INVESTOR PRESENTATION

NYSE American: UMAC

November 2026

FORWARD LOOKING STATEMENTS

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 including, but 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 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, including investments in automation and the success of our specialized production lines; the compatibility of our parts across product lines; 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: ~100,000 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 340 as of November 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
- $162M+ cash on hand + $65.8M in inventory balances + $98.3M 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

Cameras

Batteries

Focus

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

U.S. Footprint

~100,000 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

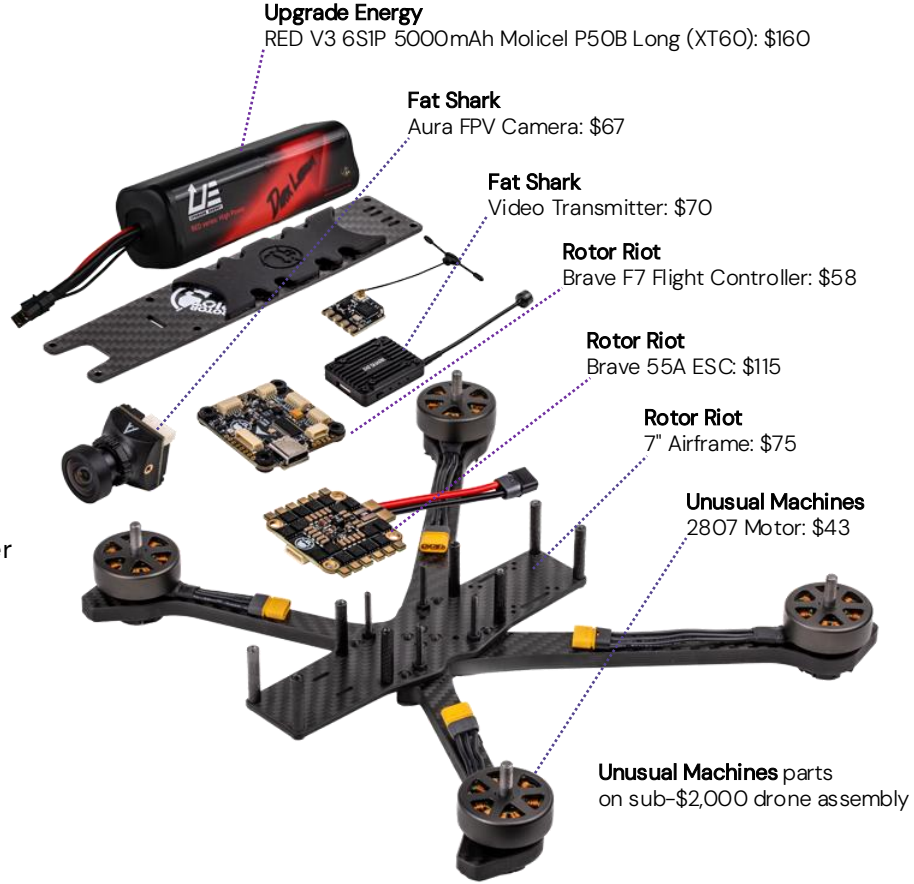
Our Components Power Drone Manufacturers

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

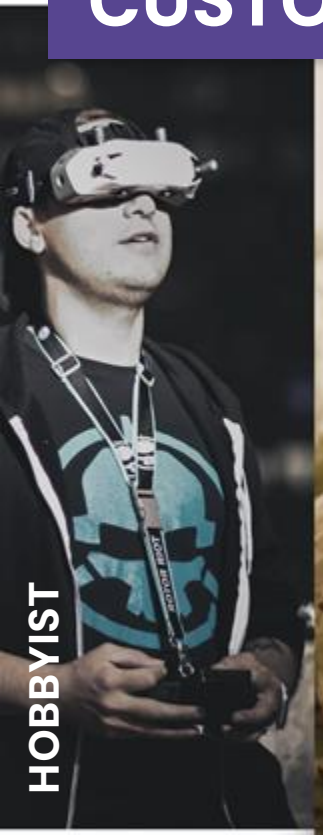
Flexible Interoperability: From Single Parts to Full Systems

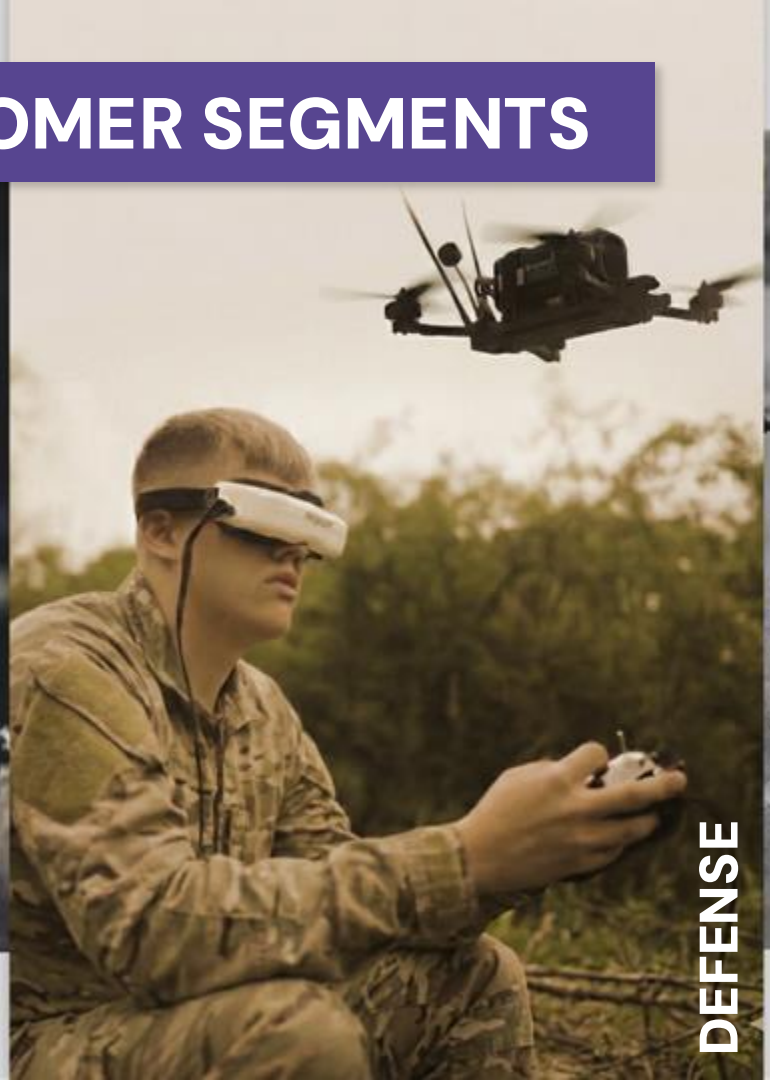
- Some customers use a single component (e.g., flight controller or camera)
- Others build drones entirely from our parts leveraging high compatibility across our product lines

*Source: Fact.MR



CUSTOMER SEGMENTS









GROWTH STRATEGY

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

Q3 – 2026

REVENUE
$13.9M

RUN RATE
$58.8M

TEAM SIZE
338

Operations:
- Began installation of automated motor line

Defense Catalyst:
- DDP Gauntlet II places $300M initial order of 60K drones

Market Cap: $1.2B

Q4 – 2026

REVENUE
$19M*

PROJECTED TEAM SIZE
400+

Operations:
- Launch of automated motor production.
- Anticipating additional 100,000+ sq ft expansion

M&A:
- Completed Upgrade Energy Acquisition

*Analyst Consensus Projections
(Yahoo Finance, sourced from LSEG/Refinitiv)

Run rate is calculated as quarterly revenue multiplied by four and is not a forecast of future revenue.

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 Program**: ~$1B Pentagon initiative to expand use of U.S. produced drones in defense
  - Gauntlet 1: 30,000 drones ordered in the first phase ordered from the 11 selected vendors
  - Gauntlet 2: 60,000 additional drones targeted for procurement from 9 selected vendors with increasingly stringent supply-chain requirements that restrict sourcing from covered countries
  - Gauntlets 3 & 4: Additional procurement phases planned, with a combined target quantity of 250,000 drones to be ordered

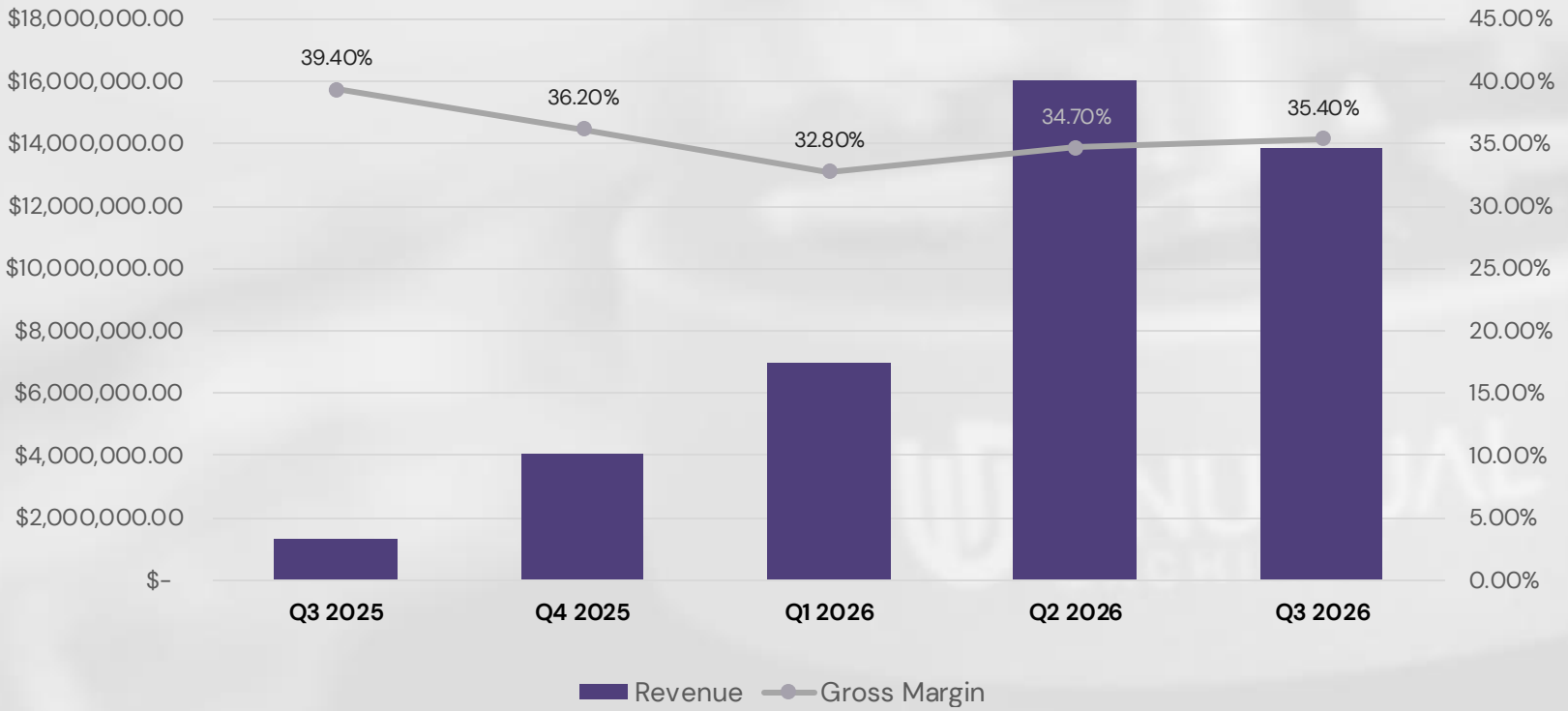
OUR COMPETITIVE ADVANTAGE

- Regulatory: NDAA, Tariffs, U.S. Drone Dominance, FCC Secure Networks Act...
- Timing: U.S. drone component thesis
- Working Capital: $340M+
- Expertise and history
    - Fat Shark headsets since 2007
    - OEM drone components since 2017
    - Rotor Riot drones built in U.S. since 2019
    - Upgrade Energy batteries built in U.S. since 2020
    - 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
4,898,695 Shares	+	47,013,007 Shares	=	51,911,702 Shares

Employee Equity

EIP Options Outstanding	CEO Warrants	EIP Availability for Issuance
3,550,429 Shares	5,000,000 Shares	2,103,109 Shares

MEET THE TEAM



Dr. Allan Evans
Chief Executive Officer



Drew Camden
President & Chief Operating Officer



Stacy Wright
Chief Revenue Officer



Brian Hoff
Chief Financial Officer



Matt Barnard
CEO of Upgrade Energy



Tom Mercier
VP of Headsets



Jason Reels
VP of Supply Chain



Craig McIntyre
VP of Enterprise Sales



Chadd Cole
VP FP&A



Nate Kennedy
VP of Marketing



Brad Mello
VP of Manufacturing



Andrew Simpson
VP of Motors



Tyler Crane
VP of Product



Ron Morgia
VP Corporate Controller



Trish Ellis
VP of Human Resources

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UNUSUAL MACHINES

INVESTOR CONTACT

Email: investors@unusualmachines.com
5728 Major Blvd
Suite 250
Orlando, FL 32819
United States

