INVESTOR PRESENTATION

NYSE American: UMAC

August 2026

FORWARD LOOKING STATEMENTS

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 including, but are not limited to, statements regarding: our inventory strategy; our expectations from the estimated $3–$5 billion U.S. drone components market opportunity; the impact of enacted and proposed regulatory developments, including the Drone Dominance Program and potential orders from drone OEM vendors; the closing and integration of the Upgrade Energy acquisition; our revenue growth and run rate; the anticipated benefits of our strategic materials purchase plan; our plans to expand production capacity; regulatory implementation timing; and anticipated procurement levels.

Forward-looking statements may be identified by words such as “believe,” “may,” “estimate,” “anticipate,” “intend,” “plan,” “target,” “potential,” “will,” “expect” and similar expressions, though the absence of such words does not mean a statement is not forward-looking.

Actual results may differ materially from those expressed or implied by forward-looking statements. Factors that could cause actual results to differ include: our ability to manage rapid growth; whether our advance inventory and materials strategy will succeed; risks related to government procurement programs, including appropriation requirements, program changes, and competitive selection processes; regulatory risks, including potential revocation or modification of executive orders, judicial challenges, and market impact uncertainty; risks related to the Upgrade Energy acquisition, including integration, and battery-specific risks; customer concentration; capital commitment and potential write-downs; competitive risks; technology obsolescence; and other risk factors described in our SEC filings, including our Prospectus Supplement dated March 19, 2026 and Form 10-K for the year ended December 31, 2025. Any forward-looking statement made by us herein speaks only as of the date on which it is made. We undertake no obligation to update any forward-looking statement, whether as a result of new information, future developments or otherwise, except as may be required by law.

INVESTMENT HIGHLIGHTS

Component manufacturer for small drones with high market demand

- Multiple US-made and NDAA-compliant products approved for Blue UAS Framework
- Orlando, FL based: ~80,000 sq ft
- Serving Enterprise, Defense, and Retail customers across high-volume drone platforms

Accelerated growth strategy

- Aggressive inventory strategy to stay ahead of customer demand and be a vendor of choice
- Building specialized U.S.-based production lines for demand driving components
- Investing in automation to expand production scale
- Accelerated hiring to increase our headcount to over 250 as of August 2026
- Definitive agreement signed to acquire Upgrade Energy to accelerate and strengthen our domestic battery capabilities

Legislation driving near and long-term opportunities

- Recent U.S. legislation increasingly favoring domestic & NDAA-compliant drone supply chains
- Executive Orders and DoW initiatives unlocking significant new federal funding streams
- FCC ban on foreign made drones and drone parts creating multi-year market expansion for U.S. suppliers

Strong growth momentum & financial profile

- Consistent quarter-over-quarter growth
- $229M+ cash on hand + $42M in inventory balances + $85M in short-term investments + No debt

DRONE COMPONENT MANUFACTURER

NDAA Products

Critical electronics

- Flight Controllers
- Electronic Speed Controllers
- Analog Video Systems

Drone Motors

FPV Headsets

Batteries (subject to closing)

Focus

High production volumes of U.S.-Made value segment parts

U.S. Footprint – Orlando, FL

~80,000 sq ft across dedicated facilities

sUAS: SMALL UNMANNED AIRCRAFT SYSTEMS

- Less than 55 lbs (typically 1 to 5 lbs)
- Dominant configuration: Multirotor
- 3" to 10" propeller size category
- FPV: First Person View
- Attritable Systems

  Low cost – acceptable to lose

OUR PARTS IN ACTION

$3-$5BN Market Opportunity for U.S.-Made Drone Components*

- U.S. defense and enterprise programs are driving demand for 1M+ small drones, targeting sub $2,000 for attritable systems

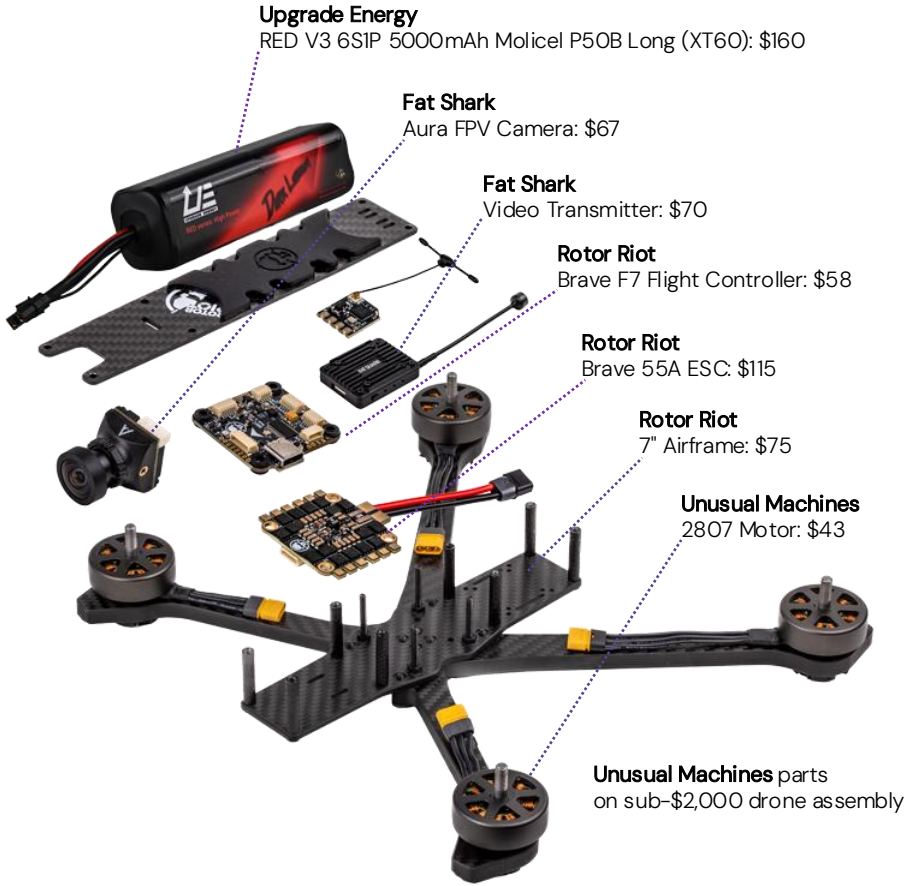
Our Components Power Drone Manufacturers

- Unusual Machines parts are used by a wide range of drone OEMs which have m*ultiple pathways into programs and subsegments

Flexible Interoperability: From Single Parts to Full Systems

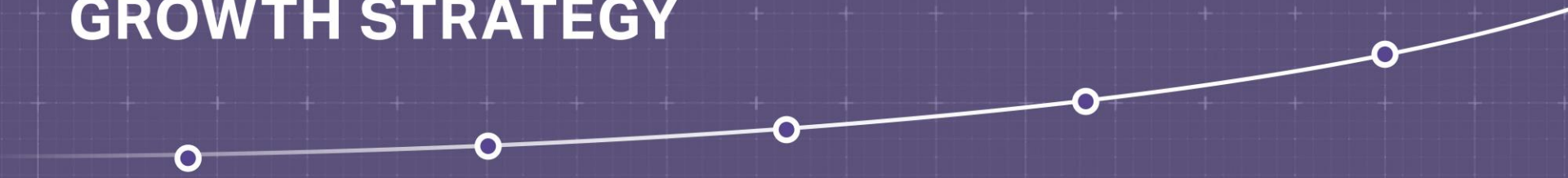
- Some customers use a single component (e.g., flight controller or camera)
- Others build drones entirely from our parts leveraging high compatibility across our product lines

*Source: Fact.MR



CUSTOMER SEGMENTS

GROWTH STRATEGY



Q2 – 2025

REVENUE
$2.1M

RUN RATE
$8.4M

TEAM SIZE
19

Operations:
- Design and order factory equipment

Market Cap: $261M

Q3 – 2025

REVENUE
$2.1M

RUN RATE
$8.4M

TEAM SIZE
38

Operations:
- Structuring for growth & building leadership team

M&A:
- Rotor Lab Acquisition Complete

Market Cap: $477M

Q4 – 2025

REVENUE
$4.9M

RUN RATE
$19.6M

TEAM SIZE
81

Operations:
- Begin hiring production staff
- Launch Motor Factory

Macro Catalysts:
- Drone Dominance Program launches
- FCC Policy Change to prohibit foreign drones and drone parts

Market Cap: $482M

Q1 – 2026

REVENUE
$8.1M

RUN RATE
$32.4M

TEAM SIZE
141

Operations:
- New Corp HQ
- US Headset production begins

Defense Catalyst:
- DDP Gauntlet I places $150M initial orders of 30k drones

Market Cap: $593M

Q2 – 2026

REVENUE
$16.7M

RUN RATE
$66.8M

TEAM SIZE
240

Operations:
- Scaling production
- Initiate $75M strategic materials purchase plan

Defense Catalyst:
- DDP Gauntlet II Begins

M&A:
- Upgrade Energy acquisition agreement announced

Market Cap: $1.1B

RECENT REGULATORY DEVELOPMENTS

- **National Defense Authorization Act** renewed for 2026
  - Continued restrictions for critical components produced in covered foreign countries
  - Establishes working group to identify strategic investments in the sUAS industrial base to support domestic production (sec 914)

- FCC action mandates use of U.S. made critical drone components - Secure Networks Act
  - **Covered List** expanded to include all UAS and **critical components** produced in **any foreign country**

- **Drone Dominance**: ~$1B Pentagon initiative to expand use of U.S. produced drones in defense
  - Gauntlet 1: 30,000 drones ordered from 11 vendors
  - Gauntlet 2: 60,000 to be procured in Q3 & Q4 from 10 vendors; requires drone manufacturers to use fully domestic supply chains (or fully NDAA compliant supply chains)
  - Program continues to grow throughout FY2027 – projecting 250k drones ordered across Gauntlets 3 & 4

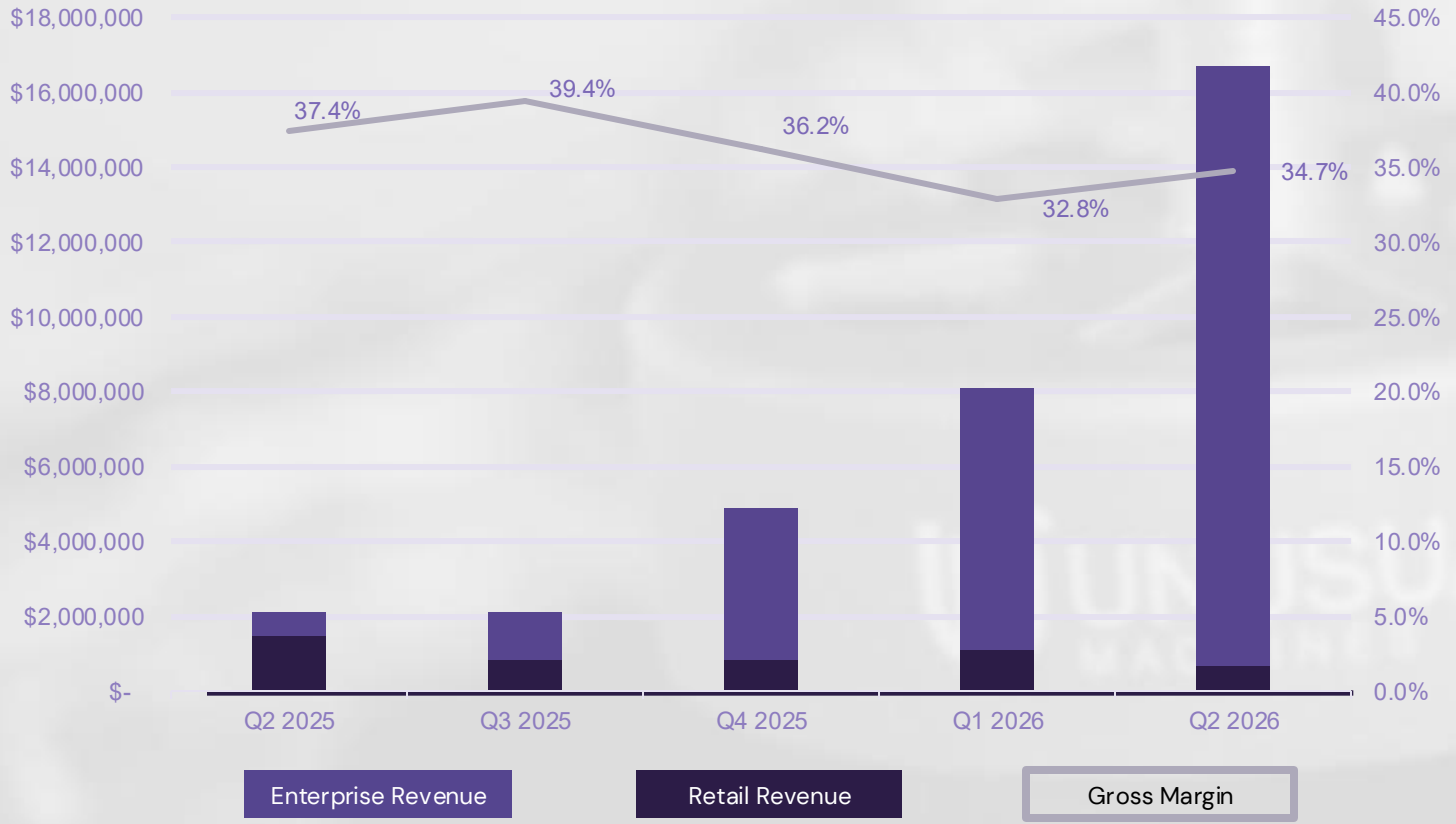
OUR COMPETITIVE ADVANTAGE

- Regulatory: NDAA, Tariffs, U.S. Drone Dominance, FCC Secure Networks Act…
- Timing: U.S. drone component thesis
- Working Capital: $367M+
- Expertise and history
    - Fat Shark headsets since 2007
    - OEM drone components since 2017
    - Rotor Riot drones built in U.S. since 2019
    - Rotor Labs Motors made in Australia since 2022

DRONE PARTS LANDSCAPE

	USA (Blue)	EU / ISRAEL	ASIA
Premium	DOODLE LABS MOBILICOM FLIR CubePilot MODAL AI ROBOTIC PERCEPTION	maxon Auterion	dji
Value	UNUSUAL MACHINES ARK ELECTRONICS	ORQA GREMSY	T-MOTOR THE SAFER PROPULSION SYSTEM iFlight

REVENUE & GROSS MARGIN



CAPITALIZATION TABLE

Common Stock

Management + Board		Common Shares (Free Float)		Total Common Shares
2,530,525 Shares	+	47,425,980 Shares	=	49,956,505 Shares

Employee Equity

EIP Options Outstanding	EIP Availability for Issuance
876,354 Shares	3,779,601 Shares

As of June 30, 2026

MEET THE TEAM

Dr. Allan Evans
Chief Executive Officer

Drew Camden
President & Chief Operating Officer

Brian Hoff
Chief Financial Officer

Stacy Wright
Chief Revenue Officer

Chadd Cole
VP FP&A

Tim Manton
VP Corporate Controller

Andrew Simpson
VP of Motors

Tom Mercier
VP of Headsets

Jason Reels
VP of Supply Chain

Al Ducharme
VP of Engineering

Nate Kennedy
VP of Marketing

Craig McIntyre
VP of Enterprise Sales

Brad Mello
VP of Manufacturing

Trish Ellis
VP of Human Resources

Tyler Crane
VP of Product

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INVESTOR CONTACT

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