symphony space

Apple, in orbit.

A proposal to bring Symphony Space's reusable orbital platform, team and launch into Apple.

Confidential. Prepared for Apple.

Symphony Space, November 2026



Apple’s satellite features run on someone else’s network.

2022

Apple goes to orbit

Emergency SOS via satellite launches on iPhone 14, followed by Messages, Find My and Roadside Assistance.

$1.5B

Committed to a partner

Apple funds Globalstar’s next constellation in exchange for 85% of its capacity.

2026

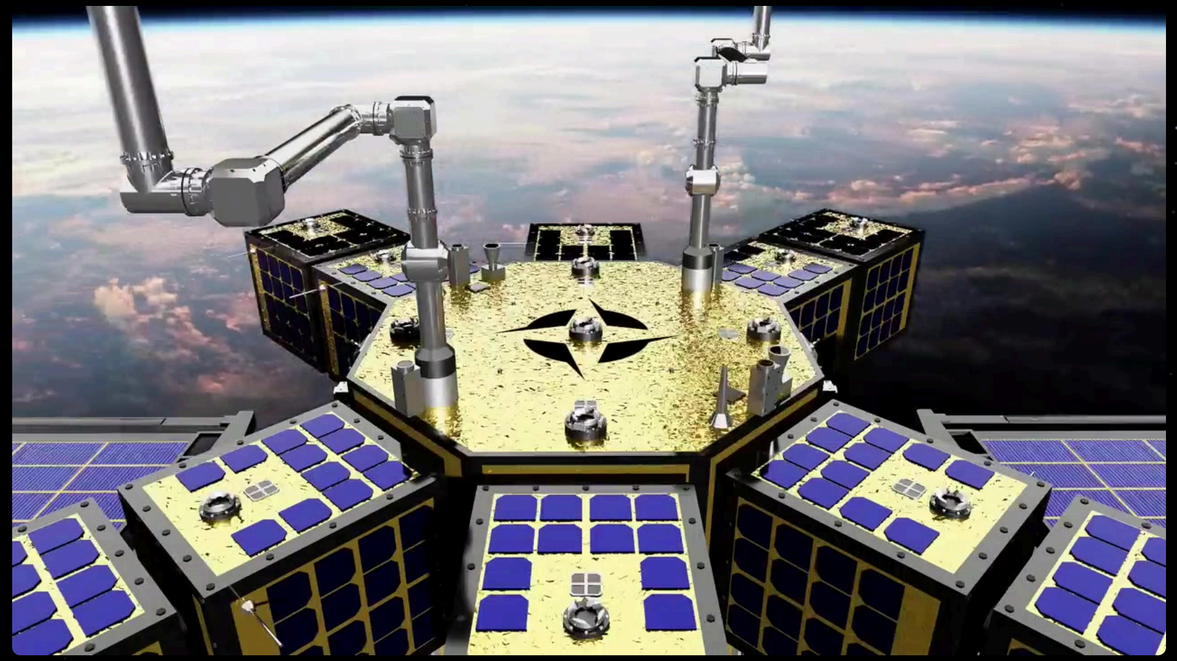
The partner changes hands

Amazon acquires Globalstar and becomes the primary satellite provider for iPhone and Apple Watch.

Apple took silicon and modems in-house when they became core to the product. **Orbit is next.**

Spacecraft that upgrade in orbit.

Adagio is a reusable, uncrewed platform. Payloads sit in swappable modules that robotic arms replace and upgrade in orbit, so the hardware in space keeps getting better instead of aging out.



Adagio reconfiguring on orbit, animation. Patent pending.

1,200 kg
Reconfigurable payload capacity

12
Modules, swapped robotically on orbit

15 yrs
Platform life, refreshed rather than replaced

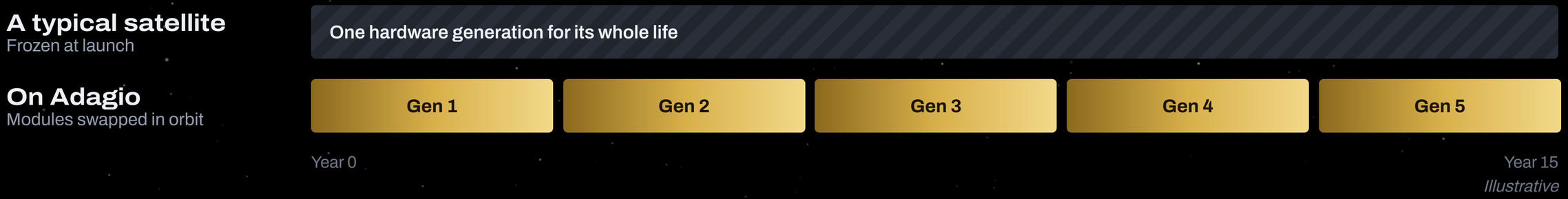
12–200 kW
Power, from Adagio to Adagio-XL

1–10 Gbps
Secure optical crosslinks

Apr 2028
First flight, launch slot secured

Hardware that upgrades like an iPhone.

Apple ships new silicon every year. Satellites still fly their launch-day hardware until they die.



Vertical integration

Apple-designed payloads on an Apple-owned platform, from the chip to the orbit.

Privacy by architecture

Data handled on Apple hardware in isolated channels, not on a partner's network.

The upgrade cycle

New radios, sensors and silicon reach orbit on Apple's schedule, not a satellite's.

What Apple could build on it.

01

Connectivity Apple controls

Host Apple-designed direct-to-device payloads, then refresh them as radios improve, the way iPhone modems do.

02

Apple silicon in orbit

Process data in space on Apple hardware, so less raw data crosses anyone else’s network.

03

Maps and location

Imagery, positioning and timing payloads that feed Maps, Find My and satellite features directly.

04

Resilience

Emergency and messaging capacity under Apple’s own control, with spares on orbit for continuity.

Illustrative applications for discussion. Symphony’s platform hosts payloads from any vendor through one standard interface.

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The interface that makes it work.

SWIS, the Symphony Wireless Interface System, carries power and data across a pin-free docking interface, so modules can be swapped in orbit again and again.

2 patents pending
Spacecraft architecture and the docking interface

Trade secrets
Core interface design, held in-house

A full product family
Designs from the Prelude demonstrator to 200 kW Adagio-XL

Everything needed to fly in 2028.

IP
Patents and designs
Two patent filings, the SWIS interface, flight software in development and the full platform family.

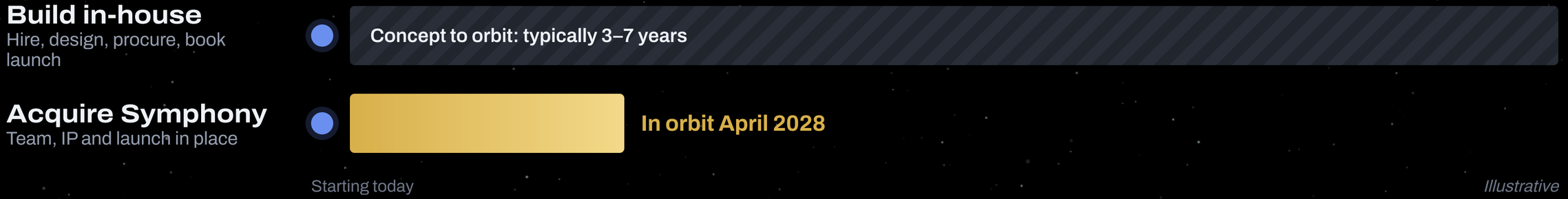
Apr 2028
A secured launch slot
A rideshare from Cape Canaveral. Launch slots are typically booked 12–24 months ahead.

12 mo
The team, committed
Founders and engineers working inside Apple for a year to transfer the program and fly it.

Built
A program in motion
Interface design review complete, prototyping under way, supply chain and contractors secured.

Also in hand: 29 signed LOIs and agreements, and Space Force engagement, which Apple can keep, transfer or wind down.

Years of work, already done.



Illustrative

Team

Spacecraft engineers with 97 missions of heritage, already working together.

Schedule

Design review done and a launch slot booked, so the first flight is fixed.

Access

Relationships with regulators, Space Force and launch providers that take years to build.

The team that comes with it.

Merry Walker
Co-founder and CEO

Former White House OSTP International S&T Lead and 12-year Foreign Service veteran in emerging tech and space; contributor to the Artemis Accords, with relationships across 60+ governments. Mechanical engineer; earlier battery work at GM.

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.

Dr. Theresa Suloway
Chief Engineer

Former NIST Chief Engineer; 21 years on satellite 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.

symphony space

A simple path.

$100M

Acquisition of Symphony Space

Assets

All IP, including patent filings, the SWIS interface, designs and software, plus the April 2028 launch slot.

Team

Founders and core engineers commit 12 months inside Apple to transfer the program and fly Prelude.

Next steps

Mutual NDA, a technical deep dive with our CTO, then diligence through our data room.

Indicative and non-binding. Subject to diligence and a definitive agreement.

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Let’s take Apple to orbit.

merry@symphony-space.com

Merry Walker, Co-founder and CEO, Symphony Space. Confidential.

symphony-space.com
Arlington, Virginia