WE ROBOTICS
THE POWER OF GLOCAL

WeRobotics Annual Report

2025

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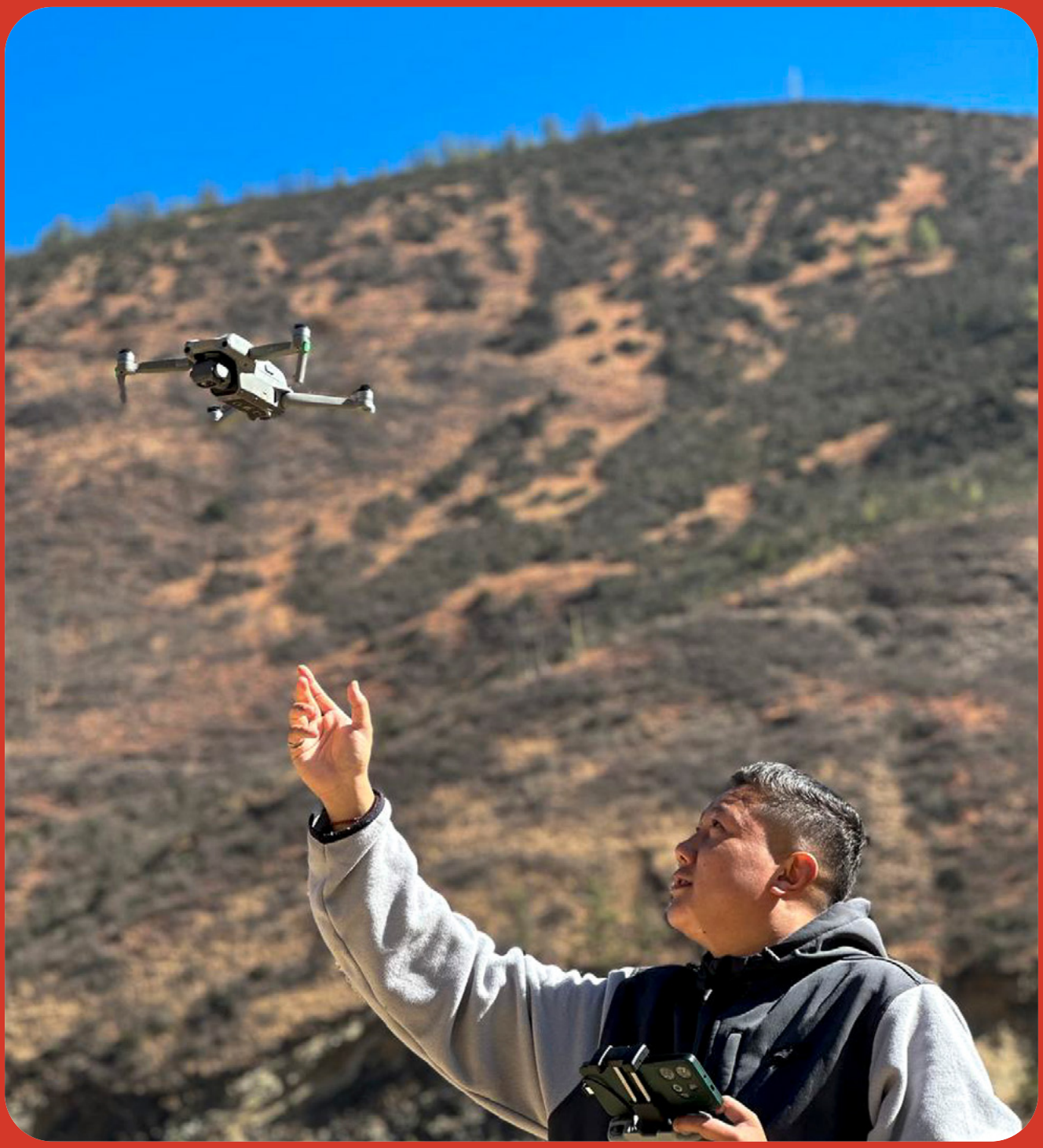
Foreword



Dear Friends, Partners, and Supporters,

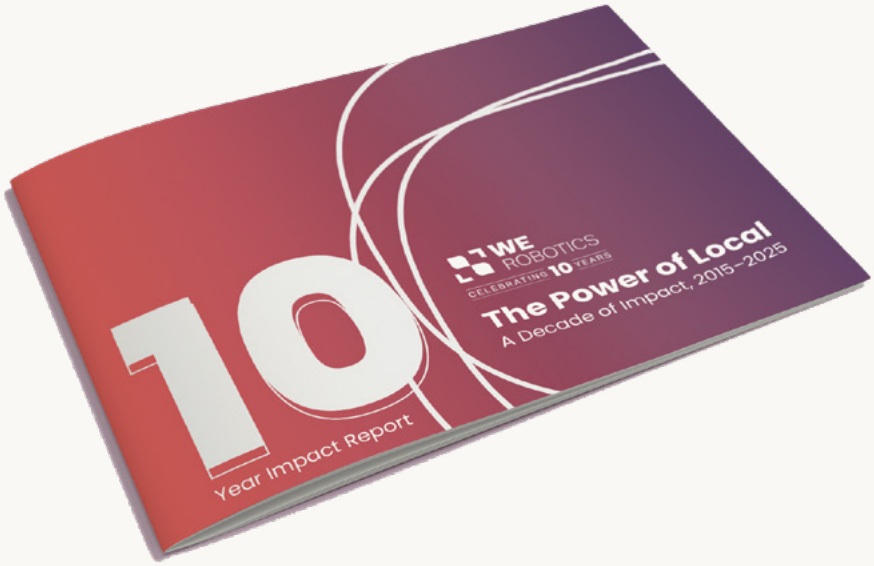
This Annual Operations Report offers a consolidated overview of WeRobotics' operational activities and key achievements during 2025. It provides a high-level account of how we advanced our mission while strengthening the systems, partnerships, and structures that support the long-term impact of our work. This year's edition does not include specific sections on impact, as we have prepared a separate impact report celebrating 10 years of our organization.

The year was marked by deliberate progress in Network coordination, program implementation, impact measurement, and institutional resilience, ensuring that WeRobotics remains a trusted partner for the global Flying Labs Network, funders and partners. We are deeply grateful to our team and community for their tireless commitment and support.

As we look ahead, we do so with strong momentum, a sharp vision, and a firm belief in the strength of collaboration. Now at a bend in the road after a decade of the Power of Local, we are also particularly excited about our next chapter, implementing our new organisational strategy from 2026.

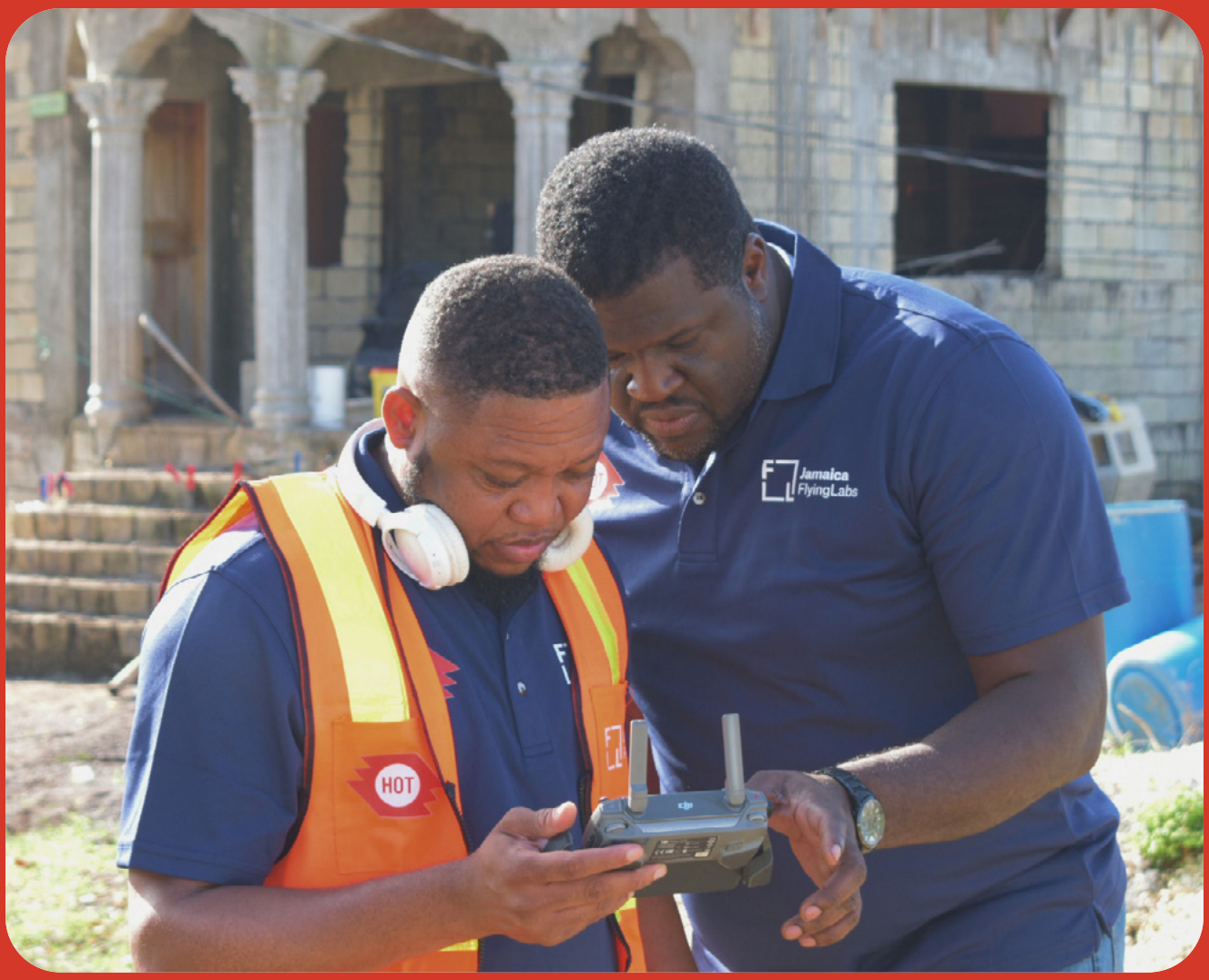
If anything you read here sparks interest or inspiration, we warmly invite you to connect with us at humans@werobotics.org.

With gratitude and determination,
The Co-Pilots & Board of Directors



02

Strategic and Operational Activities



2.1. Flying Labs Network

Quantitative and Qualitative Network Growth

Growth, when it is intentional, sometimes means making difficult choices. In 2025, WeRobotics took a deliberate step to strengthen both the quality and cohesion of the Flying Labs Network. Following an extensive consultation process with the Flying Labs Network Council, a targeted review process was implemented. This was not a reactive measure, but a considered decision grounded in collective reflection on what it means to be an active, aligned member of the Network.

Four Flying Labs were formally offboarded where engagement no longer met shared expectations and Network values. While the decision was difficult, the process was conducted through transparent dialogue and reinforced our commitment to accountability, integrity, and shared standards. Importantly, this shift creates space for a more strongly aligned community of members while opening the door to new Flying Labs that share and advance the Network's vision.

At the same time, the Network continued to grow in both reach and relevance. New Flying Labs were onboarded in Mozambique, Eswatini, and Pakistan, while Angola returned after a year's absence. Applications from across multiple regions also signaled sustained global interest in the Flying Labs model. A notable evolution also emerged: two Flying Labs transitioned from host organizations into technology partners within WeRobotics' broader global ecosystem. These shifts highlight the adaptability of the Flying Labs model and introduce new pathways for meaningful, long-term engagement beyond the traditional licensing structure.

The active FLs in 2025 were 39 active FLs

263 Local Experts

73% Men

27% Women

39 Youth/STEM activities

2,600 Youth impacted

66 Projects

290 Local partners (cumulative)

30 Trainings

290 People trained

177 of them in advanced technical drone skills

90 Publications (including blog posts, use cases, storymaps, impact stories…)

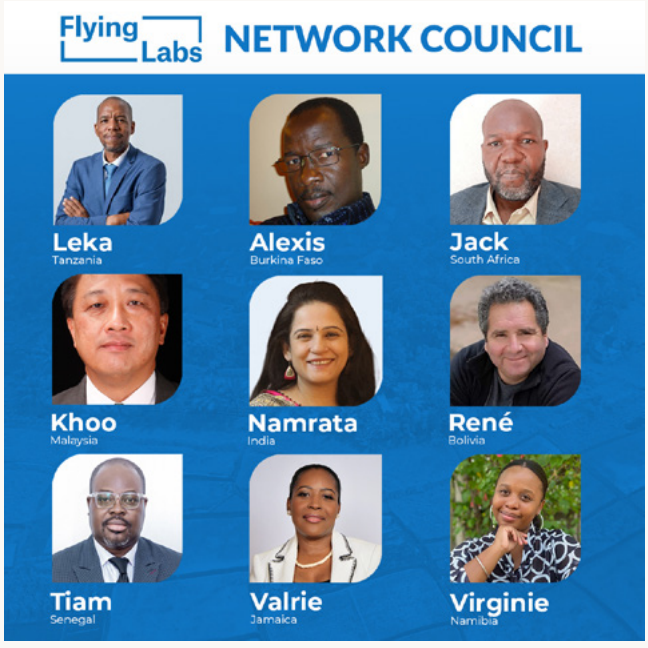
66 conferences, workshops, seminars, and exhibitions

3,600 People impacted

Network Governance: The Flying Labs Network Council

The Flying Labs Network Council marked its first full year of operation in July 2025, representing a key milestone in advancing participatory governance across the Network. Over the course of the year, the Council deepened its role as a representative body, convening its first Annual General Assembly, a dedicated space to reflect on its inaugural year, assess lessons learned, and identify priorities for the next phase of its mandate.

Throughout the year, the Council maintained an active role, supporting WeRobotics in key operational and strategic areas, including Network alignment, governance enforcement, and planning for global convenings. Its growing influence signals a shift toward more distributed leadership, where not only strategic but also operational decisions for the administration and coordination of the Network are increasingly informed by the voices and experiences of the Network itself.



Regional and Global Convenings

WeRobotics reinforced and supported regional collaboration through targeted convenings and thematic retreats. Regional calls were organized across the Network, creating platforms for stronger regional strategies, exploring collaboration opportunities, and unlocking learning. In the second part of the year, the focus lay on preparations for the global Flying Labs retreat, scheduled for January 2026 in Pune, India. Global retreats bringing together all Flying Labs are organized every 3 years, with the goal of coming together to co-create, restrategize, contribute toward decisions that promote the growth and sustainability of the Network, and spend quality in-person time together.

Impact Measurement

In 2025, we made significant progress in redesigning how we want to capture and measure the impact of the Flying Labs Network in the future. As a globally distributed and locally led network, the Flying Labs Network creates impact through projects, training, events, partnerships, regulation and policy engagement, ecosystem building, and the development of local expertise. Capturing this requires a system that reflects both the scale of activities across the Network and the deeper changes taking place within local ecosystems.

To respond to this need, WeRobotics began developing a new impact measurement and data management system using ActivityInfo by BeDataDriven. The system was designed to make activity logging more practical and useful for Flying Labs, while also supporting reflection, learning, and better use of their own data.

This work was co-created with a selected group of Flying Labs during 2025. Through a testing and feedback phase, they helped define the structure of the database, the information collected, and the overall logic. This ensured the system was shaped not only by global reporting needs but also by the realities of local organizations managing diverse priorities and limited time.

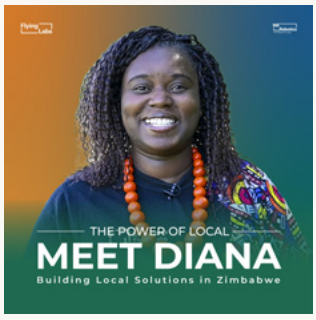
By the end of 2025, the new ActivityInfo system was nearly ready for implementation, with its core structure, data collection logic, and reporting approach prepared for launch in early 2026. The new system supports more consistent data across the Network and enables the building of monitoring dashboards for individual Flying Labs and the wider Network.

Alongside this redesign, WeRobotics continued supporting Flying Labs to complete their Flying Labs Global self-evaluations, which remain an important tool for reflection and qualitative insight into their growth, challenges, and contributions to local drone and data ecosystems.

Communications Strategy

The process generated valuable learning about how communications support can best work within a distributed, locally led Network. Flying Labs operate with different levels of communications capacity which influenced how they engaged with the tools and support offered. The experience showed us that communications should be viewed as an essential component of Flying Labs' work rather than as an optional add-on. Effective storytelling is critical to helping them demonstrate their impact, share their learnings, and connect directly with the audiences they serve, and therefore it is necessary to prioritize capacity development for it within their teams. These lessons informed discussions during the Flying Labs retreat in India and will guide further work in 2026 to strengthen communications as a tool for visibility and long-term sustainability.

WeRobotics also launched The Power of Local Podcast in late 2025, a series that passes the mic to local experts across the Flying Labs Network to share their own stories. The podcast highlights how technology leaders in Africa, Asia/Pacific, Latin America, and the Caribbean are using drones, data, and AI to solve real challenges in their communities. The first episodes featured Diana from Zimbabwe and Heidi from the Philippines, who shared their journeys of using technology to build local capacity, support communities, and create sustainable impact. The episodes reinforced a common message: sustainable technology adoption happens when local people lead, own, and shape solutions for their communities.



Sustainability Program

In response to Flying Labs' expressed needs, WeRobotics relaunched and adapted its Sustainability Program, focusing on the Latin America and the Caribbean region for 2025.

Through a series of facilitated sessions, Latin American and Caribbean Flying Labs collaboratively identified, prioritized, and began developing both individual and joint program concepts, using business modelling tools to translate ideas into actionable plans. Initial focus areas include professional training, STEM education, forestry-related drone applications, and regulatory engagement services. This program reflects WeRobotics' on-demand support model, providing targeted expertise and facilitation to enable Flying Labs to strengthen their long-term resilience and contribution to the Network.

2.2. Programs and Projects

Resource Library for Disaster and Climate Resilience

The Resource Library was presented at the Climate Change and Futures in Africa Conference in Namibia, engaging stakeholders and collecting feedback to help improve the platform. The Southern African Drones, AI and GIS for DRM Conference was also an opportunity to receive additional feedback on the platform and its purpose to foster collaboration, learning, and sharing among disaster and climate stakeholders.

WeRobotics plans to launch the first version of the platform in the first half of 2026.

Turning Data into Action

In 2025, WeRobotics launched a new round of Turning Data into Action (TDIA) microgrants, focused on applying drones, data, GIS, and artificial intelligence to disaster and climate resilience. Three projects were selected and started in late 2025, with implementation continuing into 2026. In Mexico, the project used drone and geospatial data to identify suitable sites for meliponaries in Yucatán, linking environmental monitoring with local livelihoods and biodiversity protection. In Bangladesh, Flying Labs began piloting drone-based cyclone impact monitoring in Bagerhat, producing visual and geospatial data on damage to homes, roads, embankments, and croplands, while involving local authorities, schools, and communities in recovery and resilience planning. Morocco Flying Labs' project used drone-based mapping to monitor land degradation and support ecosystem restoration in East Morocco. Across the three countries, the projects demonstrate how TDIA helps turn technical data into practical decisions, locally relevant planning, and community resilience.

Drones, Data, and AI for Disaster Risk Management

In 2025, WeRobotics launched its first series of Collaborative Learning Projects with a focus on Drones, Data, and AI for Disaster Risk Management. The premise is straightforward: Flying Labs convene the stakeholders who matter most in their country's disaster management landscape, national disaster agencies, local authorities, civil society, academia, the private sector, communities, and together they co-create a pilot project that generates real data, builds real

relationships, and lays the groundwork for longer-term collaboration and solutions. WeRobotics provides hands-on support for MEL, communication, stakeholder engagement strategy, TDIA methodology and more. The projects are also contributing data and insights to a new framework WeRobotics will start in 2026 in collaboration with Deloitte D2i. The new framework will focus on calculating economic ROI and social value of drone data for DRM.

The following 2 projects started in 2025:

Locally Led, Globally Supported Disaster Response in Jamaica

In 2025, WeRobotics and the Flying Labs Network demonstrated our locally led, globally supported approach in action through a coordinated drone response to Hurricane Melissa in Jamaica. As the storm disrupted infrastructure and access to information, Jamaica Flying Labs was entrusted by regional and national authorities to lead all drone operations. Working alongside partners, including Esri, Wingtra, and Drone Deploy, WeRobotics and Jamaica Flying Labs rapidly mobilized a globally distributed yet locally led response. Jamaica Flying Labs led the local response, local and international pilots captured high-resolution imagery while Flying Labs across Latin America, Africa, and Asia processed data in near real time, enabling continuous, round-the-clock analysis. Within days, hundreds of drone flights and complementary data sources generated actionable insights to support damage assessment, response prioritization, and recovery planning.

This activation marked a turning point for the Network, demonstrating that locally led, globally supported coordination can deliver fast, reliable data when it is needed most — while creating a blueprint for a more scalable and replicable model of disaster response.

Collaborative Flood Management in Panama

Panama Flying Labs started this project in 2025 to support flood risk management in the Tierras Altas district of Chiriquí Province, one of Panama's most important agricultural areas and a region regularly affected by flooding. Drawing on WeRobotics' Turning Data into Action (TDIA) methodology, the project brought together SINAPROC, local authorities, Esri Panama, civil society organizations, and community members to co-create updated, georeferenced flood-risk maps using drone and satellite data. The work will continue in 2026, with the aim of strengthening local capacity in geospatial tools, supporting evidence-based flood management, and identifying flood-prone areas that pose direct risks to food security.

DAKFLOW: Urban Mobility in Dakar

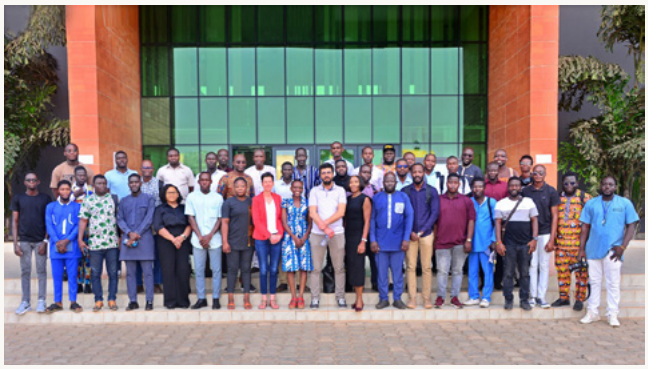
In 2025, WeRobotics, Senegal Flying Labs, and the Laboratory of Urban Transport Systems (LUTS) at EPFL launched DAKFLOW, a collaborative research initiative aimed at tackling Dakar's growing urban mobility challenges through drone imagery, geospatial data, and artificial intelligence. Building on lessons from a 2022 proof-of-concept in Nairobi with Kenya Flying Labs, the project entered a four-month Exploration Phase with an emphasis on listening before acting, mapping local needs, building partnerships, and assessing the feasibility of drone-based traffic monitoring. A milestone co-creation workshop in July brought together key stakeholders from across Senegal's

transport and urban planning sectors, including CETUD, who worked alongside the DAKFLOW team to examine Dakar's mobility landscape, surface local priorities, and build a stakeholder map identifying roles, relationships, and opportunities for collaboration. The insights gathered during this phase will directly shape the proposal for the full DAKFLOW project, laying the groundwork for a long-term initiative to transform how the city understands and manages the flow of people and vehicles through its streets.

Global Partnerships for Locally Led AI Solutions

In 2025, WeRobotics supported Flying Labs-led projects that show how local expertise and global partnerships can help address environmental and social challenges. This included the participation of Brazil Flying Labs and Costa Rica Flying Labs in the AI Bootcamp for Social Impact, led by TechToTheRescue, as part of a broader initiative connecting nonprofit organizations with AI expertise. The Wildfire Assessment project is an initiative of Brazil Flying Labs, developed in partnership with the Federal University of ABC (UFABC), TTTR, Lenovo, AWS, Boone Voyage and droneAI. The project's objective is to support environmental conservation and the sustainable management of wildfires through remote monitoring and data analysis with AI. The tool uses satellite imagery and AI to map fire severity, estimate burned areas, and support faster decision-making for environmental agencies, researchers, and public managers. The project shows how locally led innovation can turn emerging technologies into practical solutions for climate resilience and environmental protection.

2.3. Regulations and Policies



In 2025, WeRobotics continued to advance its Flying Labs Drone Regulations Engagement Framework, strengthening participatory approaches to drone regulation through structured co-creation with local drone actors and engagement with regulators. In partnership with Togo Flying Labs, WeRobotics co-facilitated a series of drone regulation co-creation workshops with the Togolese Civil Aviation Authority (ANAC), marking the expansion of our framework in West Africa. Building on earlier implementations in Namibia and Kenya, the Togo engagement localized regulatory development through inclusive dialogue and locally generated data, supporting safe, responsible, and context-appropriate drone operations. The workshop sessions were co-facilitated in collaboration with Morocco, Senegal, and Burkina Faso Flying Labs, to serve as a learning experience to support further replication in the region.

Throughout the year, the Framework continued to serve as a practical platform for dialogue among regulators, Flying Labs, drone professionals, and community stakeholders. Follow-up engagement with CAAs in Namibia, Kenya, and Togo focused on assessing regulatory progress since the initial learning projects, supported by

regular coordination meetings. Exploratory discussions were initiated with Flying Labs and CAAs in Panama, the Dominican Republic, Morocco, and Bhutan to assess readiness for future consulting and co-creation initiatives. To support consistency and knowledge transfer, the Flying Labs Drone Regulations Engagement Handbook was updated and released internally as Version 2.0.

CAA Engagement Networking

International collaboration was further expanded through engagement with the Swiss Federal Office of Civil Aviation (FOCA), including in-person knowledge exchange and a multi-CAA webinar on UTM/U-Space strategy. These exchanges opened pathways for deeper collaboration with global regulatory and industry platforms, including emerging discussions with the Global Unmanned Traffic Management Association (GUTMA). Through these activities, WeRobotics reinforced its role as a trusted convener and technical partner, enabling evidence-based, collaborative regulatory and policy development that supports the safe integration of drones into national airspaces. Additionally, WeRobotics engaged with the International Civil Aviation Organization (ICAO) to continue the desired development for harmonization between regulators, locally led stakeholders, and global leaders.

Building a National Drone Framework in Sierra Leone

In late 2025, Sierra Leone Flying Labs was selected, through a joint submission with WeRobotics and Nepal Flying Labs, to lead a World Bank-supported effort to strengthen Sierra Leone's national drone ecosystem and support the development of the country's first National Drone Policy and Strategy. During the final months of 2025, the project focused on establishing the collaboration, aligning institutional roles and responsibilities, and laying the foundation for a participatory and evidence-based policy development process. Sierra Leone Flying Labs leads the initiative locally, drawing on its contextual understanding of the national drone ecosystem and its relationships with key public and private sector stakeholders. Nepal Flying Labs contributes technical expertise in ecosystem assessment methodologies, stakeholder engagement processes, and survey design, while WeRobotics provides overall strategic coordination, technical guidance, and quality assurance support.

2.4. Conferences, Events, and Workshops

In 2025, conferences and external convenings were an important part of WeRobotics' and Flying Labs' work to increase visibility, share learning, and strengthen collaboration across regions and sectors. A key focus was not only participating in global conversations, but also creating spaces where local experts, practitioners, policymakers, and technology partners could exchange knowledge on drones, data, AI, GIS, and locally led innovation.

Two major regional conferences were central to this work. The Southern African Drones, AI and GIS for Disaster Risk Management Conference and Workshop, co-organized by South Africa Flying Labs, WeRobotics, QP Drone Tech, and Esri, took place in Durban in November 2025. It brought together over 150 participants

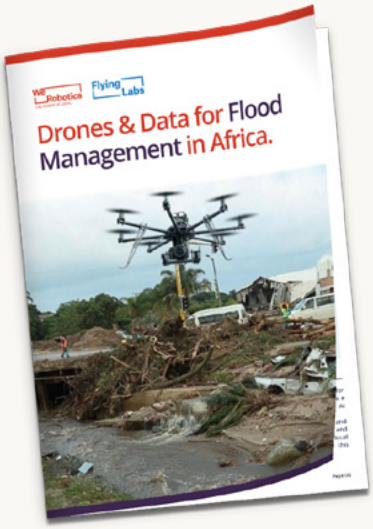
to explore how drones, AI, and GIS can strengthen disaster risk management across Southern Africa. A second regional conference for the Caribbean and Central America, co-organized with Jamaica Flying Labs, was planned for December 2025 to create a similar space for regional exchange and collaboration in the Caribbean. However, due to the impact of Hurricane Melissa, the conference was postponed to May 2026.

In addition to these convenings, WeRobotics and Flying Labs actively participated in and contributed to several external conferences and forums throughout the year, including the Skoll World Forum, the South Asia Drone Forum, GPDRR, the Swiss Economic Forum, AidEx Nairobi, AI for Good, WEF's AMGFC, and agriculture-focused convenings. Across these spaces, WeRobotics and Flying Labs shared experience on ecosystem building, locally led innovation, drone and data applications, disaster risk reduction, agriculture, and the Glocalization Model, while positioning Flying Labs as local experts and creating new opportunities for collaboration with governments, civil society, development actors, and technical partners.

2.5. Publications and Reports

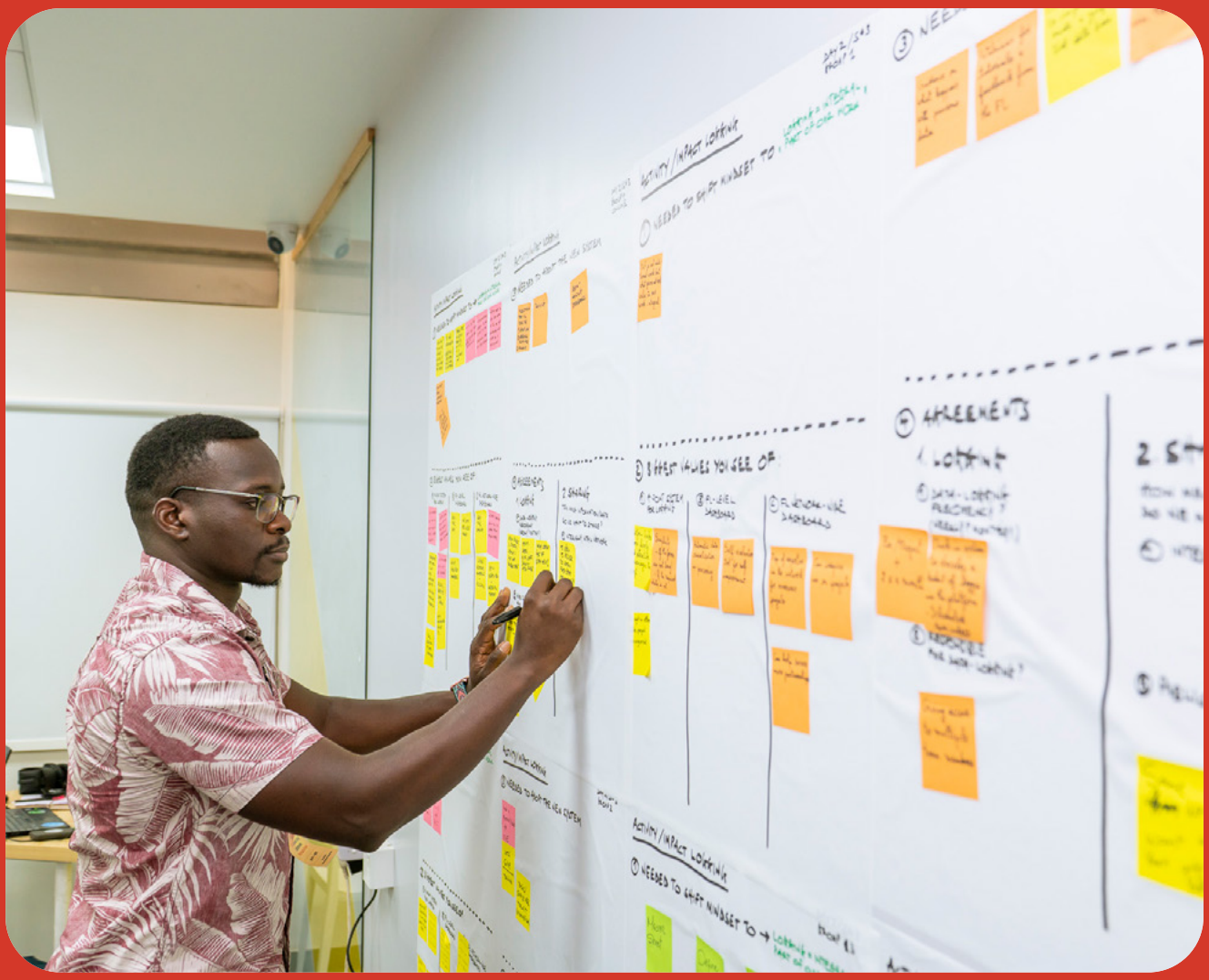
In 2025, WeRobotics documented or supported the documentation of the following resources:

- Published 40 blog posts on the WeRobotics blog and 90 blog posts, use cases and storymaps on the Flying Labs blog.
- Published quarterly WeRobotics email newsletters and 7 editions of the Flying Labs Network email newsletter.
- Published the Impact of the Fly for the Future Program Learning report in February 2025.
- Published the "Drones and Data for Flood Management in Africa" Technical report in April 2025.
- Published the "Using Trust and Boundaries in Leadership to Allow Diversity to Bloom" Article in Leader to Leader Journal in April 2025.
- Contributed to the World Economic Forum's White Paper on Advanced Air Mobility: Paving the Way to Responsible Implementation in June 2025.
- Created 15 public videos showcasing impact stories, Flying Labs projects, TDIA, the Hurricane Melissa Response, a CAA co-creation workshop, and more.



03

Organizational Achievements



3.1. Glocalization Model

In 2025, WeRobotics advanced the adoption and learning of its Glocalization Model through active support and strategic exploration. Ongoing model adoptions with UrbanBetter and Aiducation focused on jointly learning how new initiatives are taking shape in practice. Additional adoption pathways were explored, including preparations for a model presentation to internal Ashoka team members and initial discussions with a Swiss INGO interested in scaling one of its programs using the model in 2026. While discussions with a for-profit social impact organization did not result in adoption due to financing constraints, these exchanges contributed to refining adoption criteria and readiness.

In parallel, WeRobotics progressed preparatory work for the Glocalization Model research with the Skoll Centre for Social Entrepreneurship, holding meetings with the Flying Labs Network Community Coordination team and receiving an initial set of research questions. By year's end, plans were in place to finalize research questions and desk research, setting the foundation for launching the study in 2026.

3.2. Impact and M&E

Towards the end of 2025, in addition to the Flying Labs Network improvements, WeRobotics fully redesigned its monitoring, evaluation, and impact measurement system, to be implemented in 2026. This process began with the development of a new Theory of Change, designed to better reflect WeRobotics' new strategy, the evolution of the Flying Labs Network, and the organization's broader understanding of how change happens through locally led and globally supported collaboration.

To make this framework operational in 2026, WeRobotics developed a new information management ecosystem using ActivityInfo as a centralized platform for data collection and analysis. This system brings together information from both WeRobotics and the Flying Labs Network, enabling more consistent, comparable, and timely tracking of activities, outputs, outcomes, and impact across the organization. In parallel, WeRobotics invested in automation and data visualization, developing several dashboards, including organization-level dashboards and dedicated dashboards for the Flying Labs Network.

Together, these changes represent a major step forward in WeRobotics' future ability to monitor progress almost in real time. By connecting the Theory of Change, Indicators Framework, ActivityInfo system, and dashboards, WeRobotics will be able to better assess progress toward strategic goals, identify gaps, adjust strategies, communicate results, understand the changes emerging across the Network, and use evidence more systematically for decision-making and learning.

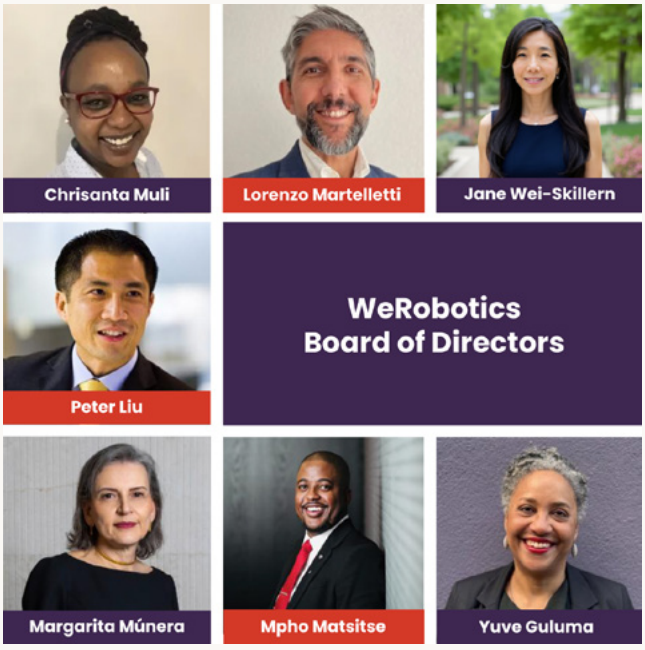
3.3. Financial Management and Fundraising

WeRobotics maintained strong financial oversight throughout 2025, supported by consolidated financial reporting and ongoing board review. Fundraising activities continued in alignment with strategic priorities, with diversified funding

streams supporting core programs and organizational systems. Find more detailed financial information in our Consolidated Financial Statements available on our website.

3.4. HR, Team, Board Development

Organizational capacity was strengthened through targeted recruitment and thoughtful transitions. Two long-term team members concluded their roles following structured handovers, while recruitment efforts attracted strong global interest, with over six hundred applications received. In parallel, a Board recruitment campaign was launched to further strengthen governance and strategic oversight. WeRobotics welcomed 5 new board members at the end of 2025. They bring a wealth of experience and a shared commitment to our mission of amplifying the Power of Local. We are deeply grateful for the time and expertise of our entire Board and excited for what we will build together next.



3.5. Organizational Compliance and Risk Management

WeRobotics continued to prioritize strong compliance and governance practices. In 2025, the organization successfully updated and secured approval for its U.S. trademark registration, with protections extended through 2028. Following legal guidance, WeRobotics streamlined its regulatory footprint by formally withdrawing its California registration, aligning compliance obligations with its operational presence and fundraising activities.

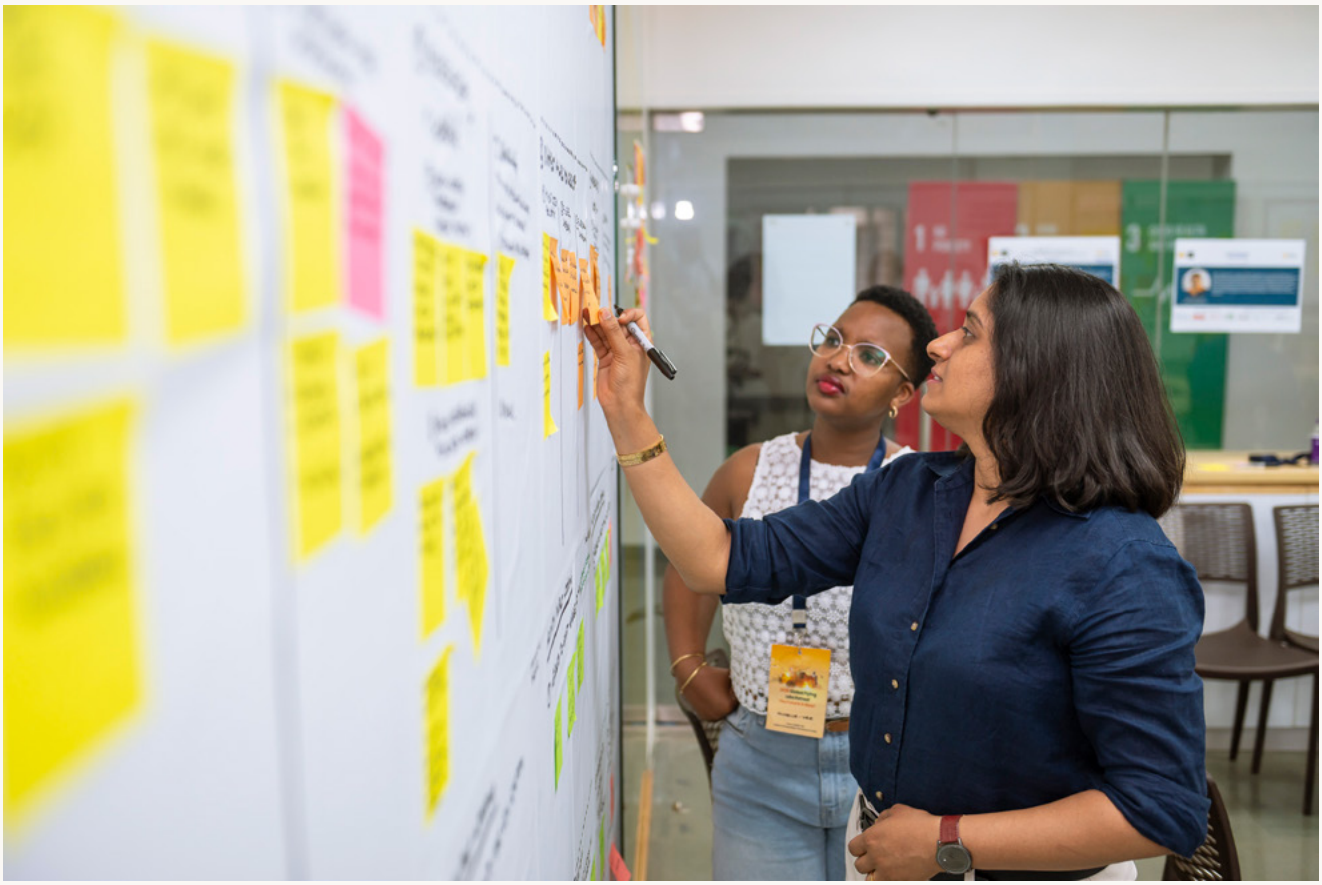
WeRobotics currently maintains legal entities in Switzerland and the United States (Delaware and Nevada).
Risk management processes were further strengthened through the development of a comprehensive risk register and matrix covering six key categories, including financial sustainability, organizational stability, cybersecurity, network health, and legal compliance. This tool enables proactive risk monitoring and supports informed decision-making at both management and board levels.

3.6. IT/Cybersecurity

Recognizing the importance of digital resilience, WeRobotics advanced its cybersecurity capacity by implementing organization-wide training in partnership with a specialized provider. Foundational security awareness and remote work security training were rolled out to all team members, with additional targeted phishing awareness campaigns scheduled to further strengthen organizational cyber hygiene.

3.7. Pro Bono and Legal Support

WeRobotics continued to benefit from long-standing pro bono partnerships that strengthened its legal and operational frameworks. Support from TrustLaw contributed to improvements in legal structures and contractual frameworks. Additional support from global legal networks, including Lex Mundi and Ashoka, enabled updates to subgrant agreements. These efforts enhance compliance, consistency, and risk mitigation across WeRobotics' globally distributed operations.

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We Robotics
NATIONAL DRONE POLICY &
USE CASE STUDY IN SIERRA LEONE
CLIMATE CHANGE AND FUTURES IN AFRICA
CONFERENCE SERIES 2025

05
Looking Ahead

5.1. Building on Our Track Record

Over the past decade, we have gained valuable experience in advancing technology for social good and are now positioned to build on what we've learned. Through our work, we have developed and tested a model that demonstrates how to sustainably localize emerging technologies across diverse communities, with local actors, and global partners. Our findings consistently show that investing in local expertise, strong relationships, and meaningful collaboration is essential to unlocking the full impact of technology in the aid and development sectors.

While the Tech4Good sector continues to invest heavily in tools such as hardware and software, far less attention is given to the people infrastructure and partnerships that make these solutions sustainable. When technology leads without community ownership, projects often fail to deliver lasting impact. In contrast, prioritizing people ensures that solutions are locally driven, adaptable, and enduring.

Sustainable impact requires a more balanced investment approach. While technology is important, long-term value is created through trust, shared knowledge, and collaboration. Even modest investments in relationship-building can significantly increase the return and longevity of technology initiatives, ensuring benefits continue well beyond initial funding cycles.

5.2. The Next Five Years

Over the next five years, WeRobotics will continue advancing a people-first, locally led, and globally supported approach to technology for good. Building on its strong 10-year track record, the organization will focus on building ecosystems where local and global actors collaborate as equals to co-create locally owned technology solutions that are both innovative and sustainable. Read more in our article on our next chapter.

By focusing on the people, relationships, and the collaborations that make technology work and last, WeRobotics will step towards its vision of a world where people lead and technology follows.

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