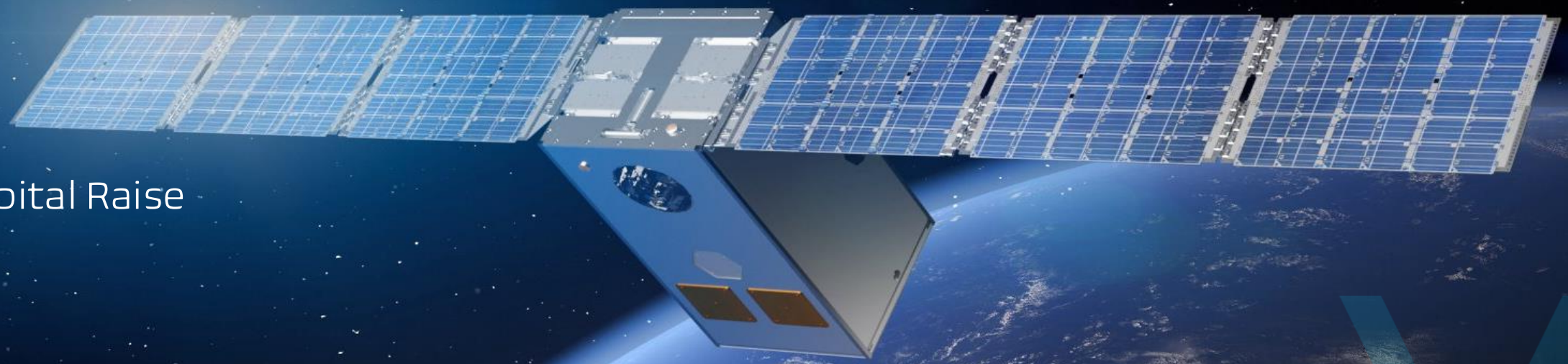
AADYAH SPACE

Space Robotics

<> Precision Control <> High Speed <>Lightning Response



Series A Capital Raise

Jan 2026

Building US-India Corridor Space Supply Chain

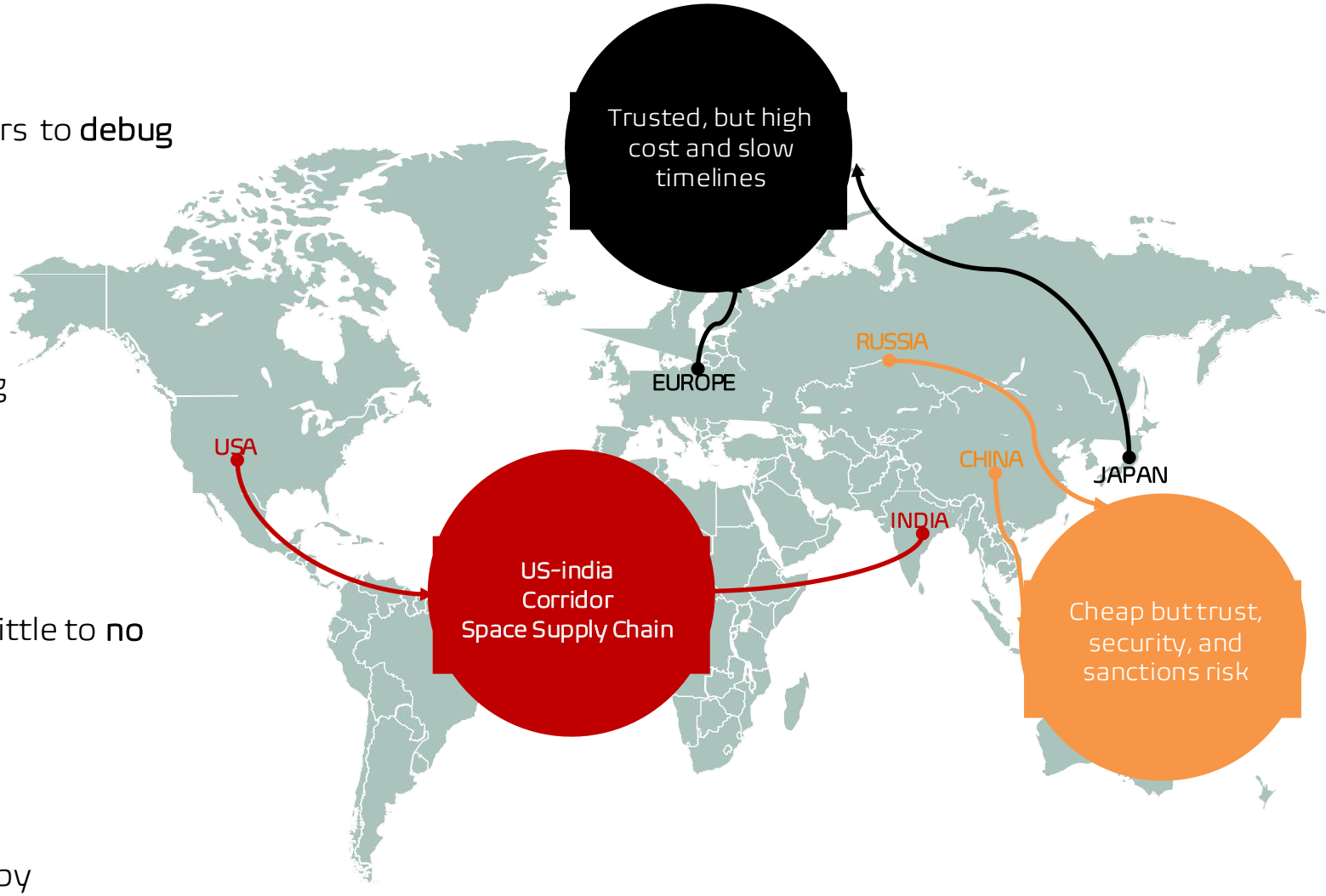
Customers need full-stack partners who co-design, customize and deliver fast

Siloed vendors, poor integration support:
Vendors each build in isolation leaving customers to **debug hardware integration** failures

12-18 months timelines kill speed, cash flow:
Customers have **slow iteration cycles** with long lead times and high non-recurring engineering

No help in early design:
Suppliers expect fixed specifications, offering little to **no help** when customers need it most

Customization is painful and unreliable:
Off-the-shelf components need **costly rework** by customers



Only 6 countries have design-to-launch expertise

Aadyah's Talent is its Deepest Moat

Built by leaders from US Space Force, ISRO & Sener: a full stack team hard to replicate

Senior Advisor - USSF
Ex-Director - NRO

Dr. Andrew Palowitch
Managing Director
Aadyah North America

39 Years at ISRO
Director - Control Actuation, VSSC

Pradeep Kumar
Co-Founder
CTO

Shaju Stephen
Co-Founder
MD / CEO

Amarnath Reddy
Co-Founder
Head - Satellite Programs

Sabu Joseph
Co-Founder
Director - People & Culture

17+
ISRO Consultants

30+
Team engineers

What We Do: From Napkin Sketch to Orbit

We design, build, test and produce custom spacecraft subsystems – fast and affordable

Full-stack Talent

Multidisciplinary teams co-develop systems in-house preventing problems at integration

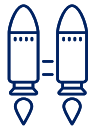
All systems designed **end-to-end** for launch forces, heat, radiation, vibration

Speed and cost

Prototypes built in **3–6 months** compared to 12–18 months from competition

3x cost advantage from our ISRO heritage suppliers network and Indian engineering talent

Proven flight heritage



2 subsystems already **flown to space** on first attempt

3 launch systems **passed hot-fire testing** on first try

Expertise Navigating ITAR regulations

Experience in **Technological Assistance Agreements** (TAA) with the U.S. State Department

US team has **security clearances** securing **scope-split model** between our US and India teams, like Airbus or Safran

Aadyah offers deep full stack expertise, customization, speed, and reliability

Space Robotics for All Spacecraft Types

From experimental designs to flight-proven auto-pilot systems

LAUNCH VEHICLE SYSTEMS: 4 CLIENTS

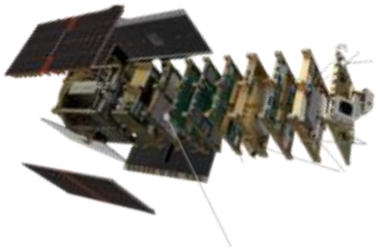
- Thrust Vector Control
- Flow Control System
- Power distribution systems
- GNC Avionics

Space Robotics

- Motion control
- Sensors
- Compute
- Power
- Comms

15 Subsystems Delivered

SATELLITE SYSTEMS: 9 CLIENTS



- Electric Power System and PPU
- Motion Control
- On Board Computer
- Propulsion Sub System

LANDER SYSTEMS: 1 CLIENT

- Rover Holding & Deployment
- Robotic Arm
- Antenna Deployment
- Power

6 Engineering Disciplines

- Electronics
- Sensors
- Embedded
- Mechanical
- Controls
- Communication

ROVER SYSTEMS: 1 CLIENT

- Motion Control
- Remote Charge
- Power

Success market penetration in Europe, Asia

From Pilot Programs to Multi-Year Strategic Partnerships Across Europe & Asia

SKYROOT AEROSPACE

India

HYPR SPACE

France

Latitude

France

HyImpulse

Germany

GILMOUR SPACE

Australia

इसरो isro

India

ALiENA

Singapore

ENPULSION

Austria

CAPSULE CORPORATION

Italy

ION-X

UNLOCK YOUR ON-ORBIT POTENTIAL

France

KREIOS SPACE

Spain

PANGEA AEROSPACE

Spain

VXB Aerospace

Australia

ORBITBeyond

Delivering to the Moon

USA

SPACE POWER

UK

How Aadyah Makes Money

Aadyah engages with customers throughout the concept to production lifecycle

	Stage 1: SWaP Optimization	Stage 2: Prototype	Stage 3: Production
Revenue per Project	$ 375K	$ 1.5M	$ 3-9M ARR $ 350K per delivery at 10-30 launches per year
Margin per Project	>80%	>25%	>60%
Engagement Model	Charge for engineering **time** and **materials**	Cost plus: bill of materials across vendors **transparently** shared with client + **25% margin** Trust built at this stage means clients usually commit to long term production	Predictable manufacturing costs allow **fixed price** contract
Value to Client	**De-risk** client's architecture through our design expertise	**Rapidly deliver** highly reliable hardware to support fast iterations	**Cost-efficient** manufacturing with India's space supply chain

Customer LTV: **$10-20 M** for launch vehicles; **$300K** for each satellite subsystem

Spend scales ~**100x from concept to production** with increasing certainty and design maturity

High TRL, Flight Qualified Product Portfolio

Consistently demonstrated high reliability, high quality deliveries

100%

Success rate

All delivered systems to date have succeeded on first attempt

15

Patent Artifacts

Currently in patent discovery process

2

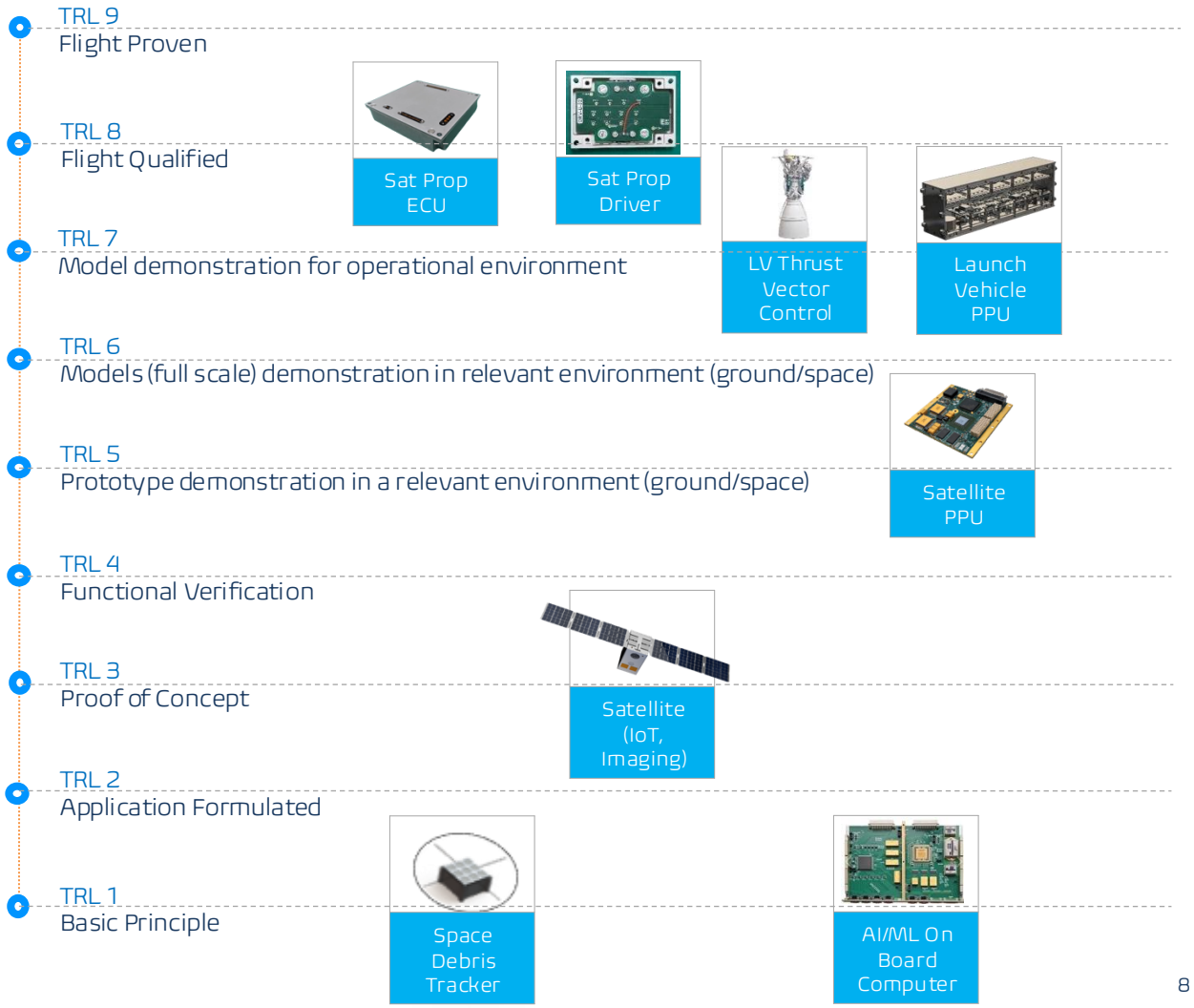
Launches

Both systems worked perfectly on first launch

3

Hot Fire Tests

Systems successful on first try in all three tests



Building for the Next Decade of Space

Leveraging deep subsystem expertise to build next-gen space infrastructure

STRATEGIC AMBITION

Standardized, easily customizable product lines
Develop modular, reusable subsystem designs, easy to replicate across clients

Politically neutral, globally aligned supply chain
Growing a strong US presence, with India based operations, becoming a trusted partner to US government and primes

Be the go-to partner for subsystem co-design
Support both startups and sovereign governments with rapid builds for missions of any scale

TECHNICAL PRODUCT ROADMAP

Space Power

In-orbit **power stations** for the moon / earth

Remote charging of satellites / rovers in lunar nights

Space Labs

Capability to **autonomously manufacture** in space at scale

Re-Entry

India is one of the **few countries** to have expertise in re-entry

Capitalise on this exclusive expertise to develop **in-house re-entry** systems

Aadyah Outperforms Competition

Aadyah is unique in its end-to-end expertise across subsystem types

Company	Country	TVC Systems	Position Electromechanical Actuators	Avionics / Electronics	Power Electronics	Pressure Control/ Valves	Heritage / Clients
AADYAH Space	India	✓	✓	✓	✓	✓	ISRO, private launchers, propulsion
Marotta Controls	USA	✗	✓	✓	✓	✓	US Defense, Blue Origin
VACCO Industries	USA	✗	✗	✗	✗	✓	NASA, SpaceX, Northrop
MDA Space (divisional)	Canada	✗	✓	✓	✓	✗	CSA, NASA, Global Sat providers
Bradford Space	Netherlands / USA	✗	✗	✓	✓	✓	ESA, NASA, CubeSat builders
AAC Clyde	Sweden	✗	✗	✓	✓	✗	CubeSat builders, AAC Clyde
RUAG Space	Switzerland / Sweden	✗	✗	✓	✓	✗	ESA, Ariane Group, OneWeb

Our unique expertise in full stack design lets us anticipate problems across launch, thermal, and radiation constraints

Looking for US Market Entry

Acquisition is the best approach for inorganic growth into US for Aadyah

OPPORTUNITY

US is 35% of global **space market at $73B** and is growing rapidly

A strong **local presence** is needed to engage with **US govt** agencies and tier-1defence and space primes

CHALLENGE

Growing in US **organically**, with all **clearances** and **approvals**, will demand significant **time and capital**

Time-to-contract with government agencies is likely to take **several years** without an acquisition

STRATEGY

The **fastest** route to operational and contracting **capability** is to **acquire** an **existing** qualified US business

Leadership and board are **decisively committed** to this growth strategy

This acquisition is a strategic, long-term growth and integration effort, not an exit focused financial investment

We have identified a potential target

In Santa Ana, California

Why acquire?

1. Direct U.S. Market Access & Regulatory Advantage

- Establishes a local U.S. entity footprint, critical for pursuing U.S. Federal and DoD contracts where "Buy American" and ITAR compliance rules favour domestic suppliers
- Removes barriers that Indian-only entities face in sensitive aerospace/defense procurement

2. Established Aerospace & Defense Customer Base

- Already supplies to Tier-1 OEMs and primes in California's aerospace corridor (Parker).
- AADYAH gains an immediate channel into the U.S. supply chain rather than building credibility from scratch.

3. Precision Manufacturing Capability Alignment

- AADYAH's portfolio (TVC, propulsion electronics, satellite structures, avionics) requires tight-tolerance machining.
- Gives AADYAH in-house U.S. machining capacity, reducing dependence on third-party vendors and enhancing vertical integration.

4. Synergies for U.S. Space & Launch Programs

- California is the epicenter of U.S. NewSpace—with SpaceX, Rocket Lab, Relativity, and Virgin Orbit in proximity.
- Serve as AADYAH's U.S. satellite/launch subsystem manufacturing hub, enabling local prototyping, fast-turnaround builds, and collaboration with U.S. partners.

5. Strategic Talent and Technology Transfer

- Acquisition brings in skilled American machinists and aerospace engineers, complementing AADYAH's Indian engineering strength.
- Facilitates two-way technology flow: AADYAH can move designs/prototypes from India to the U.S. for flight qualification, while leveraging U.S. experience in FAA/NASA/DoD standards.

ABC

Precision Machining

- What is ABC Inc?
  - Revenue FY 25 $6.79 M
  - EBITDA FY 24 $0.63M (9.27%)
  - Expertise: CNC machining expertise selling 5 axis 3D machined parts to aerospace clients like Parker Hannifin, Airbus etc
  - Low attrition, talent has stayed with the firm for multiple years

- Why they are selling?
  - Aging founders looking to transition out – but not to a private equity firm which can jeopardize employees' future in the company who have remain commitment for a long while
- What will we do with ABC?
  - Short-term - Hire a new GM who can take over as CEO in 3-5 years working alongside one founder
  - Medium term – Build technology demonstrators for AADYAH's area of expertise, and start selling to new clients, increase footprint in defense
  - Long term – Set up a US citizen only proxy board and work with US state department through TAAs to support classified projects

Why ABC?

- Strategic fit – helps us get into build local, design global, and through that into other subsystems
- Nice valuation – US$ 5.3 Mn Enterprise Value (0.78x Revenue); 60%, 25%, 15% over three years starting 2026.
- Immediate growth potential: The company is not in distress, had healthy financials; already known untapped sales potential that can be capitalized

US$ 5.3 M, enterprise value

The acquisition will be structured to avoid triggering change-of-control clauses that could disrupt existing customer engagements

The deal structure is designed to be **compliant with FOCI** (Foreign Ownership, Control, or Influence) regulations, while enabling a long-term transition to majority control with a **proxy board**

Aadyah has **complete flexibility in designing the transaction** - e.g., a *potential* deal structure for a hypothetical deal worth $12M:

Initial payment

Aadyah North America pays $3.18 M **upfront** for **60%** ownership I 2026

Existing **contracts** remain **unaffected** by rules dictating change-of-control

Earn-out

$ 1.32M in 2027, $0.795M in 2028

Ownership increases to **100 %** over an agreed **timeline of 2 years**

Majority ownership

Last payment includes effective **FOCI mitigation measures** (e.g., setting up a US citizen-only proxy board)

Aadyah's experience with State Department on multi-party **Technology Assistance Agreements** (TAA) supports future projects

This is a three year transaction where Aadyah begins with a share of 60% and commits to a gradual, transparent ownership transfer over next 2 years

High Revenue Growth with Strong Order Book

Clients also have high switching costs

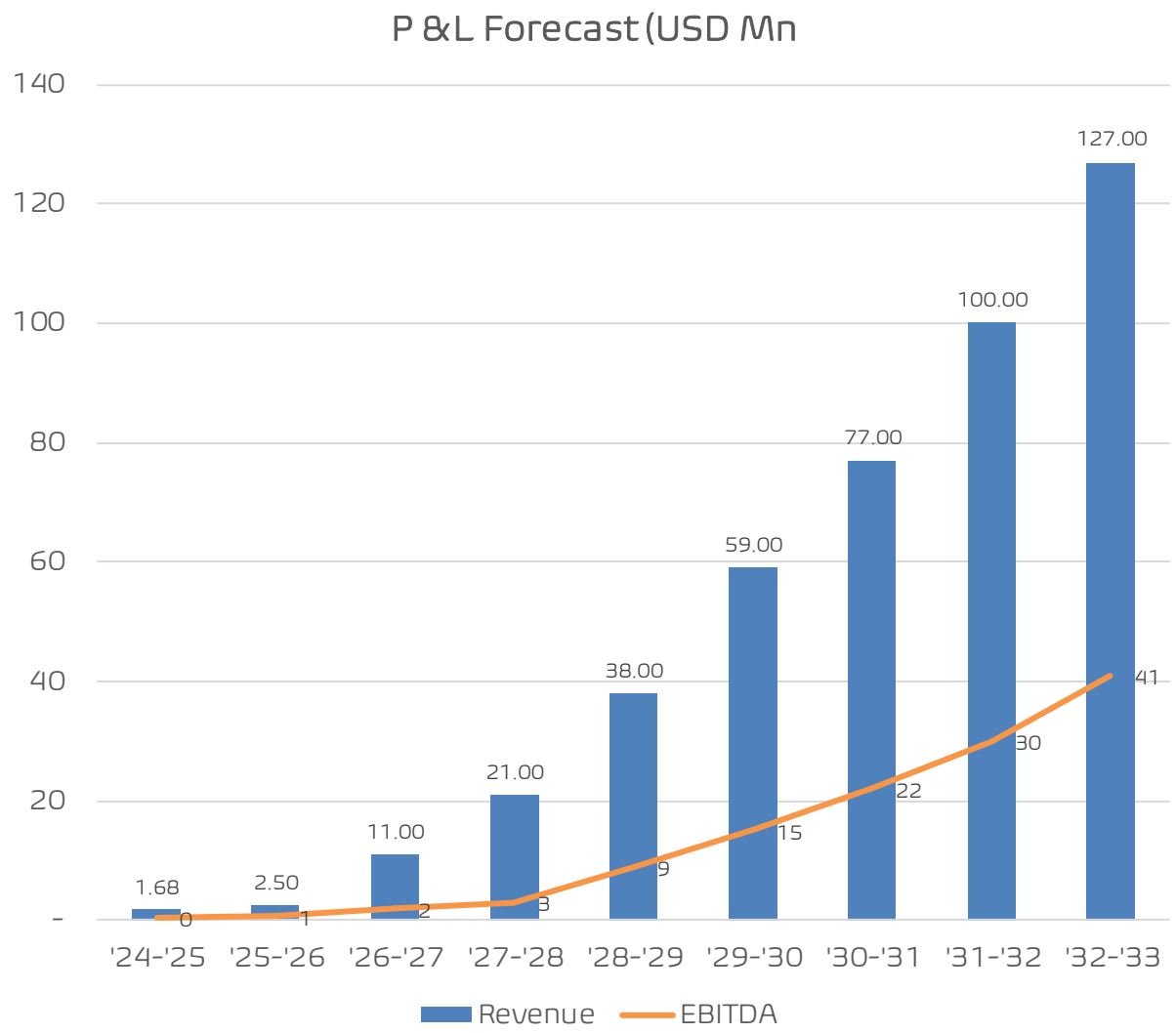
$2.5M
Revenue Expected
FY 2025-26

$5.16M
Order Book in Hand
To be delivered in 14 months

$60M
Revenue Potential
From EXISTING CUSTOMERS
Cumulative till FY 2030

60%
Gross Margin

EBITDA set to rise rapidly as revenue share of European and US clients increases



Leverage Unique Expertise for High Growth Ahead

Aadyah Space can conservatively command a $ 1.5-2 B valuation by 2035

TAM: Global Space Components Market

$ 176 B
2024

$ 377 B
2035

7% CAGR

SAM: Our expertise spans 30% of market

$ 60 B
2024

$ 120 B
2035

7% CAGR

Includes TVC, Motion Control, Avionics and Power Systems

SOM: 0.1% of SAM is a conservative goal

$ 120 Mn
ARR 2035

translating to

$ 1.5-2.0 B
Valuation in 2035

Source:
- Space - the $1.8 trillion opportunity for global economic growth (McKinsey, 2024)
- Sierra Space, a comparable company, raised at 15x revenue multiple in 2023

Funds raised till date

$5.25M
SEED Rounds
from
Friends and Family

On the road to raise $5m now

Larger raise soon to scale across US and Europe

$3.5M

USA

GTM and Hiring:

- Acquire a company* to obtain access to US Federal Contracts, Tier-1 suppliers, commercial OEMs
- Recruit senior engineers, project managers, supply chain lead with aero / defence experience
- Support flight qualification and compliance for US Government opportunities

Next

Europe

Set up Europe office:

- Build out capability for local project and technical team to support European clients
- Acquire access to ESA grants

$1.5M

India

Expand to industrial production

- Create industrial facility for production, integration and testing of space systems
- Necessary to support our customers moving from prototyping to production

* Conversations already underway with potential targets

Profitable, Flight-Proven, Trusted Globally

Aadyah Space delivers precision spacecraft subsystems to global customers from India

HIGHLIGHTS

Profitable: Revenue generating, profitable for 3 years.
17 ongoing engagements, 15 customers in 9 countries

Precision subsystems: Delivered customised subsystems for launch vehicles, satellites and spacecraft

Flight heritage: In-orbit success delivering to both commercial and government space programs

Space Force Heritage: Aadyah US led by North America MD, Dr. Andrew Palowitch (Sr. advisor to US Space Force, ex-NRO)

GLOBAL CUSTOMER BASE

Exclusive partnerships

France — HYPR SPACE

Singapore — ALIENA

Austria — ENPULSION

Italy — CAPSULE CORPORATION

USA — VAYA SPACE

Australia — GILMOUR SPACE

UK — SPACE POWER

Spain — KREIOS SPACE

USA — ORBITBeyond

India — इसरो ISRO

India — SKYROOT AEROSPACE

Germany — HyImpulse

Repeat customers

…don’t miss the launch

ThankYou