

Q2 2026 INVESTOR UPDATE

■ SIR PETER BECK

Chief Executive Officer

■ ADAM SPICE

Chief Financial Officer

August 10, 2026



FORWARD LOOKING STATEMENTS

Forward Looking Statements

This presentation may contain certain "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. All statements, other than statements of historical facts, contained in this presentation, including statements regarding our expectations of financial results for the third quarter of 2026, strategy, future operations, future financial position, projected costs, prospects, plans and objectives of management, are forward-looking statements. Words such as, but not limited to, "anticipate," "aim," "believe," "contemplate," "continue," "could," "design," "estimate," "expect," "intend," "may," "might," "plan," "possible," "potential," "predict," "project," "seek," "should," "suggest," "strategy," "target," "will," "would," and similar expressions or phrases, or the negative of those expressions or phrases, are intended to identify forward-looking statements, although not all forward-looking statements contain these identifying words. These forward-looking statements are based on Rocket Lab's current expectations and beliefs concerning future developments and their potential effects. These forward-looking statements involve a number of risks, uncertainties (many of which are beyond Rocket Lab's control), or other assumptions that may cause actual results or performance to be materially different from those expressed or implied by these forward-looking statements. Many factors could cause actual future events to differ materially from the forward-looking statements in this release, including risks related to delays and disruptions in expansion efforts; delays in the development of our Neutron rocket; risks and uncertainties associated with the Iridium transaction; dependence on a limited number of customers; the harsh and unpredictable environment of space in which our products operate; increased competition and rapid technological change; average selling price trends; general economic uncertainty and turbulence which could impact our customers' ability to pay; failure of launch vehicles, spacecraft and components to operate as intended, including launch failures and related operational or regulatory impacts; launch schedule disruptions; supply chain disruptions, product delays or failures; design and engineering flaws; natural disasters and epidemics or pandemics; any inability to effectively integrate recently acquired assets; a US government shutdown or delays in government funding; changes in governmental regulations including with respect to trade and export restrictions or regulatory approvals and applications; risks related to government-contracting compliance; cybersecurity risks; intellectual property protection; retention of key personnel; geopolitical instability; or other events that force us to cancel or reschedule launches, including customer contractual rescheduling and termination rights; risks that acquisitions may not be completed on the anticipated time frame or at all or do not achieve the anticipated benefits and results; and the other risks detailed from time to time in Rocket Lab's filings with the Securities and Exchange Commission (the "SEC"), including under the heading "Risk Factors" in Rocket Lab's Annual Report on Form 10-K for the fiscal year ended December 31, 2025, as such factors may be updated from time to time in our other filings with the SEC, accessible on the SEC's website at www.sec.gov and the Investor Relations section of our website at <https://investors.rocketlabcorp.com>. There can be no assurance that the future developments affecting Rocket Lab will be those that we have anticipated. Except as required by law, Rocket Lab is not undertaking any obligation to update or revise any forward-looking statements whether as a result of new information, future events or otherwise.

Use of Non-GAAP Financial Measures

To supplement our unaudited consolidated financial statements presented on a basis consistent with GAAP, we disclose certain non-GAAP financial measures, including non-GAAP gross margin, non-GAAP operating expenses, non-GAAP research and development expenses, non-GAAP net selling, general and administrative expenses, and non-GAAP Free Cash Flow. These supplemental measures exclude the effects of (i) stock-based compensation expense; (ii) amortization of purchased intangible assets and favorable lease; (iii) non-cash income tax benefits and expenses (iv) gain (loss) on extinguishment of debt; (v) transaction costs; (vi) change in fair value of contingent consideration; (vii) performance reserve escrow; (viii) provision for income taxes; (ix) (Gain) loss on foreign exchange; (x) accretion of marketable securities purchased at a discount; (xi) (gain) loss on disposal of assets; and (xii) employee retention credit. We also supplement our unaudited historical statements and forward-looking guidance with the measure of adjusted EBITDA, where adjustments to EBITDA include share-based compensation, foreign exchange gains or losses, acquisition related performance reserve and escrow, loss on extinguishment of debt, and other non-recurring gains or losses. These non-GAAP measures should only be viewed in conjunction with corresponding GAAP measures. We compensate for the limitations of non-GAAP financial measures by relying upon GAAP results to gain a complete picture of our performance. Non-GAAP financial measures are not in accordance with and do not serve as an alternative for the presentation of our GAAP financial results. We are providing this information to enable investors to perform more meaningful comparisons of our operating results in a manner similar to management's analysis of our business. We believe that these non-GAAP measures have limitations in that they do not reflect all of the amounts associated with our GAAP results of operations. We encourage investors to review the detailed reconciliation of our GAAP and non-GAAP presentations in our Earnings Release dated on August 10, 2026 available on our website at investors.rocketlabusa.com. We have not provided a reconciliation for the forward-looking non-GAAP financial measures because, without unreasonable efforts, we are unable to predict with reasonable certainty the amount and timing of adjustments that are used to calculate these non-GAAP financial measures, particularly related to stock-based compensation and its related tax effects.

Additional Information and Where to Find It

This communication is being made in respect of a proposed transaction involving Rocket Lab Corporation ("Rocket Lab") and Iridium Communications Inc. ("Iridium"). In connection with the proposed transaction, Rocket Lab will file with the Securities and Exchange Commission (the "SEC") a Registration Statement on Form S-4 that includes the proxy statement of Iridium that will also constitute a prospectus of Rocket Lab. When the proxy statement/prospectus is finalized, it will be sent to the stockholders of Iridium seeking their approval of certain transaction-related proposals. This communication is not a substitute for the proxy statement/prospectus or any other documents which Rocket Lab or Iridium may file with the SEC in connection with the proposed transaction. Rocket Lab may not sell the common stock referenced in the proxy statement/prospectus until the Registration Statement on Form S-4 filed with the SEC becomes effective. The preliminary proxy statement/prospectus and this communication are not offers to sell any securities, are not soliciting an offer to buy any securities in any state where the offer and sale is not permitted and are not a solicitation of any vote or approval. ROCKET LAB AND IRIDIUM URGE INVESTORS AND SECURITY HOLDERS TO READ THE REGISTRATION STATEMENT ON FORM S-4, THE RELATED PROXY STATEMENT/PROSPECTUS INCLUDED THEREIN AND OTHER DOCUMENTS FILED WITH THE SEC CAREFULLY AND IN THEIR ENTIRETY WHEN THEY BECOME AVAILABLE BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION ABOUT THE PROPOSED TRANSACTION. Investors and security holders will be able to obtain these materials (when they are available and filed) free of charge at the SEC's website, www.sec.gov. Copies of documents filed with the SEC by Rocket Lab (when they become available) may be obtained free of charge on Rocket Lab's website at <https://investors.rocketlabcorp.com/financial-information/sec-filings> or by contacting Rocket Lab's Investor Relations Department at investors@rocketlabusa.com. Copies of documents filed with the SEC by Iridium (when they become available) may be obtained free of charge on Iridium's website at <https://investor.iridium.com/sec-filings> by contacting Iridium's Investor Relations Department at investor.relations@iridium.com.

Participants in the Solicitation

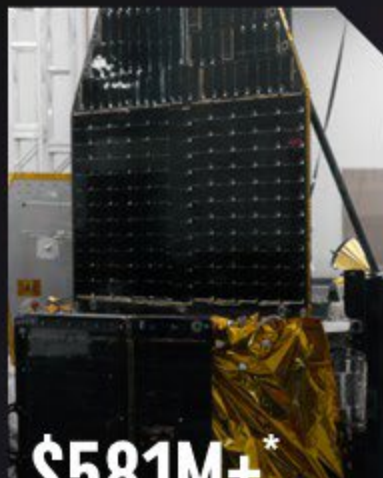
Robert H. Niehaus, Louis M. Alterman, Thomas C. Canfield, Matthew J. Desch, Thomas J. Fitzpatrick, L. Anthony Frazier, Suzanne E. McBride, Eric T. Olson, Kay N. Sears, Monique S. Shivanandan and Jacqueline E. Yearney, all of whom are members of Iridium's board of directors, and Vincent J. O'Neill, Iridium's chief financial officer, may be considered participants in Iridium's solicitation. Information regarding such participants, including their direct or indirect interests, by security holdings or otherwise, will be included in the proxy statement/prospectus and other relevant documents to be filed with the SEC in connection with the transaction. Additional information about such participants is available under the captions "Proposal 1 – Election of Directors," "Director Compensation" and "Security Ownership of Certain Beneficial Owners and Management" in Iridium's definitive proxy statement in connection with its 2026 Annual Meeting of Stockholders (the "2026 Proxy Statement"), which was filed with the SEC on April 2, 2026 (which is available at <https://www.sec.gov/ix?doc=/Archives/edgar/data/0001418819/000141881926000022/irdm-20260402.htm>), as well as on Iridium's Annual Report on Form 10-K for the fiscal year ended December 31, 2025, which was filed with the SEC on February 12, 2026 (the "2025 10-K") and certain of Iridium's Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. To the extent that holdings of Iridium's securities have changed since the amounts printed in the 2026 Proxy Statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC (which are available at <https://www.sec.gov/cgi-bin/owndisp?action=getisuser&CIK=0001418819>). Information regarding Iridium's transactions with related persons is set forth in the 2026 Proxy Statement under the caption "Transactions with Related Parties," as well as on the 2025 10-K and certain of Iridium's Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. Certain illustrative information regarding the payments to that may be owed, and the circumstances in which they may be owed, by Iridium to its named executive officers in a change of control of Iridium is set forth in the 2026 Proxy Statement under the caption "Severance and Change in Control-Related Benefits," as well as on the 2025 10-K and certain of Iridium's Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. Rocket Lab may also be deemed to be a participant in Iridium's solicitation; information regarding Rocket Lab will be included in the proxy statement/prospectus and other relevant documents to be filed with the SEC in connection with the transaction. Copies of these documents may be obtained, free of charge, from the SEC or Iridium as described in the preceding paragraph.

RECORD QUARTER + POST QUARTER WINS



**\$234M
RECORD
REVENUE**

Q2 2026 revenue up 62% (\$89.6M) YoY vs Q2 2025, with 16.8% growth over Q1 2026.



**\$581M+
IN SPACE
SYSTEMS
CONTRACTS**

Across Q2 and post quarter.



**\$437M+
IN LAUNCH
CONTRACTS**

Across Q2 and post quarter.



**\$2.36B
RECORD Q2
BACKLOG**

Plus more than \$800M of new bookings post-quarter.



**TRANSFORMATIONAL
ACQUISITIONS
UNLOCKING NEW TAMs
& CAPABILITIES**

Iridium acquisition announced – our boldest expansion yet that is expected to unlock our future in space applications. Mynaric and Motiv acquisitions closed, vertically integrating robotics and laser comms into our capabilities and expanding our reach into new programs.



SECTION

01

SPACE
APPLICATIONS

ENTERING SPACE APPLICATIONS



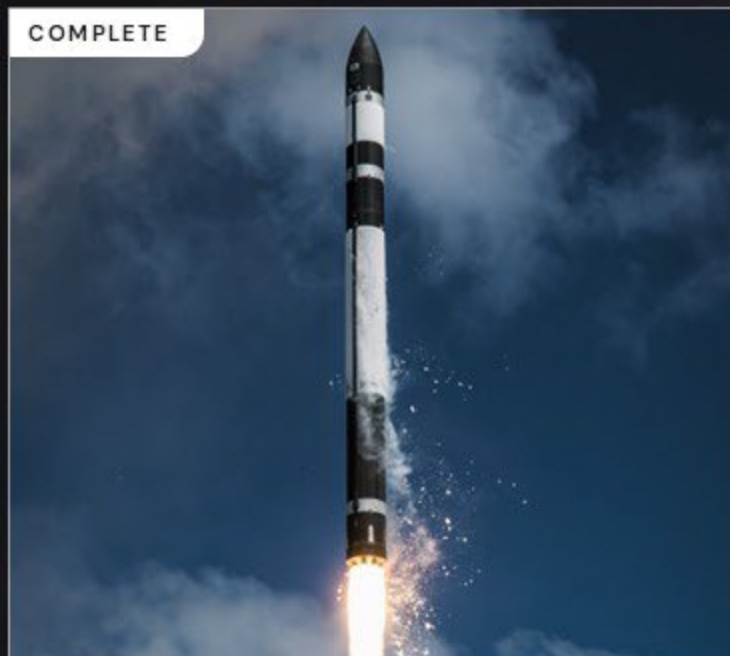
ROCKET LAB IS ACQUIRING IRIDIUM

Combines Rocket Lab's launch capability and satellite manufacturing with Iridium's global satellite communications network and rare spectrum.

Rocket Lab becomes a fully-integrated, self-launching, tier-1 space power, delivering critical communications capability to millions of users worldwide.

ROCKET LAB BECOMES AN INTEGRATED SPACE POWERHOUSE

COMPLETE



LAUNCH



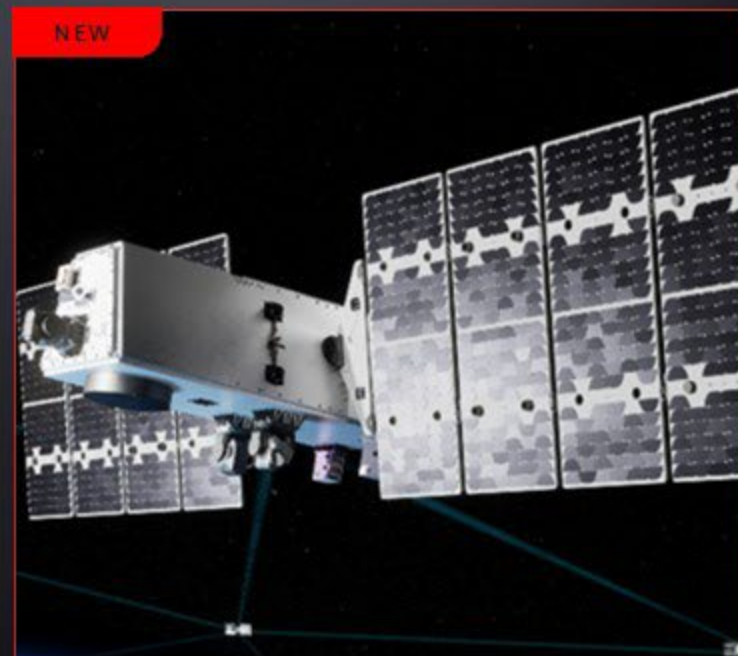
COMPLETE



SPACECRAFT



NEW



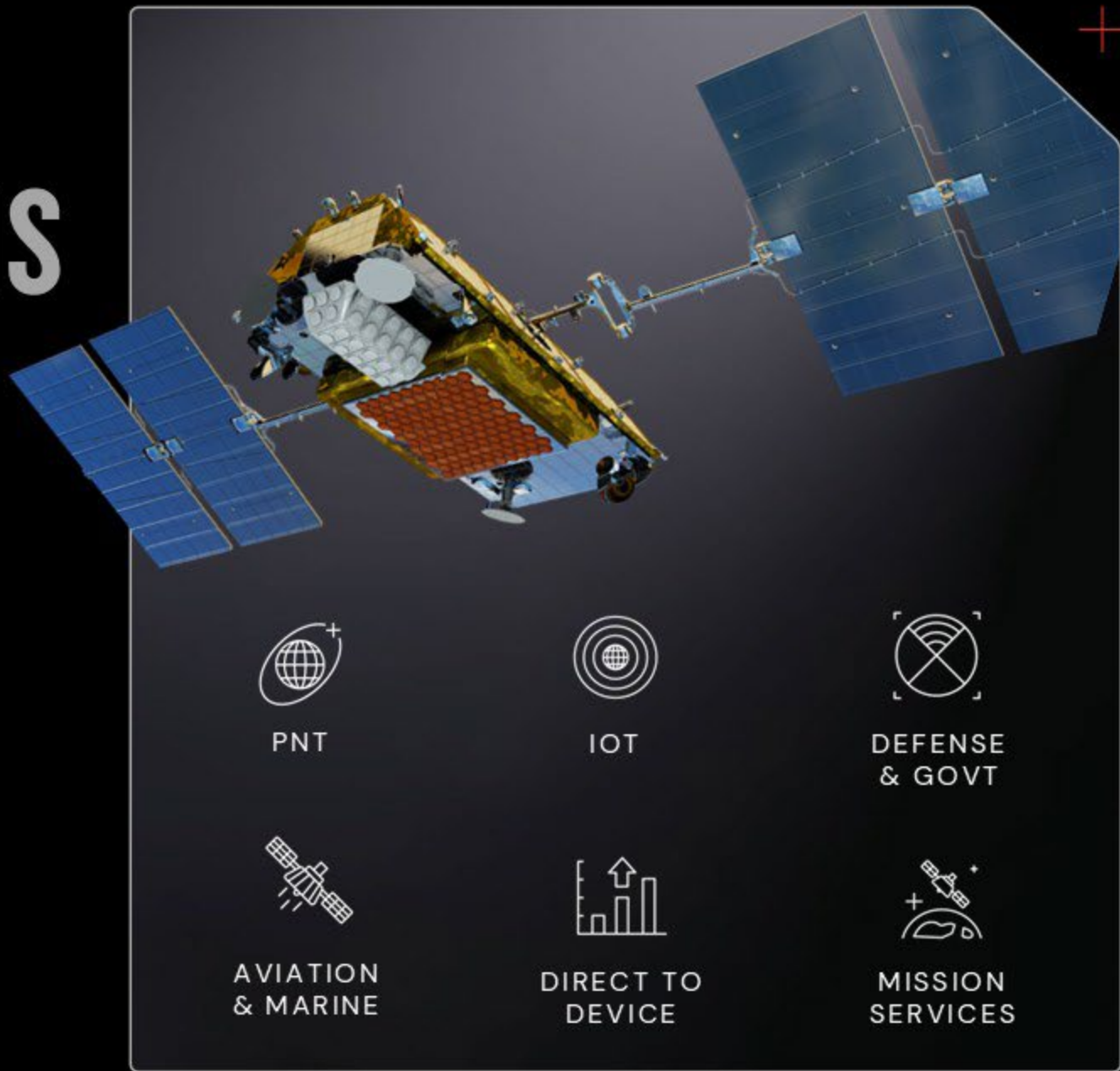
SPACE APPLICATIONS

Global voice, data, and PNT services

OUR FUTURE IN SPACE APPLICATIONS WILL BE UNLOCKED AND ACCELERATED

This is our entrance into recurring applications revenue from space, but it's not the finish line.

Rather than simply continuing Iridium's network, we will build upon it to scale into untapped markets and pioneer new space-based services.



THE ULTIMATE COMBINATION FOR GROWTH



EXPANDING CAPABILITIES

Build upon Iridium's existing network to scale into untapped markets, pioneer new space-based services, and deliver enhanced services across IoT, D2D, PNT, defense and national security, and aviation and marine safety.



STREAMLING DEPLOYMENT OF NEW INFRASTRUCTURE

Eliminate third party costs and fast-track deployment of new on-orbit infrastructure to deliver new, advanced capabilities.



MORE EFFICIENT USE OF SPECTRUM

Leverage new technology and capabilities to put Iridium's spectrum to effective use, extracting substantially greater capacity and throughput from the same finite spectrum allocation.

ROCKETLAB

SECTION

02

SPACE
SYSTEMS

\$397M CONTRACT TO BUILD AND LAUNCH FLATELLITES FOR SPACE FORCE SB-AMTI PROGRAM

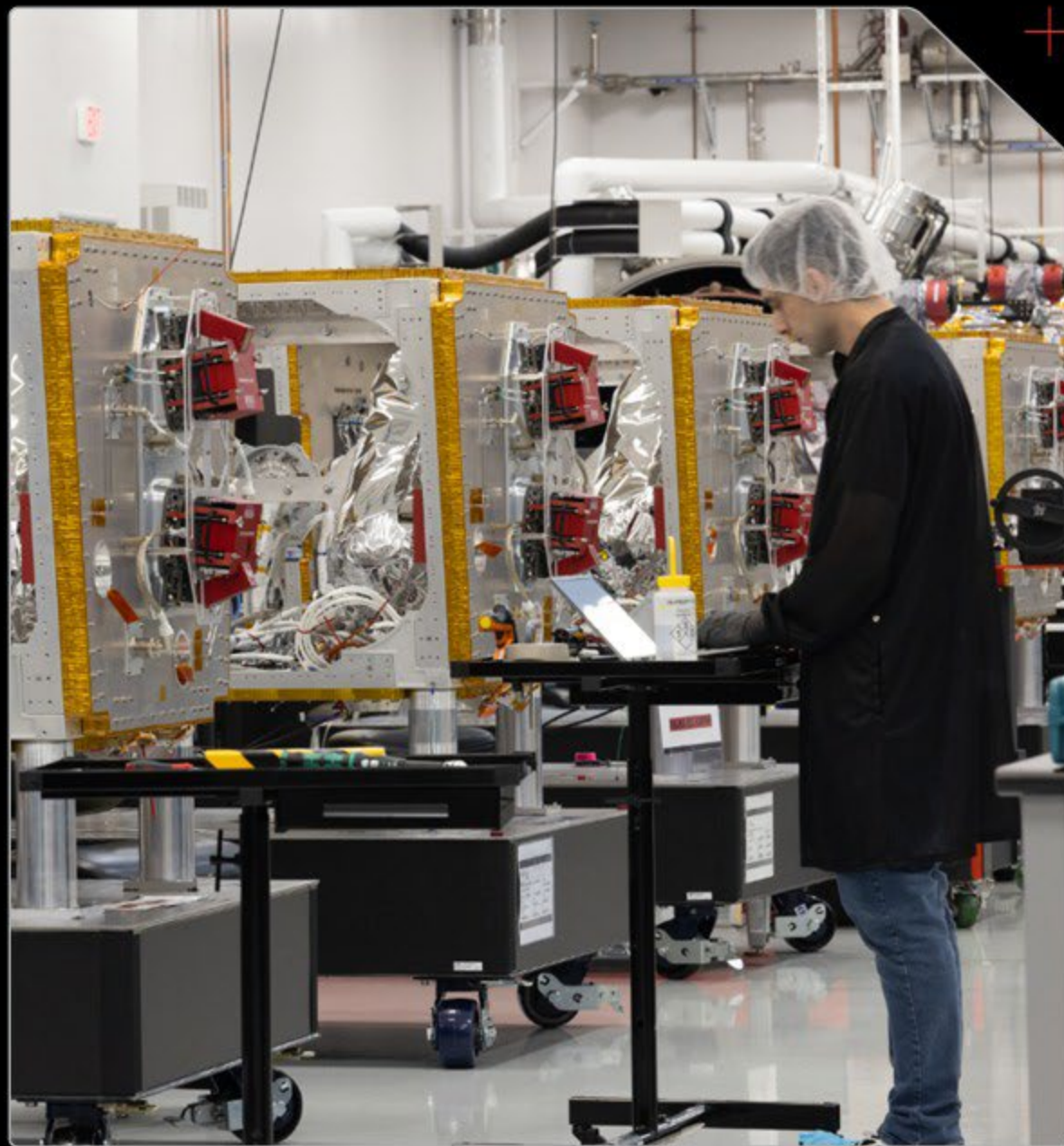
- Space-Based Airborne Moving Target Indicator: A large Space Force constellation to detect, track, and monitor airborne threats from space.
- Includes multiple Flatellite spacecraft (+ options for more) launched on Neutron.
- Compelling recognition of Rocket Lab's strategic vertical integration model.



Image for illustrative purposes only, not intended to be an accurate representation of this mission.

NEW MARKET UNLOCKED: SELECTED TO BUILD GEO SATELLITES FOR SPACE FORCE

- Selected to build multiple geostationary satellites to deliver Space Domain Awareness for Space Systems Command across multiple contracts totalling more than \$160M.
- M&A synergy realized with integration of Heimdall payload from GEOST acquisition.
- Rocket Lab's first entrance into satellite production for geostationary orbit, unlocking a new market.



VICTUS HAZE: RECORD BREAKING RESPONSIVE SPACE MISSION

**LAUNCH RECORD:
16 HRS 42 MINS**



Launch on Electron with just 16 hours 42 minutes' notice – fastest response ever for a TacRS mission.

**RAPID SPACECRAFT OPS:
34 HRS EARLY**



Spacecraft commissioning complete in just 38 hours (34 hours faster than Space Force's set target).

**ON-ORBIT PURSUIT:
25 HRS EARLY**



Tracked and photographed a target adversary satellite in under 59 hours, well before the 84-hour cutoff.

ROCKET LAB GERMANY

DELIVERING EUROPEAN SOVEREIGN SPACE CAPABILITIES



SATELLITE MANUFACTURING

Rocket Lab Germany is pursuing opportunities that could lead to the establishment of satellite bus, payload, and spacecraft components manufacturing in Germany.

Potential for establishment of regional hub for constellation-class manufacturing of components, as well as spacecraft assembly, integration, and test.

Would enable Rocket Lab to serve commercial, civil, and defense space programs across Europe as a domestic provider.



ASSURED ACCESS TO SPACE

Addresses Europe's launch deficit by bringing a domestic, mission-tested launch partner to the region to eliminate space access bottlenecks.

Provides Europe with resilient and responsive launch capabilities tailored to the region's unique needs.



STRATEGIC AUTONOMY AND SPACE SOVEREIGNTY

Europe faces glaring gaps across both launch and spacecraft manufacturing. Rocket Lab Germany addresses these directly, providing the region with new domestic strength to secure, defend, and discover in a rapidly evolving new space era.



SECTION

03

ELECTRON
& HASTE

RECORD DEMAND & BACKLOG

Q2 2026 plus post-quarter launch contracts
across Electron, HASTE, and Neutron.*

\$437M+

RECORD NEW LAUNCH CONTRACTS

26

NEW LAUNCHES BOOKED

90+

LAUNCHES IN BACKLOG
Highest in company history.



NEW MULTI- LAUNCH CONTRACTS SIGNED



**DEFENSE
PRIME**

LARGEST LAUNCH CONTRACT YET: \$266M FROM U.S. SPACE FORCE

Landmark agreement with Space Force's Space Systems Command solidifies Rocket Lab as a flight test leader for missile defense.

- ~18 suborbital launches,* first launch within 6 months.
- Two new launch pads and a new location – Launch Complex 4 – coming to Kodiak, Alaska.



INTRODUCING

GHOST

GLOBAL HYPERSONIC & ORBITAL SPACEPORT TECHNOLOGY

LAUNCH ANYWHERE, ANYTIME

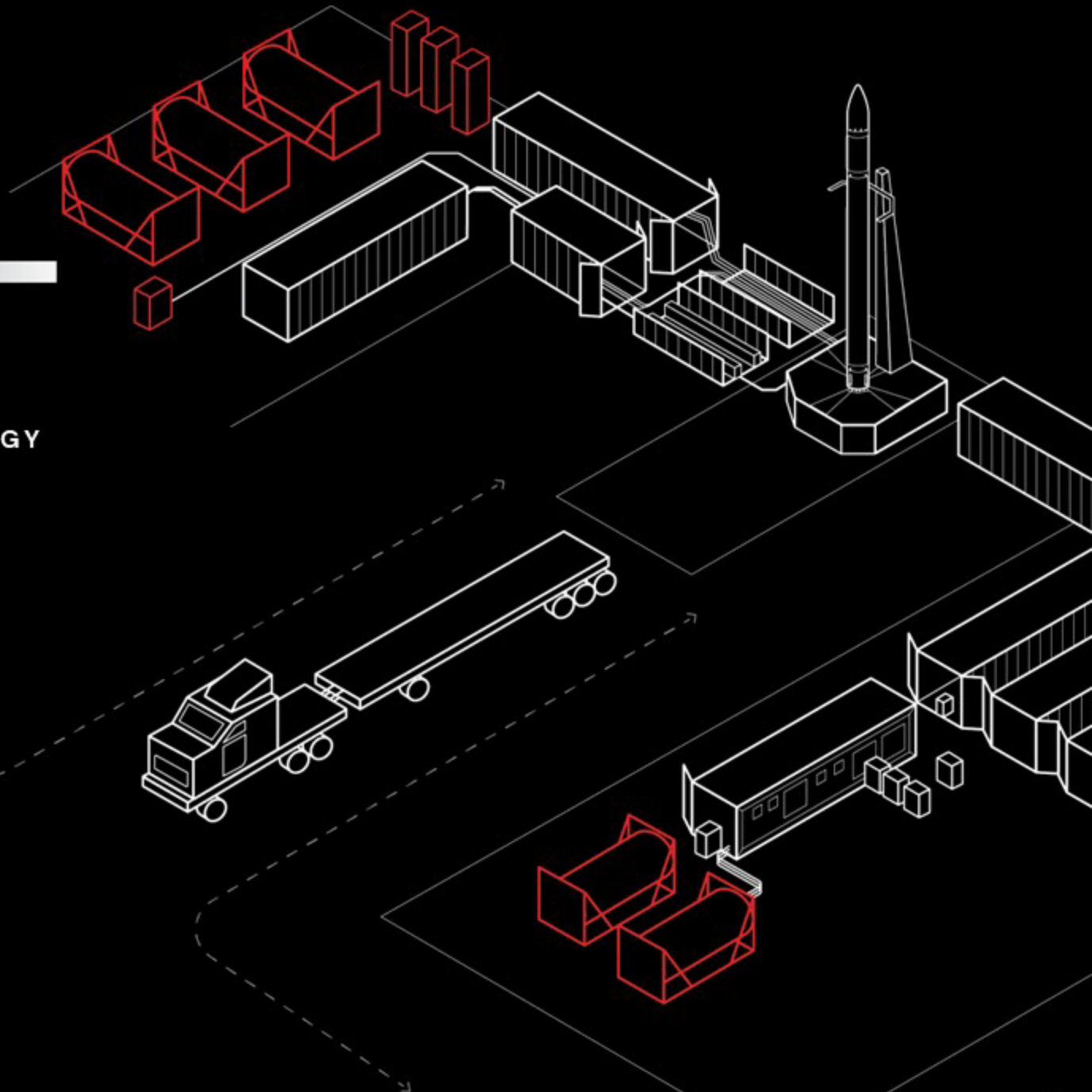
Rockets, launch infrastructure, ground support, and range control systems – delivered in shipping containers, ready to launch on rapid timelines.

BACK-TO- -BACK MISSIONS

GHOST supports Electron and HASTE, bringing dual-launch options to responsive launch, national security, and missile defense.

SOVEREIGN LAUNCH EXPORT

Bringing a one-stop shop for full end-to-end test regimes and orbital missions to America's partners and allies.



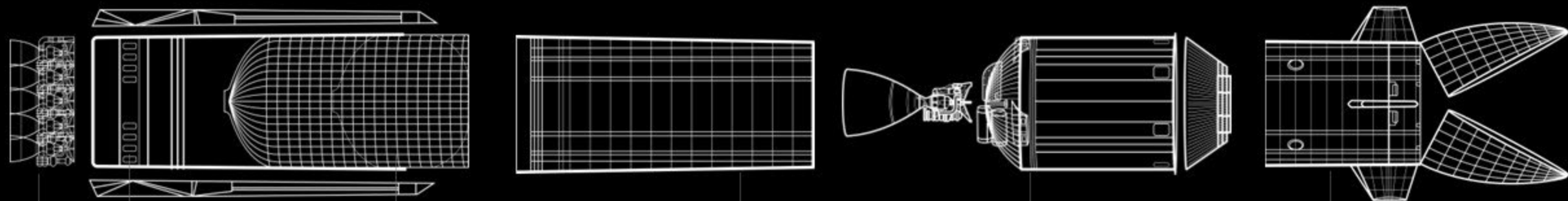


SECTION

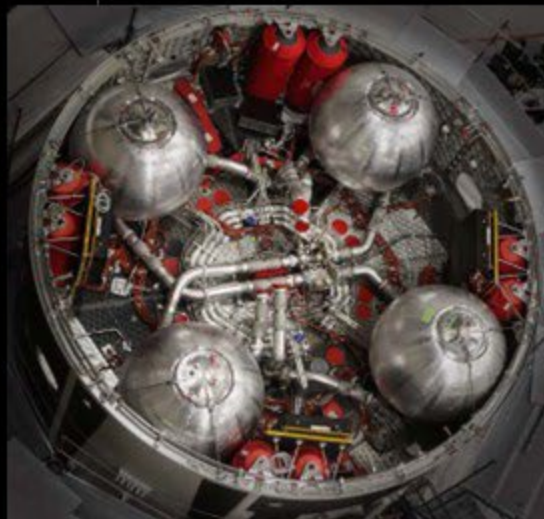
04

NEUTRON

FLIGHT HARDWARE COMING TOGETHER



ARCHIMEDES ENGINES
400+ hotfires completed.



THRUST MODULE
Final fluids and avionics integration.



STAGE 1
Assembly underway.



STAGE 2
Final integration.



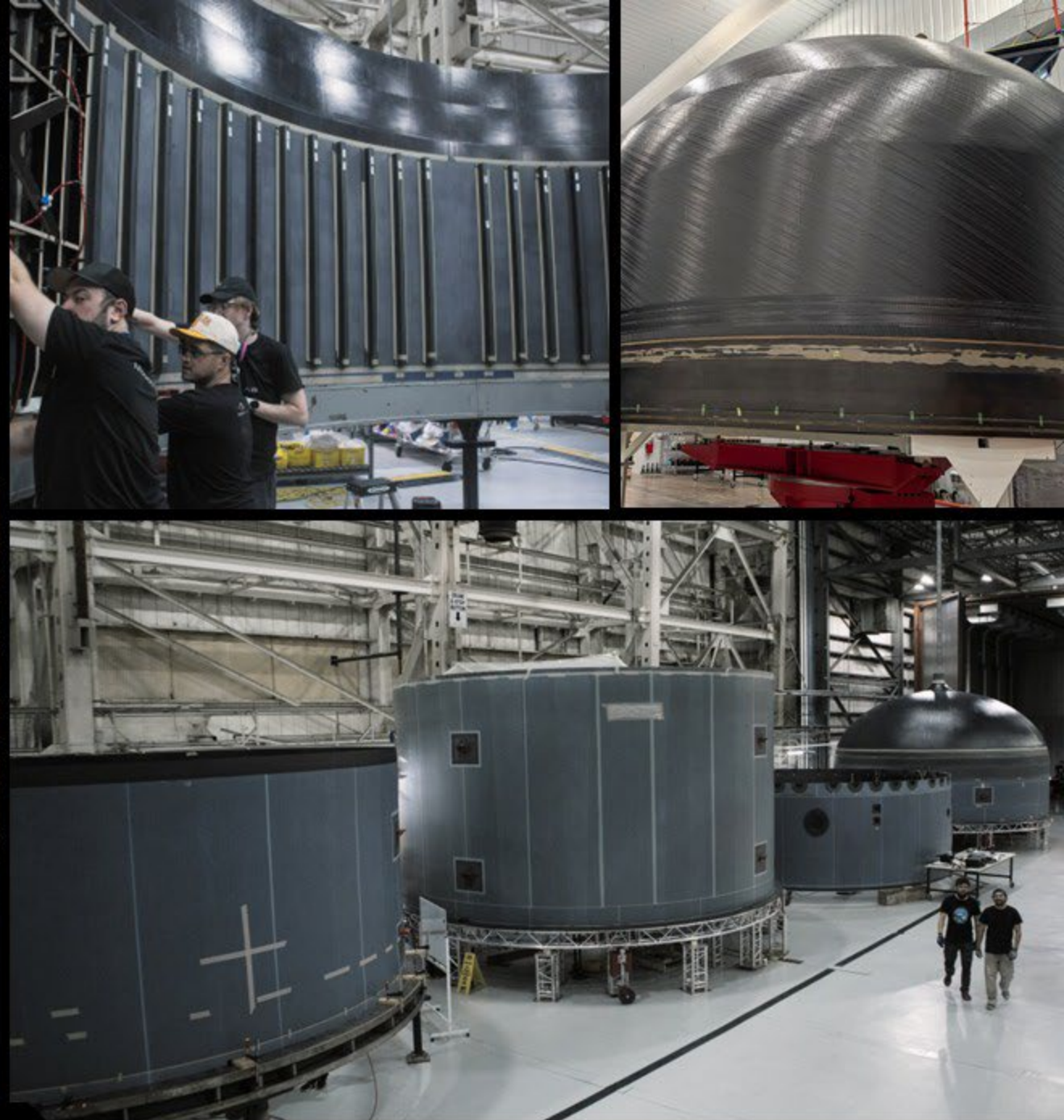
HUNGRY HIPPO FAIRING
In pre-flight testing.

STAGE 1 IN FINAL ASSEMBLY

Stage 1: Production making progress following transition from hand layup to automated fiber placement, with barrel section and propellant tank domes moving into assembly and fitout.

Production of the Stage 1 tank currently aligns with target delivery of Neutron to the launch pad in Q4 2026.

Interstage: Completed qualification load tests to validate design and performance. Now moving into flight assembly for first launch.



STAGE 2: INTEGRATION THEN SHIPPING TO LC-3

Stage 2: Completing fluids and avionics integration and checkouts.

Stage 2 being prepared to ship directly to Launch Complex 3 for final test campaign before first launch.



THRUST MODULE: INTEGRATION THEN SHIPPING TO LC-3

Final avionics and fluids integration as well as engine fit-checks completed ahead of testing on the launch pad.

ENGINE TESTING: HEADING INTO FINAL STRETCH

400+ hotfire tests completed across Stage 1 and Stage 2 engines, including beyond the power and mission duty cycle required.

Control and durability validated across flight hardware for all major engine components.

Full engine set for Neutron's first launch are in production. Once qualification program is completed, these will enter the acceptance test program before being shipped to LC-3 for integration.



HUNGRY HIPPO IN PRE-FLIGHT TESTING

Hungry Hippo reusable fairing:
Final checkouts underway before
Hungry Hippo is ready for flight
and attached to the rest of the
first stage.

NEW COMMERCIAL AND DEFENSE LAUNCHES SIGNED

Constellation launch for Kepler Communications – the first time Kepler has booked a dedicated mission on a commercial launch vehicle.

Launching NET 2028.

Dedicated launch with multiple Rocket Lab Flatellites for Space Force's SB-AMTI program to detect airborne threats from space.



HIGH DEMAND FOR EARLY NEUTRON LAUNCH SLOTS

COMMERCIAL



1x launch for Kepler Communications.
7x confidential customer launches.

DEFENSE



Dedicated launch for Space Force's SB-AMTI program.

National Security Space Launch (NSSL) provider.

Launching U.S. Air Force point-to-point delivery experiment.

IRIDIUM



Neutron capacity will be reserved for launching Iridium's next-gen constellation under a self-launching space applications business model once the acquisition is complete.



SECTION

05

FINANCIAL
HIGHLIGHTS
AND OUTLOOK

REVIEW OF REVENUE AND GROSS MARGINS

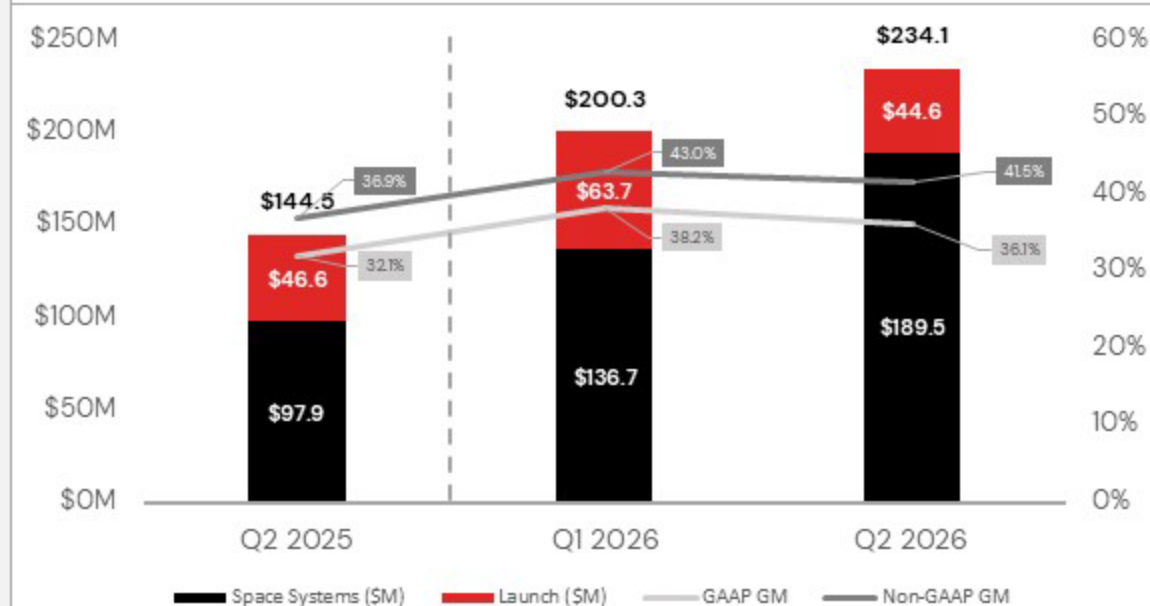
\$234M

Revenue in Q2 2026

62%

Year-on-Year revenue increase

REVENUE AND GAAP / NON-GAAP GROSS MARGIN



Note: Non-GAAP gross margin reconciliations can be found in our Earnings Release dated August 10, 2026.

Revenue increase 62% or \$89.6M year-on-year, driven by growth in our Space Systems business, primarily due to increased contribution from our SDA Tranche II and Tranche III contracts and our components businesses.

Sequential revenue increase of 16.8% quarter-over-quarter, or \$33.7M, driven by strong growth in our satellite platforms business, paired with growth in our components business, particularly laser communications as we integrate the Mynaric acquisition.

Year-on-Year GAAP gross margin increase was driven by an increase in Electron fixed cost absorption due to increased launch cadence and increased ASP, paired with a favorable product mix within our space systems business.

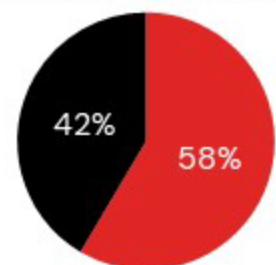
Quarter-on-Quarter Q2 gross margin decrease was driven by a shift in mix within our space systems business, as our slightly lower gross margin satellite platforms business begins to take more share.

REVIEW OF BACKLOG

\$2.36 BILLION Backlog as of Q2 2026.

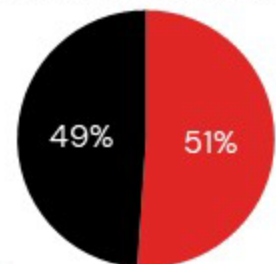
Q1'26 ENDING BACKLOG: \$2.2B

BACKLOG BY SEGMENT



■ Space Systems ■ Launch

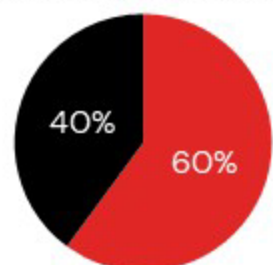
BACKLOG BY CUSTOMER



■ Commercial ■ Government

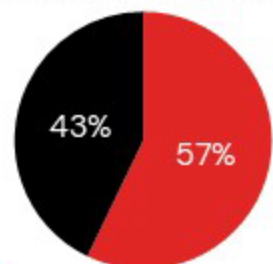
Q2'26 ENDING BACKLOG: \$2.36B

BACKLOG BY SEGMENT



■ Space Systems ■ Launch

BACKLOG BY CUSTOMER



■ Commercial ■ Government

Sequential backlog increase of 6.1% quarter-over-quarter, or \$136M, driven by significant bookings within both our launch segment and space systems segment.

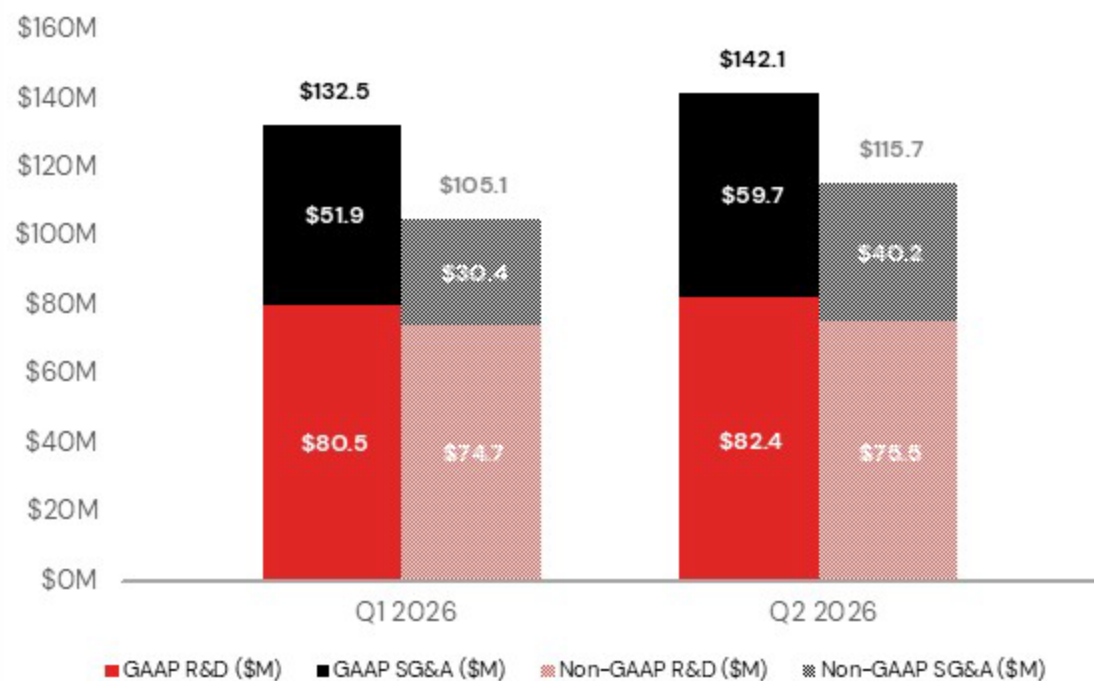
We expect approximately **45.5% of our ending Q2 backlog to be recognized within 12 months** with the remaining 54.5% to be recognized beyond 12 months.

Healthy pipeline including **multi-launch deals and large Satellite Manufacturing contracts** can create lumpiness in backlog growth given the size and complexities of these opportunities.

REVIEW OF OPERATING EXPENSES

QUARTER-ON-QUARTER

GAAP & NON-GAAP OPERATING EXPENSES



Note: Non-GAAP R&D and SG&A expense reconciliations can be found in our Earnings Release dated August 10, 2026.

GAAP and Non-GAAP SG&A expense increased sequentially primarily due to the integration of the Mynaric acquisition

GAAP and Non-GAAP R&D expense increased primarily due to the integration of the Mynaric acquisition, paired with continued investment within our Neutron program.

QUARTER-ON-QUARTER

The figure consists of three bar charts side-by-side, comparing financial metrics for Q1 2026 and Q2 2026. The y-axis for all charts ranges from \$0.00 to -\$0.09 (for EPS) or \$0M to -\$120M (for Cash Flow and EBITDA).

- GAAP EPS:** Shows GAAP EPS for Q1 2026 at -\$0.07 and Q2 2026 at -\$0.08.
- NON-GAAP FREE CASH FLOW:** A stacked bar chart showing GAAP Operating Cash Flow (black) and Purchases of property, equipment and software (\$M) (red).

Quarter	GAAP Operating Cash Flow (\$M)	Purchases of property, equipment and software (\$M)	Total Non-GAAP Free Cash Flow (\$M)
Q1 2026	-\$50.3	-\$27.1	-\$77.4
Q2 2026	-\$84.1	-\$26.0	-\$110.1
- ADJ EBITDA:** Shows Adj EBITDA for Q1 2026 at -\$11.8 and Q2 2026 at -\$8.8.

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Adj. EBITDA loss improved \$2.9M sequentially
due to a strong increase in revenue paired with
strong gross margin.

Q3 2026 OUTLOOK

Q3 2026 REVENUE OUTLOOK

- Expect revenue to range between **\$250 million to \$265 million**.
- Expect year-over-year increases in both Space Systems and Launch revenue.

Q3 2026 GAAP AND NON-GAAP GROSS MARGINS

- Expect **GAAP gross margin to range between 29 – 31%**, driven by weaker mix within several of our product lines.
- Expect **Non-GAAP gross margin of 35 – 37%**.

Q3 2026 GAAP AND NON-GAAP OPERATING EXPENSE

- Expect GAAP Operating Expenses of **\$143 million to \$149 million**.
- Expect Non-GAAP Operating Expenses of **\$121 million to \$127 million**.

Q3 2026 ADJUSTED EBITDA

- Expect Interest Income, net of **\$21 million**.
- Adjusted EBITDA loss of **\$17 million to \$23 million**.¹
- Weighted Average Shares Outstanding of **641 million**.

Note: Stock-based compensation is currently expected to range from \$18 million to \$20 million in Q3 2026.

¹ Consistent with past practice, we have defined adjusted EBITDA to reflect adjustments for stock-based compensation, transaction costs, depreciation and amortization, FX gains and losses, interest expense, taxes, acquisition related performance reserve escrow, and other recurring and non-recurring items. Note: For a description of other Non-GAAP measures used herein, see our Earnings Release dated August 10, 2026 contained on our website at investors.rocketlabcorp.com. We have not provided a reconciliation for the forward-looking non-GAAP financial measures because, without unreasonable efforts, we are unable to predict with reasonable certainty the amount and timing of adjustments that are used to calculate these non-GAAP financial measures, particularly related to stock-based compensation and its related tax effects.

UPCOMING INVESTOR EVENTS



WORLD
SPACE
BUSINESS
WEEK

**WORLD SPACE
BUSINESS
WEEK**

Sep. 14-17, 2026

Adam Spice
CFO

Morgan Stanley

**14TH ANNUAL
LAGUNA
CONFERENCE**

Sep. 15-17, 2026

Stephen Ananias
VP – Finance

Deutsche Bank



**GLOBAL SPACE
AND DEFENSE
TECH SUMMIT**

Nov. 17-18, 2026

Adam Spice
CFO

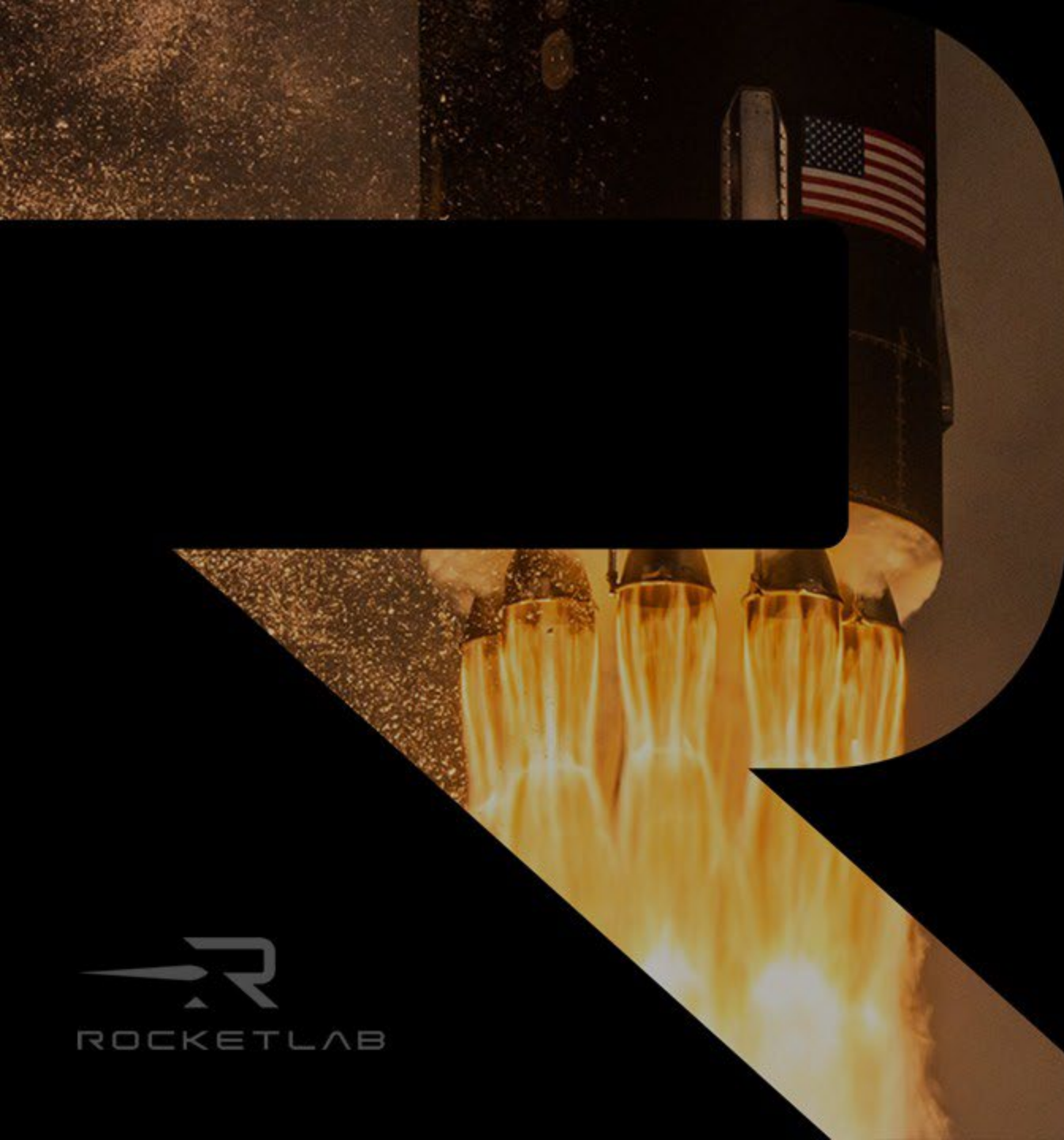


**7TH ANNUAL
NEEDHAM VIRTUAL
TECH WEEK**

Nov. 18-20, 2026

Adam Spice
CFO

Q&A



THANK YOU

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