

KEY CATALYSTS

1. U.S. Expansion & Defence Opportunities

- Establish U.S. subsidiary to pursue **U.S. Space Force, SpaceWERX, NASA and Department of War opportunities**
- Current discussions include **NASA, SpaceWERX and senior U.S. defence leadership**
- Target applications include **orbital logistics, autonomous operations, satellite servicing and space infrastructure**
- Potential government contracts provide **revenue, validation and non-dilutive funding**

2. Lab2Space Commercialization

- Convert existing **Lab2Space LOIs into commercial contracts**
- Expand pharmaceutical, biotechnology and research payload customers
- Each successful mission builds **revenue, flight heritage and future logistics customers**

3. Orbital AI & Compute Infrastructure

- Emerging opportunity to provide the **transport, deployment, servicing and repair layer for orbital AI and compute infrastructure**
- In discussions with **VAST, Voyager, Planet Labs and Apex**, among others, regarding potential future requirements for assets operating in space
- Catalyst: convert these strategic discussions into **commercial servicing, logistics and infrastructure contracts**
- O2O's longer-term role is to become the **logistics and servicing layer for the growing orbital infrastructure market**

4. Increasing Launch Cadence

- **Target of 17 launches in 2027**
- Increasing launch activity creates opportunities for payload deployment, servicing and future logistics missions
- More launches accelerate the development of a recurring in-space logistics market

5. Government & Space Agency Contracts

- Active discussions with **NASA, SpaceWERX and senior U.S. defence leadership**

- Pursuing opportunities with the **Australian Space Agency and other international government agencies**
- Target areas include orbital servicing, logistics, payload transportation, research and space infrastructure
- Strategic procurement relationships, including **Hui Huliau**, may provide access to additional U.S. government procurement pathways
- Government contracts can provide **non-dilutive capital, technical validation and anchor customers**

6. Nasdaq Uplisting

- Potential future **Nasdaq uplisting**, subject to applicable listing requirements
- O2O is in discussions with **Morgan Stanley and Goldman Sachs** regarding the potential New York/Nasdaq pathway
- Potential to broaden access to **U.S. institutional investors and aerospace/technology capital markets**
- U.S. market access provides an additional potential catalyst for visibility, liquidity and valuation

7. Valuation Re-Rating

- Potential valuation catalysts include: **first orbital missions → commercial contracts → recurring revenue → flight heritage → government/strategic contracts → Nasdaq uplisting**
- Current valuation provides an early-stage entry point ahead of these potential milestones

8. Strategic Technology Partnerships

- In discussions with **Microsoft and Google**, with **NVIDIA to follow**
- Potential areas include **orbital AI, accelerated computing, cloud infrastructure, autonomous systems and space-based data centres**
- Strategic partnerships could accelerate product development, customer access and commercial adoption

9. Australian R&D Advantage

- Potential access to Australia's **R&D Tax Incentive** for qualifying development activities
- R&D support can reduce the effective cost of developing propulsion, spacecraft, manufacturing and autonomous systems
- Further strengthens O2O's **capital-efficient development model**

