Most relevant target:** 4.4	We have committed to several workforce development programs, including a private pilot ground school and partnering with Aviation High School, to help foster the future electric aviation workforce.
 Ensure access to affordable, reliable, sustainable and modern energy for all **Most relevant targets:** 7.2, 7.a	Our mission and vision for the future is to provide zero-emissions electric travel to consumers globally by launching and growing eVTOL aircraft. We intend to source 100% renewable energy for our primary offices and manufacturing where available.

GOAL	JOBY CONTRIBUTION
 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all **Most relevant target:** 8.2	Through the growth of our company and commitment to bring electric propulsion to consumers, Joby hopes to provide productive employment through our partnerships and local community engagement.
 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation **Most relevant targets:** 9.1, 9.4	With the growth of our company and our strategic partnerships, we are committed to continually innovating and developing the urban air mobility (UAM) space and the infrastructure needed to support it. We also plan to embed climate risk assessments into our risk management process to ensure we meet upcoming regulations.

GOAL	JOBY CONTRIBUTION
 Make cities and human settlements inclusive, safe, resilient and sustainable **Most relevant targets:** 11.2, 11.3, 11.6, 11.a	Through our commitment to sustainability and the operation of our all-electric aircraft and future ride-sharing service, we aim to provide clean, quiet, safe and accessible sustainable transportation to all. This service will connect people in a revolutionary and unique way, with zero operating emissions, ideally reducing the environmental impact of transportation in the communities we operate in.
 Ensure sustainable consumption and production patterns **Most relevant targets:** 12.2, 12.4, 12.5, 12.6	We are committed to embedding sustainable practices within all aspects of operations including waste management for both hazardous and non-hazardous waste. As we continually work towards FAA certification we recognize the role we play in setting precedent for other eVTOL companies to incorporate sustainability within their own operations.

GOAL	JOBY CONTRIBUTION
 Take urgent action to combat climate change and its impacts **Most relevant target:** 13.2	We have spent more than a decade developing an all-electric aircraft with zero operating emissions and are now preparing to launch our aerial ride-sharing service. Considering the transportation industry's significant carbon footprint, we see our aircraft and service as a powerful tool for reducing transportation emissions and impact, fighting against climate change. Internally, we recently launched our first GHG inventory and have begun taking the necessary steps for emissions reductions and transparent sustainability reporting.
 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels **Most relevant targets:** 16.5, 16.6, 16.7, 16.b	We believe ethical, effective and accountable leadership should be embodied at all levels of the organization.

GRI Content Index

Statement of Use: Joby Aviation has reported the information cited in this GRI content index for the period January 1, 2023 to December 31, 2023 with reference to the GRI Standards.
GRI 1 Used: Foundation 2021

GRI Standard	Disclosure		Location
General Disclosures	2-1	Organizational details	Joby Aviation, Inc. Publicly traded corporation 333 Encinal Street Santa Cruz, California 95060 2023 Form 10-K: Item 1. Business > Overview (pg. 2) 2023 Impact Report > About Joby
	2-2	Entities included in the organization's sustainability reporting	2023 Form 10-K: item 7. Management's Discussion and Analysis of Results of Operations and Financial Condition > Results of Operations and Outlook (pg. 31) 2022 Form 10-K: Exhibit 21.1 > Subsidiaries of Joby Aviation, Inc.
	2-3	Reporting period, frequency and contact point	2023 Impact Report: Annual (Fiscal Year) reporting cycle; aligned with financial reporting frequency Published Feb 27, 2024
	2-4	Restatements of information	No restatements of information
	2-5	External assurance	None
	2-6	Activities, value chain and other business relationships	2023 Impact Report > About Joby 2023 Form 10-K: Item 1. Business (pg. 2-6, 9-10) 2023 Form 10-K: Item 2. Properties (pg. 27) 2023 Form 10-K: Item 7. Management's Discussion and Analysis of Results of Operations and Financial Condition > Results of Operations and Outlook (pg. 31)
	2-7	Employees	2023 Form 10-K
	2-9	Governance structure and composition	Governance Documents Board Committees Board of Directors 2023 Form 10-K 2024 Proxy Statement

GRI Standard	Disclosure		Location
General Disclosures	2-10	Nomination and selection of the highest governance body	Nominating and Corporate Governance Committee Charter 2023 Form 10-K 2024 Proxy Statement
	2-11	Chair of the highest governance body	Governance Documents 2023 Form 10-K 2024 Proxy Statement
	2-12	Role of the highest governance body in overseeing the management of impacts	2023 Impact Report > Corporate Governance > Board Management and Oversight 2023 Impact Report > Corporate Governance > Oversight and Risk Management Corporate Governance Guidelines
	2-13	Delegation of responsibility for managing impacts	2023 Impact Report > Corporate Governance > Board Management and Oversight 2023 Impact Report > Corporate Governance > Oversight and Risk Management Corporate Governance Guidelines
	2-14	Role of the highest governance body in sustainability reporting	2023 Impact Report > Corporate Governance > Corporate Governance Guidelines
	2-15	Conflicts of interest	2023 Impact Report > Corporate Governance > Ethics and Compliance Code of Business Conduct and Ethics Corporate Governance Guidelines
	2-16	Communication of critical concerns	2023 Impact Report > Corporate Governance > Ethics and Compliance Code of Business Conduct and Ethics
	2-17	Collective knowledge of the highest governance body	2023 Impact Report > Corporate Governance > Oversight and Risk Management
	2-18	Evaluation of the performance of the highest governance body	2023 Impact Report > Corporate Governance > Oversight and Risk Management Nominating and Corporate Governance Committee Charter
	2-19	Remuneration policies	Compensation Committee Charter
	2-20	Process to determine remuneration	2023 Impact Report > Corporate Governance > Board Management and Oversight Compensation Committee Charter 2023 Form 10-K 2024 Proxy Statement
	2-21	Annual total compensation ratio	2023 Form 10-K 2024 Proxy Statement

GRI Standard	Disclosure		Location
General Disclosures	2-22	Statement on sustainable development strategy	2023 Impact Report > Letter From Our CEO Sustainability Statement
	2-23	Policy commitments	2023 Impact Report > Safety 2023 Impact Report > Energy Management 2023 Impact Report > People and Community > Core Principles 2023 Impact Report > People and Community > Develop our leaders 2023 Impact Report > UN Sustainable Development Goals Safety Policy Statement Global Anti-Bribery and Anti-Corruption Compliance Policy Corporate Governance Guidelines Code of Business Conduct and Ethics Commitment to the Planet Sustainability Statement 2023 Form 10-K 2024 Proxy Statement
	2-24	Embedding policy commitments	2023 Impact Report > Safety 2023 Impact Report > Energy Management 2023 Impact Report > People and Community > Core Principles 2023 Impact Report > People and Community > Develop our leaders 2023 Impact Report > UN Sustainable Development Goals Corporate Governance Guidelines Code of Business Conduct and Ethics
	2-25	Processes to remediate negative impacts	2023 Impact Report > Energy Management 2023 Impact Report > Waste Management
	2-26	Mechanisms for seeking advice and raising concerns	2023 Impact Report > Corporate Governance > Ethics and Compliance 2023 Impact Report > Safety > Enterprise Safety Management System Safety Policy Statement
	2-27	Compliance with laws and regulations	2023 Impact Report > Safety > Aircraft Safety Code of Business Conduct and Ethics Global Anti-Bribery and Anti-Corruption
	2-28	Membership associations	2023 Impact Report > People and Community > Building the Best Workplace 2023 Impact Report > People and Community > Talent Partnerships

GRI Standard	Disclosure		Location
General Disclosures	2-29	Approach to stakeholder engagement	2023 Impact Report > People and Community 2023 Form 10-K
	2-30	Collective bargaining agreements	2023 Form 10-K
Material Topics	3-1	Process to determine material topics	Sustainability Statement
	3-2	List of material topics	2022 ESG Report
	3-3	Management of material topics	Not Reported
Economic Performance	201-1	Direct economic value generated and distributed	2023 Form 10-K
	201-2	Financial implications and other risks and opportunities due to climate change	2023 Impact Report > Climate and Environment 2023 Form 10-K
	201-4	Financial assistance received from government	2023 Form 10-K
Indirect Economic Impacts	203-1	Infrastructure investments and services supported	2023 Form 10-K
	203-2	Significant indirect economic impacts	2023 Impact Report >UN Sustainable Development Goals
Tax	207-1	Approach to tax	2023 Form 10-K 2024 Proxy Statement
	207-2	Tax governance, control and risk management	2023 Form 10-K 2024 Proxy Statement
	207-3	Stakeholder engagement and management of concerns related to tax	2023 Form 10-K 2024 Proxy Statement
Materials	301-3	Reclaimed products and their packaging material	2023 Impact Report > Environment > Waste Management
Energy	302-1	Energy consumption within the organization	2023 Impact Report > Environment > Energy Management
	302-4	Reduction of energy consumption	2023 Impact Report > Environment > Energy Management
Emissions	305-1	Direct (Scope 1) GHG emissions	2023 Impact Report > Environment > Greenhouse Gas Emissions
	305-2	Energy indirect (Scope 2) GHG emissions	2023 Impact Report > Environment > Greenhouse Gas Emissions
	305-5	Reduction of GHG emissions	2023 Impact Report > Environment > Greenhouse Gas Emissions

GRI Standard	Disclosure		Location
Waste	306-1	Waste generation and significant waste-related impacts	2023 Impact Report > Environment > Waste Management
	306-2	Management of significant waste-related impacts	2023 Impact Report > Environment > Waste Management
Waste	306-3	Waste generated	2023 Impact Report > Environment > Waste Management
	306-4	Waste diverted from disposal	2023 Impact Report > Environment > Waste Management
Employment	401-1	New employee hires and employee turnover	2023 Form 10-K
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	2023 Impact Report > People and Community > Core Principles 2023 Impact Report > People and Community > Develop our leaders
	401-3	Parental leave	2023 Impact Report > People and Community > Fostering Health and Wellness
Occupational Health and Safety	403-1	Occupational health and safety management system	2023 Impact Report > Safety > Enterprise Safety Management System 2023 Impact Report > Safety > Team Member Occupational Health and Safety
	403-2	Hazard identification, risk assessment and incident investigation	2023 Impact Report > Safety > Enterprise Safety Management System 2023 Impact Report > Safety > Team Member Occupational Health and Safety
	403-3	Occupational health services	2023 Impact Report > Safety > Enterprise Safety Management System 2023 Impact Report > Safety > Team Member Occupational Health and Safety
	403-4	Worker participation, consultation and communication on occupational health and safety	2023 Impact Report > Safety > Enterprise Safety Management System 2023 Impact Report > Safety > Team Member Occupational Health and Safety
	403-5	Worker training on occupational health and safety	2023 Impact Report > Safety > Enterprise Safety Management System 2023 Impact Report > Safety > Team Member Occupational Health and Safety
	403-6	Promotion of worker health	2023 Impact Report > Safety > Enterprise Safety Management System 2023 Impact Report > Safety > Team Member Occupational Health and Safety 2023 Form 10-K 2024 Proxy Statement
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2023 Impact Report > Safety > Aircraft Safety 2023 Form 10-K 2024 Proxy Statement
	403-8	Workers covered by an occupational health and safety management system	2023 Impact Report > Safety > Team Member Occupational Health and Safety

GRI Standard	Disclosure		Location
Occupational Health and Safety	403-9	Work-related injuries	2023 Impact Report > Safety > Team Member Occupational Health and Safety
	403-10	Work-related ill health	2023 Impact Report > Safety > Team Member Occupational Health and Safety
Training and Education	404-1	Average hours of training per year per employee	2023 Form 10-K
	404-2	Programs for upgrading employee skills and transition assistance programs	2023 Impact Report > People and Community > Core Principles 2023 Impact Report > People and Community > Develop our leaders 2023 Form 10-K 2024 Proxy Statement
	404-3	Percentage of employees receiving regular performance and career development reviews	2023 Impact Report > People and Community > Fair Pay
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	2023 Impact Report > Corporate Governance > Board of Directors 2023 Form 10-K
Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	2023 Impact Report > Safety > Enterprise Safety Management System
Marketing and Labeling	417-2	Incidents of non-compliance concerning product and service information and labeling	2023 Impact Report > Safety > Enterprise Safety Management System
Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2023 Impact Report > Safety > Enterprise Safety Management System

Key Data Assumptions, Limitations and Disclosures

OPERATIONAL BOUNDARIES

- The environmental data in this report is limited to operations under Joby's Operational control to align with our financial reporting boundaries. These operations include all global locations and international subsidiaries.
- De minimis locations (Austria and Washington D.C) or operations with limited control such as military facilities have been excluded from this inventory.

GREENHOUSE GAS EMISSIONS

- The emission factors, assumptions and methodology used are consistent with the Greenhouse Gas Protocol and can be found here: Workiva Carbon (formerly Sustain.life).
- Calculations for emissions from electricity consumption were conducted using market-based emission factors unless otherwise noted. Location-based emissions are included in the "Detailed Environmental Data" tables for comparison.

ELECTRICITY CONSUMPTION

- Existing California facilities were upgraded to 100% renewable electricity in 2022 through local energy providers and community choice aggregators. For California facilities that came online in 2023, we upgraded the utility plans to the 100% renewable electricity plans as the billing process was set up. Electricity is considered 100% renewable during the first billing cycle with the new rate on it. In some cases, there was a short lag between the building coming online and the billing cycle reflecting the new rate.
- All other facilities consume electricity from the local grid. During any billing lag and for all other facilities, renewable electricity data excludes any renewable energy that is part of the grid by default, in alignment with reporting frameworks. Notably, we operate in a number of grids that rely significantly on renewable sources.
- 3.5% of total electricity consumption is estimated using the previous year's consumption or the Commercial Buildings Energy Consumption Survey (CBECS) data

ENERGY AND FUEL CONSUMPTION

- Total fuel consumption includes our stationary combustion and vehicles fuel consumption.
- Total energy consumption includes our total fuel consumption, purchased electricity, and purchased heating.

VEHICLES AND AIRCRAFT

- Gasoline and diesel vehicles include our on-road ground transportation such as cars and trucks. Fuel consumption from these vehicles was calculated using annual mileage estimates and average fuel efficiency. Our on-ground transportation consists of gasoline-powered and diesel-powered vehicles. Within the data, on-ground transportation vehicles are assigned to the location of the group they below to, however these vehicles may travel between all California sites and other locations.
- Aviation gasoline vehicles include our operated conventional aircraft such as our helicopter and airplanes. Fuel consumption from these vehicles was calculated using tracked fuel consumption or flight log reported hours flown and reported fuel burned per hour. Within the data, aircraft are assigned to the Marina location, as the aircraft hangars exist at this work site, however these aircraft may travel outside of the Marina location.

PEOPLE PROGRAMS

- Demographic data is based on self-reported demographics, with varying rates of disclosure across different metrics. Reported demographics cover US-based team members only.

Cautionary Note

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 planned production capacity, investment and hiring at our facility in Ohio; our regulatory outlook, progress and timing; our business plan, objectives, goals and market opportunity, including our plan to deliver up to nine aircraft to government customers; plans for further compliance with voluntary environmental and safety standards and protocols; planned usage of renewable electricity at facilities; expected benefits of GEACS charging systems, including its ability to meet the FAA's requirements for safety and cybersecurity and potential improvements for asset utilization, ground operations and operating costs; 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; the competitive environment in which we operate; our future capital needs; 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; reliance on annual appropriations for continued funding of Department of Defense programs such as the Agility Prime Program; 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, 2024 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 presentation. 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.