Vertical

Pioneering Electric Aviation

Investor Presentation
October 2026



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Vertical is Building a Category-defining Advanced Air Mobility Platform

1. Industry-leading Aircraft

Designed around passenger experience, operator economics and mission flexibility

2. Proven in Piloted Flight

Full-scale prototype completed full flight test campaign, including piloted transition, under UK CAA oversight

3. Published Certification Pathway

Targeting CAA/EASA certification in 2029, followed by FAA, JCAB, GACA and ANAC validation given global portability

4. Validated Commercial Demand

1,500+ conditional pre-orders from leading global aviation customers plus an established infrastructure, training and operating ecosystem.

5. Expanding Defence Opportunity

Versatile airframe supports electric, hybrid-electric, defence, and autonomous missions.

6. Capital-efficient Business Model

World-class aerospace partners enable a capital-efficient OEM model, with recurring battery replacements extending lifetime revenue.



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Valo is Designed Around the Attributes Operators and Passengers Value Most



Safe

Designed to the highest commercial aviation standard

Comfortable

Spacious cabin, low noise, and pilot-passenger separation

Productive

Four to six passenger configurations with meaningful luggage capacity

Versatile

Battery-electric, hybrid-electric, and mission-specific configurations on one airframe

Cost-Efficient

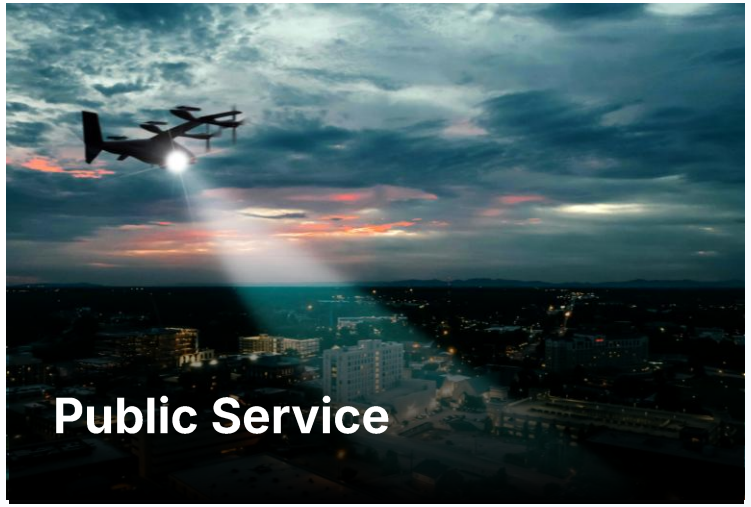
Higher passenger capacity designed to drive stronger operator economics

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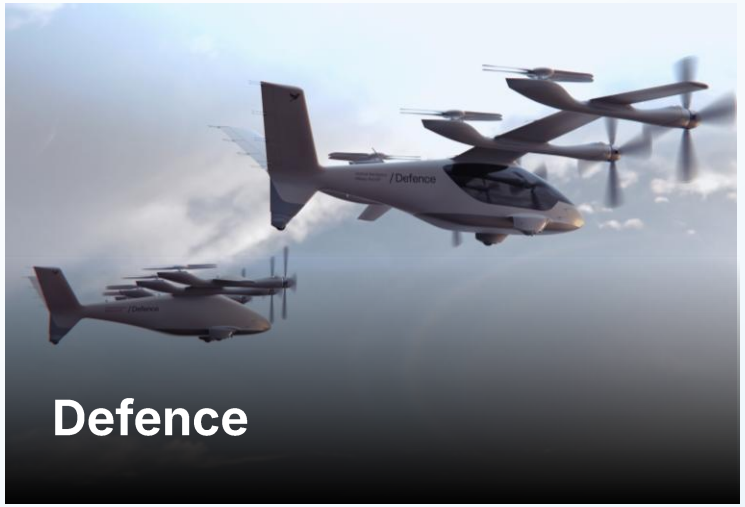
One Aircraft Platform Unlocks Commercial, Public Service, and Defence Markets



- Premium airport and city transport
- Airline-operated regional routes
- Helicopter replacement
- Corporate and private aviation



- Emergency and medical services
- Search and rescue
- Cargo and logistics
- First responder transport



- Contested logistics and resupply
- Personnel movement and medevac
- ISR, electric warfare, and counter-UAS
- Ship-to-shore maritime connector

Valo's cabin, capacity for two pilots, payload, and propulsion flexibility extend its addressable market well beyond urban air mobility

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Valo is Designed to Optimize Both Passenger Experience and Operator Economics



Passenger

- Flexible four-passenger club or six-passenger configuration
- Dedicated pilot compartment for safety
- Capacity for six checked bags and six carry-ons
- Low-noise electric flight designed to SC-VTOL safety objectives

Operator

- Up to six revenue seats strengthen per-flight economics
- Rapid turnaround supports higher daily utilisation
- Common architecture expands fleet and mission flexibility
- Hybrid-electric roadmap extends range and asset utility

VTOL
No runway required

150mph | 240km/h
Target cruise speed

4-6
Passengers
plus 1-2 pilots

100mi | 160km (Battery-Electric)
1,000mi | 1,600km (Hybrid-Electric)
Target range

1,200lbs | 550kg
Useful payload

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Note: Current management target projections for operating metrics

Valo's Design Choices Translate Directly into Operator Value

		Valo	Representative four-Passenger eVTOL Configuration
Safety & Certification	Published Certification Basis	**The only eVTOL OEM designed to published UK CAA and EASA SC-VTOL requirements**	Certification framework and maturity vary by programme
	Safety Standard	**Enhanced Category; 10^{-9} catastrophic-failure objective**	Emerging category standard
	Pilot Cabin	**Dedicated cockpit with separate passenger access**	Pilot commonly shares cabin and access with passengers
Passenger & Payload	Passenger Capacity	**Up to six passengers**	Limited to four passengers
	Luggage Capacity	**Up to 70lbs per passenger supports airport-transfer and premium travel missions**	Generally designed for more limited baggage
Platform Flexibility	Airframe Strategy	**Common platform across electric, hybrid-electric and mission-specific variants**	Typically optimised around one primary mission and configuration
	Propulsion Roadmap	**Battery Electric + Hybrid Electric**	Predominantly battery-electric, hybrid requires new aircraft design

Vertical has prioritized the attributes most important to aircraft operators

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Note: Representative configuration based on Vertical analysis of publicly available information for selected piloted, winged eVTOL programmes targeting commercial passenger operations as of August 2026. Individual aircraft specifications and certification approaches vary by programme.

A Six-Passenger Cabin Materially Transforms Operator Economics

Four Passengers



Six Passengers



Illustrative Economics

Six passengers vs. four on a representative 40-mile mission

+50%
Revenue per flight

-30%
Cost per available seat mile

+13-18pts
Gross margin expansion (1,2)

~2x
Annual gross profit

Valo provides two additional revenue seats versus common four-passenger eVTOL configurations

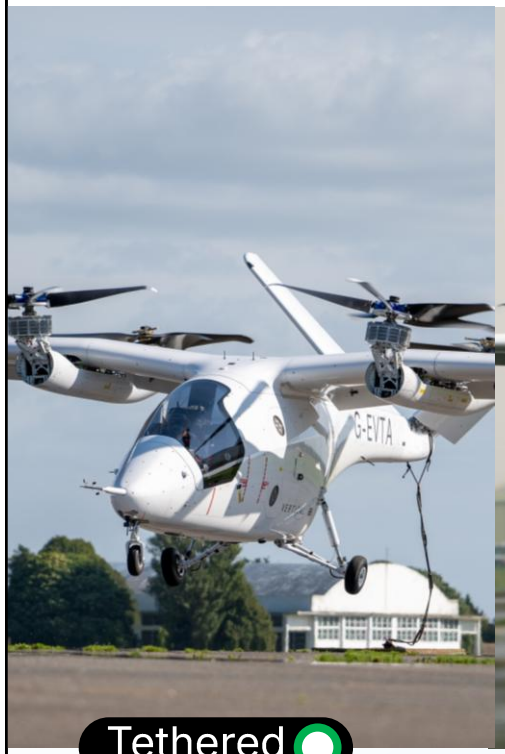
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Note: Figures based on illustrative potential unit economics for 40-mile missions at four and six passengers

(1) Range shown reflective of 75-100% load factor; estimated 38-54% gross margins at four passengers and 56-67% for six passengers

Proven Engineering Demonstrated in Flight, Under UK CAA Oversight

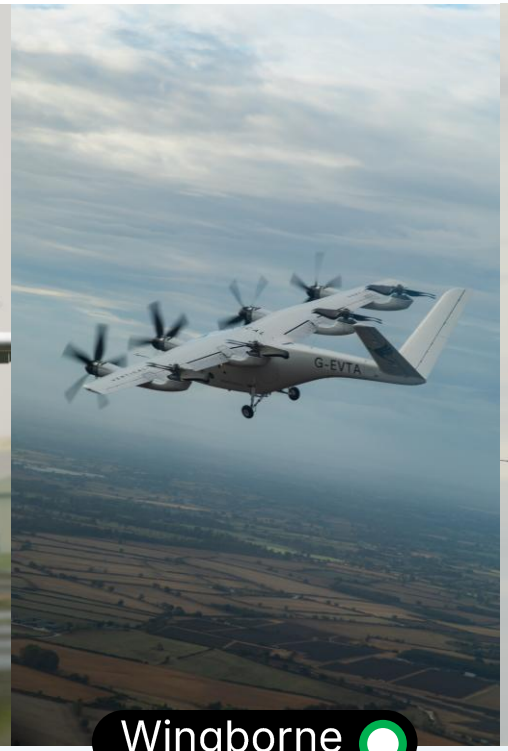
July 2024 → Feb 2025 → Sept 2025 → April 2026 → July 2026



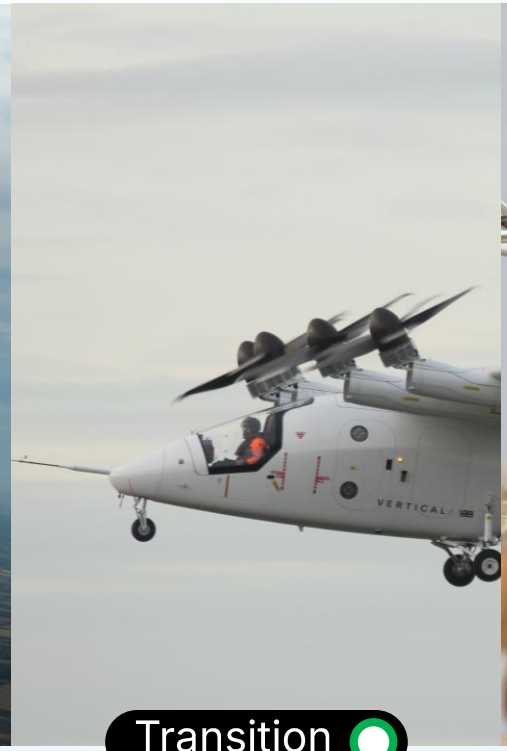
Tethered



Thrustborne



Wingborne



Transition



Demonstration

From First Hover to Repeatable Public Transition Flights: A disciplined, step-by-step expansion of the flight envelope under UK CAA oversight

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Five Flights in Five Days Demonstrated Repeatability at Farnborough

1st — Public demonstration of a piloted eVTOL transition flight at FIA

2-Way — Piloted transition from vertical lift into wing-borne and back for every flight

140k+ — Total Farnborough International Airshow attendance

4 — Airport destinations across military and civil airfields

$7 — Cost of electrical energy used per flight(1)

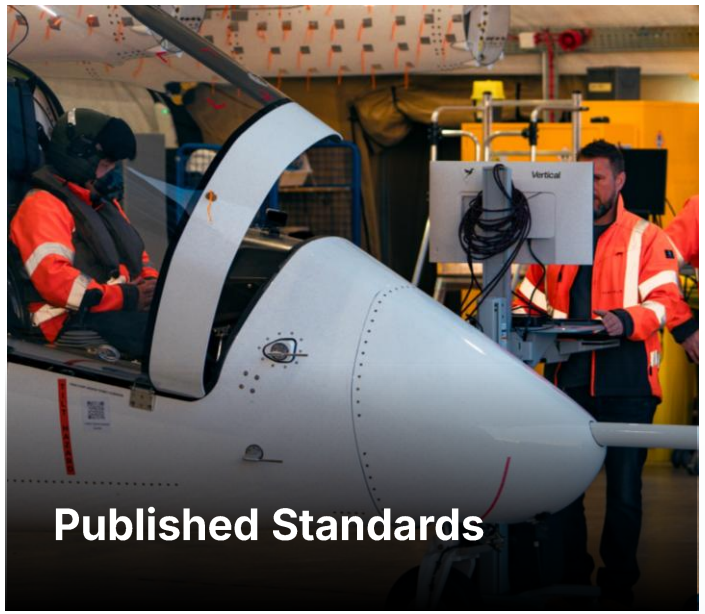


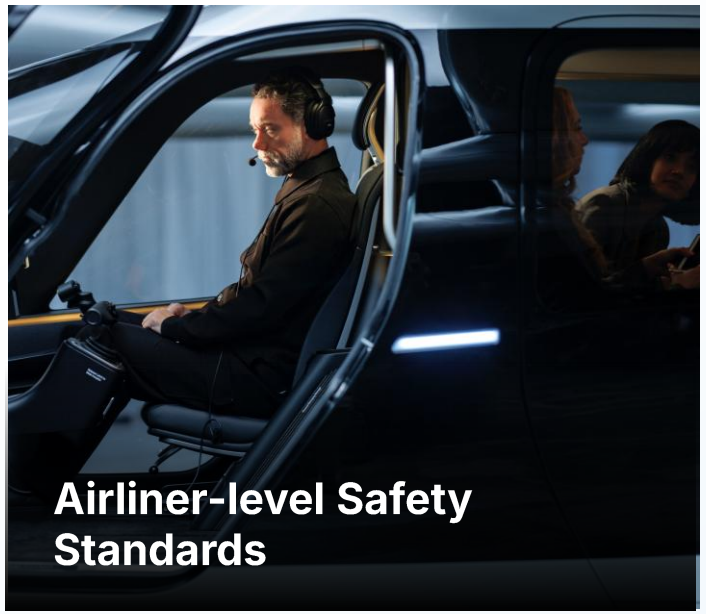
Repeatable public flying provided visible proof of programme maturity to customers, regulators and investors

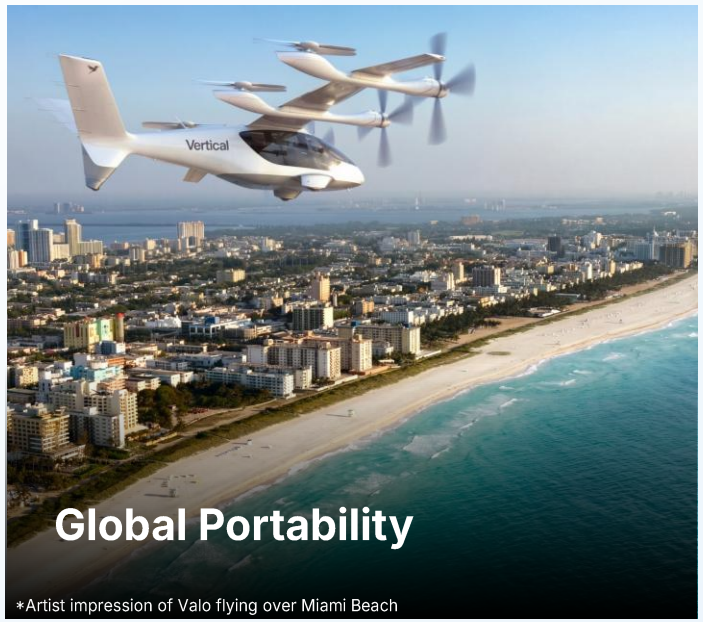
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Note:
(1) At a rate of 10 cents per kWh

Published SC-VTOL Standards Define the Path to Certification and Global Validation







- UK CAA and EASA have established the **SC-VTOL Framework**
- Certification requirements and **means of compliance are defined**

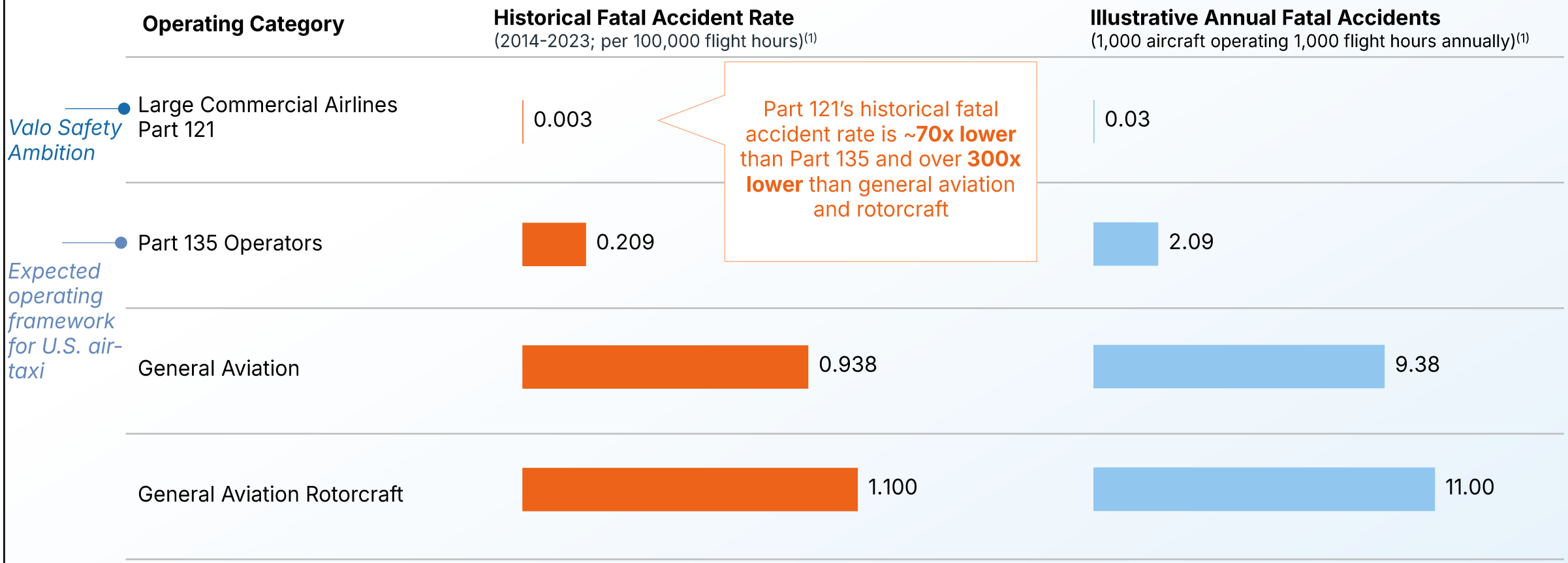
- Valo is designed to the **highest category applicable to commercial passenger operations**
- Safety targets are aligned with commercial aviation principles

- UK CAA and EASA certification provides a **foundation for validation in additional markets**
- Common aircraft architecture supports **broader commercial deployment**

Published standards enable Vertical to focus on execution

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Commercial Aviation Safety is Essential to Scaling Passenger eVTOL

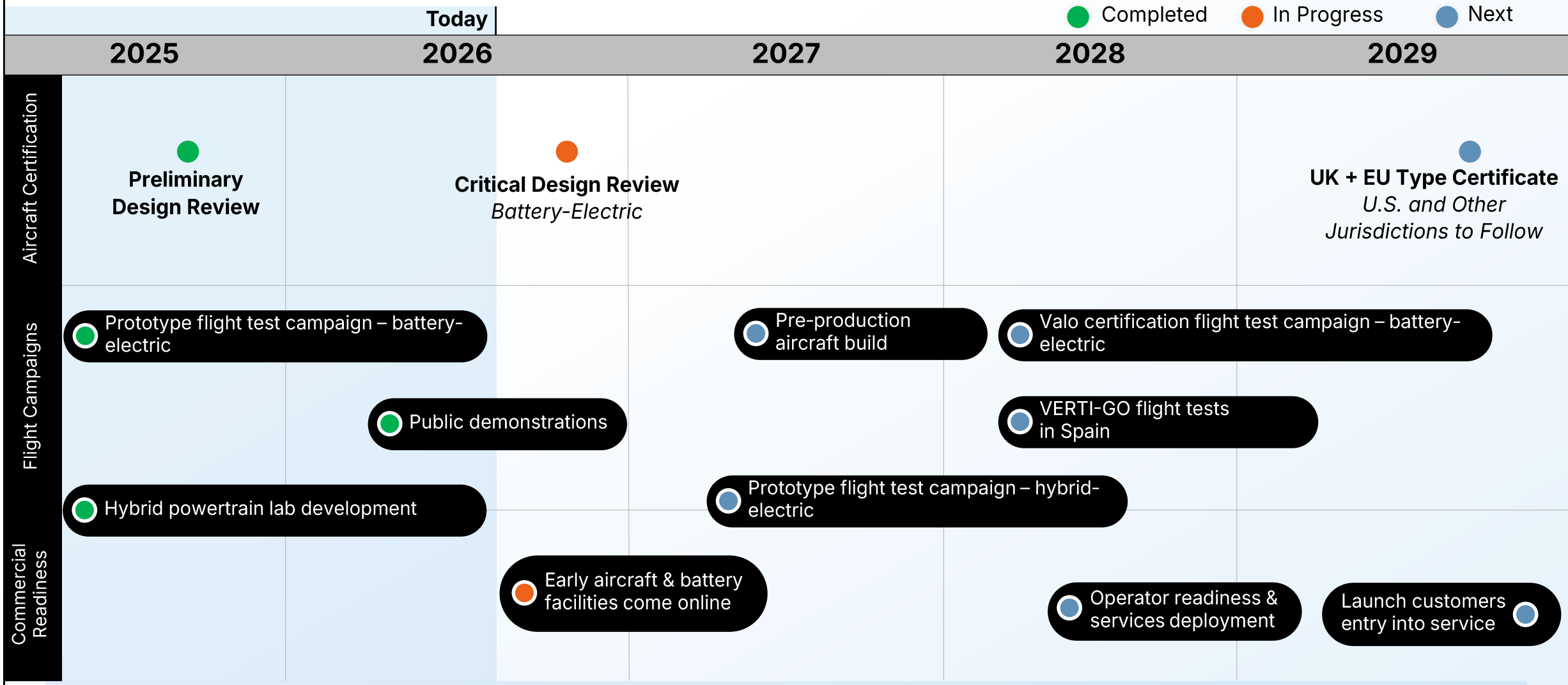


At scale, even modest differences in accident rates compound, making commercial-aviation safety objectives essential to passenger adoption

Source: US Civil Aviation Accident Dashboard: 2008-2023 (ntsb.gov)
1. Excluding 2020 ; historical accident rates are based on NTSB data and reflect different aircraft, operating environments and regulatory frameworks. Illustrative fleet-scale outcomes assume one million aggregate flight hours annually and are not forecasts of AAM performance. SC-VTOL system safety objectives are not directly equivalent to observed fatal accident rates

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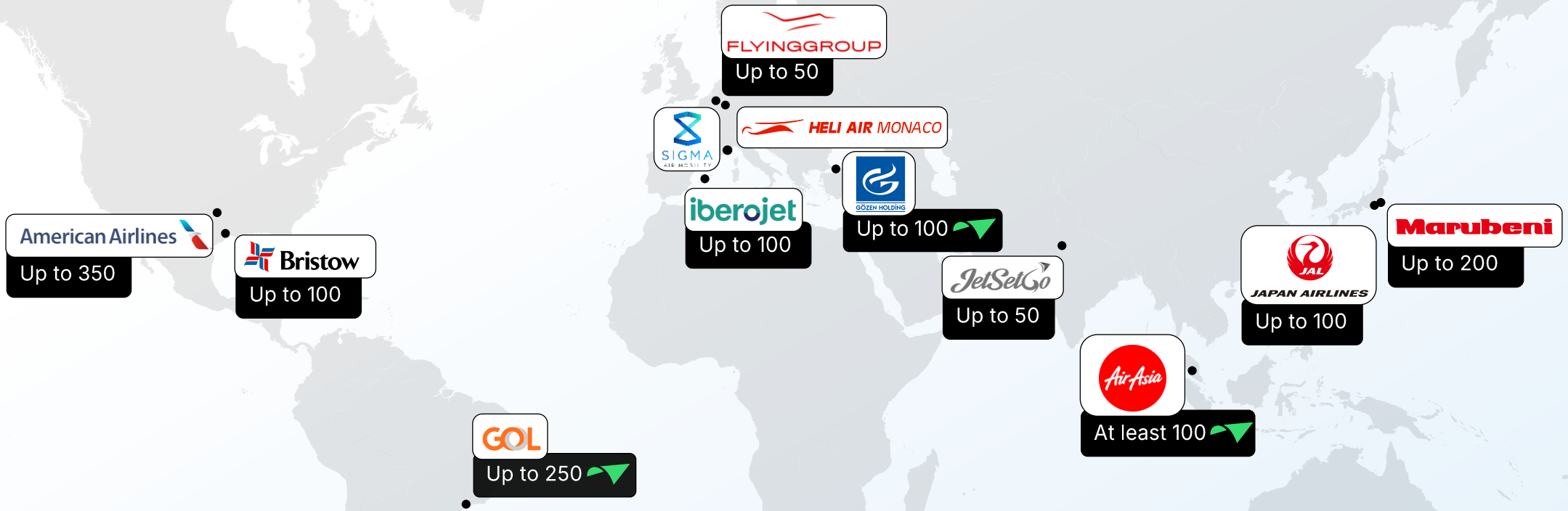
Valo is Progressing from Prototype Testing to Certification and Entry into Service



Prototype testing feeds directly into certification aircraft and the certification flight test campaign

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Note: Timelines are a target based on management projections

1,500+ Pre-Orders Provide Early Demand Validation and Multiple Established Routes to Market



AVOLON pre-orders for up to 500 aircraft, (Valo lease customers indicated by icon)

Customer commitments provide multiple channels to commercial deployment

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Notes: Pre-orders are conditional, subject to applicable terms

Partners are Building the Infrastructure Required to Deploy Valo at Scale



Infrastructure

Vertiports, charging and ground integration

Skyports INFRASTRUCTURE

Department for Transport

Cluster 2 تجمع مطارات الثاني

sesar

Training

Simulation, pilot and technician readiness

CAE

Operations

Established operators provide routes to market

Bristow

American Airlines

AVOLON

Lifecycle Support

Maintenance and fleet availability at scale

Bristow

Vertical is assembling the infrastructure, training and operating ecosystem required to deploy Valo at scale

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Tier-One Aerospace Partners Facilitate the Path to Certification

- sonaca ESPAÑA — Airframe
- Evolito — Electric Propulsion Unit (EPU)
- SYENSQO — Composite Materials
- CAE — Pilot Training
- HYUNDAI WIA — Landing Gear
- NEAR EARTH AUTONOMY — Autonomy

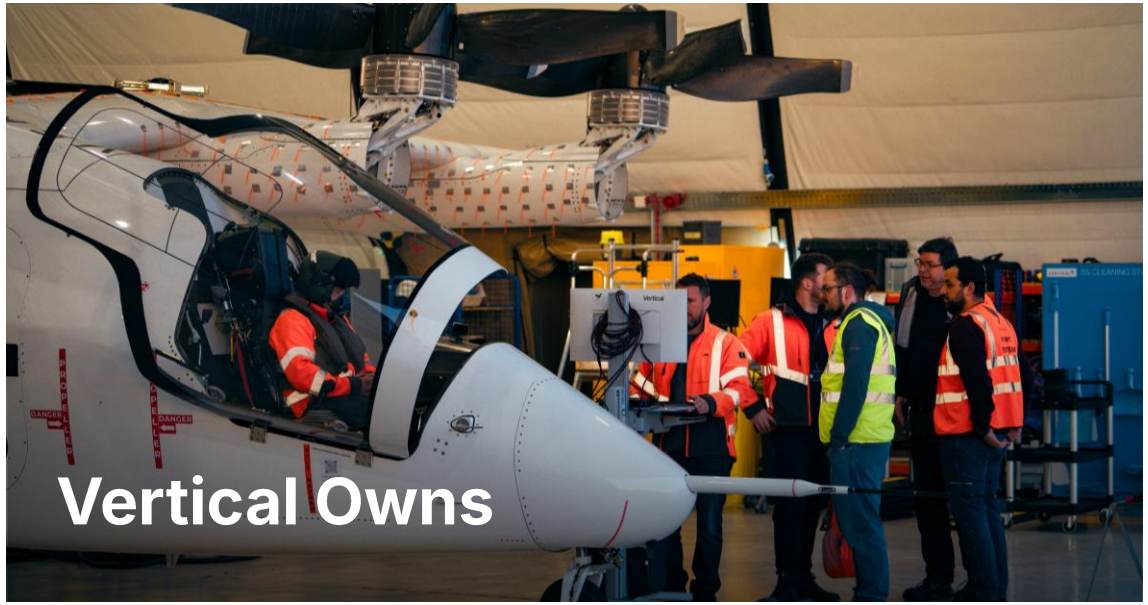


- DASSAULT SYSTEMES — 3D Experience Platform on the Cloud
- ISOCLIMA — Transparencies
- Honeywell Aerospace — Avionics and Flight Controls
- ASTRONICS — Low Voltage Power Distribution

Established aerospace suppliers bring certified components and proven quality systems to the Valo program

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Tier-One Aerospace Partners Enable a Capital-Efficient OEM Model



- Aircraft architecture
- Systems integration
- Flight-control software
- Certification leadership



- Certified aerospace components
- Scalable manufacturing capability
- Specialist materials and systems
- Global support infrastructure

Vertical retains the differentiating aircraft-level capabilities while accessing established aerospace scale

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One Versatile Platform Serves Both Commercial and Defence Customers

Valo Battery-Electric ‹‹‹ COMMON PLATFORM ››› **Valo Hybrid-Electric**



Engineering Investment

Supply Chain

Certification Basis

Shared aircraft architecture reduces the time, cost and technical risk of entering new markets

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One Airframe Extends Valo from Battery-Electric to Longer-Range Hybrid Missions

COMMON PLATFORM

Valo Battery-Electric

- Short- and regional-range missions
- Zero operating emissions
- Passenger, medical and cargo

Four Passengers



Six Passengers



Medevac



Cargo



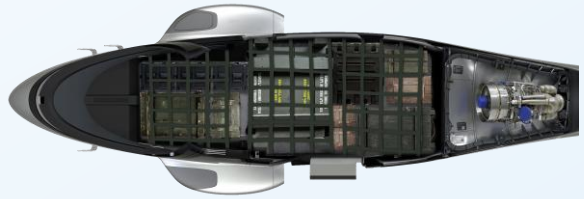
Valo Hybrid-Electric

- Up to ~1,000-mile target range
- Higher payload potential
- Defence, logistics, and autonomous missions

Military Transport



Autonomous Hybrid



Hybrid-electric propulsion builds on Valo's common airframe, core systems and engineering investment to expand range and mission capability without requiring a clean sheet aircraft

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Where Valo Hybrid Fits in the Vertical Lift Military Airpower Spectrum

Type & Operating Cost Per Hour



Large Helicopters
$15,000 to $25,000+



Valo Hybrid
$1,400



Small/Medium Helicopters
$3,000+



Tactical UAVs



Small UAVs

Payload

Valo Hybrid Provides a Flexible Solution

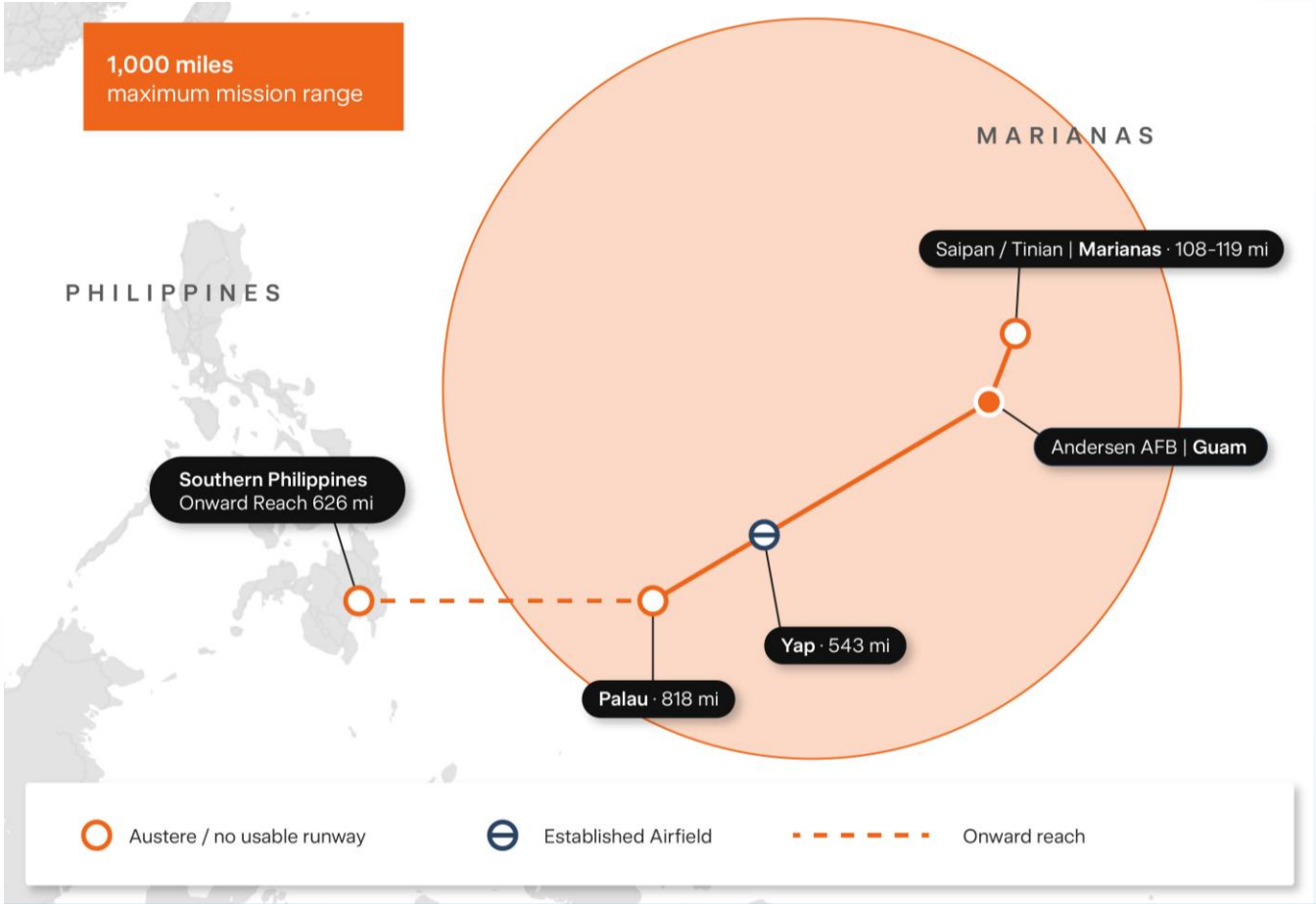
	Valo Hybrid	UAVs	Small / Medium Helicopters	Large Helicopters
Payload	2,450lbs	500lbs	<2,000lbs	6,000lbs+
Range	1,000 miles	~100 miles	600 miles	450-600 miles
Mission flexibility	✓✓	✗	✓	✓✓✓
Operating costs	✓	✓✓✓	✗✗	✗✗✗
High utilisation	✓✓✓	✓✓	✗✗✗	✗✗✗
Logistics burden	✓✓	✓✓✓	✗✗	✗✗✗
Optionally crewed	✓✓✓	✗	✓	✓
Resilience and redundancy	✓✓	✓	✗✗	✗✗
Low noise and heat signature	✓	✓✓	✗✗	✗✗✗
High onboard electrical power	✓✓✓	✗	✗	✗

Valo Hybrid fills the structural capability gap between UAVs and high-cost helicopters:
Flexible high-tempo crewed and uncrewed mission capability with significant payload, range, and endurance

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Note: Based on publicly available information and management projections

Hybrid Valo Targets Defence Missions Requiring Range, Payload, and Runway Independence

Illustrative Dispersed Operations | Indo-Pacific Reach from Guam



Contested Logistics
Runway-independent dispersed resupply

Personnel Movement and Medevac
Small teams and casualty evacuation

ISR and Electronic Warfare
10+ hour endurance, high onboard power

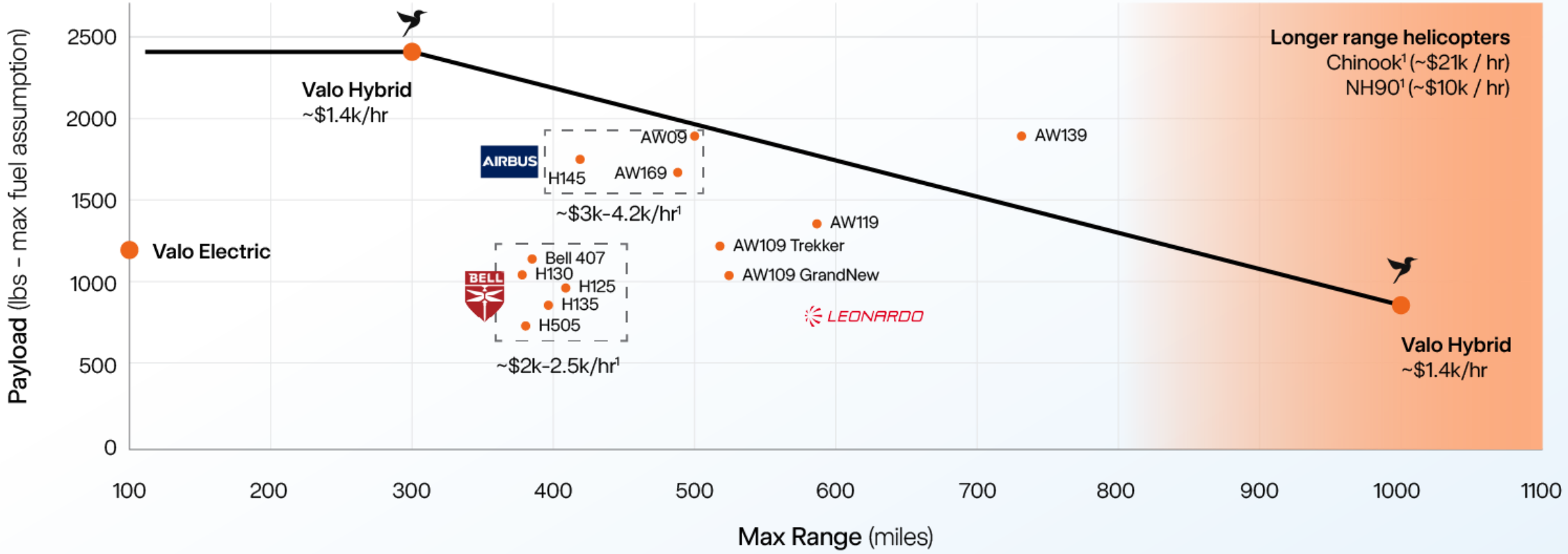
Ship-to-Shore Connector
Maritime tasking from constrained decks

Valo addresses a capability gap that neither helicopters nor fixed-wing transports fill

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Note: Based on publicly available information and management projections

Hybrid Valo Targets Helicopter Capability at Less Than Half the Operating Cost

Payload, Range, and Cost | Hybrid Valo versus in-service helicopters



1. Valo Hybrid costs includes ownership and are estimated ahead of CDR milestone. Helicopter cost estimates derived from public sources

~$1,400 per Flight Hour
Estimated fully burdened operating cost

Less Than Half the Cost
Versus comparable helicopters

~2x Fuel Efficiency
Versus comparable helicopters

1,500+ Hours per Year
Target utilization per aircraft

Comparable payload and range at less than half the operating cost, with roughly double the endurance

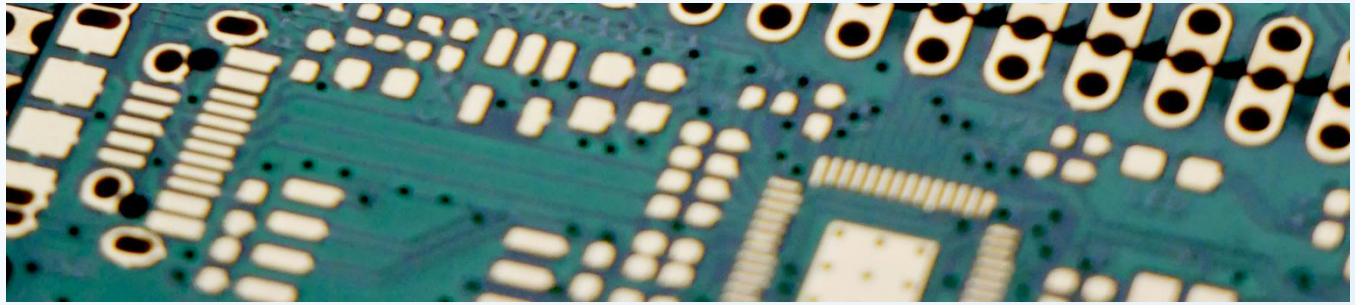
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Note: Based on publicly available information and management projections

Battery Replacement and Upgrades Expand Lifetime Revenue Per Aircraft

1	**Aircraft Sale**	Initial OEM revenue
2	**Battery Replacement**	Recurring revenue from replacement cycle over the aircraft's operating life, with potential ancillary revenue from second life sales
3	**Technology Upgrades**	Higher-capacity batteries can improve aircraft utility, range, and economics



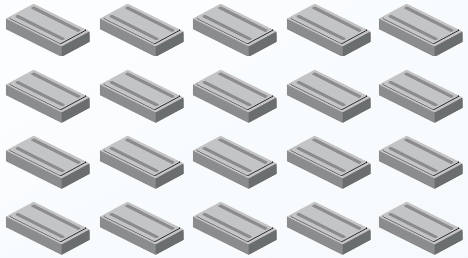




Battery-as-a-service developed and controlled by Vertical drives recurring revenue and increased utility

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Each Aircraft Sale Creates a Multi-Year Recurring Revenue Opportunity



~20x

Battery replacement cycles over aircraft life(1)



1x

Initial aircraft sale

Battery replacement, software and services could materially increase revenue generated from each aircraft over its operating life

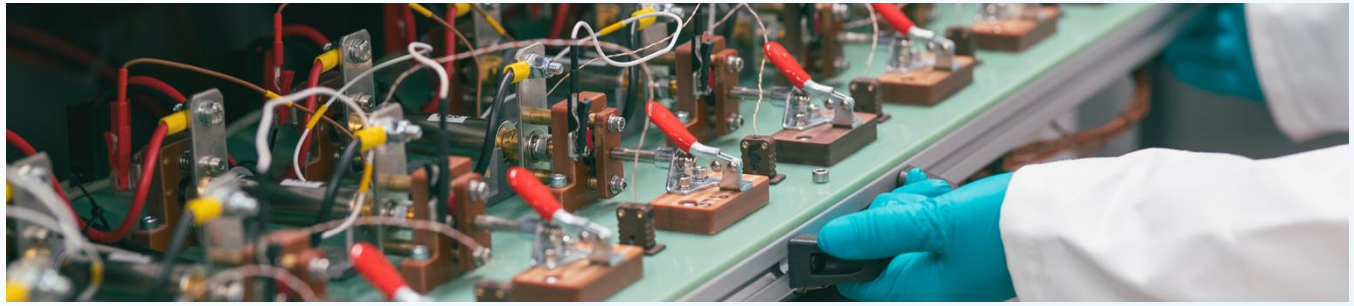
Notes: Management Projections
1. 20x battery replacements over aircraft estimated useful life, expected replacement interval;
2. SC-VTOL battery degradation regulations encourages an ancillary revenue stream of second life opportunities

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Battery Leadership Creates Value Beyond the Valo Program

1	**Aerospace Electrification**	Valo's battery, hybrid, and power-distribution technology transfers to larger civil and defence platforms
2	**Second Life by Design**	eVTOL life is set by resistance rise, not capacity fade, so packs retire holding ~92% of original capacity
3	**Data-Center Backup Power**	Compact, high-power packs with airliner-grade safety suit data-center backup







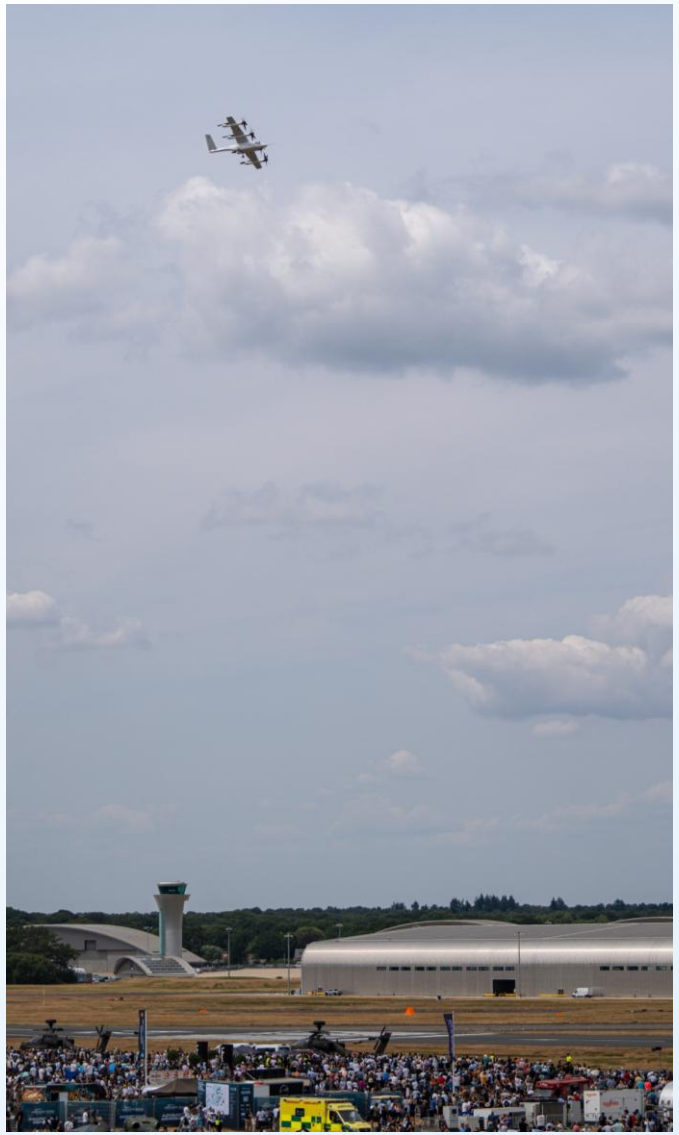
Vertical owns the battery, hybrid and power-distribution technology that the wider industry increasingly needs

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Note: Management Projections

Aircraft Maturity, Certification Progress, and Market Expansion are Converging

PROOF POINTS:

- ✓ Piloted transition demonstrated
- ✓ Public flight demonstrations completed
- ✓ Defined UK CAA and EASA certification pathway, with FAA to follow
- ✓ Valo differentiation validated by customers and industry participants
- ✓ Hybrid and defence opportunity expanding
- ✓ Commercial and industrial ecosystem in place



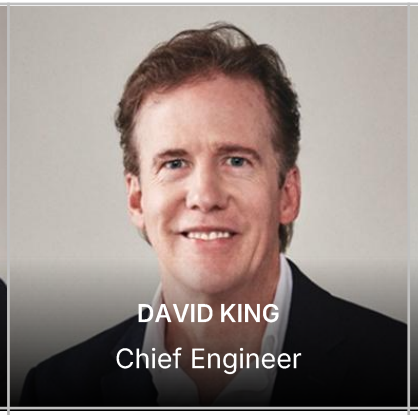
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Leadership Team Brings Experience Across 30+ Aircraft and Propulsion Programs



STUART SIMPSON
Chief Executive Officer & Director

Avast · Royal Mail · IDS · gm · GLS · Rolls-Royce



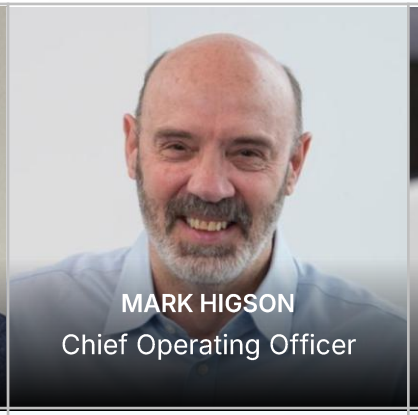
DAVID KING
Chief Engineer

Bell Helicopter A Textron Company · LEONARDO · BOEING



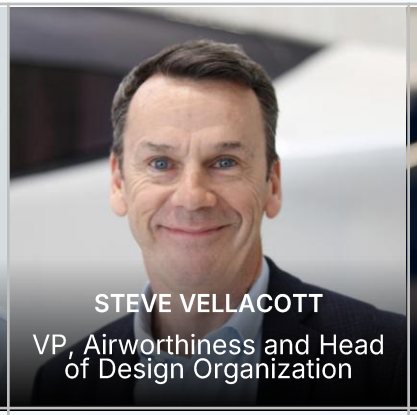
MICHAEL CERVENKA
Chief Commercial & Strategy Officer

Rolls-Royce



MARK HIGSON
Chief Operating Officer

BAE SYSTEMS · MODULAIRE GROUP



STEVE VELLACOTT
VP, Airworthiness and Head of Design Organization

LEONARDO



JENNY HARCOURT
Supply Chain Director

Rolls-Royce



TREVOR WOODS
Director of Regulatory Affairs

EASA · UK Civil Aviation Authority



ERIC SAMSON
VP, Programme – Hybrid

Gulfstream · JET AVIATION A GENERAL DYNAMICS COMPANY



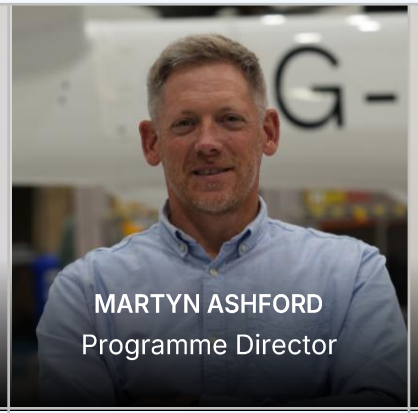
SIMON DAVIES
Chief Test Pilot

ROYAL AIR FORCE



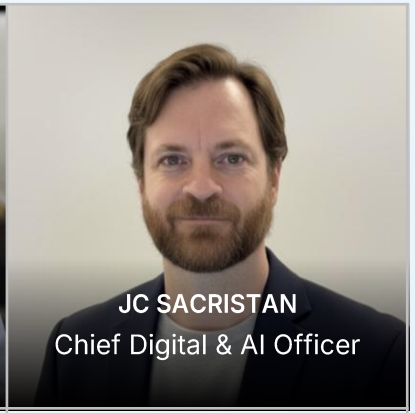
ROSS CRAWFORD
Operations and Manufacturing Director

JAGUAR · LAND ROVER



MARTYN ASHFORD
Programme Director

LEONARDO



JC SACRISTAN
Chief Digital & AI Officer

adidas · GE · abcam

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Board Brings Aviation, Defence, Capital Markets and Public-Company Experience



FABRICE BRÉGIER
Chair

AIRBUS · MBDA · eurocopter · Palantir



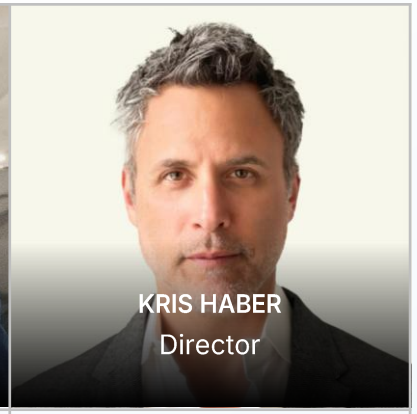
STUART SIMPSON
Chief Executive Officer & Director

Avast · Royal Mail · IDS · gm · GLS. · Rolls-Royce



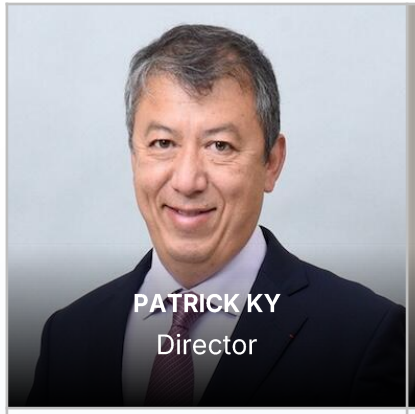
BEN STORY
Director

Rolls-Royce · citi



KRIS HABER
Director

COATUE · Advent · INVESTCORP



PATRICK KY
Director

EASA · ICAI



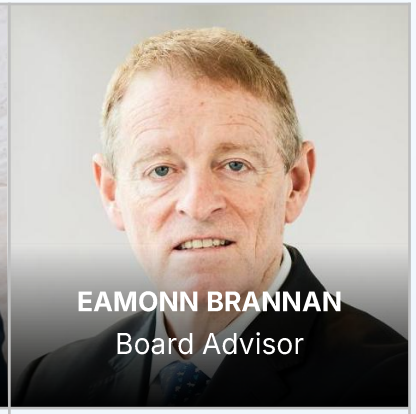
LORD ANDREW PARKER
Director

Former CEO;
SECURITYSERVICE MI5



CLYDE WOLTMAN
Director

LEONARDO · AEROJET ROCKETDYNE



EAMONN BRANNAN
Board Advisor

EUROCONTROL · IAA · RYANAIR · CIRIUM



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Capital is Directed to Milestones That Progressively Reduce Execution Risk



Use of Capital

- Certification and engineering
- Prototype hybrid and certification aircraft
- Industrialisation
- Corporate and working capital

Value Inflection Points

- CDR by year-end 2026
- Hybrid aircraft flying H1 2027
- Begin build of first Valo pre-production aircraft
- Open Vertical Energy Centre 2 and pilot aircraft production facility
- Announce high-rate aircraft and battery manufacturing locations

Capital is deployed against clearly-defined technical and commercial milestones designed to progressively reduce execution risk

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Notes: as of 2Q 2026 filing, published August 13, 2026

Vertical is Positioned to Define the Next Generation of Aviation

1. Category-defining Aircraft
2. Proven in Piloted Flight
3. Published Certification Pathway
4. Expanding Commercial and Defense Markets
5. Global Customer and Partner Ecosystem
6. Capital-efficient Model with Recurring Revenue



One advanced aircraft platform. Multiple markets. Clear path toward certification and commercial scale.

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