YORK
SPACE SYSTEMS

Q1 2026

Forward-Looking Statements

This presentation contains "forward-looking statements" within the meaning of, and the Company intends such forward-looking statements to be covered by, the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are inherently subject to risks and uncertainties, some of which cannot be predicted or quantified. In some cases, you can identify forward-looking statements by terminology such as "anticipate," "believe," "continue," "could," "estimate," "expect," "intend," "may," "might," "objective," "ongoing," "plan," "predict," "project," "potential," "should," "will," "would," or the negative of these terms or other comparable terminology. In particular, statements about our 2026 outlook, future revenue and growth prospects, backlog, growth of market share and addressable market, growth and M&A strategy, business plans, inventory building, expectations regarding government agencies, programs and actions, the timing and consummation of the acquisition of All.Sapce Holdings, Inc., benefits expected from the acquisitions of Orbion Space Technology, Inc. and All.Space, the future health of our spacecraft, the markets in which we operate, including growth of our various markets, potential new products and product innovation and our expectations, contract performance, beliefs, plans, strategies, objectives, prospects, assumptions, or future events or performance contained in this presentation, are forward-looking statements.

Factors that could cause actual results to differ materially from those expressed or implied by the forward-looking statements include: disruptions in U.S. government operations and funding and budgetary priorities of the U.S. government; limitations on investor insight into portions of our business due to our classified contracts with the U.S. government; our failure to establish and maintain important relationships with government agencies and prime contractors; the potential inability to realize our backlog; difficulties or disruptions in consummating future acquisitions and integrating the operations of acquired companies into our business, and in realizing the expected benefits of these transactions, including with respect to Orbion Space Technology and ALL.SPACE, cost overruns on our contracts, including before final receipt of a contract; concentration of our customers and backlog; our failure to implement and maintain an effective system of internal control over financial reporting; fluctuation of our operating results; significant competition in the global space and satellite market; our failure to manage our growth effectively and our ability to achieve and maintain profitability; any failure of our spacecraft systems and related software to operate as intended, resulting in warranty claims for product failures, schedule delays or other problems with existing or new products; our revenue, results of operations and reputation may be negatively impacted if our products contain defects or fail to operate in the expected manner; our dependence on contracts entered into in the ordinary course of business and our dependence on major customers and vendors; the scarcity or unavailability of critical components used to manufacture our products or used in our development programs; the emerging and shifting nature of the market for spacecraft platforms and satellite software and its failure to achieve the growth potential we expect; uncertain global macro-economic and political conditions, including the implementation of tariffs; a failure of our information technology systems, physical or electronic security protections; the failure to adequately protect our proprietary intellectual property rights; the inability to comply with any of our contracts or meet eligibility requirements to obtain certain government contracts; government laws and regulations, particularly those relating to contracting in the defense industry; our substantial indebtedness; and the other factors set forth in our filings with the Securities and Exchange Commission. You should not place undue reliance on these forward-looking statements, which speak only as of the date stated, or if no date is stated, as of the date of this presentation. Actual results may vary from the estimates provided. We undertake no intent or obligation to publicly update or revise any of the estimates and other forward-looking statements made in this presentation, whether as a result of new information, future events or otherwise, except as required by law.

Non-GAAP Financial Measures

This presentation includes non-GAAP financial measures, including Adjusted EBITDA. The Company believes that in addition to its results determined in accordance with GAAP, its non-GAAP financial measures provide useful information to management, investors, and analysts in assessing its financial performance and results of operations across reporting periods. In addition to the Company's GAAP measures, the Company uses these non-GAAP financial measures to evaluate its operating performance, generate future operating plans, and make strategic decisions, including those relating to operating expenses and the allocation of internal resources, including budgeting for infrastructure. These non-GAAP financial measures are used to supplement the financial information presented on a GAAP basis and should not be considered in isolation or as a substitute for the relevant GAAP measures and should be read in conjunction with information presented on a GAAP basis. For more information on the Company's non-GAAP financial measures and a reconciliation of GAAP to non-GAAP measures, see the Reconciliation Tables at the end of this presentation.

Backlog

Backlog represents the Company's estimate of the revenue it expects to realize in future periods as a result of performing work on contracts that have been awarded to the Company (net of any revenue already recognized as of the backlog date). The Company includes the aggregate expected revenue of awarded contracts in the Company's backlog upon the execution of a legally binding agreement, even though the Company's contracts include certain termination rights exercisable by the Company's customers with advance notice. The Company excludes unexercised contract options from the Company's backlog. The Company monitors the Company's backlog because it believes it is a forward-looking indicator of potential sales which can be helpful to investors in evaluating the performance of the Company's business and identifying trends over time. Although backlog reflects business associated with contracts that are considered to be firm, terminations, amendments, or contract cancellations may occur, which could result in a reduction in the Company's total backlog and potential future revenue that is never recognized.

This presentation should be read in conjunction with the Company's and our Quarterly Report on Form 10-Q filed with the SEC on May 14, 2026 and our other filings with the SEC.

Information as of March 19, 2026

INTRODUCTION TO YORK

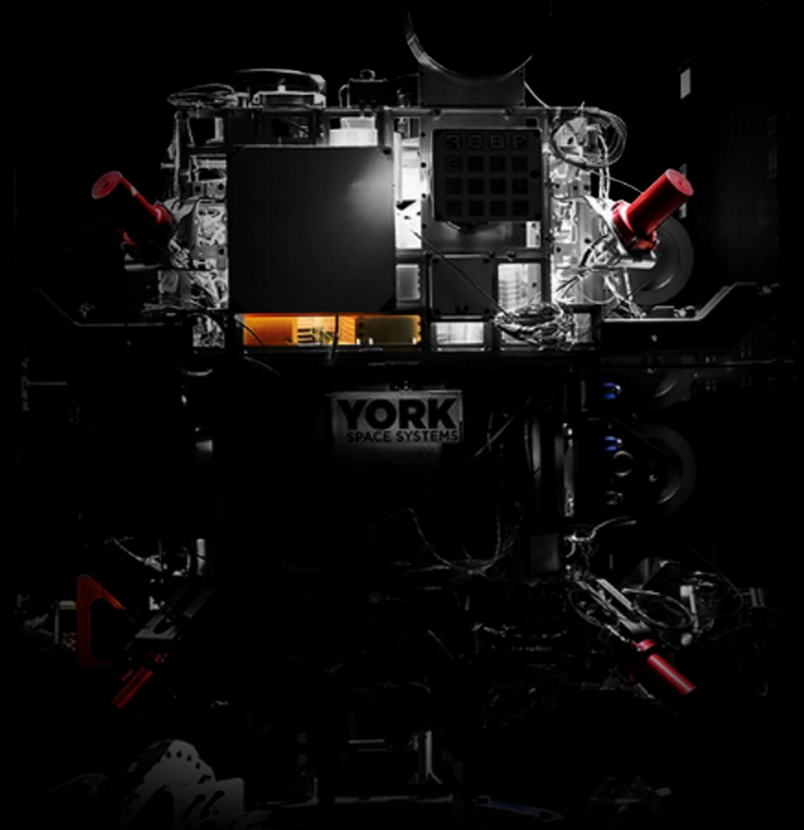
MISSION PRIME
Delivers across whole mission lifecycle, with vertically integrated suite of product and software and own ground station network

PROVEN EXECUTION
33 satellites currently on orbit, mission operations centers supporting five active missions, and two operational constellations

RAPIDLY GROWING MARKET
Golden Dome and other major programs injecting $185B+ into market over next decade

Information as of May 14, 2026

OWNING THE ECOSYSTEM



MISSION OPERATIONS

Enables efficient constellation management, real-time coordination and streamlined mission execution

Creates flexibility that is crucial for national security, commercial and scientific missions

FLIGHT

Seamless, secure and web-based control of entire constellations

Supports high-volume production and rapid deployment

LAUNCH SERVICES

Organizes launch-related logistics

Spearheads the mission from design to delivery

Lowers cost and ease of transfer for customer

COMPONENTS

Supports high-volume production and rapid deployment

GROUND & GROUND SERVICES

Enables efficient constellation management, real-time coordination and streamlined mission execution

Creates flexibility that is crucial for national security, commercial and scientific missions

Seamless, secure and web-based control of entire constellations

MISSION PLANNING SOFTWARE

Long-tail revenue stream based on per-bus economics

Full-cycle offering giving customers a one-stop shop for tasking and data analysis

SPACE VEHICLES

Organizes launch-related logistics

Spearheads the mission from design to delivery

Lowers cost and ease of transfer for customer

ASSURED MOBILE CONNECTIVITY TERMINALS[1]

Complete communications ecosystem operating in contested environments

Simultaneous multi-link, multi-orbit, and multi-band connectivity across LEO, MEO, GEO, and HEO networks

York Manufactures and Integrates Critical Components,
Architects the Entire Mission Scope,
Integrates the Spacecraft and Payload(s),
Organizes Launch Services,
Provides Full-scale Mission Operations for Long-tail,
Post-launch Monetization and Integrates with Ground Stations and Mobile Terminals[1]

[1]York announced entry into agreement to acquire ALL.SPACE on April 28, 2026
Consummation of acquisition subject to regulatory approvals and customary closing conditions.

PROVEN EXECUTION

FIRST

First LEO-LEO laser link between vendors

First to orbit with 21 Data Network satellites for PWSA
Contact within 15 hours of launch separation

First ever Space-to-Ground Link 16 connectivity

Demonstrated in-plane, inter-vendor, and space-to-ground optical laser communications

TWO

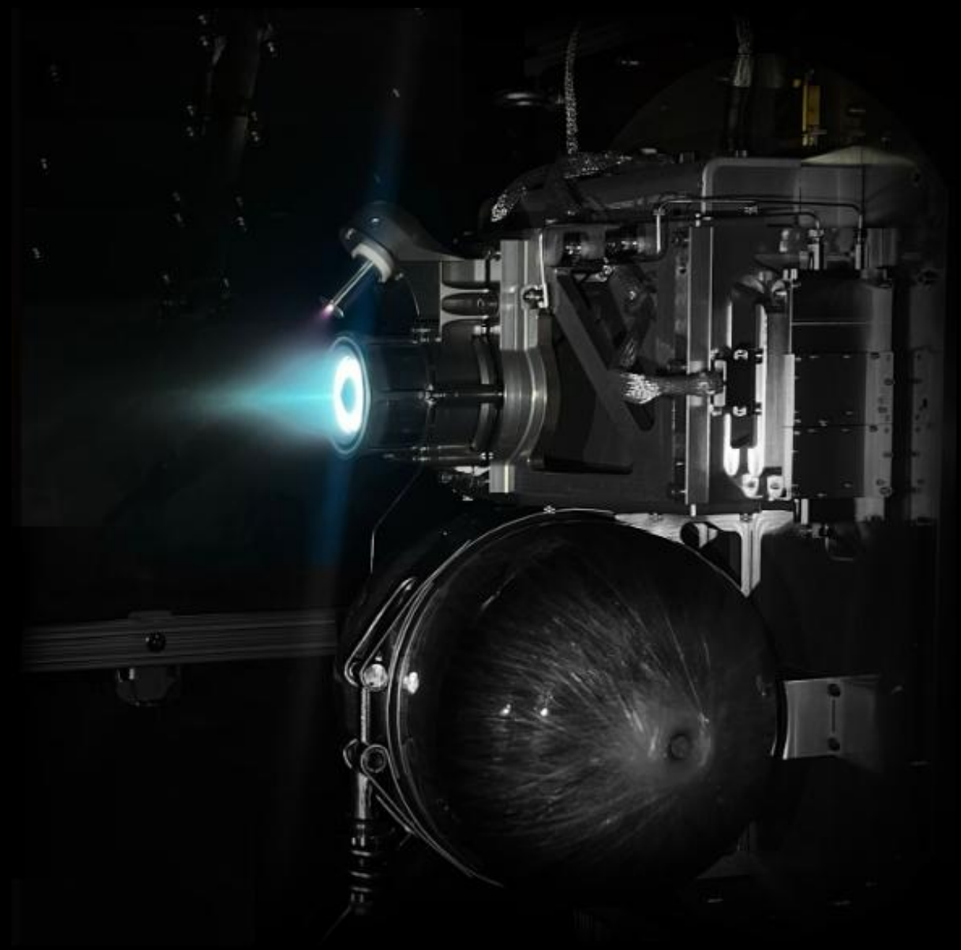
Constellations operating

THREE

Mission operations centers supporting five active missions with close to 50 antennas globally

EIGHT

Preparing for our 8th launch overall, which will see **21 York satellites** reach orbit on a fully dedicated launch vehicle for the second time



33

Satellites currently operating in Orbit

TWELVE

Executing on our **12th Contract**

Information as of May 14, 2026

FIRST-QUARTER HIGHLIGHTS

IPO

York **completed its IPO**, Raising net proceeds of $582.6 million.

ACQUISITION

York **acquired Orbion Space Technology,** Strengthening its supply chain with flight-proven electric propulsion systems

ORBION SPACE TECHNOLOGY

EXTENSION

York secured a **12-month extension from NASA** and Johns Hopkins Applied Physics Laboratory (APL) for its BARD mission.

CONTRACT

York was **awarded multiple IDIQ contract awards** across two mission areas critical to national security and defense. These awards expand York's role in next-generation space and defense architectures and contract vehicle on large budget priorities

York finalized a multi-year **$187 million commercial contract** for a 20+ satellite constellation built on the M-CLASS platform, demonstrating continued growth in the commercial market.

BUILD-OUT

York initiated **build-out of the first 20 satellite platforms for inventory**, Positioning the company to potentially accelerate time-to-orbit by up to 75% and support customers with urgent deployment requirements.

POST QUARTER END

In April 2026, York announced it **entered into an agreement to acquire ALL.SPACE,** a leading provider of advanced satellite communications terminals and multi-network connectivity solutions. With the acquisition, York intends to create a complete communications ecosystem that operates in contested environments across commercial and government networks.

ALL.SPACE

RAPIDLY GROWING MARKET

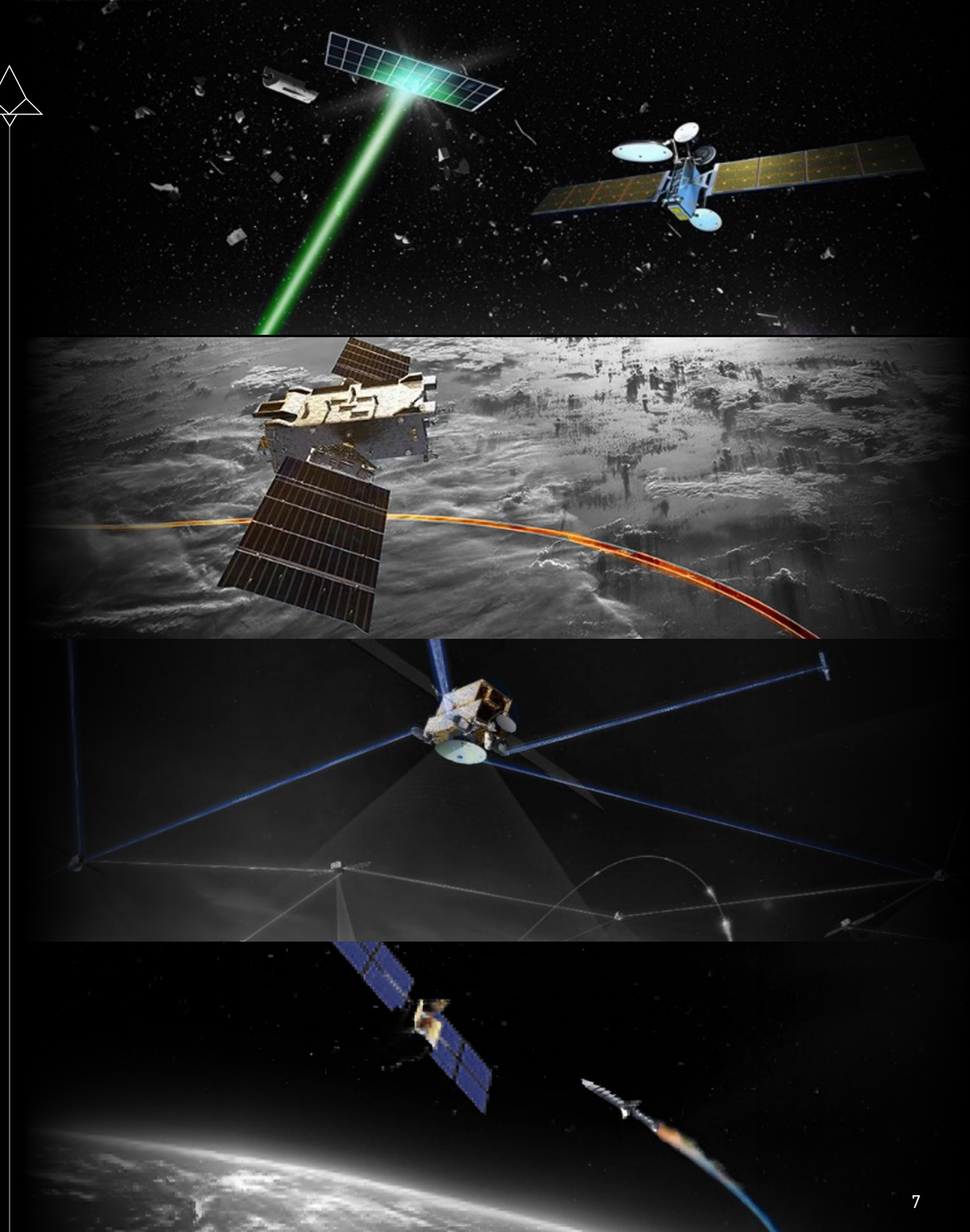
Secular tailwinds driven by rising global threat environment

Space Domain Awareness

Missile Defense & Moving Target

Data Network and Unmanned System Mobile Comm

Counter-Space Capabilities



ENABLING ADJACENT MARKET GROWTH

ALL.SPACE

York announced entry into agreement to acquire ALL.SPACE on April 28, 2026
The closing of the acquisition of All.Space is subject to certain conditions as set forth in the company's Current Report on Form 8-K filed with the SEC on April 29, 2026, including the receipt of all required regulatory approvals and clearances.

ASSURED CONNECTIVITY SOLUTION

ALL.SPACE x YORK SPACE SYSTEMS

Will Provide Assured Comm Solutions Globally In Denied Areas

GEO

MEO

LEO

A DATA NETWORK LAYER

Viasat

ses

O3b mpower

iridium

STARLINK

COMMERCIAL MULTI-ORBIT SYSTEMS

Secure Network Link

ATLAS FREEDOM™

Multi-Beam Ka-Band Link

IN THEATER, NEAR-THEATER

ALL.SPACE

ATLAS SPACE OPERATIONS

MISSION OPERATIONS CENTERS

ATLAS FREEDOM™

THEATER

Information as of May 14, 2026

CROSS-DOMAIN ECOSYSTEM

York's Global Ecosystem is Poised to Drive Rapid Growth Across Adjacent Markets Like Mobile Manned and Rapidly Expanding Unmanned Markets[1]

YORK SPACE SYSTEMS

BASTION

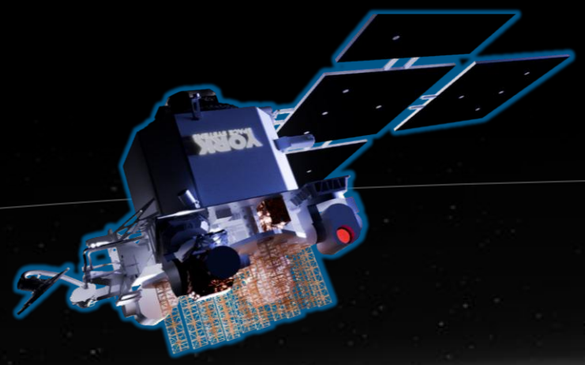
Multi-Beam Ka-Band Link

ALL.SPACE

ATLAS SPACE OPERATIONS

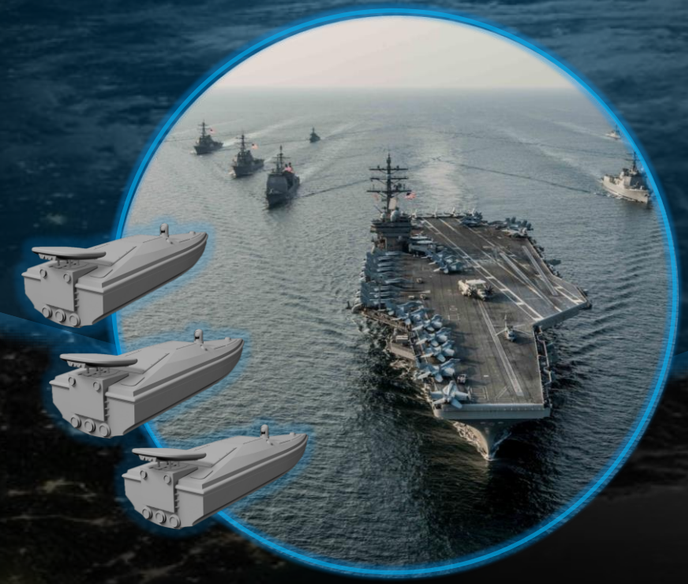
York announced entry into agreement to acquire ALL.SPACE on April 28, 2026

SPACE: CONNECTING LAND, SEA, AIR



ALL.SPACE

LAND



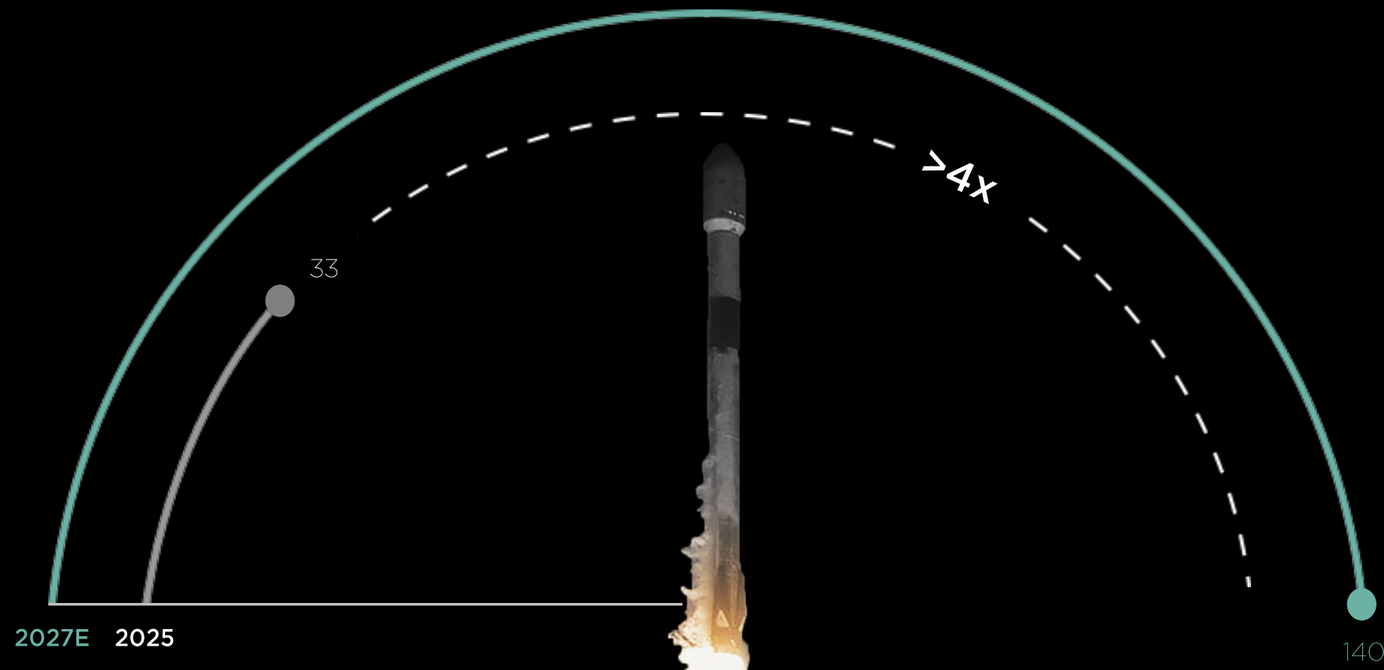
SEA

AIR

SATELLITES ON ORBIT

2027 estimate based solely on backlog as of 03/31/2026; does not account for any new business wins since then.

Satellites in orbit drive
recurring revenue



Backlog represents the Company's estimate of the revenue it expects to realize in future periods as a result of performing work on contracts that have been awarded to the Company (net of any revenue already recognized as of March 31, 2026). The Company includes the aggregate expected revenue of awarded contracts in its backlog upon the execution of a legally binding agreement, even though its contracts include certain termination rights exercisable by customers with advance notice. The Company excludes unexercised contract options from its backlog.

YORK CORE FACILITIES

1,000+
Satellite Manufacturing Capacity

130+
SVs in Various Stages of Production

339
Employees with Security Clearance

3
Sensitive Compartmented Information Facilities

45+
Ground Antennas for Global Connectivity

DENVER, CO

WILLOW
Production / Mission Ops

HARBINGER OPS CENTER
R&D Cutting Edge Tech

ELECTRONICS CENTER
Components / Mission Ops

POTOMAC
Production / Vibe

DELAWARE
Harness

WORLD

Global Connectivity

AURORA, CO

WESTWAY, SCIF

WASHINGTON, DC

Government Relations /Policy

LAUREL, MD

Software Excellence

AUSTIN, TX

Software Excellence

INTERNATIONAL

Components Center

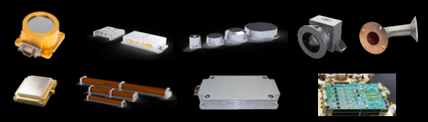
York has **Direct Supply Chain Control** Over Essential Spacecraft Components

Command & data handling

Production testing

Electrical power system (eps)

Attitude control system



York's Swift and Lean Development Allows it to **Architect the Full Mission**

- Agile Manufacturing
- Flight-Proven Systems
- Modular Bus Architecture
- Lean Production Processes
- Scalable Infrastructure

Information as of May 14, 2026

YORK'S FOOTPRINT OF PORTFOLIO COMPANIES

ATLAS SPACE OPERATIONS®

Headquarters
Ground Software

Catalyst Campus
Ground Software

Global Connectivity Anywhere

Proven Global network integrated with in-orbit assets

Low-Risk turn-key communication system

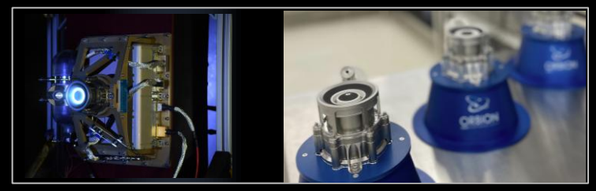
38 Active Ground Antenna Locations

45+

COLORADO SPRINGS, CO

TRAVERSE CITY, MI

ORBION SPACE TECHNOLOGY



Headquarters
Propulsion System

Fully integrated and **flight-proven** electric propulsion

Class-leading thrust-to-power of over 60 mN/kW combined

Custom integrated Modules

HOUGHTON, MI

ALL.SPACE[1]

UK Head Office
Satellite Communications

Autonomous multi-orbit network orchestration

Assured, Multi-Domain Communications for Critical Missions

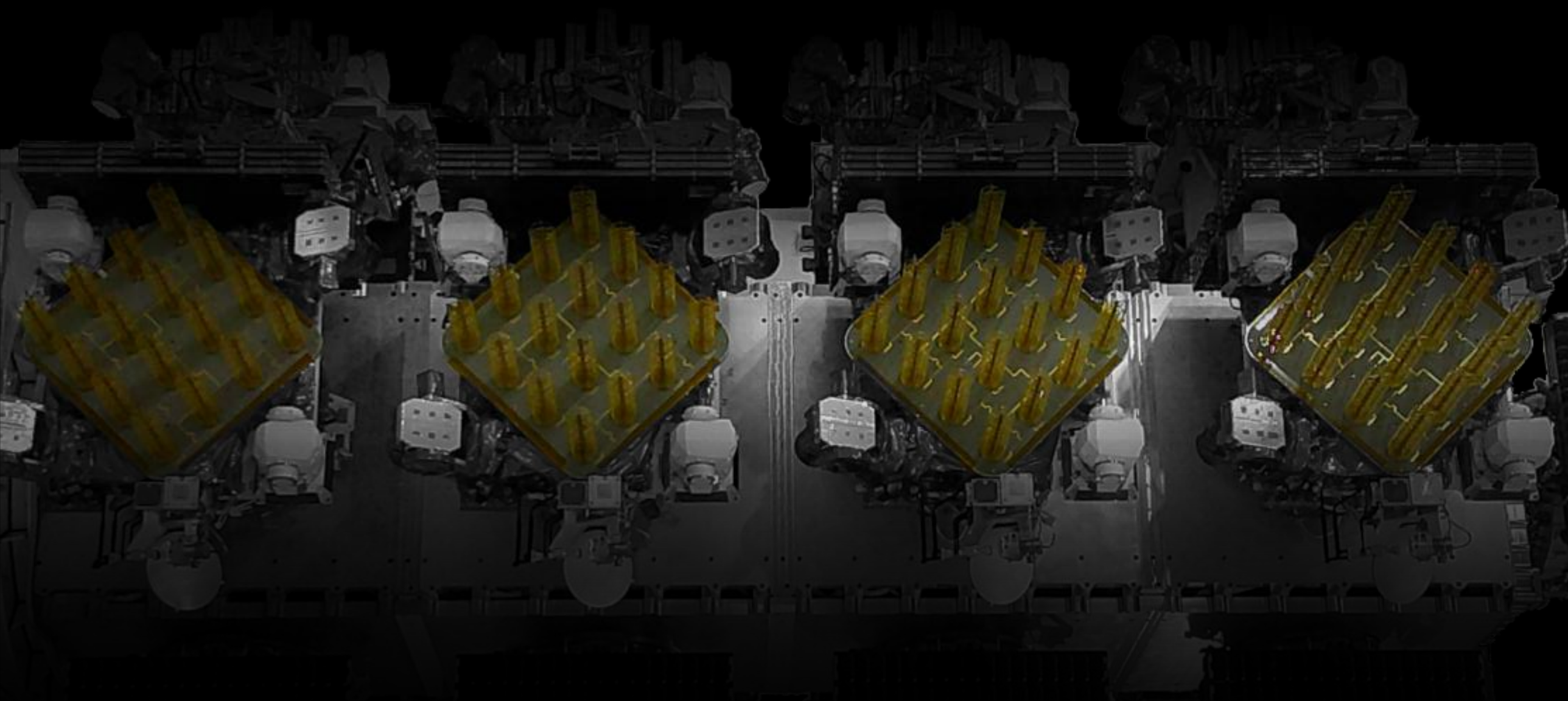
Sets standard for next-gen military SATCOM

HUNTSVILLE, AL

READING, BERKSHIRE, UK

[1]York announced entry into agreement to acquire ALL.SPACE on April 28, 2026
Consummation of acquisition subject to regulatory approvals and customary closing conditions.

YORK
SPACE SYSTEMS



Q1 2026