



Investor Presentation



JULY 2025

Cautionary statement regarding forward-looking statements

This presentation contains certain forward-looking statements within the meaning of the federal securities laws. All statements contained in this presentation that do not relate to matters of historical fact should be considered forward-looking statements, including but not limited to, those statements around our driverless operations and future financial and operating performance; our ability to reduce costs and general expectations in the future; our ability to achieve certain milestones around, and realize the potential benefits of, the development, manufacturing, scaling (including, but not limited to, the lane expansion strategy, the ability to operate in more diverse weather patterns, fleet size and our product's availability and capabilities), and commercialization of the Aurora Driver and related services, and on the timeframe we expect or at all; the expected performance of our business and opportunities with current and future partners and customers; the safety benefits of our technology and product; the benefits of integrating AI into our product; the market opportunity, utilization rates and profitability of our products and services, including the serviceable addressable market for the Aurora Driver; our business model and aspects of our commercial operations following commercial launch; the potential savings and opportunities our products and services may offer current and future customers, including the anticipated unit economics of driver as a service, the associated expected gross profit and long-term gross margin; the regulatory environment for our business; our expected cash runway; and our ability to achieve certain financial milestones and on the expected timeframe. These statements are based on management's current assumptions and are neither promises nor guarantees, but involve known and unknown risks, uncertainties and other important factors that may cause our actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements.

For factors that could cause actual results to differ materially from the forward-looking statements in this presentation, please see the risks and uncertainties identified under the heading "Risk Factors" section of Aurora Innovation Inc.'s ("Aurora") Annual Report on Form 10-K for the year ended December 31, 2024, filed with the SEC on February 14, 2025, and other documents filed by Aurora from time to time with the SEC, which are accessible on the SEC website at www.sec.gov. Additional information will also be set forth in our Quarterly Report on Form 10-Q for the quarter ended June 30, 2025. All forward-looking statements reflect our beliefs and assumptions only as of the date of this presentation. Aurora undertakes no obligation to update forward-looking statements to reflect future events or circumstances.

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This presentation also contains estimates and forecasts based on our internal sources. This information may be based on many assumptions and limitations, and you are cautioned not to give undue weight to such information. Aurora's projected uses of cash is based upon assumptions including research and development and general and administrative activities, as well as capital expenses and working capital. Aurora does not undertake to update such data after the date of this presentation.

Driverless trucks are on the road, operating commercially. Autonomous freight is no longer just a vision. It's a reality and it's powered by the Aurora Driver.



Hyperlapse of an Aurora Driver-powered truck autonomously hauling freight between Dallas and Houston.



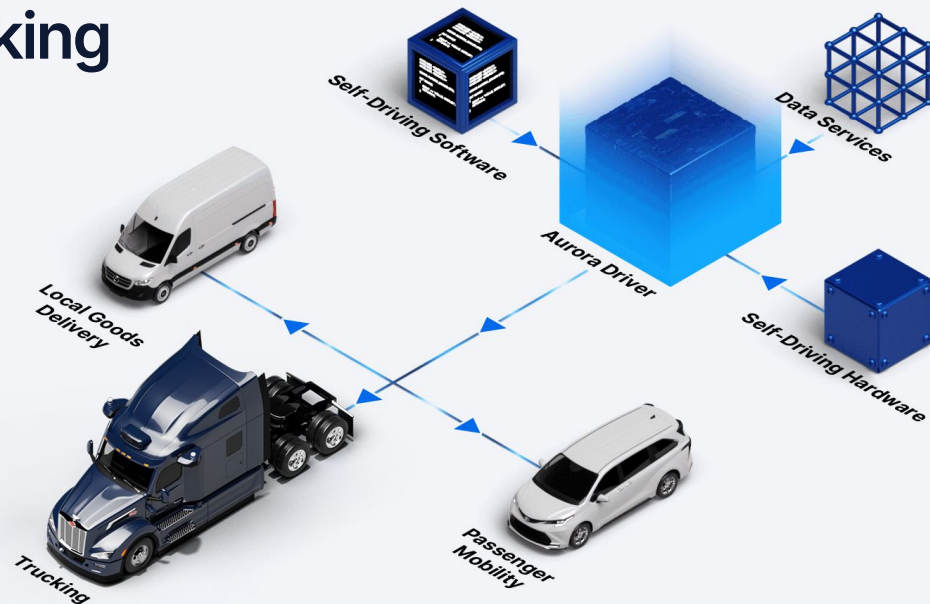
OUR MISSION

**Deliver the benefits of
self-driving technology
safely, quickly, and broadly**

Aurora is in the pole position for autonomous trucking

- Only company with driverless commercial trucking operations on public roads in the U.S.
- Trucking is a massive market and the Aurora Driver can unlock tremendous value
- Only player with strategic partnerships to enable commercialization at scale
- Strong balance sheet with liquidity to fund operations into the second quarter of 2027
- Driver as a Service (DaaS) business model supports anticipated capital efficient shareholder value creation
- Competitive landscape has cleared significantly providing an open playing field

We're building the Aurora Driver around a common core to power various vehicles in multiple use cases—trucking is our first focus



Trucking is a massive market

With attractive
unit economics
and significant
need for this
technology

U.S.
~\$1
trillion¹

Global
~\$4
trillion²

Our strong, strategic relationships support our path to scale in trucking, and springload us for our entry into personal mobility

Best in Class OEM Partners



PACCAR

TOYOTA

Pioneering Hardware and Hardware as a Service Partners



Industry-Leading Fleet Service and Ride-Hailing Partners



Uber

Industry-Leading Logistics Companies

FedEx

Hirschbach

SCHNEIDER

Uber Freight

VOLVO
Autonomous Solutions

WERNER

We are designing our trucking product to address the industry's primary pain points

INDUSTRY PAIN POINT

THE AURORA DRIVER WILL PROVIDE



Driver shortage and high turnover

1,200,000 additional drivers needed over the next decade¹, 90%+ annual turnover for large fleets²



Scalability; stable driver supply



Hours of service limitations

Traditional trucking is subject to hours of service limitations, at most 11 hours of driving at a time



Higher utilization; faster freight



High fuel costs

~\$4/gallon diesel average in 2024³



Potential to reduce fuel use and emissions by up to 32% through more efficient vehicle operations⁶



High insurance costs

~4,800 deaths in large truck accidents in 2023⁴; Insurance premiums continue to hit new highs, increasing 7.5% on average over the last 5 years⁵



Safer operation; more data for fault attribution

(1) ATA Driver Shortage Report Update, 2022

(2) ATA 'The Truth About Trucking Turnover', March 2022 (2019 data)

(3) EIA Diesel, 2024

(4) Motor Carrier Safety Progress Report Federal Motor Carrier Safety Administration, March 2024

(5) American Transportation Research Institute, Operational Costs of Trucking, 2025

(6) Aurora Innovation: The Sustainability Opportunity of Autonomous Trucking, April 2024

Our Safety Case Framework is the foundation for trust in our technology, demonstrating that the Aurora Driver is acceptably safe to operate on public roads

Safety Case Framework

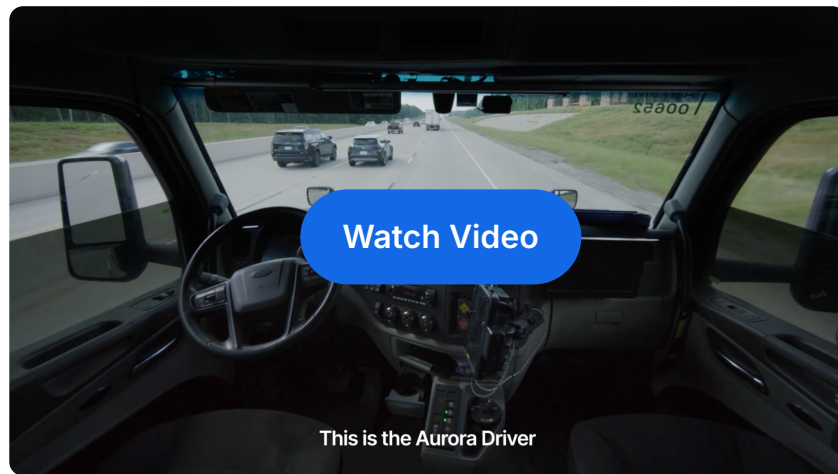


To commence driverless operations, we closed the Dallas to Houston Safety Case

Autonomy Readiness Measure (ARM)



This is the Aurora Driver — a solution with superhuman capabilities that we believe will redefine logistics



Here, we see a compilation of challenging real-world scenarios. In low light, it detects a pedestrian running across the highway using its fusion of cameras, radar, and proprietary FirstLight Lidar, which prevented a potentially catastrophic outcome. Driving into intense sun glare, it maintains control where human drivers and cameras would falter. A high-speed motorcycle approaches from behind at night, and the Aurora Driver tracks it seamlessly. When approaching an accident scene in which lane markings are unclear, the system confidently navigates forward. And in the event of an incident, sensor data provides a clear, verifiable record, removing ambiguity for all stakeholders.

We began driverless commercial deliveries for Uber Freight between Dallas and Houston



"Since April, Aurora's self-driving trucks have been completing roundtrip hauls between Dallas and Houston. This marks an important industry milestone, with Uber Freight becoming the first logistics platform to offer shippers access to fully driverless Class 8 trucks operating on public roads. As driverless operations scale, we remain committed to smarter supply chains, more efficient roads and highways, and driving real impact for our customers and partners. Together, we're reshaping how goods move across the world."

-Dara Khosrowshahi, CEO, Uber

Uber

We began driverless commercial deliveries for Hirschbach between Dallas and Houston



"Aurora's transparent, safety-focused approach to delivering autonomous technology has always given me confidence they're doing this the right way. Transforming an old school industry like trucking is never easy, but we can't ignore the safety and efficiency benefits this technology can deliver. Autonomous trucks aren't just going to help grow our business — they're also going to give our drivers better lives by handling the lengthier and less desirable routes."

-Richard Stocking, President and CEO, Hirschbach Motor Lines



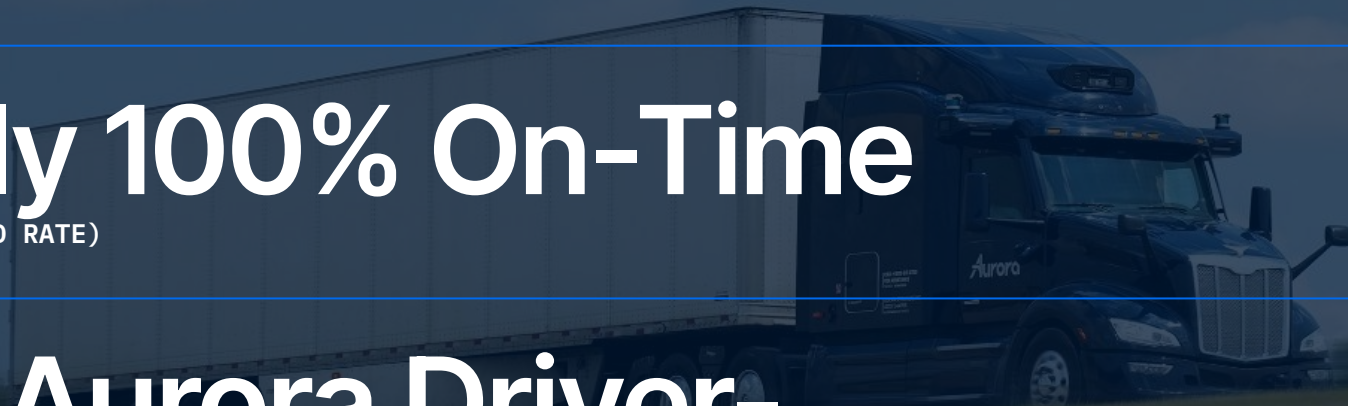
Cumulative to-date through 6/30/25:

3.3M+ Commercial Miles

Nearly 100% On-Time

(AURORA-CONTROLLED RATE)

**Zero Aurora Driver-
Attributed Collisions**



Our focus now is continuing to prove the promise of the technology, increasing the value of our product for our customers, and ultimately becoming an essential partner in the freight industry



**Prove
promise**

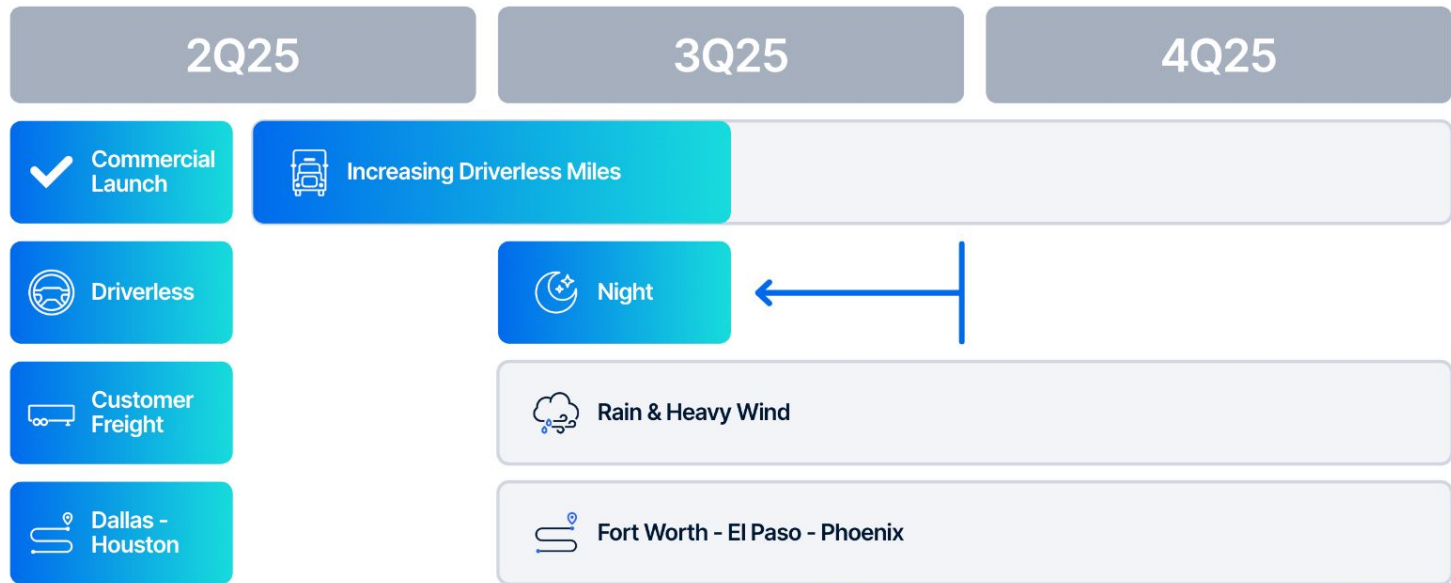


**Increase
value**

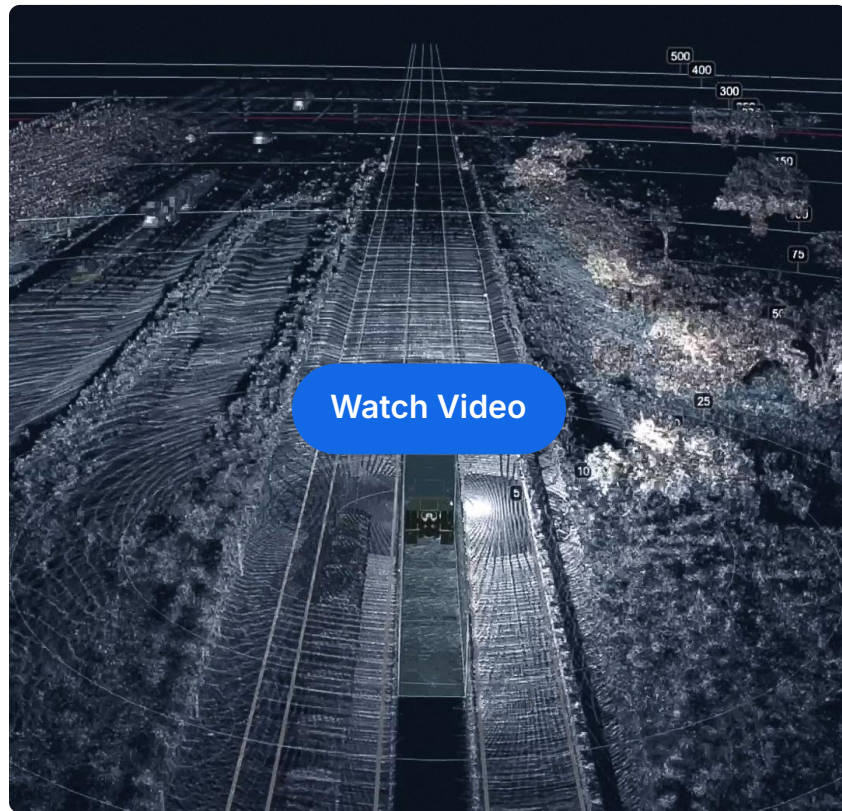


**Become
essential**

2025 Product Roadmap: Crawl, Walk, Run Approach



Just three months after launch and ahead of schedule, we validated night driverless operations, more than doubling truck utilization potential

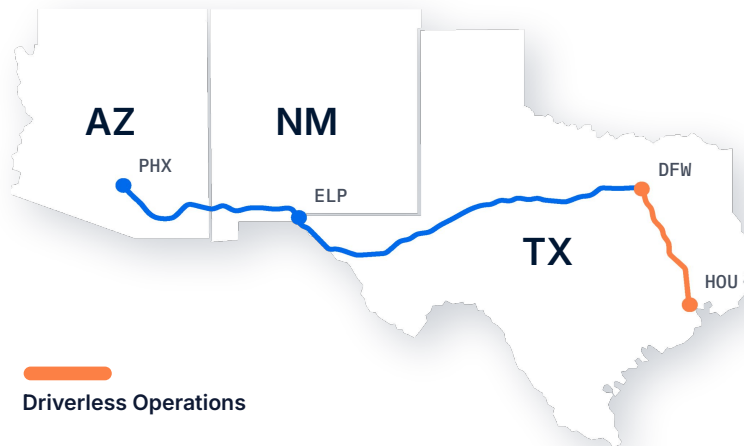


With FirstLight lidar, the Aurora Driver sees over 450 meters in even the darkest conditions, which is approximately three times the legal range of high beam headlights, giving it superhuman perception and a clear safety edge at night

**We are now working to
validate driverless
operations in more
challenging weather
conditions, like rain and
heavy wind**



Our lane expansion plan remains on track with driverless operations between Fort Worth and El Paso, and further extension of this lane to Phoenix expected by the end of the year



- We opened our terminal in Phoenix in June and now have two customers, Werner and Hirschbach, piloting autonomous trucking on the Phoenix lane
- Notably, Hirschbach is already leveraging our full network to maximize value for their operations, with loads traveling from Houston to Dallas to El Paso and on to Phoenix.

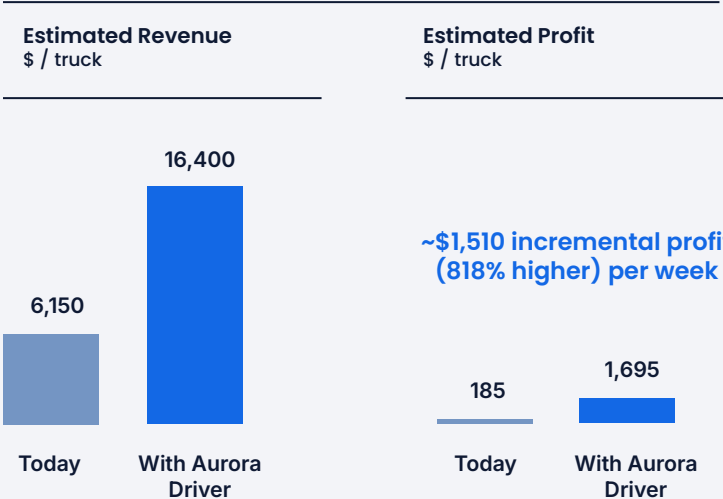
"The ability to move freight autonomously over long distances like Phoenix to Dallas and Houston is something we're really excited about. This is where we see the value becoming reality."

—Richard Stocking, President and CEO, Hirschbach Motor Lines



Carrier Perspective: The Aurora Driver has the potential to deliver significant revenue and profit growth

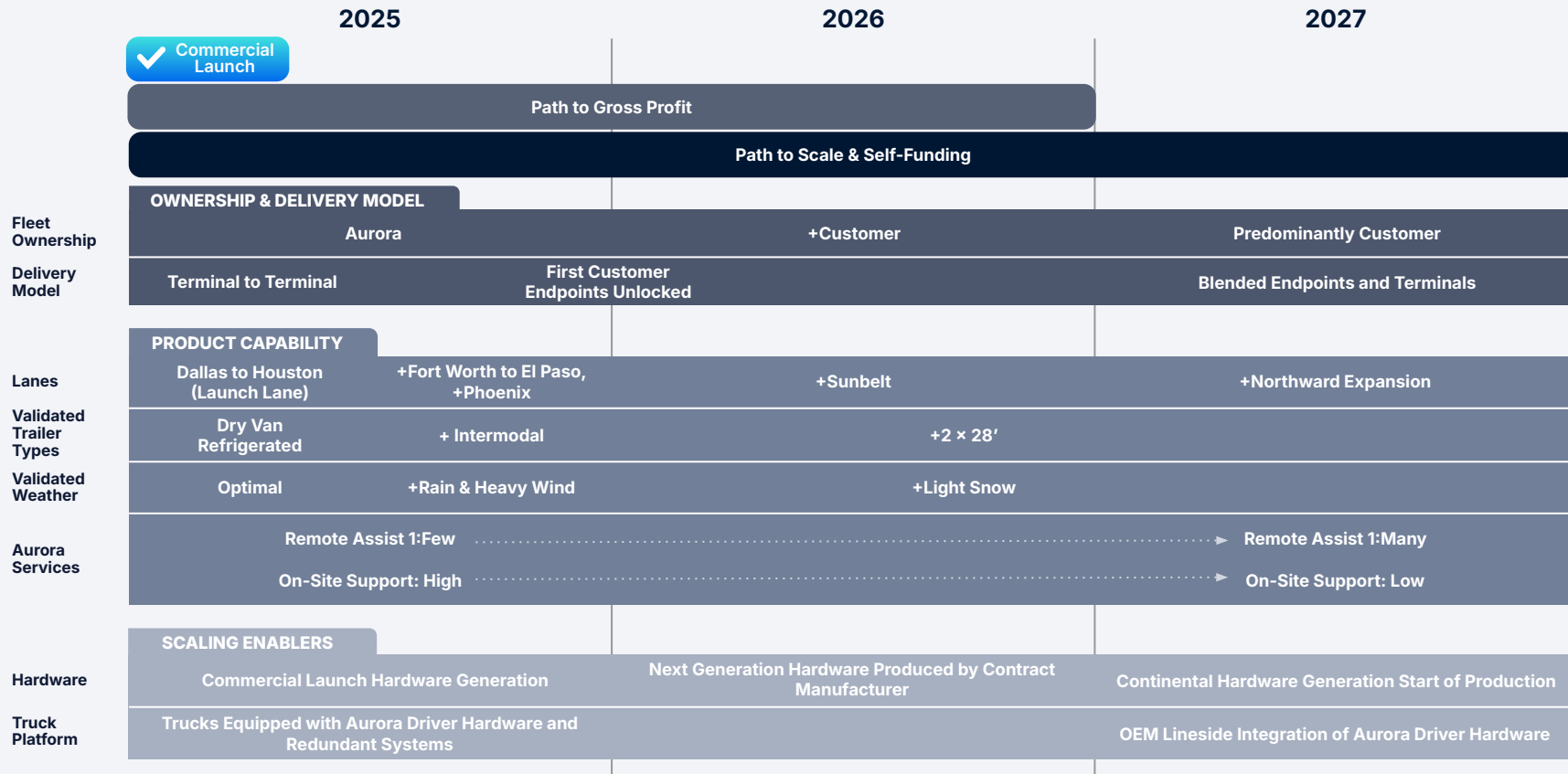
Illustrative End-to-End Case Study: 1 week comparison



Assumptions	Today	With Aurora Driver
Trips / week	3	8
Revenue / mile ¹	\$2.05	\$2.05
Cost / mile	\$1.99 ²	\$1.84 ³
Net Margin	3%	10%

(1) Based on June 2025 DAT contract bidirectional lane pricing plus \$0.42 avg processed fuel surcharge
(2) American Transportation Research Institute, based on 2023 Operating Margin of Truckload Sector of 3%
(3) Includes driver and fuel savings vs. a solo driver

Aurora Driver Indicative Roadmap to Scale



Our path to expected gross profit in 2026 is supported by:

Revenue drivers



Rapid lane
penetration
& expansion



Increased
asset
utilization



Increased
value
creation

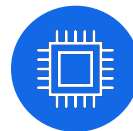
Cost reduction levers



Realization
of remote
assistance
efficiencies

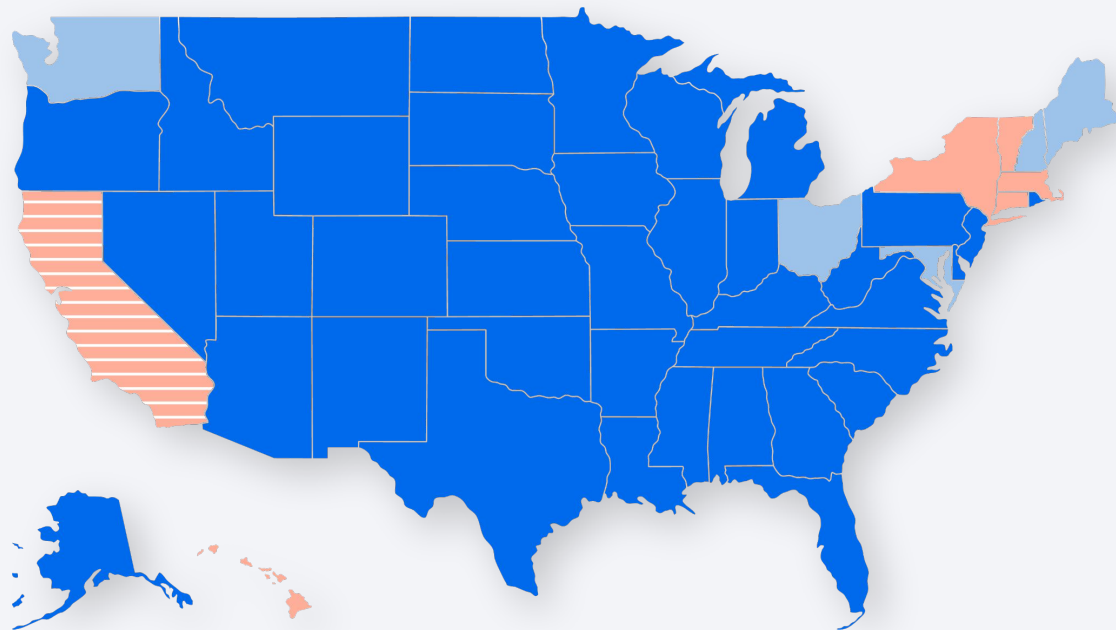


Reduction
in on-site
support



Introduction
of second
generation
commercial
hardware

Under existing law and regulation, autonomous trucks can be deployed in the vast majority of U.S. states today



 Deployment permitted

 **Testing permitted**

Driverless operation prohibited

 **Autonomous trucking currently prohibited**

Notes:

* 24 states expressly allow and 15 states implicitly allow the driverless deployment of autonomous trucks

* CA prohibits autonomous truck testing and deployment, but allows the testing and deployment of autonomous light vehicles. On April 25, 2025, CA released proposed regulations for the testing and deployment of autonomous trucks

* LA allows autonomous truck deployment, but has no existing regulations regarding autonomous light vehicle deployment

* KY allows autonomous light vehicle deployment and autonomous truck testing; the driverless deployment of autonomous trucks is allowed starting August 2026

Leveraging our R&D investments to-date, we expect to rapidly scale the Aurora Driver given the self-similarity of the U.S. interstate highway system

Illustrative lane expansion through 2026



Driverless Operations

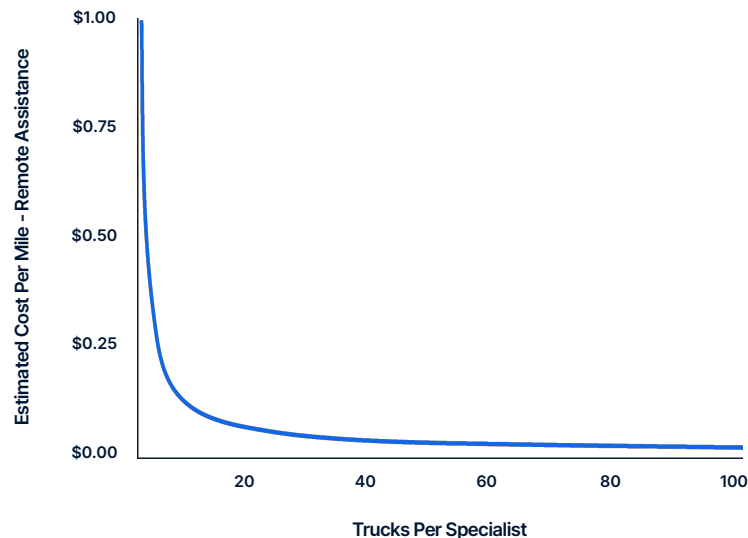
We have already transferred the Aurora Driver's capabilities to the Fort Worth - El Paso and El Paso - Phoenix lanes, with plans to begin driverless operations on these lanes by the end of the year

Following our terminal to terminal launch, we plan to unlock customer endpoints to augment our terminal footprint and increase customer value



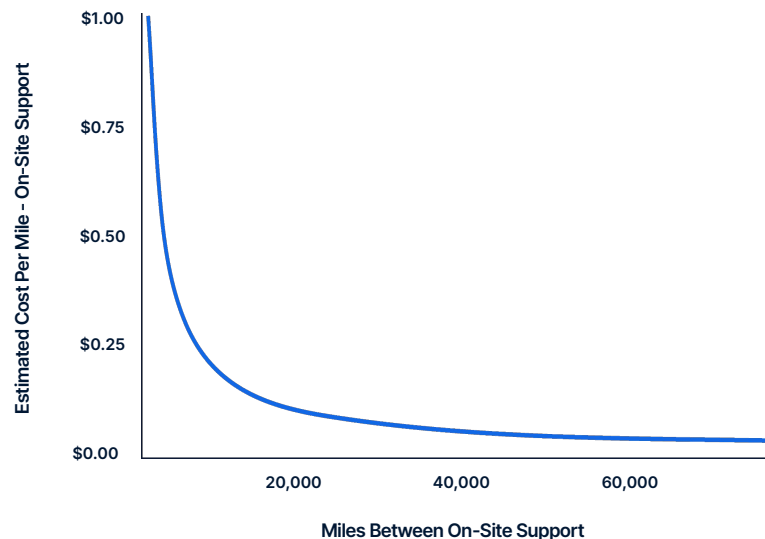
As the Aurora Driver's performance continues to improve, we expect to reduce remote assistance costs

Remote Assistance Specialist to AV trucks ratio will significantly improve over time, driving down cost per mile

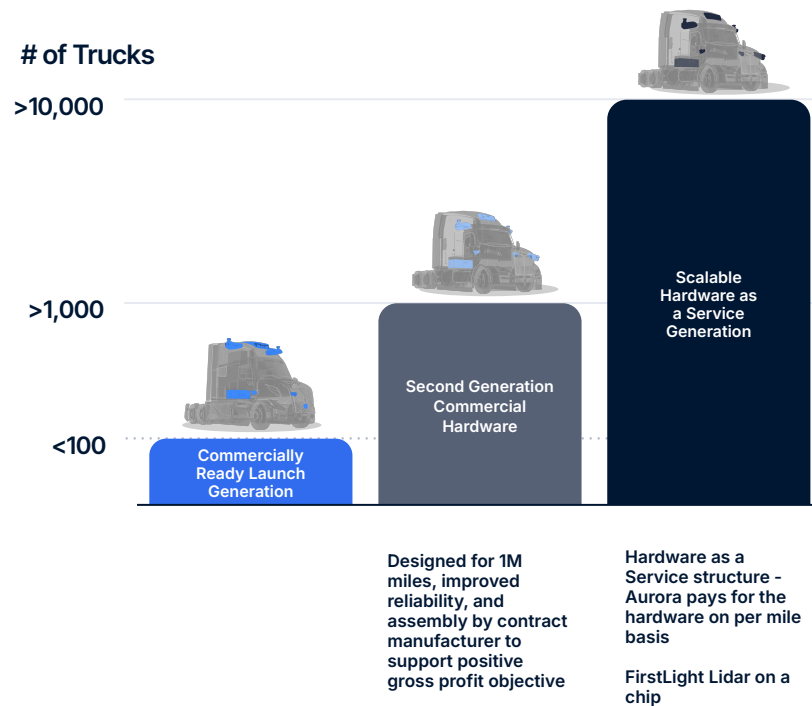


We also expect this performance improvement to reduce the need for on-site support

Frequency of on-site support will decline over time, further reducing cost per mile

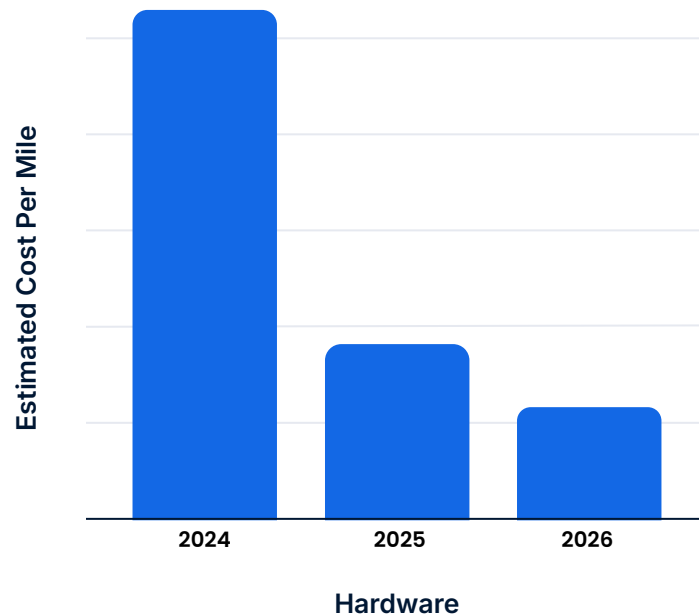


Our hardware strategy is designed to support our scaling and cost reduction objectives



Reduction in material costs and increased reliability enable the achievement of our targeted 50%+ cost reduction goal for this second generation commercial hardware kit

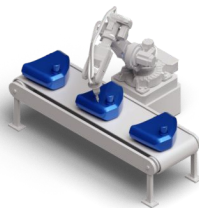
Aurora Driver hardware cost efficiencies due to lower bill of materials (BOM) costs, increased useful life, and improved reliability



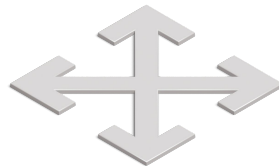
**Our path to scale
and self-funding is
supported by our:**



**OEM partnerships with
Volvo Trucks and PACCAR**

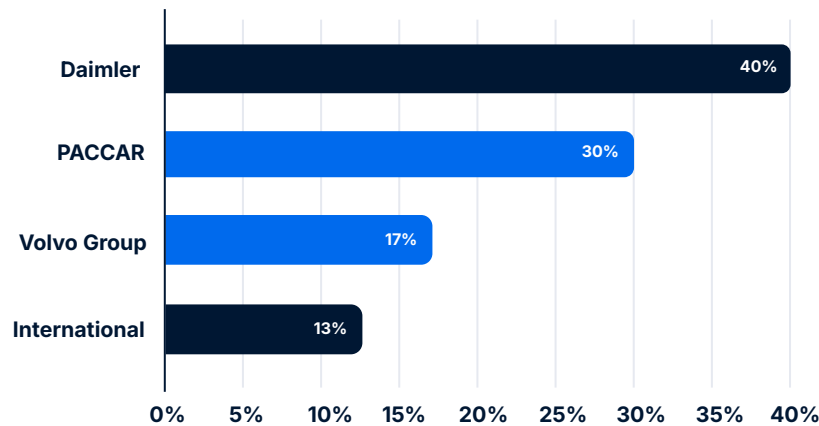


**Continental Hardware
as a Service partnership**



Rapid lane expansion

Our strategic partnerships with two of the top four class 8 truck OEMs that collectively represent ~50% of the U.S. market are key scaling enablers¹



We entered a first-of-its-kind, long-term partnership with Continental to develop, manufacture, and service a commercially-scalable future generation of the Aurora Driver hardware kit



We believe partnering with Continental will help us industrialize our hardware kit at scale and support our long-term profitability goals

Hardware as a Service structure aligns with and supports our capital efficient, Driver as a Service business model and helps ensure incentives are fully aligned among Continental, Aurora, and our customers

We further enhanced our ecosystem with a three-way partnership between Aurora, NVIDIA, and Continental, solidifying another key enabler to successfully deploy at scale



NVIDIA's DRIVE Thor system-on-a-chip and DriveOS will be integrated into the Hardware as a Service generation of the Aurora Driver that Continental plans to mass-manufacture starting in 2027

Production samples of DRIVE Thor are coming in 2025 for testing

DRIVE Thor will be the core of the primary computer for the Aurora Driver which Continental is developing and will manufacture

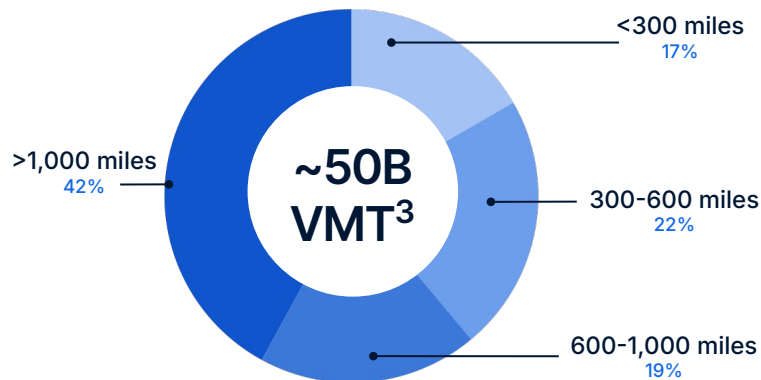
We expect the Aurora Driver to operate in a 50B VMT serviceable addressable market (SAM) by the start of 2028

Illustrative lane expansion given commercial, technical, and regulatory considerations¹



Driverless Operations

Length of Haul Breakdown²



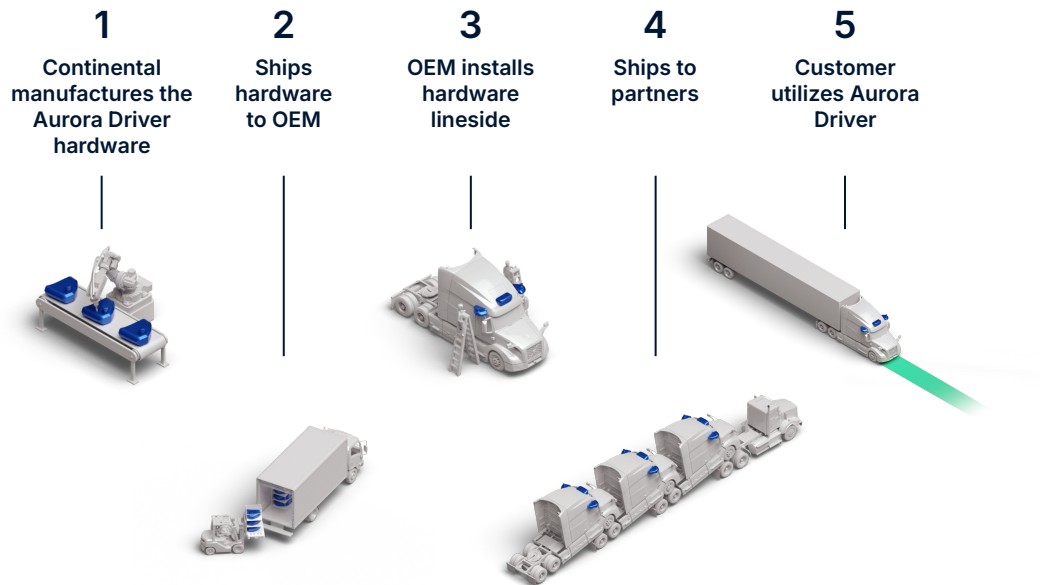
>600 miles exceeds hours of service restrictions and represents over 60% of the anticipated miles

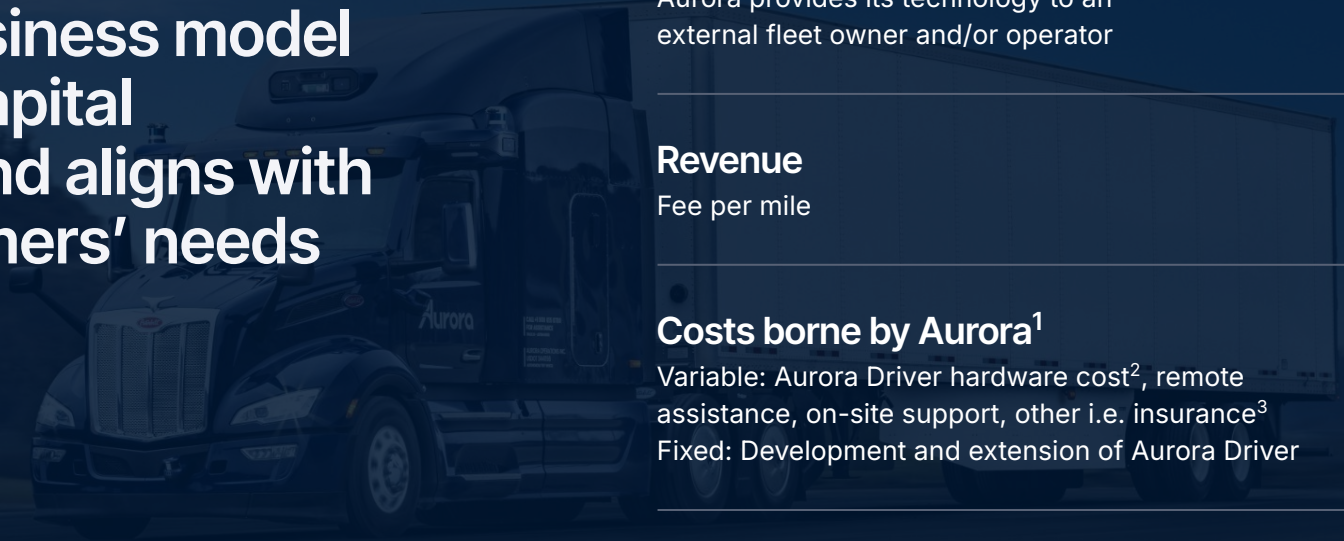
(1) There can be no assurance if or when our operations will expand into these markets

(2) Based on Aurora truck flow analysis leveraging IHS and FHWA data for indicated lane coverage

(3) Vehicle miles traveled

The Complete Aurora Driver Freight Ecosystem





**Our Driver as a Service
(DaaS) business model
is highly capital
efficient and aligns with
our customers' needs**

Description

Aurora provides its technology to an external fleet owner and/or operator

Revenue

Fee per mile

Costs borne by Aurora¹

Variable: Aurora Driver hardware cost², remote assistance, on-site support, other i.e. insurance³

Fixed: Development and extension of Aurora Driver

Fleet Ownership & Operation

Third party

(1) Cost allocations subject to change as we commercialize and further define sharing of costs with our partners

(2) Aurora Driver hardware expected to be leased, with cost passed through to customer

(3) Certain insurance costs may be borne by or split with our partners

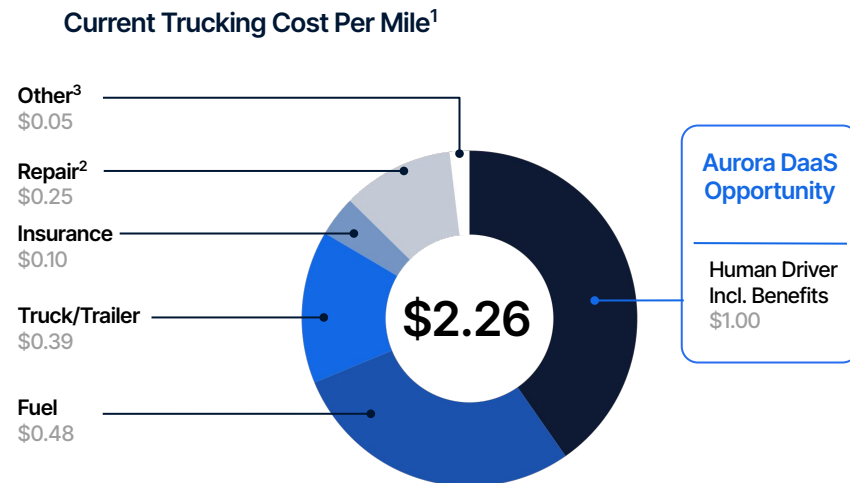
Note: For the first 2-3 years of commercial operations, we expect to own and operate our own fleet as we learn and develop the playbooks for our partners



We expect the Aurora Driver to provide meaningful total cost of ownership (TCO) benefits

- ✓ More efficient and less variable driver costs
- ✓ Increased revenue per truck with potential to more than double asset utilization
- ✓ Better fuel economy
- ✓ Reduced insurance costs

Our product and pricing strategy are designed to drive a compelling value proposition versus existing alternatives



(1) American Transportation Research Institute, Operational Costs of Trucking, 2025
(Total does not sum due to rounding)

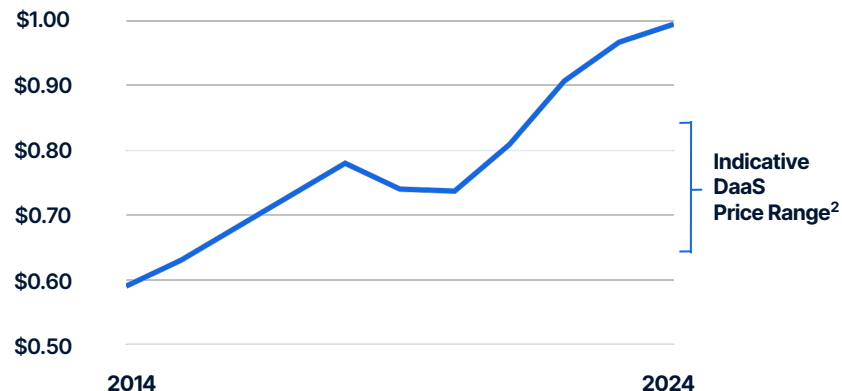
(2) Includes Tires

(3) Includes Tolls, Permits, & Licenses

Indicative DaaS pricing range provides customer TCO benefit while supporting “SaaS” like gross margins

Trucking labor costs continue to rise

Cost Per Mile:
Driver Wages & Benefits¹



(1) American Transportation Research Institute, Operational Costs of Trucking, 2025

(2) Indicative DaaS pricing range encompasses expected terminal to terminal and end to end delivery model pricing differential

**Under DaaS pricing,
Aurora customers have
an opportunity to achieve
lower costs, with a more
predictable and stable
supply, versus today's
alternatives**

**In comparison to today's driver costs plus
reducing other indirect costs, we believe
we have an opportunity to reduce
customers' driver costs by ~25-40%**

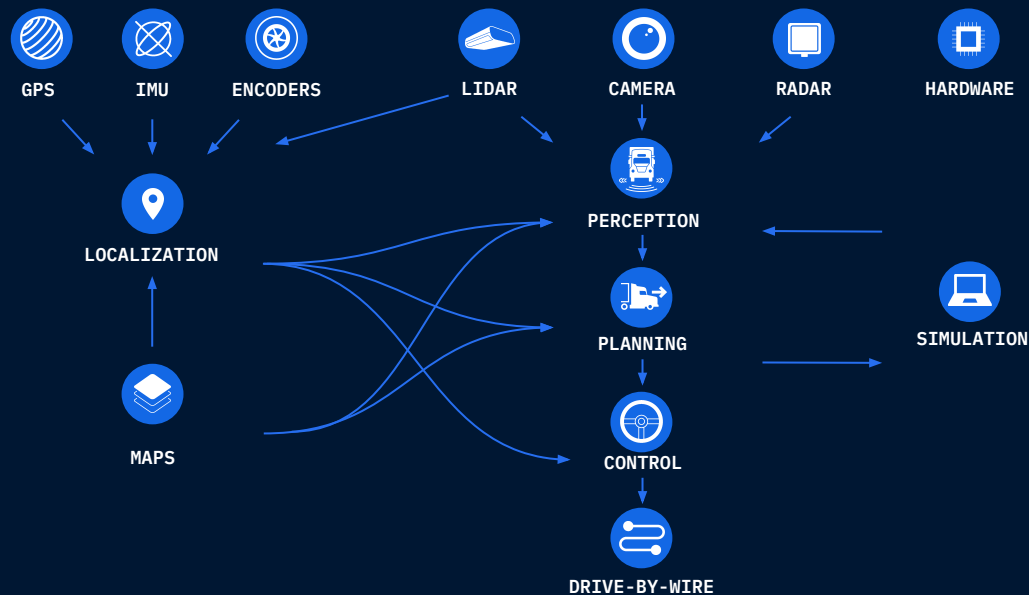
**In addition to driver costs (\$1.00¹), there
are potential indirect cost reduction
opportunities (est. \$0.15):**

- No driver sourcing or turnover costs
- No workers compensation
- No ongoing driver training
- Reduced driver management and driver services overhead

An aerial, dark blue-toned illustration of a road scene. A vehicle is positioned in the center of the road, emitting concentric white lines representing sensor waves (like LIDAR or radar) that spread outwards. Several blue wireframe rectangular boxes are scattered along the road and in the surrounding area, likely representing detected objects or data points. The background shows faint outlines of trees and a road that curves into the distance.

Our industry-defining technology

We are innovating throughout the self-driving stack



Verifiable AI: Our approach to building a driver that is both human-like in its behavior and structured to follow the rules of the road to deliver a practical, transparent, and commercially scalable solution to market



AI is essential to the success of a self-driving system - it solves problems that rules-based approaches simply can't

Ensuring "alignment" of the AI system (getting it to do what you want it to versus something unpredictable and dangerous) is also critical for a safety-critical industry

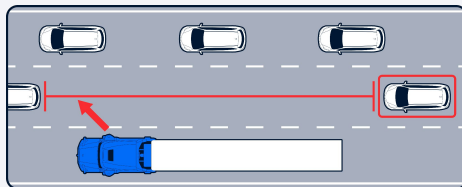
Combining the best of modern AI approaches with encoding the hard rules of the road as invariants accomplishes these objectives

And importantly, this structure makes it possible to verify and explain to regulators, the public, and other stakeholders that the system is trustworthy

We leverage AI to navigate complex and dynamic scenarios, but do not have to rely on hoping the system will learn the rules of the road

AI Example: Leveraging AI to safely and naturally change lanes on the highway

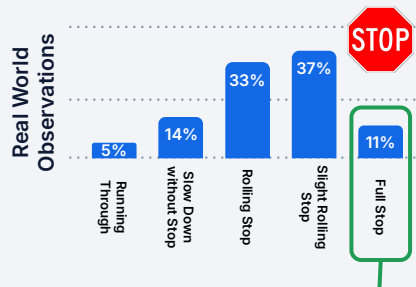
AI excels at finding the optimal position in chaotic traffic, merging where there isn't always a clear "right answer"



Invariant Example: Encoding a rule of the road guardrail

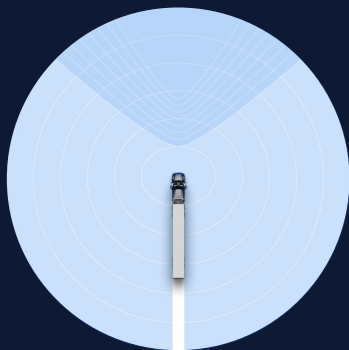
Applying a guardrail to always come to a complete stop at a stop sign ensures the Aurora Driver complies with this driving rule despite few human drivers actually coming to a full stop to a full stop

Distribution of Driving Behavior at Stop Signs¹



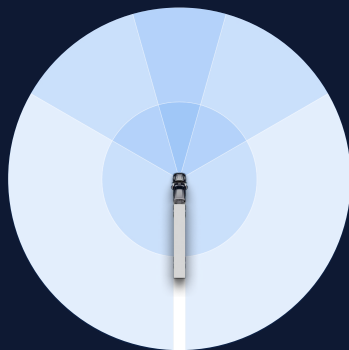
Aurora Driver required behavior

Our sensor suite combines multiple sensing modalities with our powerful FirstLight Lidar



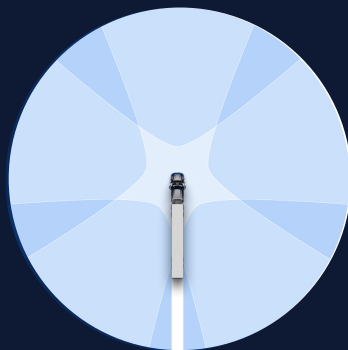
Lidar

FirstLight is our custom frequency-modulated continuous wave (FMCW) long-range lidar that allows our trucks to travel safely at high speeds.



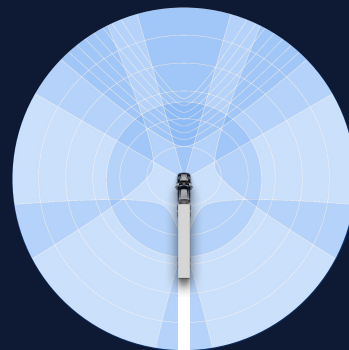
Camera

Our cameras are made of automotive-grade sensor technology and custom lenses, allowing detection and classification at great distances.



Radar

Our custom imaging radar sensors produce precise 3D images at greater range and resolution than traditional automotive radar.



All modalities

Different sensor modalities have different strengths and weaknesses; thus, incorporating multiple modalities drives orders of magnitude improvements in the reliability of the system.

Our FirstLight Lidar is engineered for the needs of highway driving

The ability to see at distance with both Lidar & Camera—is crucial to unlocking safe autonomous operation at high speed. FirstLight FMCW Lidar enables quicker reaction and longer range for safer, more capable driving.



Long Range Performance

Coherent light allows FirstLight to see more than twice as far as traditional lidar¹



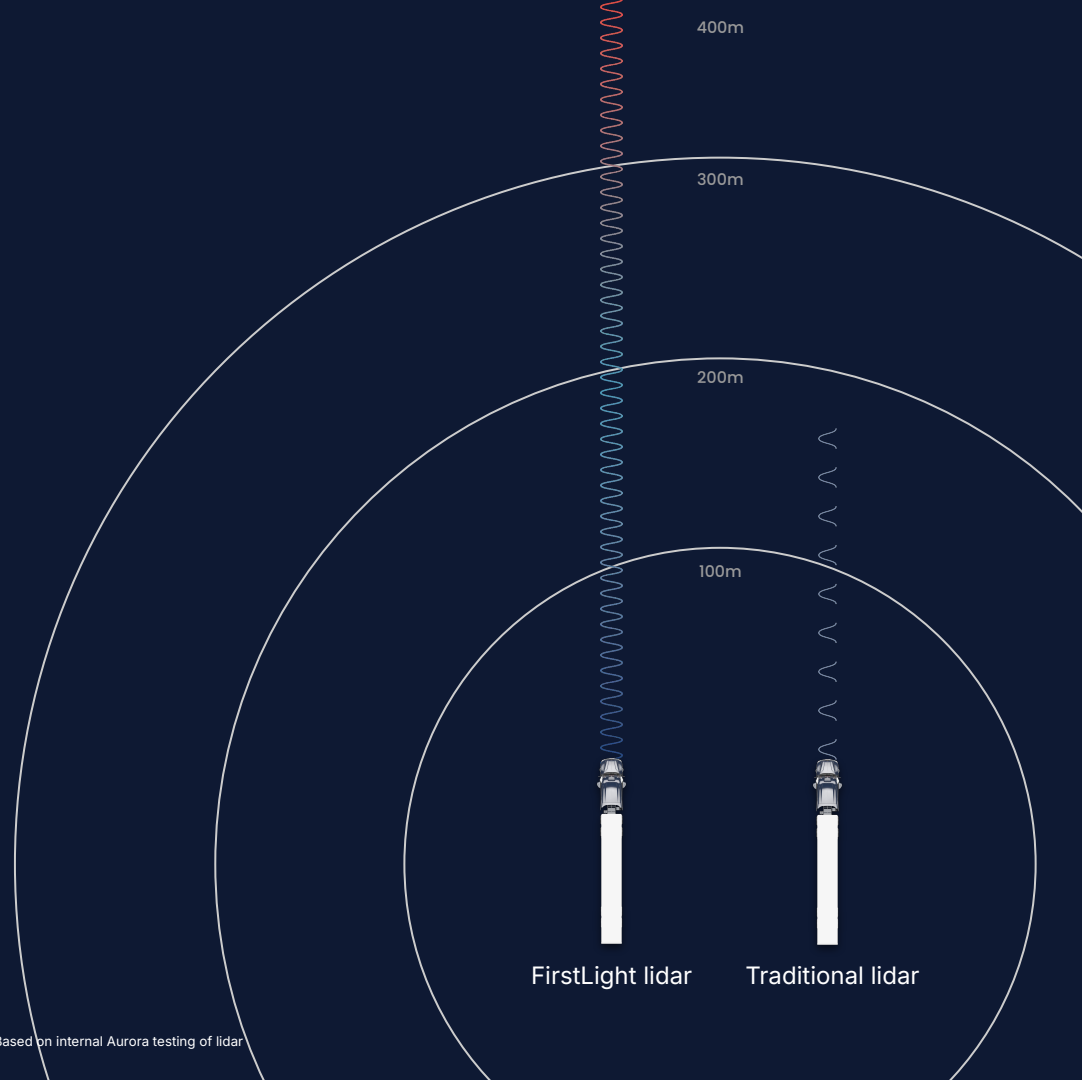
Interference Immunity

Eliminates virtually all interference from sunlight and other sensors



Simultaneous Range + Velocity

Doppler effect provides high velocity precision at every point



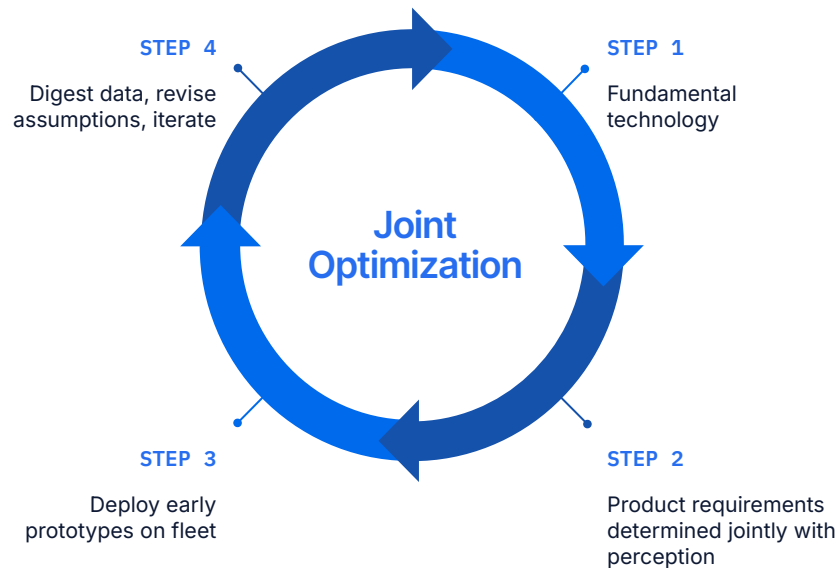
Developing long-range lidar in-house has many advantages

There are significant challenges relying on externally-developed lidar

- Lack of clarity in vision and requirements
- Risk of being left out via exclusivity
- Tier 1s have long cycle times

Aurora is internally developing its lidar to meet the needs of self-driving

- Rapid iteration and feedback
- Synchronized development with fleet
- Vertically integrated to ensure supply



Our Virtual Testing Suite creates a paradigm shift in testing safety, efficiency, and speed



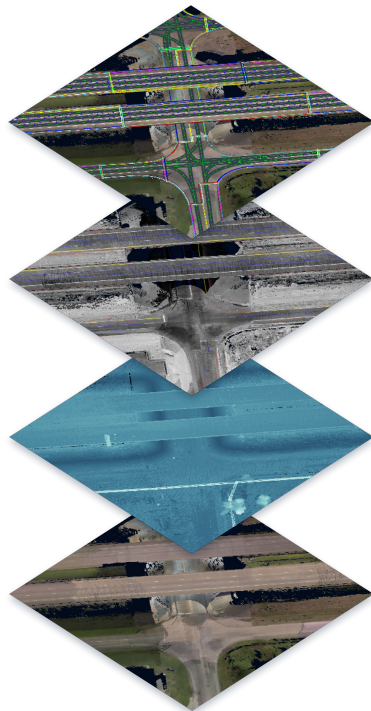
Aurora's Virtual Testing Suite (which includes simulation and data replay technologies) improves:

- **Safety:** Dramatically reduces the number of on-road miles needed to develop the Aurora Driver
- **Efficiency:** Aurora's motion planning simulation is 2,500x less expensive than on-road testing
- **Speed:** At scale, Aurora's Virtual Testing Suite can simulate in one hour, the equivalent of over 50,000 trucks operating on the road. Aurora was able to simulate 2M+ unprotected left hand turns before testing that capability on public roads

The Aurora Atlas is HD mapping with exceptional maintainability

- Provides accuracy where it's needed most: near the vehicle
- Unlocks rapid (near-real-time) updates
- Enables efficient maintenance to map data through shards so it can always be up-to-date
- Updates to map shards are shared across the fleet to all Aurora vehicles

Made up of layers of data:



Road features such as stop signs, traffic lights, and other signs

Machine learning and manually-added semantic annotations

Lidar-generated world geometry

RGB satellite imaging

We expect Aurora's innovations to support our path to scale

We believe we have one of the strongest self-driving intellectual property positions

- More than 1,940 awarded and pending patents worldwide¹
 - Continued strong pace of innovation with 130 patents awarded YTD
- Covering hardware and software including innovations in lidar, silicon photonics, simulation, perception, mapping, localization, safety, remote assistance, and other key areas of technical importance to self-driving vehicles

Aurora is in the pole position for autonomous trucking

- Only company with driverless commercial trucking operations on public roads in the U.S.
- Trucking is a massive market and the Aurora Driver can unlock tremendous value
- Only player with strategic partnerships to enable commercialization at scale
- Strong balance sheet with liquidity to fund operations into the second quarter of 2027
- Driver as a Service (DaaS) business model supports anticipated capital efficient shareholder value creation
- Competitive landscape has cleared significantly providing an open playing field



Appendix

Historical Financial Summary

(unaudited)

(\$ in millions except per share data)	Quarter Ended June 30, 2025	Year Ended December 31, 2024
Revenue	\$1	-
Cost of revenue	\$5	-
Research and development	\$190	\$676
Selling, general and administrative	36	110
Loss from operations	(230)	(786)
Other income (expense):		
Change in fair value of derivative liabilities	16	(24)
Other income, net	13	62
Loss before income taxes	(201)	(748)
Income tax expense	-	-
Net Loss	\$(201)	\$(748)
Basic and diluted net loss per share - Class A and Class B	\$(0.11)	\$(0.46)
Basic and diluted weighted-average shares outstanding - Class A and Class B	1,785	1,618

Non-GAAP Financial Information

(unaudited)

The following table reconciles our as reported U.S. GAAP net loss to Non-GAAP adjusted EBITDA:

(\$ in millions)	Quarter Ended June 30, 2025	Year Ended December 31, 2024
Net Loss	\$(201)	\$(748)
Depreciation and amortization	5	21
Stock-based compensation	55	144
Change in fair value of derivative liabilities	(16)	24
Other income, net	(13)	(62)
Adjusted EBITDA	\$(170)	\$(621)

Selected Balance Sheet Data

(unaudited)

(\$ in millions)	June 30, 2025	December 31, 2024
Cash and cash equivalents	\$206	\$211
Short-term investments	1,103	1,012
Total cash, cash equivalents, and short-term investments	\$1,309	\$1,223

Use of Non-GAAP Financial Information

Our Non-GAAP Adjusted EBITDA excludes certain items we believe are not representative of continuing operations due to their non-recurring or non-cash nature. We believe Non-GAAP Adjusted EBITDA provides greater transparency to key metrics used by management in its evaluation of ongoing operations which allows investors to better evaluate our operating results. We define Adjusted EBITDA as net loss, the most directly comparable financial measure calculated in accordance with U.S. GAAP, adjusted to exclude the impacts of (i) income taxes, (ii) depreciation and amortization, (iii) stock-based compensation, (iv) changes in fair value of derivative liabilities, and (v) other non-operating income and expenses. We believe that Adjusted EBITDA provides useful information to investors and others in understanding and evaluating our operating results in the same manner as management. However, Adjusted EBITDA is not a financial measure calculated in accordance with U.S. GAAP and should not be considered as a substitute for or superior to net loss, operating loss, or any other operating performance measure, which are calculated in accordance with U.S. GAAP. Using any such financial measure to analyze our business would have material limitations because the calculations are based on the subjective determination of management regarding the nature and classification of events and circumstances that investors may find significant because they exclude significant expenses that are required by U.S. GAAP to be recorded in our financial measures. In addition, although other companies in our industry may report measures titled Adjusted EBITDA, such financial measures may be calculated differently from how we calculate such financial measures, which reduces their overall usefulness as comparative measures.



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