NEWS RELEASE

York Space Systems to Acquire Outlook Industries, Expanding Into Unmanned Systems

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Planned acquisition establishes the foundation for York Terrestrial Systems, uniting unmanned platforms with York's proven space, ground, and communications infrastructure

DENVER--(BUSINESS WIRE)-- **York Space Systems** (York) (NYSE: YSS), a leading, US-based national defense and commercial prime providing a comprehensive suite of mission-enabling solutions, today announced its intent to acquire Outlook Industries, a developer of unmanned systems for defense applications. Upon closing, Outlook will form the foundation of **York Terrestrial Systems**, marking York's entry into terrestrial systems and extending its capabilities to include unmanned platforms connected by its proven space, ground, and communications infrastructure. The acquisition represents the next step in completing York's integrated ecosystem for unmanned operations, from flight-proven spacecraft and global ground infrastructure to mobile communications terminals and systems operating in the field. York will host an investor call on Thursday, November 19 at 5PM ET to discuss the proposed acquisition and its expansion into unmanned systems.

Shadow, the initial platform planned for York Terrestrial Systems, is a long-endurance unmanned ground system designed for persistent intelligence and mobile communications in demanding operational environments.

York estimates the planned acquisition will open access to an additional addressable market estimated to be **$3.08 billion** for unmanned ground systems. Combined with ALL.SPACE's mobile satellite communications terminals and ATLAS' global ground network, the acquisition also positions York to expand into the estimated **$10.31 billion** unmanned surface and underwater vessel markets. York's integrated architecture is designed to connect operators

with distributed fleets across domains, sustain mission-critical communications in contested environments, and keep warfighters farther from the fight.

“The future of national defense will be defined by the ability to deploy and coordinate large fleets of unmanned systems while keeping the people commanding them farther from danger,” said Dirk Wallinger, CEO of York. “York has been building the architecture that makes that possible, from proven spacecraft and global ground infrastructure to mobile terminals and mission software. With Outlook, we intend to deliver the unmanned systems operating at the edge of that network as well. This is a defining step in our ability to provide the integrated systems our customers will need to fight and win.”

Recent statements by Department of War leadership reinforce that scaling autonomous and unmanned systems is a priority for the U.S. government. York’s proposed acquisition addresses the integrated platforms, resilient communications, and mission software needed to translate that priority into operational capability across domains.

Operating unmanned fleets at scale requires connectivity that extends beyond local networks and individual theaters where distance, terrain, and threats to terrestrial infrastructure can limit ground-based communications and air superiority cannot be assumed. Space provides the wide-area backbone needed to connect distributed fleets with remote operators, exchange mission data across domains, and keep warfighters farther from the fight. York is combining that backbone with resilient communications, mission software, and onboard capabilities to support increasingly autonomous operations, including where terrestrial communications are disrupted and GPS is degraded or denied.

Shadow, the initial platform planned for York Terrestrial Systems, is a long-endurance unmanned ground system designed for persistent intelligence and mobile communications in demanding operational environments. Built to withstand gunfire and harsh environmental conditions, Shadow is engineered to support survivability in active conflict zones. Battery power and an automatic fuel-powered generator support operational endurance of 30 to more than 45 days. York plans to integrate Shadow with ALL.SPACE’s multi-link, multi-orbit terminal technology, connecting the platform to its broader space and ground architecture through multiple satellite communications paths that reduce reliance on a single link. Shadow will be manufactured by York in the United States.

York’s existing ecosystem provides the infrastructure to connect and enable Outlook’s unmanned platforms, linking flight-proven spacecraft with approximately 50 ATLAS ground antennas across a global network and ALL.SPACE terminals designed to maintain resilient satellite connectivity for mobile assets across domains, including in contested environments. York currently operates five missions across three constellations through three operations centers, bringing proven experience in managing distributed assets to its expanding unmanned systems portfolio. York intends to integrate these capabilities to support distributed unmanned missions, with resilient communications and software connecting platforms, operators, and mission data.

“Unmanned systems at scale will change military operations as profoundly as industrialization changed warfare a century ago,” Wallinger added. “Success will depend on how effectively those systems work together and how far we can separate the operator from the threat. York is bringing together the platforms, connectivity, and operational infrastructure to make that possible.”

The proposed acquisition builds on York’s $755 million investment in production capacity and spacecraft inventory, alongside its expansion into ground infrastructure, communications, and software. Adding Outlook’s unmanned platforms advances York’s ability to deliver integrated systems from orbit to the operational edge as a modern defense prime built for speed and scale.

York will host an investor call on Thursday, November 19 at 5PM ET to provide additional details on the proposed acquisition of Outlook Industries and the planned establishment of York Terrestrial Systems. The call will include a presentation by York management followed by a question-and-answer session. Participation details are available at **https://ir.yorkspacesystems.com/events-and-presentations/default.aspx**.

The consummation of the acquisition of Outlook is subject to regulatory approvals and other customary closing conditions.

About York Space Systems

York Space Systems (NYSE: YSS) is a leading, U.S.-based national defense and commercial prime providing a comprehensive suite of mission-critical solutions for national security, government, and commercial customers. York is one of the only space and defense primes with proprietary hardware and software capabilities designed to address customers’ complex mission requirements across the critical elements of the entire space ecosystem throughout the mission lifecycle. York is purpose built to address evolving national security space challenges and to adapt to the ongoing shift in the U.S. government’s mission needs and procurement processes.

Forward-Looking Statements

This press release contains “forward-looking statements” within the meaning of, and we intend 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,” “could,” “emerging,” “expand,” “expect,” “feasibility,” “intend,” “may,” “objective,” “plan,” “potential,” “should,” “will,” “would,” or the negative of these terms or other comparable terminology. In particular, statements about the proposed acquisition of Outlook, including satisfaction of closing conditions, the expected

benefits of, and opportunities created by, the proposed acquisition, the future capabilities of Outlook and our capabilities following the proposed acquisition, trends in commercial and government customer demand for specific technologies or mission types, estimates of the size of accessible markets, our growing participation in next-generation space architectures and expanding mission areas, our customers' plans, and our expectations, beliefs, plans, strategies, objectives, prospects, assumptions, or future events or performance contained in this press release are forward-looking statements.

Factors that could cause actual results to differ materially from those expressed or implied by the forward-looking statements include: any failure of our spacecraft and other systems and related software to operate as intended, resulting in claims for product failures, schedule delays or other problems with existing or new products; cost overruns on our contracts, including before final receipt of a contract; significant competition in the global space and satellite market; 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 failure to establish and maintain important relationships with government agencies and prime or subcontractors; 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 its failure to achieve the growth potential we expect; disruptions in U.S. government operations and funding and budgetary priorities of the U.S. government; dependence on contracts entered into in the ordinary course of business and our dependence on major customers and vendors; the inability to comply with any of our contracts or meet eligibility requirements to obtain certain government contracts; 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 press release and the related conference call. 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 press release, whether as a result of new information, future events or otherwise, except as required by law.

References and links to websites have been provided as a convenience, and the information contained on such websites is not incorporated by reference into this press release. York is not responsible for the content of third-party websites.

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