



GO-TO-MARKET & BUSINESS PLAN

2026 – 2031

Energy anytime, anywhere for critical infrastructure — modular micro-wind and hybrid systems, engineered to unlock decentralised energy everywhere in the world.

We unlock decentralised energy for infrastructure that cannot go dark

- **Micro-wind is the wedge. Hybrid (wind + solar + battery + backup + AI) is the business. Energy-as-a-Service is the compounding engine.**
- Turbines clamp onto existing masts, towers, buildings, bridges, lamp masts, cranes etc. — no tower, no foundations needed, <2% structural load — turning any asset into a resilient, net-zero power plant.
- This is bigger than diesel. We sell energy resilience, grid independence, grid replacement, hybrid systems and decarbonisation to telecom, ports, utilities, infrastructure, off-shore and remote sites — diesel displacement is simply where the economics prove out first.
- We start with M1 as live proof of concept, then scale the industrialised M2: land with a funded pilot, prove measured yield, convert to fleet frameworks, then own the asset and bill per kWh.

€612M2031 revenue — locked model
base case**€5.5M**

Peak cumulative funding need

2028

EBITDA-positive inflection year

50 / €1.89bnActive accounts / total account
valueMANAGEMENT
TARGET

EVIDENCED

5 live pilots today — TDF (FR), ASFINAG (AT, M1 operational), Vantage/Vodafone (DE), Niedersachsen Ports (DE), China Tower (CN). Real turbines on real infrastructure, generating measured data.

Figures: locked 5-year model (June 2026). Pilots: disclosable per management.

We unlock decentralised energy for infrastructure

- **Millions of sites — telecom towers, ports, highways, utilities and remote assets — depend on diesel or fragile grids they cannot rely on.**
- Off-grid diesel power costs \$0.30–0.86 / kWh all-in, versus \$0.12–0.14 for grid — and it is dirty, exposed and increasingly non-compliant.
- Net-zero mandates, complement grid, integrate with hybrid micro energy systems, increase in energy consumption, energy-security pressure are forcing decentralised, resilient generation at the edge of the grid.
- Solar underperforms in winter and at night. Moveair offers a modular way to put wind on the mast, crane, building or bridge worldwide.

5.0M

mobile towers · ~1.25M off-grid

4,500

commercial ports electrifying

€ 0.30–0.86

diesel €/kWh all-in

140+

nations with net-zero targets

The prize: a €200–300bn wedge inside a distributed-energy market growing from €311bn to €791bn by 2034 — resilience, grid independence and decarbonisation, not just fuel savings.

One wedge, one business, one platform

01

THE WEDGE

Modular micro-wind

500 W–2 kW turbines clamp onto masts, towers, cranes and rooftops. No crane, no foundations, installed in 2–4 hours. This is how we get in the door.

02

THE BUSINESS

Hybrid local energy

Wind + solar + battery + backup + AI EMS, turnkey. Anti-correlated wind and solar cut diesel to near zero and lift uptime — higher margin on the same site.

03

THE PLATFORM

Energy-as-a-Service

MOVEAIR owns the asset and bills per kWh on 10–20 year contracts — turning one-off hardware into recurring, infrastructure-grade cashflow.

Positioning: we never sell “wind vs. solar.” We sell resilience and diesel displacement — wind is simply the piece nobody else can put on the mast.

M1 proves it today; M2 scales it — and roughly doubles the economics

	M1 · TODAY	M2 · AT SCALE
Rated power	500 W	1–2 kW + IoT
Site CAPEX · 8 turbines	€22,000	~€16,000
LCOE	€0.19 / kWh	~€0.12 / kWh ★
Gross margin (turbine)	—	~42%

EVIDENCED

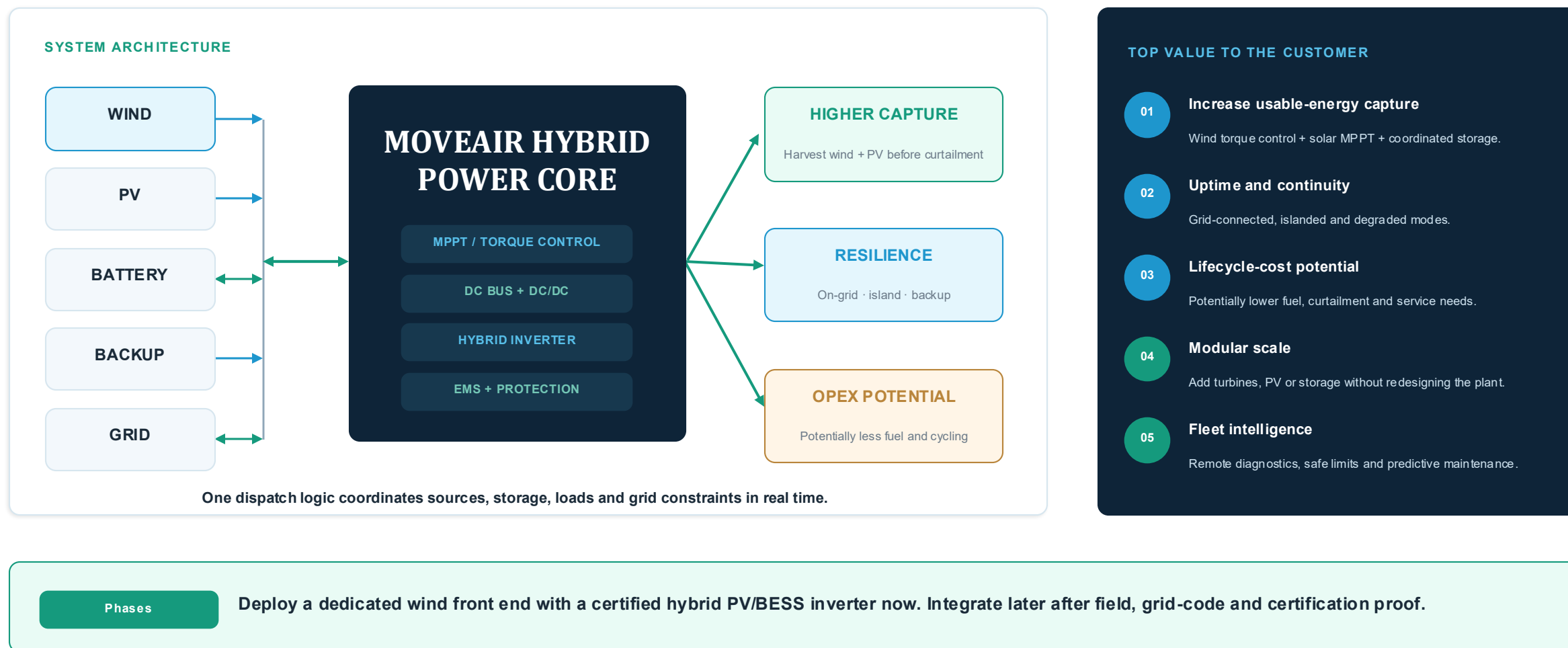
MANAGEMENT
TARGET

WHY IT IS DEFENSIBLE

- Clamp-on mounting: no crane, no foundations, <2% structural load — a category solar can't reach.
- M1 is the live proof of concept on real infrastructure with measured yield; M2 is the industrialised scale product — evidence competitors lack.
- Hybrid wind, PV/BEES, AI energy-management + WEPA data platform: every site improves the next bid.
- Asset-light JIT manufacturing (VVDN) drives the M2 cost-down to a €0.12/kWh sweet spot.

Hybrid electronics system turns separate assets into one resilient energy system

The inverter / converter / EMS layer is the control centre for yield, uptime, battery life and grid interaction — not a commodity add-on.



Real turbines on real infrastructure — and a deep pipeline

5

live pilots today

50

active accounts

€1.89bn

total account value

€7.24M

near-term deal value

EVIDENCED

MANAGEMENT
TARGET

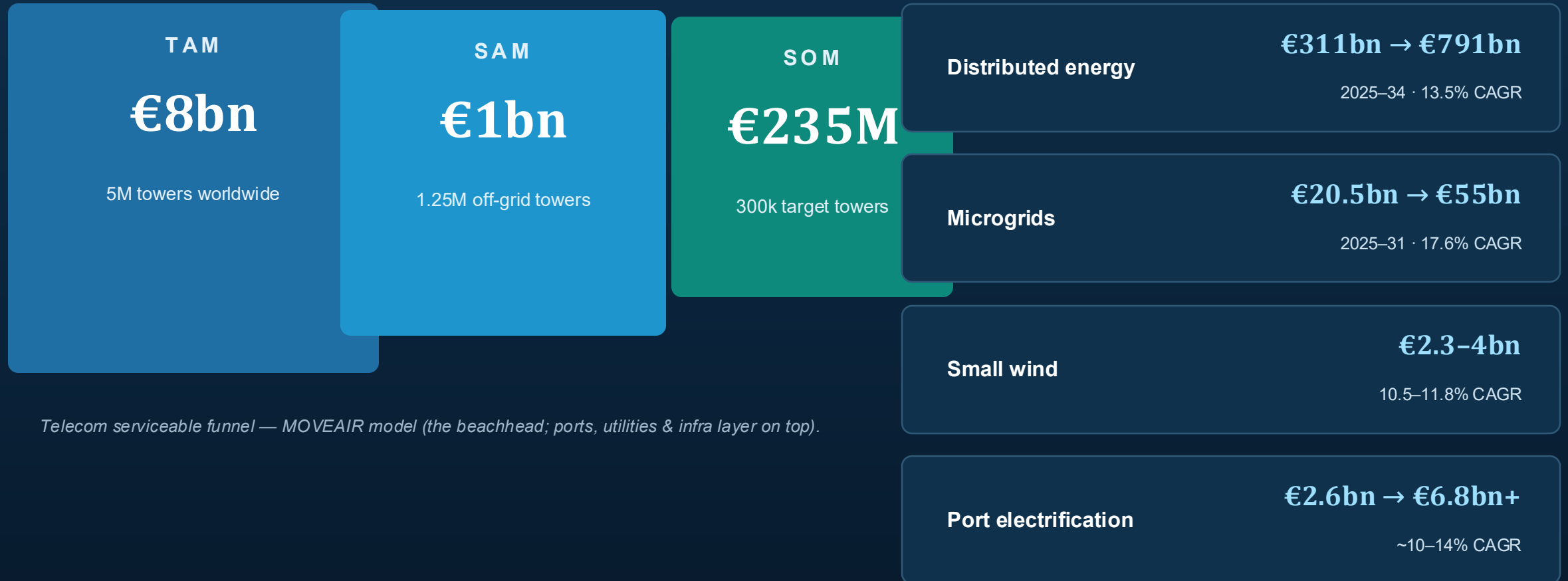
LIVE PILOTS

TDF (FR) · ASFINAG (AT, M1 operational) · Vantage / Vodafone (DE) · Niedersachsen Ports (DE) · China Tower (CN)*Anchor pipeline: Maersk / APM (ports), GD Towers / DFMG, REON Energy (PK, 46-site study), BH Telecom (BA reference), Vonovia & KIRKBI (real estate).*

THE MOTION

Land with a funded pilot → **Prove** measured yield → **Convert** to multi-site frameworks → **Own** the asset and bill per kWh.*Pipeline building 50 → 200 accounts by year-end 2026; we spend behind measured proof, not ahead of it.*

A €200–300bn wedge inside a \$300bn+ energy shift



Our north star — and the plan to reach it

MISSION

Deliver green energy anytime, anywhere — turnkey or as-a-service.

VISION

Lead the global shift to modular, lightweight, robust mini-wind — fused with solar, battery and smart energy management — as the backbone of hybrid micro-grids.

STRATEGY 2026–2031

- 1 Market plan** Win the top 75 telcos, then 28 global port-terminal operators; partner with green-energy integrators.
- 2 Scalable hybrid energy** Start with M1 as live proof of concept, then scale the industrialised M2 — micro-wind + solar + bio-fuel + battery as modular hybrid systems.
- 3 AI-driven automation** AI agents and one data platform across sales, marketing, operations, service, production, SCM, logistics and EMS.
- 4 Global expansion** Scale through regional hubs and strategic partners across the full supply and operations chain.
- 5 Energy-as-a-Service** Transition from turnkey product to recurring per-kWh revenue — an own-and-bill energy platform.

Three layers that compound into recurring revenue

LAYER 1 · 2025–27

Hardware & leasing

Turbines sold or leased, zero-CAPEX option.
ASP €1,750–2,500.

LAYER 2 · 2027–29

Hybrid systems

Wind + solar + battery + AI EMS. €30–150k
per site. Higher margin, same footprint.

LAYER 3 · 2027+

Energy-as-a-Service

MOVEAIR owns the asset, bills per kWh on
10–20 yr contracts. Recurring, financeable.

~€2,186

Turbine ASP 2031

39%

Blended gross margin 2031

26%

EBITDA margin 2031

230k

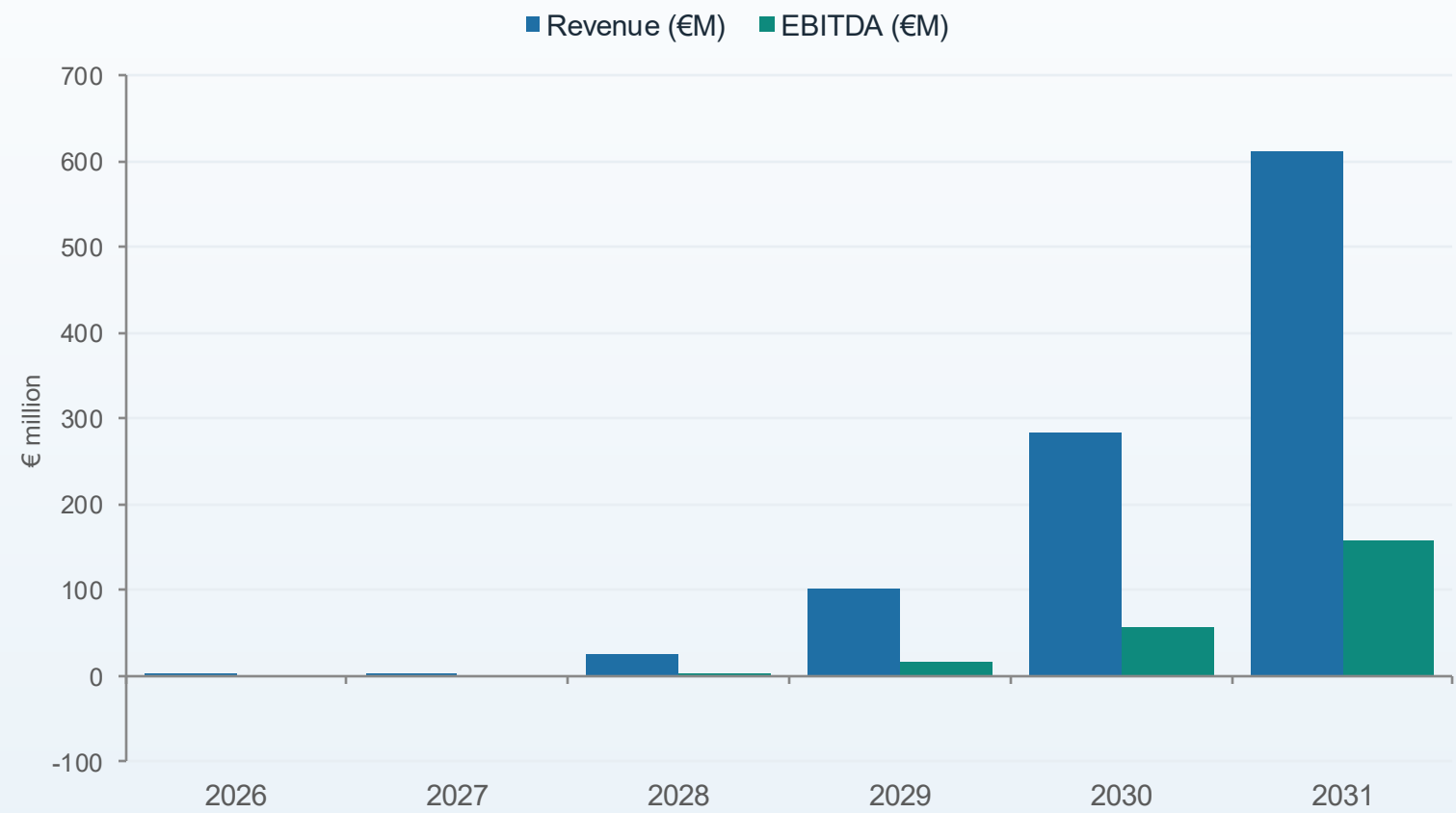
turbines shipped 2031

**MANAGEMENT
TARGET**

Source: MOVEAIR locked 5-year model (June 2026).



Revenue compounds as pilots convert to fleets



€612M

2031 revenue

2028

EBITDA-positive inflection

26%

2031 EBITDA margin

€132.2M

2031 net income

MANAGEMENT
TARGET

Source: MOVEAIR locked 5-year model (June 2026). Base case.

€5.5M to cross the evidence-to-scale chasm

USE OF PROCEEDS — €5.5M

Team & talent — personnel scale-up €2.1M



R&D, certification & Gen-2 industrialisation €2.2M



Commercial, G&A & contingency buffer €1.2M



MANAGEMENT
TARGET

UPSIDE

THE ROUND

INSTRUMENT

€5.5M seed / Series A at HoldCo

TARGET CLOSE

October 2026 (Q3–Q4)

PEAK FUNDING NEED

€5.5M base · €5.9M downside

CASH-FLOW POSITIVE

2028

CUSHION

€0.4M downside gap — covered by ~€2.0M cost flex

Why now: Gen-1 is proven in the field, the pipeline is €1.89bn deep, and €5.5M funds Gen-2 industrialisation plus the first production batches — the exact step that converts pilots into fleet revenue from 2028.

Founder-led, built to be financeable

CT

Camilla Thoma

CEO / Managing Partner

NG

Nandish Ghattar

Head of Engineering

HF

Hans Fredsted

Chief Commercial Officer

HA

Homan Ansari

Director, Software Engineering

Camilla Thoma

Chief Executive Officer

c.thoma@moveair.energy

+41 79 474 3799

Hans J. L. Fredsted

Chief Commercial Officer

h.fredsted@moveair.energy

+41 79 260 8203

MOVEAIR Global Energy AG · Genferstrasse 23, 8002 Zürich · www.moveair.energy · linkedin.com/company/moveair-global-energy