symphony space

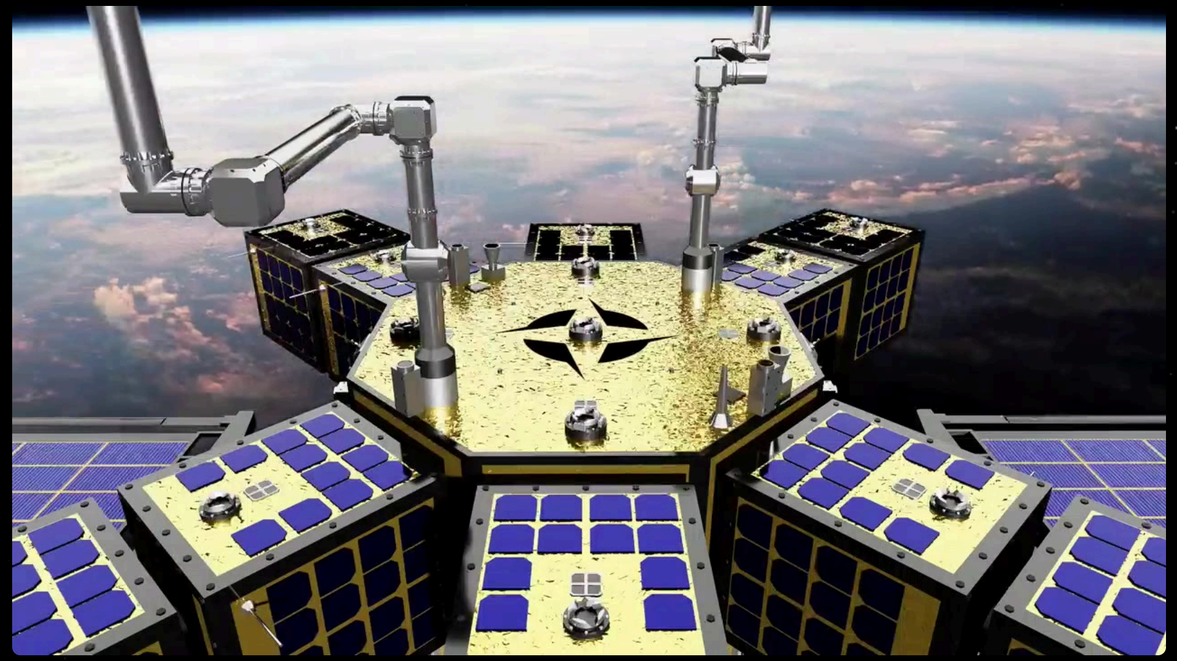
Orchestrating Orbit.

Reconfigurable infrastructure for the space economy.

November 2026

We build the infrastructure layer orbit is missing.

Adagio is a reusable, uncrewed platform that hosts payloads from any vendor. We provide power, thermal, secure comms, pointing, robotics and operations. Customers rent capacity or own the platform.



Adagio reconfiguring on orbit, animation. Patent pending.

1,200 kg
Reconfigurable payload capacity

12
Modules, swapped robotically on orbit

15 yrs
Design life, refreshed rather than replaced

12–200 kW
Power, from Adagio to Adagio-XL

1–10 Gbps
Secure optical crosslinks

4 orbits
LEO, MEO, GEO and cislunar on one architecture

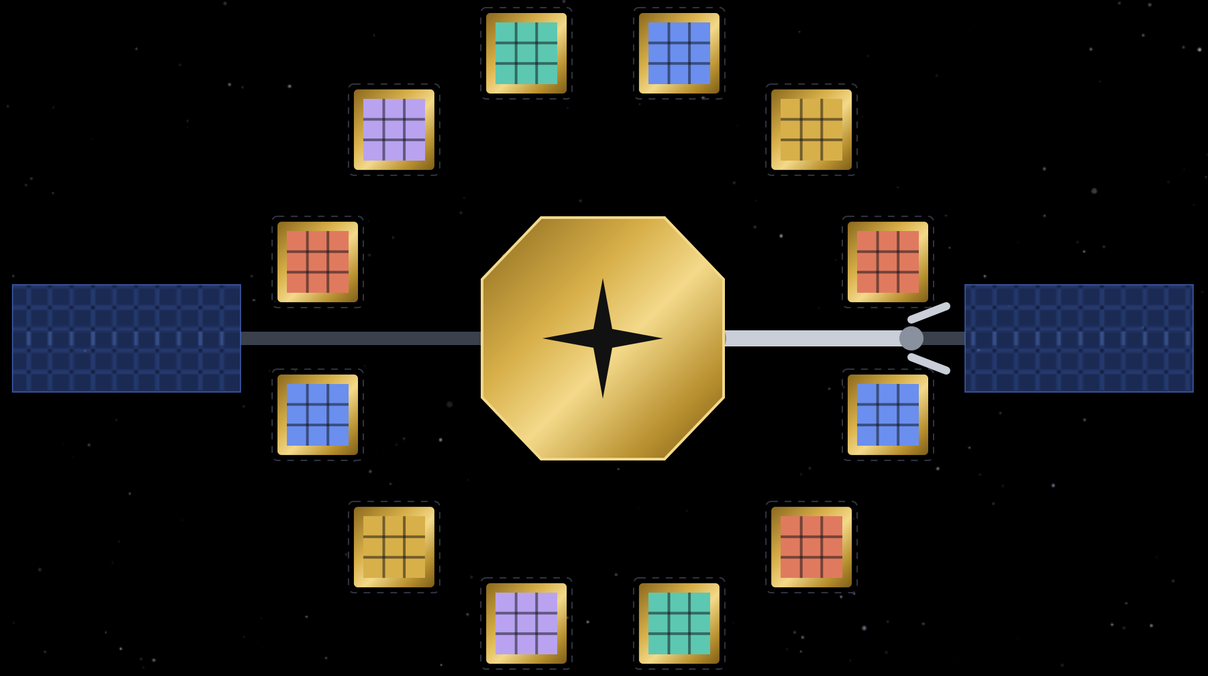
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Modular by design.

12 standard slots. Any compliant module, from any vendor, plugs into the same power, data and thermal interface.

Robotic, on orbit. The platform's arm swaps, upgrades or replaces modules without a new spacecraft.

Spares in place. Transfer vehicles deliver modules and spares that wait on orbit until they're needed.



- Compute
- Sensors
- Comms
- Fuel & logistics
- Science

Plug in
Customer modules dock to standard slots

Upgrade
Next-generation compute swapped in

Restore
A failed sensor replaced from spares

Retask
A science slot becomes a fuel pod

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One interface. Any module.

SWIS, the Symphony Wireless Interface System, is the standard every module docks to. It’s what lets the arm swap hardware in orbit.

Contactless power and data
Built for repeated robotic swaps over a 15-year life

The same port on every module
Compute, sensors, fuel or science, from any vendor

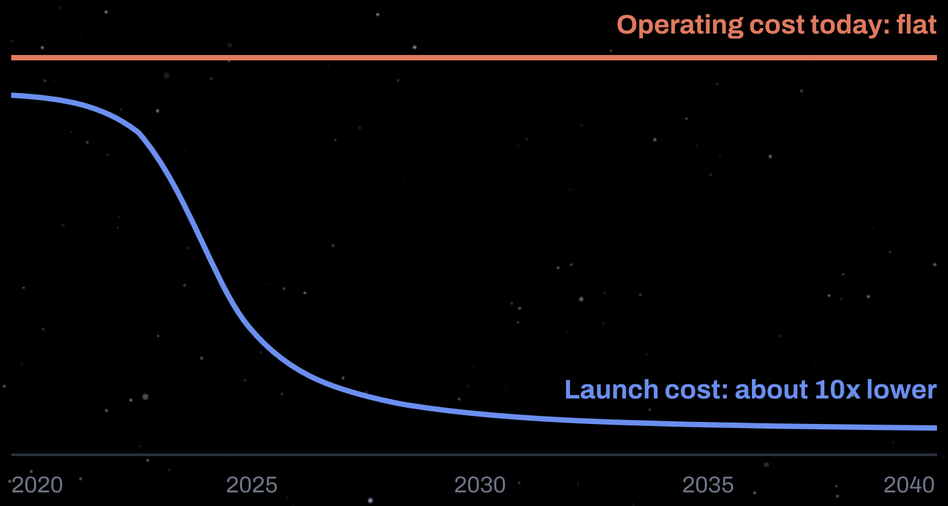
Patent pending
Core design held as a trade secret

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Every satellite is born obsolete.

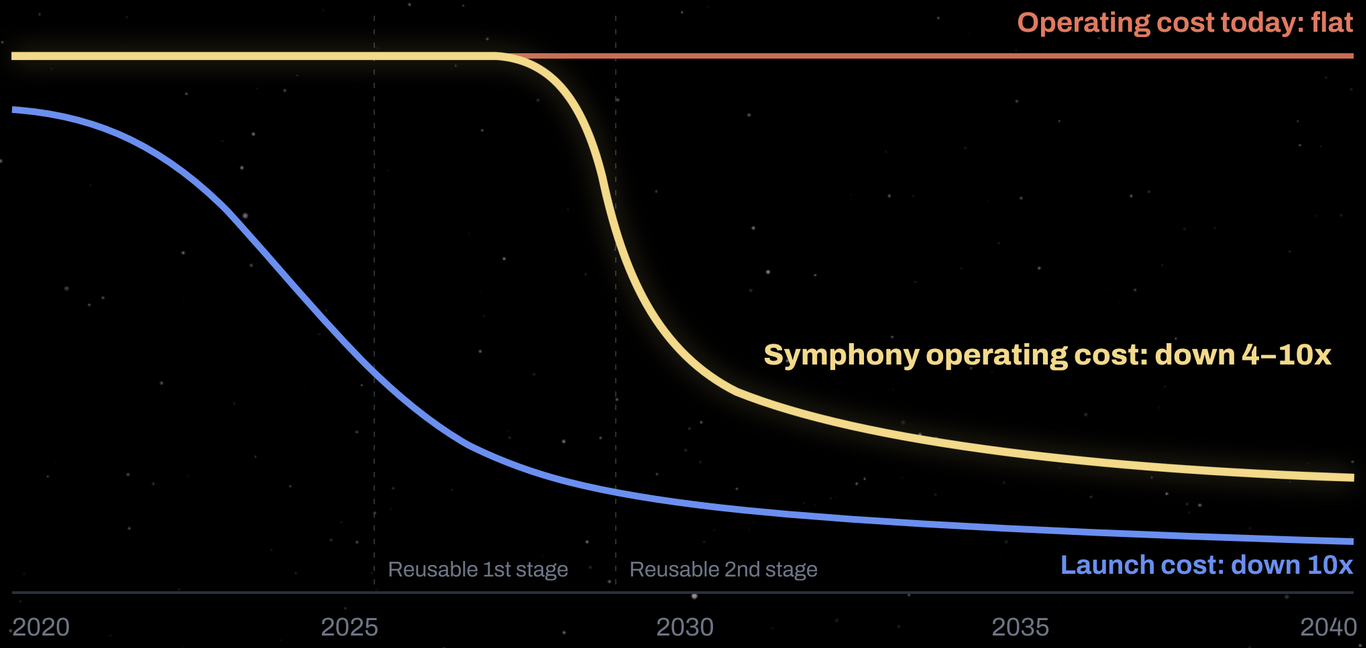
Time	3–7 years from concept to orbit. Then 1–5 years of service.
Adaptability	Once launched, hardware can’t be swapped, upgraded or retasked.
Resilience	Single-mission satellites are fixed targets. Lose one and the capability is gone until a new launch.
Logistics	Nothing is forward-positioned. Every replacement starts on the ground.
Cost	$30K–$150K per kg per month. A dedicated bus, integration and launch for every mission.

Launch got cheaper. Operating in orbit didn’t.



Cost per kg, illustrative. Source: Citi Research.

Operating in orbit, 4–10x cheaper.



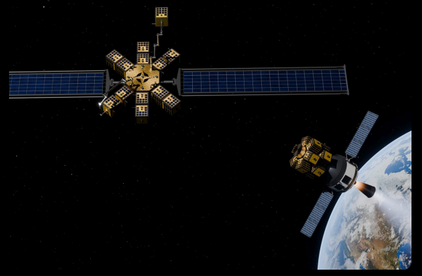
Cost per kg, illustrative. Launch cost source: Citi Research.

$4K–$10K
per kg per month to operate in orbit, against $30K–$150K today

<12 months
from contract signature to operations in orbit

Every payload
replaceable and upgradable in orbit

One platform. Every mission refreshable on orbit.

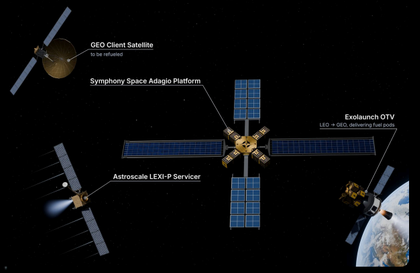


Capability that adapts as fast as the threat

Spares staged on orbit and swapped robotically, so a lost capability comes back without waiting for a launch.

New payloads fielded in months on a one-year integration cycle, not 3–7 years.

Retask or upgrade as the mission changes, over secure optical crosslinks.

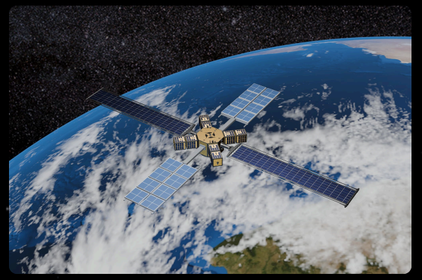


A supply chain in orbit

A GEO depot holding 1,200 kg of fuel across 12 pods, with multiple port types.

Partner transfer vehicles deliver 200 kg modules; servicers refuel client satellites.

Spares and consumables pre-positioned for on-demand deployment.



Compute that refreshes like a rack

GPUs, radiators and platform are separate modules. Swap compute each generation and keep the radiators.

Adagio-XL: 100–200 kW compute nodes with pump-free cooling.

Process data next to the sensor and downlink answers, not raw data.



Orbit, without building a spacecraft

Rent capacity by the kilogram and month, from a 10 kg experiment to 1,200 kg.

Uncrewed: no crew vibration, and room for payloads that can’t fly near people.

Research, Earth observation, manufacturing, media and sovereign programs.

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Why now?

The threat outpaced the architecture. The technology to fix it is ready.

National security

Counterspace threats, from ASATs to jamming and cyber, make fixed assets liabilities. Space Force doctrine is shifting to resilience, maneuver and Space Mobility & Logistics.

Technical enablers

Autonomy, rendezvous and docking, orbital transfer vehicles, optical crosslinks and in-space robotics have matured enough to build on.

Commercial demand

Launch cost has fallen about 10x. The Department of War now buys capability as a service, and AI is pushing data centers past what Earth's grids can supply.

How space infrastructure has evolved

Dedicated	Shared	Proliferated	Serviceable	Adaptable
1957–1990s. Purpose-built spacecraft	1990s–2010s. Stations and hosted payloads	2010s–today. Smallsats, cheaper launch	2020s–today. Docking and life extension	Next: modular, reconfigurable. Symphony Space

Budgeted defense demand today. Commercial scale tomorrow.

Open today Now

$31B

Defense pays first: missile tracking, data transport, domain awareness.



Golden Dome	$17.5B
Earth observation & sensing	$5B
Space data network	$4.5B
Hosted payloads	$2B
Space domain awareness	$1.7B

Near-term 2030–2035

$70B

Opens as the fleet builds out.



Orbital compute	$39B
Physical AI & robotics	$12B
EO & data services	$8B
Finance & insurance	$6B
Space-based national security	$5B

Frontier 2035 and beyond

$9.5T

Enabling supply chain under development.



Global compute	$5.6T
Physical AI	$3.3T
Orbital warehousing & logistics	$500B
In-orbit servicing	$63B
Space biotech & longevity	$4B

Built from actual buyers and mission spending, not the entire “space economy.” Symphony Space analysis of budgets and third-party market forecasts.

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Not a better satellite. A new way to buy orbit.

	Smallsat hosts Loft, Spire, Sidus, Apex	Crewed stations Axiom, Vast, Starlab	Adagio Symphony Space
Hosted payload	~50–500 kg	Station-scale, crewed	**10–1,200 kg, swappable**
Time to orbit	Months	Years	**Months**
Lifetime	~3–5 years	Crew-dependent	**Up to 15 years**
Servicing & upgrades	None	Astronaut-tended	**Robotic, on orbit**
Restore after loss	Relaunch	Crew-dependent	**Robotic swap from spares**
Secure comms	Varies by host	Station comms	**Optical crosslinks**
Cost per kg per month	~$5K–$28K (est.)	$50K+ for upmass alone	**$4K–$10K**

Complements, not rivals. Transfer vehicles (Impulse, Momentus, D-Orbit) and servicers (Astroscale, Starfish) deliver and maintain. Adagio is where payloads live and get refreshed.

Why not SpaceX or Blue Origin? Vertically integrated stacks aren't neutral hosts for sovereign and defense payloads, and Blue Ring is built for mobility, not long-term hosting.

Technology risk, retired step by step.

What has to work	Where it stands	Proven by
Plug-and-play interface Contactless power and data between modules and the platform	Design review complete Patent pending	**Prelude** April 2028
Robotic swap and berthing Built on flight-proven hardware, modified for our interface	Simulation and validation Prototyping begun	**Prelude** Reconfiguration with mixed payloads, TRL 9
Autonomy and flight software NASA cFS-based; GNC team with MEV operations experience	In development Flatsat next	**Flatsat and test** Spring 2027
Power and thermal at scale Pump-free cooling for 100–200 kW compute nodes	Design Follows Prelude	**Adagio-XL** 2029

Hard to copy

- 2 patents pending on architecture and interface
- Interface held as a trade secret
- Every payload built to our standard raises switching costs
- Launch slot secured for April 2028
- Defense contract vehicles take years to win

ITAR/EAR posture and regulatory roadmap documented; NIST 800-171 compliance underway

One architecture. Three product lines.

Hosted payloads as a service

Rent a slot, swap anytime: science, Earth observation, sovereign and defense payloads

Space compute

For space-based intelligence and physical AI on Earth

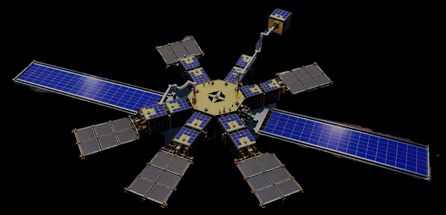
Government space infrastructure

Forward positioning, rapid deployment, continuity of operations, warehousing, logistics, fuel depots, GEO national security













LEO
Prelude
April 2028

Adagio-Mini
Dec 2028

Adagio
Q2 2029

Adagio-XL
Q4 2029

GEO
Allegro
2030

Cislunar
Nocturne
2032+

Rent orbit, or own it.

Subscribe
Hosted capacity, priced by kilogram and term

Recurring revenue

Dedicated
Operational control of reserved capacity

White-label
A Symphony-built platform under the customer's flag

Own
Buy the platform outright; we can still operate it

Large contract value up front

Contractor-, government- or buyer-owned and operated, from CO-CO to BO-BO

Pricing

Demo plan 1-year term	$120K/kg/yr
Standard 3-year term	$90K/kg/yr
Long-term 5-year term	$48K/kg/yr
Orbital compute hosting	$13/kWh
White-label platform	$42.9M/hull

Six revenue streams

Hosting subscriptions
The recurring core

Orbital compute hosting
Dedicated 100 kW fleet

Platform sales
Sovereign and defense buyers

Licensing
Interface and subsystem IP

Engineering services
Integration and consulting

Brand & media
Advertising modules

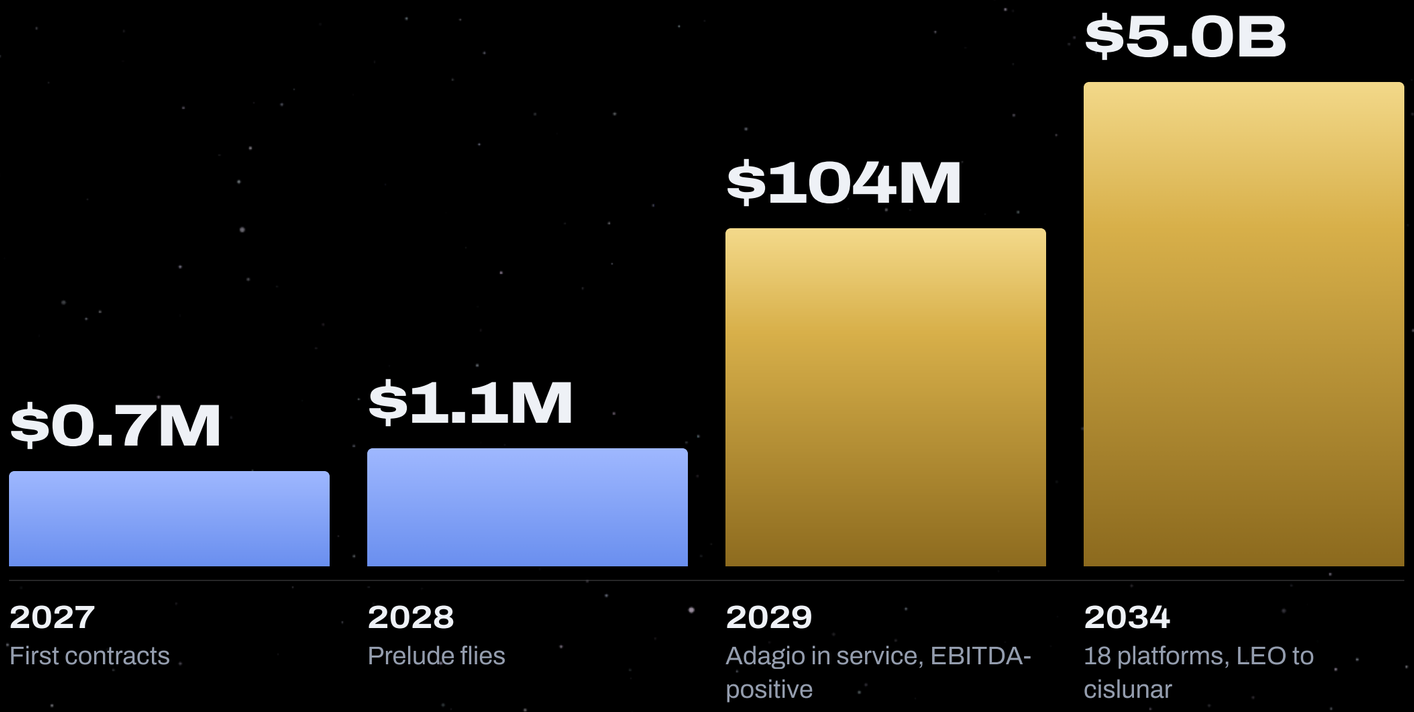
Who buys, how we sell

First: Department of War, IC, NASA and allied agencies, through OTAs, SAAs and SBIRs

Next: Commercial space, compute, physical AI, servicing and manufacturing

Always: Operations as a service, so no customer needs a mission ops team

A clear path to scale.



2029
First EBITDA-positive year

96%+
Annual margin per subscription platform; 67–76% per compute platform

<6 mo
Payback per subscription platform, from 2029

Company projections from Symphony Space's 10-year operating model (2025–2034). Revenue shown on a log scale. Secondary engines: bespoke builds, servicing, secure comms, on-platform services.

$776K signed before flight.

29	16	$140M	2028	2
LOIs and agreements signed	Hosting agreements	In deals under negotiation	April launch slot secured, Cape Canaveral	Patents pending on architecture and interface

Defense & government

- Space Test Program moving toward our first OTA; contract vehicle in place
- Space Force briefed 5×; DARPA, AFRL, Army, Navy, DIU
- 2 Direct-to-Phase-II SBIRs as prime, 2 as sub
- NASA ISS Office and Science Mission Directorate; allied space agencies

Commercial & compute

- AWS, Nova Data Centers, Sofia Space; NVIDIA Inception
- Orbital Data Center Working Group; Orbital Compute Alliance founding member
- Astroscale on orbital logistics and servicing
- Science and biotech: SDSI, Mission Space, Apricell, U. Minnesota, MIT

Execution

- Interface preliminary design review complete
- Prototyping and testing begun; flight software in development
- Supply chain and contractors secured
- Manufacturing, assembly and test in Northern Virginia

Recognition: Frontier Meets Capital winner, Women Venture Summit; TechCrunch Disrupt finalist; CES Eureka Park; Global Space Awards nominee.

symphony space

The Conductors.

Merry Walker
Co-founder and CEO

Former White House OSTP International S&T Lead. Foreign Service Officer across six assignments on emerging tech and space; contributor to the Artemis Accords; relationships across 60+ governments. Founded Hatch: 7 startups in 4 countries. Patent-holding mechanical engineer.

Nicolas Maubert
Co-founder and CTO

25+ years in space systems. Galileo IOV Chief Engineer for design and validation at ESA-ESTEC; CNES Representative to the U.S. with oversight of 97 missions; Launch Manager at Kourou; payload engineer at Alcatel Space.

Dr. Theresa Suloway
Chief Engineer

Former NIST Chief Engineer; 21 years on satellite and national security systems. PhD, Caltech.

Mariah Harris
Systems Engineer, GNC & Robotics

GNC and flight software for MRV and MEP; 100+ console hours on MEV.

Emma Friedman
Chief of Staff

NASA Goddard GEO ground project; NASA Langley and White House communications.

Advisors

Chirag Parikh
Former Executive Secretary, National Space Council

Leslie Beavers
Former Acting CIO, Department of War; 4-star equivalent

Dr. Peter Amara
Former Deputy Assistant Secretary, Acquisition, U.S. Army

Richard Dalbello
Former Director, Office of Space Commerce

Dr. Lance Bush
Senior NASA advisor; former ISS lead

Five questions, answered.

Why this?

Orbit is missing its infrastructure layer.

$4K–$10K per kg per month on Adagio, against $30K–$150K for a dedicated mission

Months, not years from contract to orbit

Why us?

The people buyers already trust.

$776K signed, 29 LOIs before a single flight

Space Force briefed 5×; Space Test Program moving toward an OTA

What if?

If you invest

You're in before Prelude flies in April 2028, when the platform moves from design to flight-proven.

You own part of the interface orbit plugs into.

One position spans defense, logistics and compute.

Why now?

The budget, the doctrine and the technology arrived together.

$31B in budgeted demand open today, led by Golden Dome

Adversaries are moving: China's Shijian-25 appears to have refueled another satellite in GEO in 2025

Why we win

Large, serviceable, uncrewed and multi-orbit. Others offer one or two.

1,200 kg per platform, against ~50–500 kg for smallsat hosts

Patent-pending interface: every payload built to it raises switching costs

If no one builds this

Missions keep building, launching and discarding their own spacecraft.

The standard gets set by closed, vertically integrated stacks, or abroad.

Defense still buys the capability, from someone else.

Funding the path to flight.

Closing now	**$3M SAFE** Pre-seed extension. Long-lead procurement; locks in Prelude-01 customers
Opens Jan 2027	**$10M priced Seed** All-in for Prelude-01 build, test, launch and operations, plus Adagio-Mini design
2028	**Series A** Adagio-Mini and Adagio-01 build and launch

Milestones funded

01	Critical IP built, validated and flown
02	Prelude-01 and Adagio-Mini customer contracts and deposits
03	Engineering maturity and program execution
04	Licenses and regulatory approvals
05	Manufacturing and test facility

Q2 2028 Prelude-01 launch booked: Symphony's first flight-proven technology

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Let’s orchestrate orbit together.

merry@symphony-space.com

Merry Walker, Co-founder and CEO. Data room available on request: financial model, cap table, technical brief and IP filings.

symphony-space.com
Arlington, Virginia