



**America's Cross-Domain Force Multiplier™**

**NASDAQ: PDYN / November 2025**



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- ✓ Intelligence at the edge, not just in the cloud
- ✓ Built for defense, security, and industrial operations

## Where Intelligence Meets Action

Palladyne AI is defining the future of embodied AI - Intelligent systems that sense, think/decide, and act in the real world.

Sense



Think/Decide



Act



## Palladyne AI At-A-Glance

Two Embodied AI Software Products

### Palladyne™ IQ & Palladyne™ Pilot



Industrial  
Manufacturing



Construction



Logistics



Aerospace /  
Aviation



Infrastructure  
Maintenance  
and Repair



Energy

### SwarmOS™\*



Defense



Public Safety

*\*The defense variant of Palladyne Pilot with advanced swarming and collaboration capabilities.*



**DECADES OF EXPERIENCE**

In robotics/AI/ML



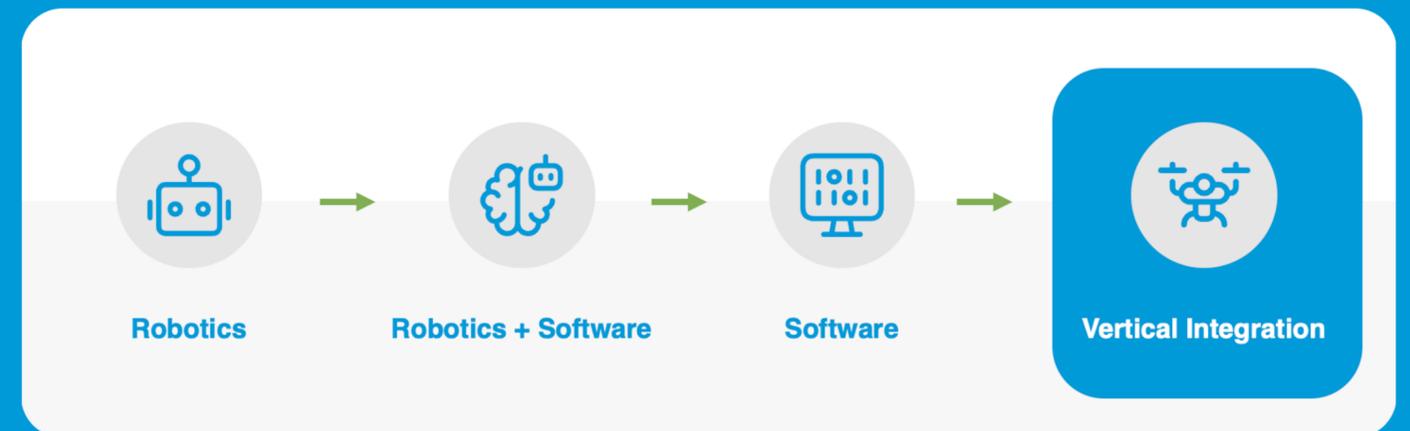
**Employees**

Mainly world class robotics and AI/ML software engineers



## Introducing Palladyne Defense: Redefining The Mid-Tier Prime

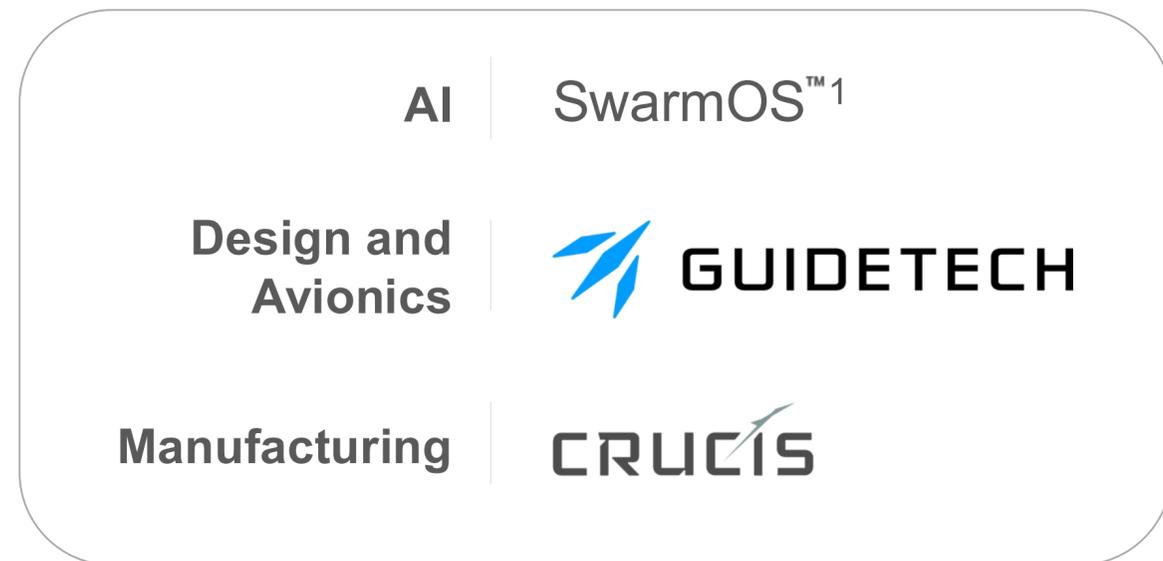
Ethical Embodied AI + Cost Effective Mission  
Effects + Precision Harm Mitigation



## A Defining Transformation

From robotics to AI software innovator to fully integrated defense technology company.

- ✓ Launching **Palladyne Defense** as our new defense-focused business
- ✓ Strategic acquisitions of GuideTech and The Crucis Companies (“Crucis”)
- ✓ Together, these companies bring rapid design and U.S.-based manufacturing to our autonomy platform
- ✓ Uniting AI intelligence, design engineering, and U.S.-based manufacturing into a vertically integrated platform





# Why Now? The World Has Changed.

## Three Structural Shifts Driving Demand

### The New Rules of Readiness



#### **DoW cost-per-effect mandate:**

Priorities shifting from “the biggest” to “the smartest, cheapest, fastest.”



#### **Reshoring and sovereignty:**

Rebuilding domestic manufacturing for strategic independence.



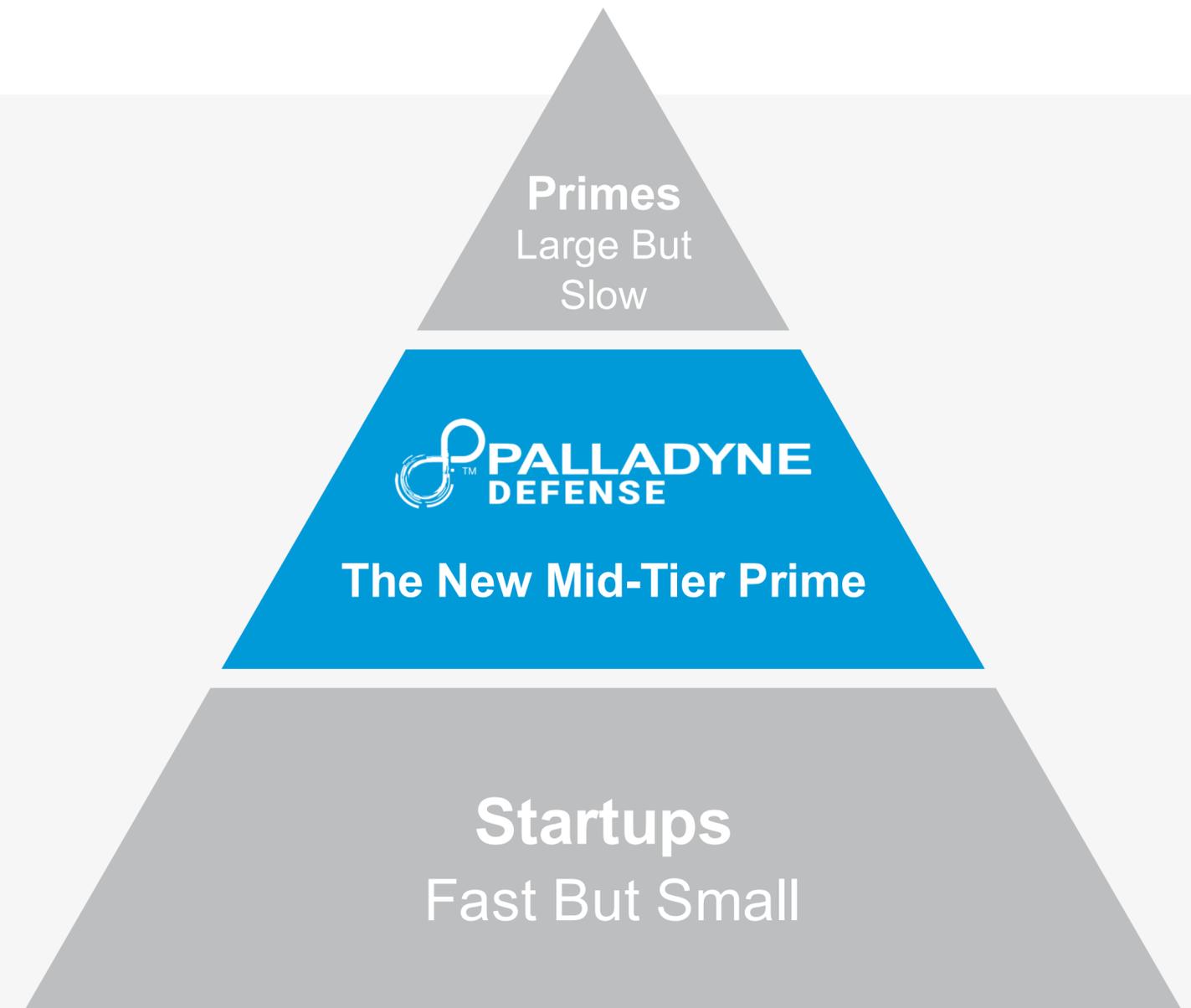
#### **AI in mission systems:**

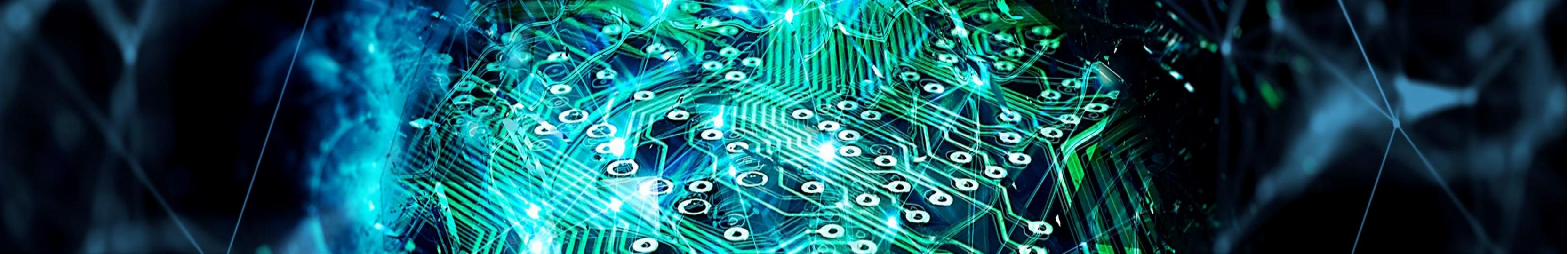
Autonomy deployed into real problems, not just analysis.

# The Strategic Imperative: Why We Exist

The New Mid-Tier Prime for Embodied AI

- ✓ Bridge between fast but small startups and massive primes
- ✓ Deliver affordable, intelligent systems built in America
- ✓ Provide DoW with an agile, vertically integrated partner
- ✓ The Pentagon's Replicator initiative requires attritable, intelligent systems that are fast, flexible, and affordable





## Three Inputs. One Exponential Advantage.

The next step in our transformation:  
Brings together three powerful  
capabilities: AI core, engineering nucleus,  
U.S. Manufacturing base

SwarmOS™



GUIDETECH

CRUCIS

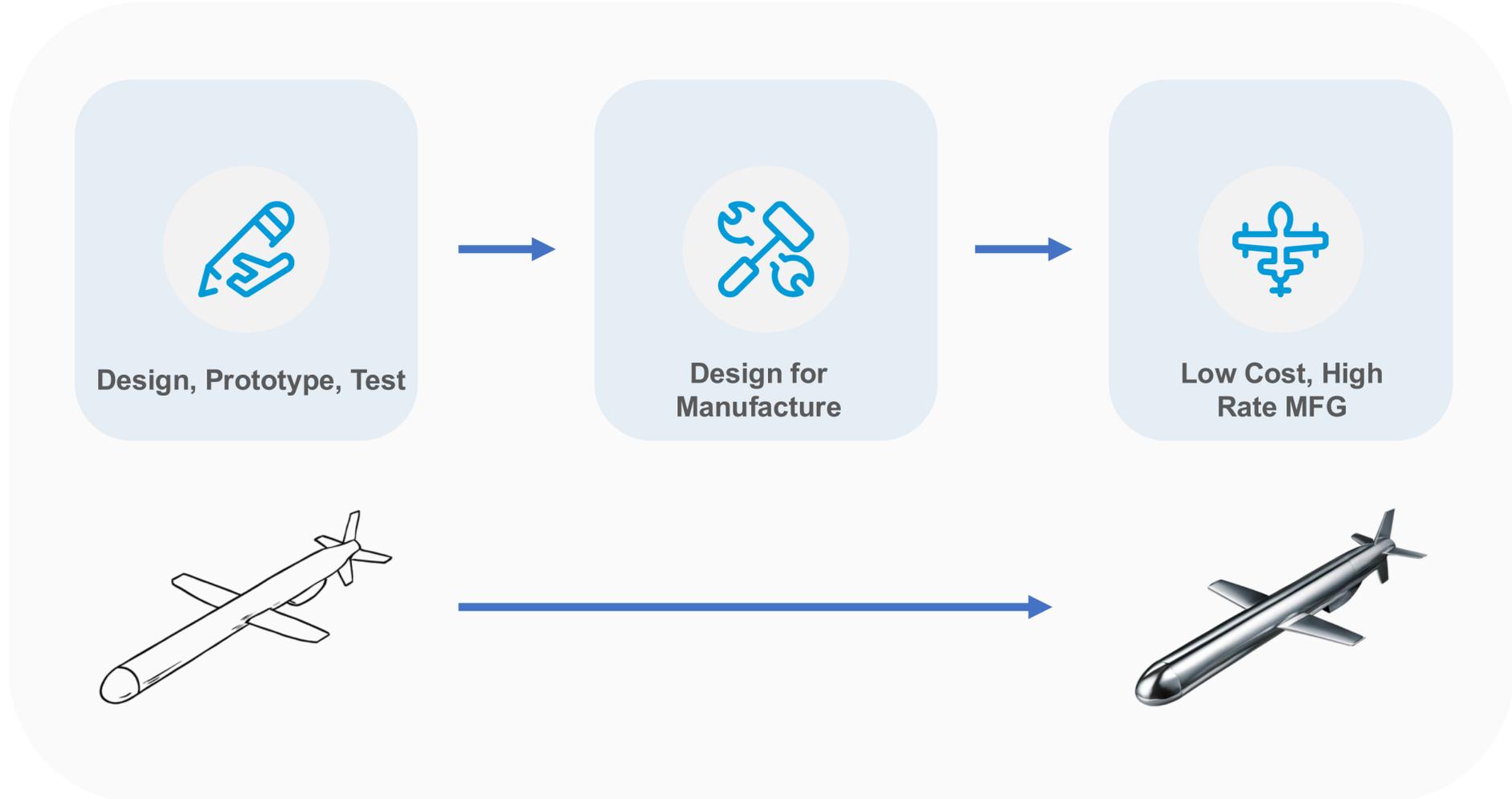
- ✓ **SwarmOS:** embodied AI and autonomy core for defense and public safety missions
- ✓ **GuideTech:** aerospace design and avionics engineering group that moves concepts from digital model to flight prototype in months
- ✓ **Crucis:** certified U.S. manufacturer supporting major defense programs including F-16, F-35, Tomahawk, Harpoon and Bradley



## Why GuideTech Matters

### Design Speed for a World That Can't Wait

- ✓ Former prime engineers with deep missile/UAS design pedigree
- ✓ Design and iterate new systems in less than **6 months**
- ✓ Already supplying avionics and prototypes to multiple defense customers



# From Design to Deployment

## A Full Design-to-Field Process

**Concept** → **Simulation** → **Prototype** → **Flight Test** → **Initial Production**



Supports both partner systems and proprietary programs



Designed to shorten DoW evaluation and field cycles



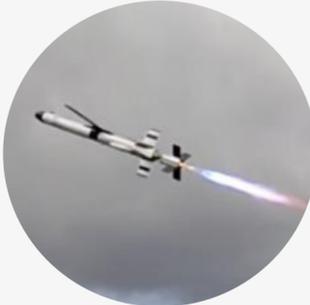
**Preliminary Design**



**Detailed Design and Software Dev**



**Hardware Integration and Ground Testing**



**Flight Test**



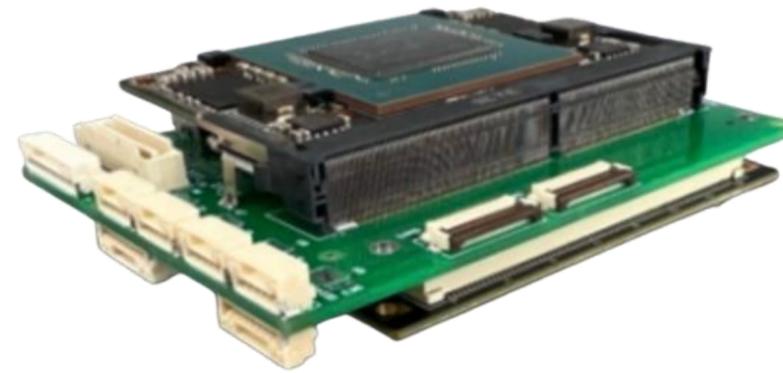
**Operations and Production**

# BRAIN Avionics: Lightweight, Mission-Grade Compute

High Performance at a Fraction of Legacy Cost

- ✓ Compact modular flight controller: **1/10 the cost and weight of legacy avionics**
- ✓ Integrated CPU/GPU core enables onboard AI inference — autonomy without external compute
- ✓ Multiple variants in various stages of development (one is currently TRL9/production ready, and others are TRL 6/7)

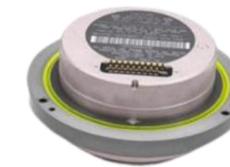
## BRAIN



\$6k, <0.5 lbs., 10 CPUs  
1024 GPU Cores,  
GPS/INS/Mag/Baro

**BRAIN** represents the future of defense electronics...intelligent, efficient, and affordable

## Replaces Conventional Avionics



\$17k IMU



\$12k  
Realtime Module



>\$10k GPS



\$11k  
Autonomy Module

~5 lbs. 10 CPUs. >\$50k

# Project Banshee: Precision Loitering Munition

Intelligent, Attritable, Mission-Focused

- ✓ Designed for tactical and strategic missions, not hobby/consumer UAVs
- ✓ Comparable or better range and payload vs. incumbent systems at lower cost
- ✓ Designed to support SwarmOS™ / IntelliSwarm™ integration
- ✓ Designed for mass production (currently at TRL 6/7) — superior cost-per-effect in contested airspace



**Warning: Not a toy drone**

## Project Banshee

**<\$1K Cost Per Target Effect**

Warhead Size	3 lbm
Range	20 km
# Missions	30+

## Current Comparison

**\$58K Cost Per Target Effect**

Warhead Size	.5 lbm
Range	20 km
# Missions	1

# Project Banshee Test Video



<https://vimeo.com/1136670016/911ffd645e>

# Project SwarmStrike: Deep Reach at a New Price Point

Cruise-Missile-Like Reach, Dramatically Lower Cost

- ✓ Cruise-class autonomous system with hundreds of miles of range at attritable cost
- ✓ TRL 6/7 with **successful flight demonstration**
- ✓ Designed for swarm-enabled, multi-domain operations
- ✓ Represents the future of AI-enabled tactical saturation and deterrence

## Project SwarmStrike



\$150k (Compared to \$3M/ea for current cruise class missiles)

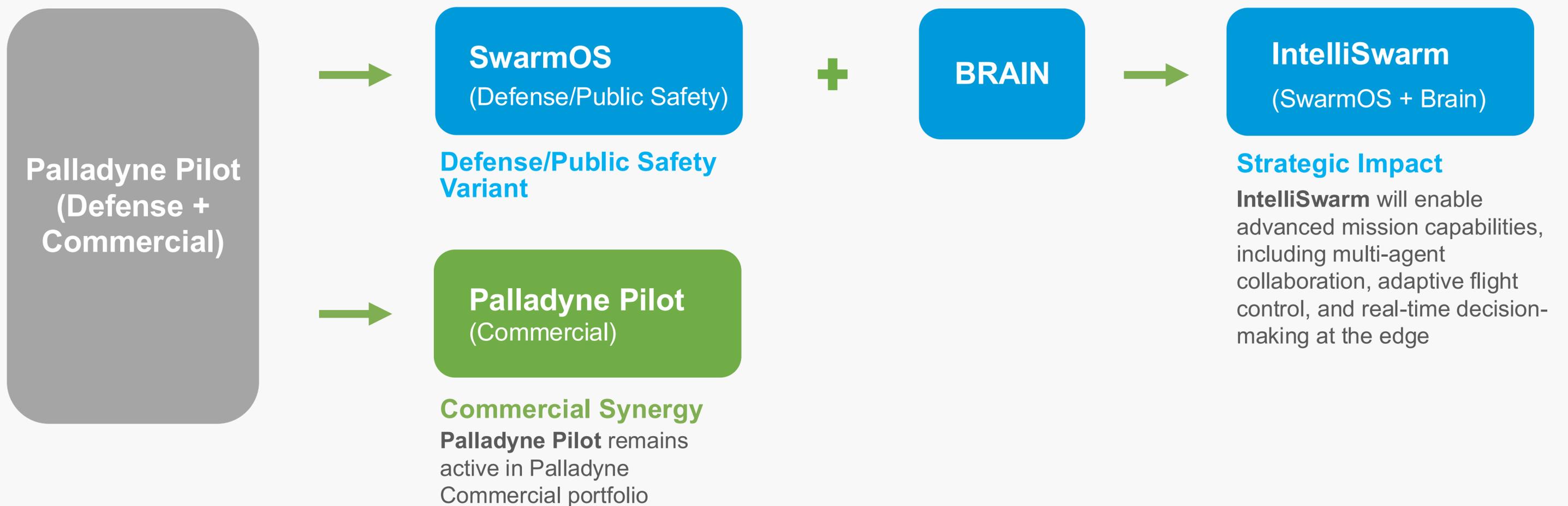
**30 lb. Warhead**  
**550 km range (ground)**  
**920 km range (air)**

# Project SwarmStrike Test Video



<https://vimeo.com/1136674486/8eca4792a5>

# Product Evolution: From Palladyne™ Pilot to SwarmOS™ to IntelliSwarm™





Crucis brings strength, credibility, and capacity... the backbone of America's defense industrial base

## Crucis: Precision Manufacturing for Priority Programs

Crucis anchors Palladyne Defense with U.S.-based production, supply-chain depth, and scalability

- ✓ **Vertically integrated aerospace and defense manufacturing:**
  - Machining, assembly
- ✓ **Supplies major programs:**
  - F-35, F-16, Tomahawk, Bradley, JDAM, M1A1, more
- ✓ **Certified: AS9100**
- ✓ **Expanding capacity enables near-term scale for Palladyne AI**



## Capacity to Scale

Crucis doesn't just build parts...it builds trust. It's where our innovation becomes production.

- ✓ Active supplier to primes and Tier-1s; provides immediate channel access
- ✓ Ideal platform for DoW-driven reshoring and surge capacity
- ✓ Opportunity to implement Palladyne™ IQ for AI-driven efficiency



50,000 Sq. Ft. Manufacturing Space  
ISO 9001: 2015 and AS9100 Certified  
Significant Room to Scale



## Why Crucis Matters to Palladyne AI

Crucis completes the loop enabling domestic scale, reliability, and reshoring for next-generation defense systems

- ✓ Gives Palladyne AI certified, U.S.-based production tied to priority programs
- ✓ Anchors Palladyne AI in the DoW's industrial-base modernization agenda

We're not waiting for others to build the future...**we're building it ourselves**, right here in America.



## Where It All Comes Together

### Design + AI + Manufacturing

- ✓ Palladyne Defense integrates SwarmOS™, GuideTech, and Crucis into one business
- ✓ Partner and supplier to primes; opportunistic system provider where gaps exist
- ✓ Aligns with DoW priorities for cost-effective, rapidly fielded autonomous systems
- ✓ Autonomy, affordability, and American industrial power

This is **where our vision becomes reality — intelligence that acts, capability that scales**, and a company built for this era of readiness.



\$7.8 M

2024  
(Actual)

Greater than  
3X

2026  
(EST)

## Transaction Overview and Financial Impact

- ✓ **Combined acquisitions** expected to more than triple 2024 revenue by 2026
- ✓ **Acquired businesses targeted** to be adjusted EBITDA positive in 2026
- ✓ **>\$10 million 18-month backlog** (and growing)
- ✓ **Planned \$5 million investment** to bring Project Banshee and Project SwarmStrike to TRL 9
- ✓ **Deal consideration:** ~\$31 million
  - \$20 million stock + \$5 million cash
  - \$6 million assumed debt (equipment/real estate)
  - Plus, a performance-based earnout over 5-years

# The Business Engine



# Executing the Vision

Two Businesses Driving Growth

### Palladyne Defense


### Palladyne Commercial


“Transformation means nothing without execution. Palladyne AI is now built to operate, to scale, and to lead.”

**Proven leadership, clear focus, and near-term catalysts across both defense and industrial markets**

# Corporate Structure: Unified, Focused, Scalable

Palladyne AI now operates as a unified enterprise with two synergistic businesses

## Palladyne AI

(Parent)

### Palladyne Defense

SwarmOS™ + GuideTech + Crucis



### Palladyne Commercial

Palladyne™ IQ + Palladyne™ Pilot



Our structure reflects our strategy. Each business stands on its own strengths while sharing a common AI framework.





## Palladyne Commercial: Scaling the Palladyne™ IQ Platform

Palladyne IQ is the foundation of our AI ecosystem, delivering intelligence that powers industrial and operational efficiency

- ✓ Palladyne IQ is our original AI platform – Palladyne™ Pilot was derived from IQ for UAV autonomy
- ✓ Targets industrial robots used in manufacturing, logistics, and infrastructure sectors
- ✓ Hardware agnostic and enterprise-wide - integrates across robots and systems
- ✓ Recurring software licensing and services model



## Proof of Execution: Financial and Operational Highlights

- ✓ **Financial Strength:**  
Ended Q3 (pre-deal closings) with \$57.1 million in cash, cash equivalents and marketable securities with \$0 debt
- ✓ **Operational Discipline:**  
Q3 Operating cash use of approximately \$6.3 million, consistent with expectations and prior quarter performance
- ✓ **Maintaining** a multi-year operating runway
- ✓ **Awarded U.S. Patent No. 12,452,957** for closed-loop autonomy in heterogeneous sensor networks
- ✓ **Well-positioned** for new development contract from DoW
- ✓ **Collaboration with Draganfly** (NASDAQ: DPRO) for SwarmOS™
- ✓ **Appointed Lt. Gen. (Ret.) Stephen Twitty** to the Board, joining Admiral Eric T. Olsen (Ret.), to deepen defense leadership
- ✓ **Palladyne™ IQ, Palladyne™ Pilot, SwarmOS, and BRAIN** on track for early deployments beginning 1H 2026

Disciplined balance sheet, growing validation and early DoW traction



# The Investment Thesis

Palladyne AI is a disciplined, first-mover in embodied AI, bridging autonomy, design, and manufacturing

 **Technology Leadership**  
Proven autonomy architecture

 **Vertical Integration**  
Full-stack capability from AI to design to hardware to manufacturing

 **Dual Growth Engines**  
Defense and commercial synergy

 **Financial Strength**  
Well-funded for a multi-year runway

 **Strategic Timing**  
Positioned for the new rules of readiness

Our advantage is structural...we own the software, the engineering, and the manufacturing. That's how we move faster, build smarter, and lead from strength.

## Two Businesses, One Platform

### Palladyne Defense

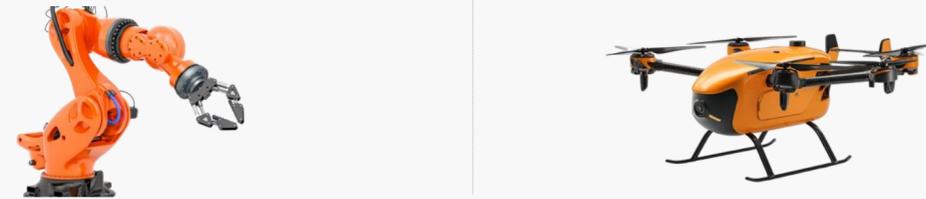


BRAIN Avionics,  
Project SwarmStrike,  
Project Banshee

IntelliSwarm™  
architecture

AI-enabled  
mission  
systems

### Palladyne Commercial



Palladyne™ IQ,  
Palladyne™ Pilot

Industrial  
autonomy

Shared technology, shared intelligence one company leading autonomy for industry and defense.

# Closing Vision: Built for This Moment

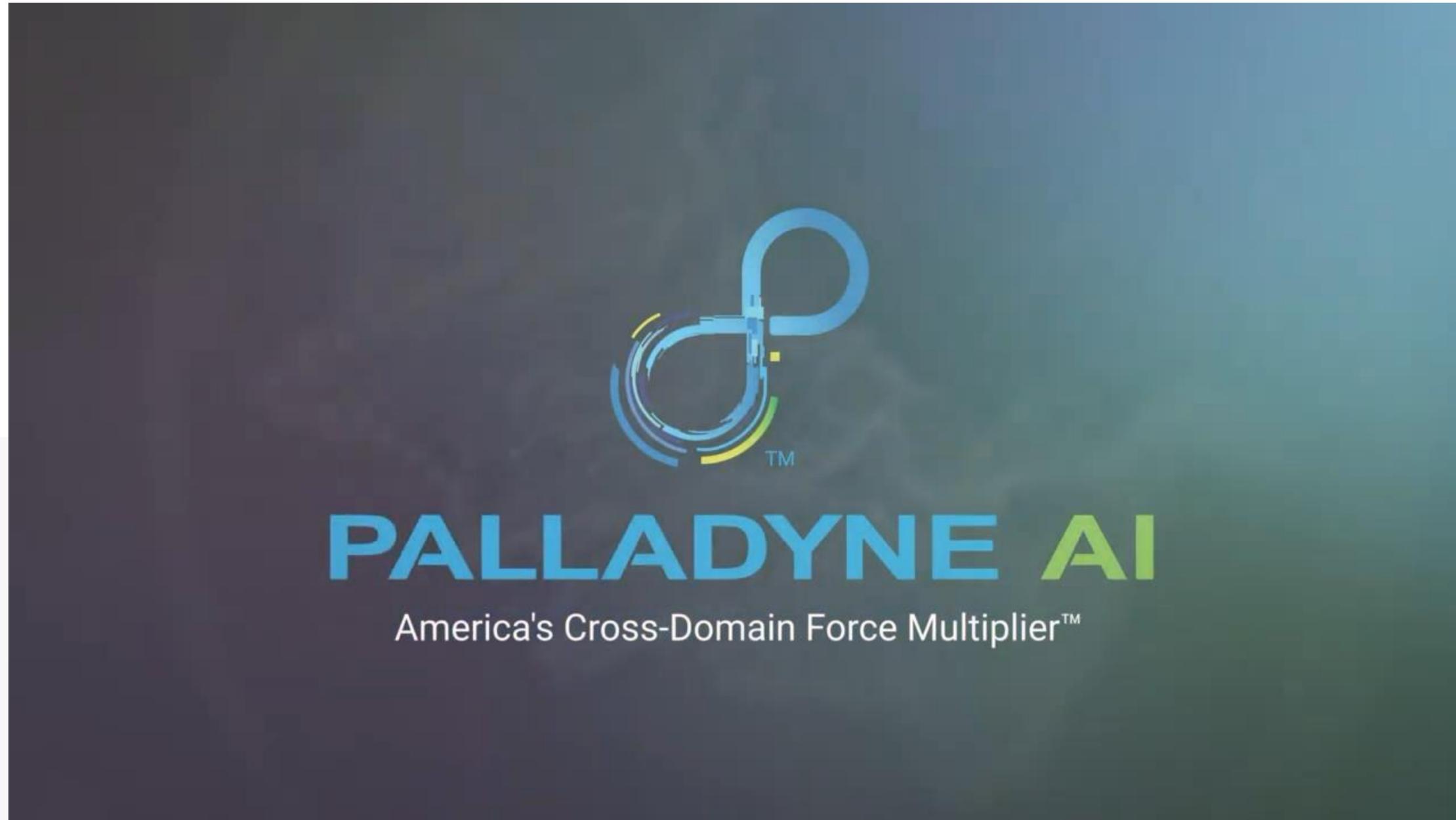
Palladyne AI is redefining readiness with intelligent systems designed, built, and scaled in America

- ✓ Palladyne AI has evolved from an autonomy software pioneer into a vertically integrated, U.S.-based embodied AI company
- ✓ Our two businesses — Palladyne Defense and Palladyne Commercial — share a common AI foundation and serve distinct but synergistic markets
  - **Palladyne Defense** delivers intelligent systems for national security, speed, and mission adaptability
  - **Palladyne Commercial** extends the same proven technology into industrial automation, infrastructure, and operational intelligence
- ✓ Together, they form a platform that merges autonomy, design, and manufacturing — the blueprint for America's next generation of readiness
- ✓ Backed by a strong balance sheet, expanding partnerships, and a clear path to commercialization, Palladyne AI is entering its growth phase from a position of strength.

We've built something rare...an American AI company that can think, design, and build. We are ready for what's next.



# The Palladyne AI Vision



<https://vimeo.com/1136223405>



## Thank You.

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