

JOEBEN SPEAKING NOTES – JOBY-TOYOTA JAPAN PREMIERE FLIGHT

Ladies and Gentlemen, it is an absolute honor to be standing here, alongside such an incredible group of people and I'd like to thank our host, Toyota, for inviting us all to be here today to celebrate the progress we have made together.

While the weather is not on our side today, over the past few days our team has flown a number of exhibition flights right here in the skies above us - these are the first flights Joby has ever completed outside the United States, and they mark an incredible milestone on our journey.

Developing fast, clean and quiet air travel has been a lifelong passion for me. I grew up in the Santa Cruz Mountains, in California, amongst the redwood trees. But I had to walk several miles back and forth to school each day.

And on those long walks, I dreamt of a new way to travel. One that would allow me to move rapidly and quietly through the air, while protecting the amazing surroundings we lived in.

In 2009, I founded Joby Aviation to bring that dream to life.

And today, with the aircraft that you can see behind me, I believe we are standing at the beginning of the next great revolution in air travel.

My relationship with Toyota began far earlier than you'd think - in 1991 - when I bought a Blue Toyota truck as my first car.

I bought it because Toyota vehicles come with a reputation for being the most reliable vehicles on earth. It got me around for years and it was a critical tool for the small handful of engineers that I gathered together to form Joby.

Today, that small team has grown to more than 2,000 members, and that truck is **still** driving around our sites, with nearly two hundred thousand miles on it.

One of the first executives we welcomed from Toyota was Shigeki Tomoyama, who came to see our aircraft in California. This was followed, not long after, by a meeting with Akio Toyoda in Japan.

At that meeting I realized instantly that this would be a partnership for the ages.

Akio-san explained his grandfather's vision of taking to the skies and his present day ambition to build on Toyota's reputation as the world's most trusted auto manufacturer and transform the company into a mobility services provider.

From then on, we've worked shoulder to shoulder to make that possible.

Toyota has now invested in Joby on multiple occasions, but more importantly, they've stood next to us in our facilities. They've helped us design tools. They've advised us on the layout of our factories. They even provide parts that go in the aircraft. And they've been the very best supporters we could wish for. We're incredibly lucky to be able to draw on their experience and knowledge and it is hard to understate how important they have been to our success.

Our ambition isn't small. We want to change the world and we want to change the way people live and travel. Just like Toyota has been doing for 87 years.

We look forward to a world where traveling by air is a daily reality.

We look forward to a world where our environmental footprint is smaller.

And we look forward to a world where we're able to spend more time with the people and places that matter most to us, by avoiding the traffic in our large towns and cities and by connecting rural areas that don't have high speed connections today.

We plan to start commercial passenger operations as soon as next year and we're working with an incredible set of global partners, including Uber, Delta Air Lines and ANA, here in Japan.

We've already applied to the JCAB, the Japanese regulator, to have our aircraft certified here and we're confident that there's a significant opportunity for us to provide clean, quiet and fast journeys in Japan. And... to give residents and visitors a new perspective on the phenomenal physical beauty of this great country.

But the aircraft you see behind me is just the first step on that journey. We have so much more to do and we can't wait to see what the future holds.

Together with the team at Toyota, we look forward to welcoming the next golden age in aviation. I couldn't be more grateful for the incredible support and forward vision shown

by Toyota and to everyone in the Joby team and the Toyota team who made today possible - thank you.

It only remains for me to say, thank you again for hosting this historic moment and please welcome Nakajima-san, from Toyota.