



GALACTIC EARNINGS PRESENTATION

FOURTH QUARTER
and FULL YEAR 2025

03.30.2026



DISCLOSURES

FORWARD-LOOKING STATEMENTS

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. We intend such forward-looking statements to be covered by the safe harbor provisions for forward-looking statements contained in Section 27A of the Securities Act of 1933, as amended (the "Securities Act") and Section 21E of the Securities Exchange Act of 1934, as amended (the "Exchange Act"). All statements contained in this presentation other than statements of historical fact, including, without limitation, statements regarding our spaceflight systems, scaling of our future fleet, increasing our flight rate, providing repeatable and reliable access to space, development of our spaceships and proposed timeline for assembling, testing and commercial service using such spaceships, the potential to develop additional spaceships and launch vehicles in the future and the anticipated costs thereof and revenues therefrom, our plans for rocket motor production, our commercial initiatives, including our plans for reopening sales, the potential to develop new spaceports, including in Italy and other locations, and our objectives for future operations, growth plans and profitability and the Company's financial forecasts, including expected free cash flow in the first quarter of 2026 and for subsequent quarters in 2026, target cash flow, potential annualized revenues and adjusted EBITDA and contribution margin, are forward-looking statements. The words "believe," "may," "will," "estimate," "potential," "continue," "anticipate," "intend," "expect," "strategy," "future," "could," "would," "project," "plan," "target," and similar expressions are intended to identify forward-looking statements, though not all forward-looking statements use these words or expressions. These statements are neither promises nor guarantees, but involve known and unknown risks, uncertainties and other important factors that may cause our actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements, including but not limited to any delay in future commercial flights of our spaceflight fleet, our ability to successfully develop and test our next generation vehicles, and the time and costs associated with doing so, our expected capital requirements and the availability of additional financing, and the other factors, risks and uncertainties included in our 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 Securities and Exchange Commission (the "SEC"), accessible on the SEC's website at www.sec.gov and the Investor Relations section of our website at www.virgingalactic.com, which could cause our actual results to differ materially from those indicated by the forward-looking statements made in this presentation. Any such forward-looking statements represent management's estimates as of the date of this presentation. While we may elect to update such forward-looking statements at some point in the future, we disclaim any obligation to do so, even if subsequent events cause our views to change.

USE OF NON-GAAP FINANCIAL MEASURES

This presentation references certain financial measures that are not prepared in accordance with generally accepted accounting principles in the United States (GAAP), including, Adjusted EBITDA and free cash flow. The Company defines Adjusted EBITDA as earnings before interest expense, income taxes, depreciation and amortization, stock-based compensation and certain other items the Company believes are not indicative of its core operating performance. The Company defines free cash flow as net cash provided by operating activities less capital expenditures. None of these non-GAAP financial measures is a substitute for or superior to measures prepared in accordance with GAAP and should not be considered as an alternative to any other measures derived in accordance with GAAP.

The Company believes that presenting these non-GAAP financial measures provides useful supplemental information to investors about the Company in understanding and evaluating its operating results, enhancing the overall understanding of its past performance and future prospects, and allowing for greater transparency with respect to key financial metrics used by its management in financial and operational-decision making. However, there are a number of limitations related to the use of non-GAAP measures and their nearest GAAP equivalents. For example, other companies may calculate non-GAAP measures differently or may use other measures to calculate their financial performance, and therefore any non-GAAP measures the Company uses may not be directly comparable to similarly titled measures of other companies.

A reconciliation of these non-GAAP financial measures is included in the appendix to this presentation.

The Company also provides certain non-GAAP measures, including free cash flow, on a forward-looking basis. The Company has not provided a reconciliation of forward-looking non-GAAP financial measures to the most directly comparable GAAP financial measures because such a reconciliation is not available without unreasonable efforts, due to the variability of these items and the fact that there is substantial uncertainty associated with predicting any future adjustments that we may make to our GAAP financial measures in calculating our non-GAAP financial measures.

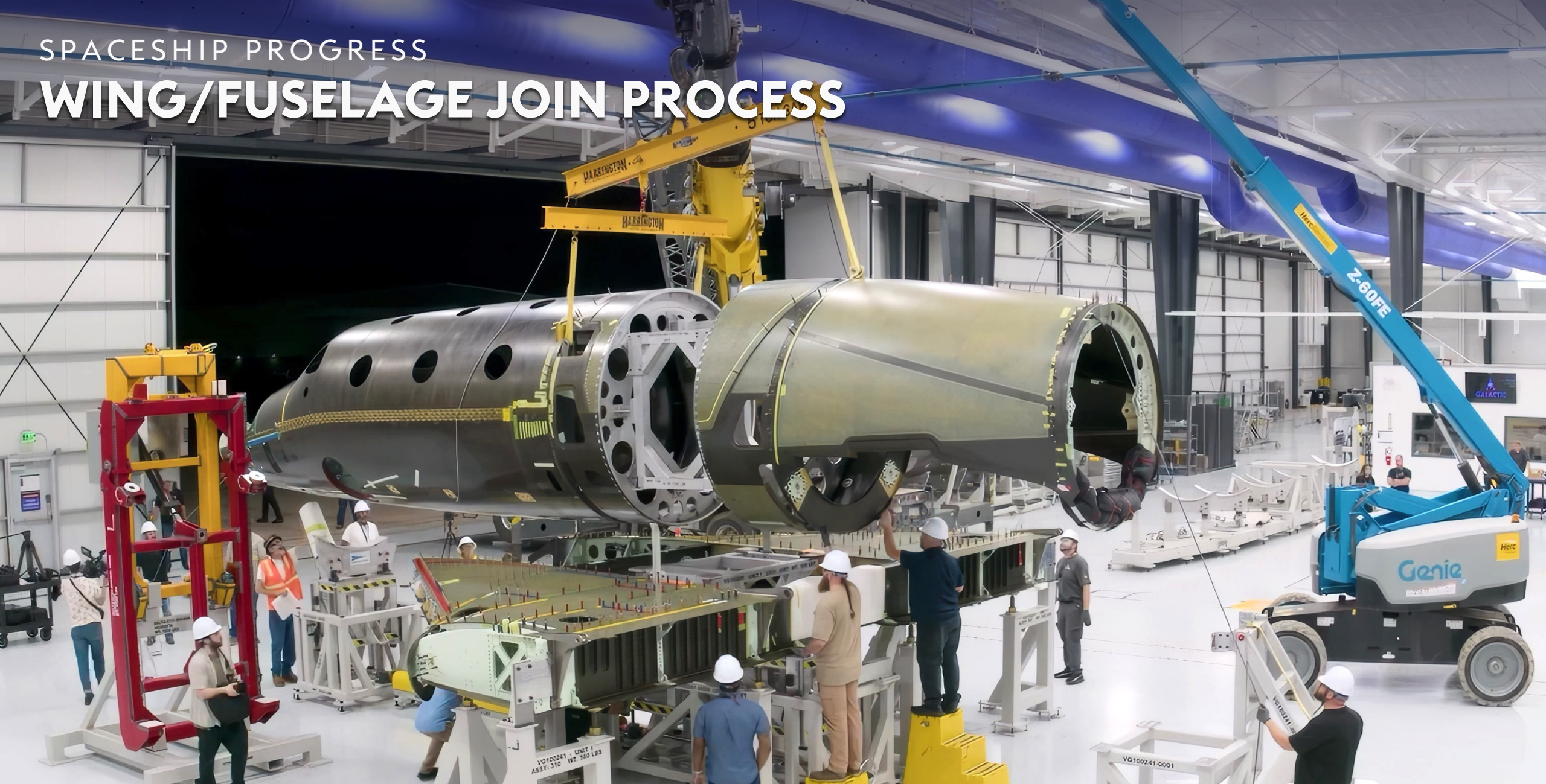


AGENDA

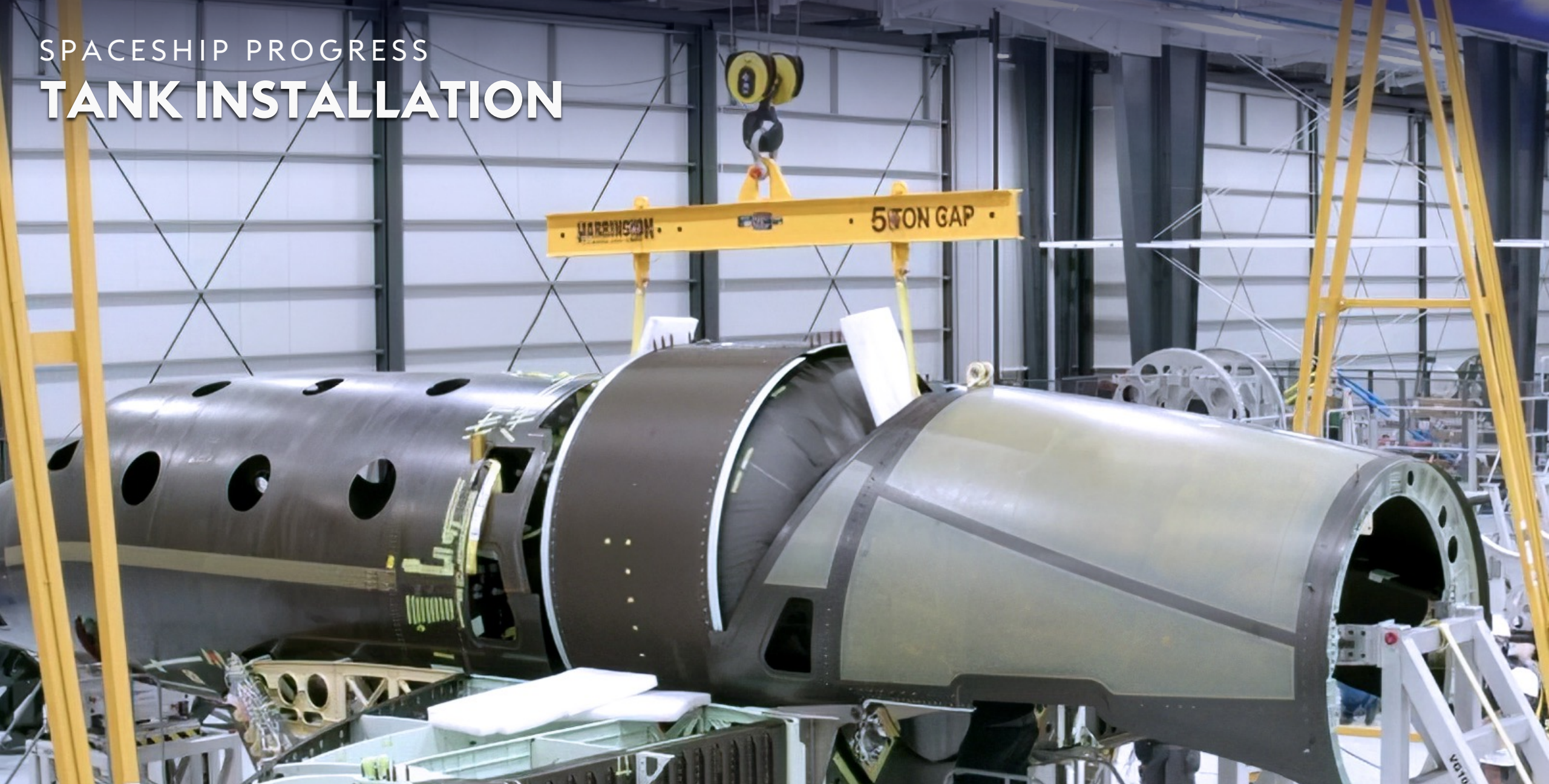
- Sales Insights - 2026
- Spaceflight Cadence Growth
- Future Spaceport Update
- Near-term Milestones and Catalysts
- Cash Management, Capital Structure, and Revenue Planning
- Q4 and FY 2025 Financial Results

SPACESHIP PROGRESS

WING/FUSELAGE JOIN PROCESS



SPACESHIP PROGRESS TANK INSTALLATION



SPACESHIP PROGRESS FEATHER DELIVERY





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MONTHLY FLIGHT CADENCE RAMP

(ILLUSTRATIVE TIMELINE)

Q4 2026

Q2

Q3 2027

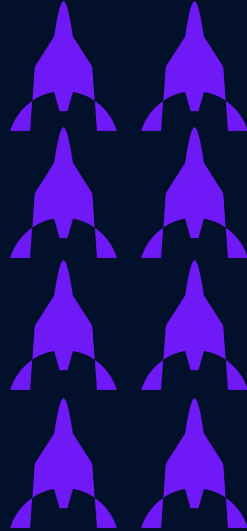


FIRST SPACEFLIGHT

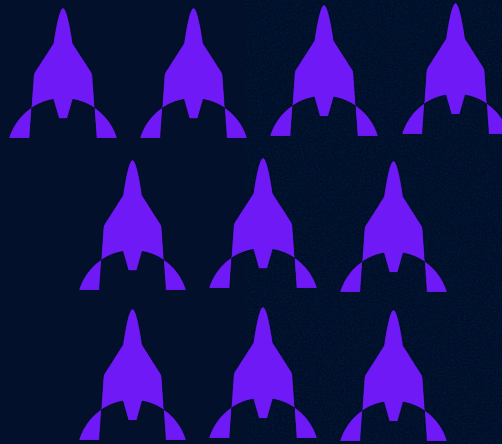
4x



8x



10+x





VMS EVE

ADDITIONAL SPACEPORTS



PAT: Production Acceptance Testing

IVGT: Integrated Vehicle Ground Testing

Production Acceptance Testing

- Each SpaceShip tested
- Ensures all systems properly installed and function correctly
 - Electrical, pneumatic and hydraulic systems

Integrated Vehicle Ground Testing

- Initial SpaceShip tested
- Systems integration testing validates design
- Confirms performance and safety requirements are met
- Anticipate process will be completed in July

SPACESHIP PROGRESS

UNITY GLIDE FLIGHTS/ TRAINING



FLIGHT TEST PROGRAM

(ILLUSTRATIVE TIMELINE)

Q2 2026

Q3 2026

Q4 2026

Unity Glide Flights

New SpaceShip Glide Flights

Rocket-Powered Flights

FLIGHT TESTING

MILESTONES & CATALYSTS

(ILLUSTRATIVE TIMELINE)

Q2

Q3

Q4

Q1

- Structural Assembly Complete
- Weight On Wheels

Ground Testing

Unity Glide Flights

- New SpaceShip Livery
- SpaceShip Delivery To Spaceport

Flight Test Program

Commercial Service

- Rocket Motor Production Starts

2nd SpaceShip Delivery

- Cash management
- Capital markets and value creation approach



CAPITAL REALIGNMENT

- Exchanged \$355M of \$425M 2027 convertible notes
 - New final maturity in December 2028 for new notes
 - \$355M convertible notes exchanged with \$212M new first lien notes with 9.8% coupon and \$46M direct offering of equity
 - Overall indebtedness reduced by \$142M
- Optionality to settle future obligations with cash or equity
- Cash exercisable warrants intended to align with shareholders' interests and further enhance the balance sheet if stock price increases

FINANCIAL RESULTS

FOURTH QUARTER 2025

Ended December 31, 2025

- Revenue of \$0.3 million, compared to \$0.4 million in the prior year period, attributable to access fees related to future astronauts.
- Total operating expenses were \$61 million, a 26% reduction from \$82 million in the prior year period. This reflects a shift from R&D to capital investments in manufacturing assets and the production of our SpaceShips, as well as a reduction in overall cost structure.
- Net loss improved 18% to \$63 million compared to a net loss of \$76 million in the prior year period, with the improvement primarily driven by lower operating expenses.
- Adjusted EBITDA improved 23% to \$(49) million, compared to \$(63) million in the prior year period.
- Free cash flow improved 19% to \$(95) million, compared to \$(117) million in the prior year period.
- Raised \$12 million in gross proceeds as part of the at-the-market equity offering program.

FINANCIAL RESULTS

FULL YEAR 2025
Ended December 31, 2025

- Revenue of \$2 million, compared to \$7 million in the prior year period, with the decrease driven by the pause in commercial spaceflights to focus efforts on the production of the new SpaceShips.
- Total operating expenses were \$287 million, a 25% reduction compared to \$384 million in the prior year period. This reflects a shift from R&D to capital investments in manufacturing assets and the production of our SpaceShips, as well as a reduction in overall cost structure.
- Net loss improved 20% to \$279 million, compared to net loss of \$347 million in the prior year period, with the improvement primarily driven by lower operating expenses.
- Adjusted EBITDA improved 22% to \$(226) million, compared to \$(289) million in the prior year period.
- Free cash flow of \$(438) million, compared to \$(475) million in the prior year period.
- Raised \$122 million in gross proceeds as part of the at-the-market equity offering program.

CASH FLOW AND BALANCE SHEET

FREE CASH FLOW ⁽¹⁾

Q4 2025

\$(95) million

Q1 2026 GUIDANCE ⁽²⁾

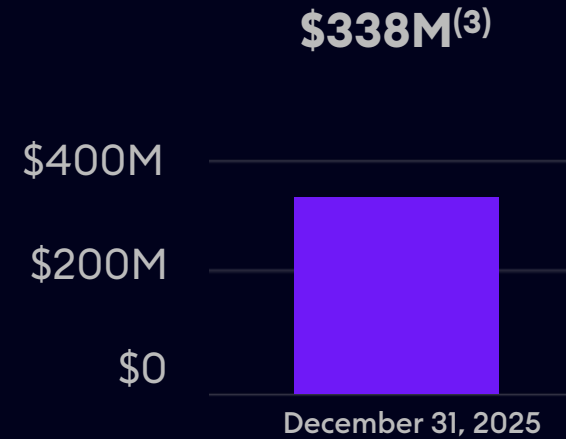
Expected to be in the range of

\$(90) million to \$(95) million

Q2 – Q4 2026 GUIDANCE ⁽²⁾

Anticipate sequential improvement from Q1 2026

CASH, CASH EQUIVALENTS, AND MARKETABLE SECURITIES



1. Virgin Galactic uses Free Cash Flow as a key measure of its performance. Free Cash Flow is defined as cash flows provided by operating activities less capital expenditures. Refer to the appendix of this presentation for a reconciliation to GAAP.

2. For the reasons discussed under the heading "Use of Non-GAAP Financial Measures" on slide 2, the Company has not provided a reconciliation of this forward-looking non-GAAP financial measure to the most directly comparable GAAP financial measure because such a reconciliation is not available without unreasonable efforts.

3. Amount includes \$31M of restricted cash.

ECONOMIES OF SCALE EXPECTED AS FLEET SIZE GROWS

(ILLUSTRATIVE ECONOMICS)

	SPACEPORT AMERICA		
	Initial Fleet	Expanded Fleet	Growth with Expanded Fleet
Annual Revenue¹	\$450M	\$990M	→ Approx. 2x Revenue
- Variable Spaceflight Costs ²	(80M)	(165M)	
Contribution Margin	\$370M	\$825M	
- Spaceline Operation Costs	(105M - 120M)	(140M - 170M)	
- Sales, General, & Administrative	(95M - 100M)	(100M - 110M)	
- Business Development/R&D/Other	(55M - 60M)	(85M - 95M)	
Adjusted EBITDA³	\$90M - \$115M	\$450M - \$500M	→ Approx. 4x Adj. EBITDA
Adjusted EBITDA %	20% - 25%	45% - 50%	
Approximate Annual # of flights/astronauts	125 flights/ 750 passengers	275 flights/ 1,650 passengers	
# of SpaceShips in Operation	2	4	SpaceShip #3 and #4 Additional Launch Vehicle
# of Launch Vehicles in Operation	1	2	

1. Reflects anticipated stabilized annual revenue with ticket price at \$600K/passenger

2. Rocket motor, Astronaut support, fuel, Spaceport landing fees, other

3. Adjusted EBITDA excludes stock-based compensation. See definition of Adjusted EBITDA on page 2. For the reasons discussed under the heading "Use of Non-GAAP Financial Measures" on slide 2, the Company has not provided a reconciliation of this forward-looking non-GAAP financial measure to the most directly comparable GAAP financial measure because such a reconciliation is not available without unreasonable efforts.



APPENDIX



RECENT VIRGIN GALACTIC UPDATES



[Youtube.com/VirginGalactic](https://www.youtube.com/VirginGalactic)



[VirginGalactic.com/news](https://www.virgingalactic.com/news)

RECONCILIATION OF NON-GAAP MEASURES – Adjusted EBITDA

(In thousands)	THREE MONTHS ENDED		YEAR ENDED	
	<u>December 31, 2025</u>	<u>December 31, 2024</u>	<u>December 31, 2025</u>	<u>December 31, 2024</u>
Net loss	\$ (62,723)	\$ (76,413)	\$ (278,907)	\$ (346,740)
Interest expense	3,045	3,237	12,782	12,927
Income tax expense (benefit)	41	(145)	52	74
Depreciation and amortization	3,974	4,171	16,485	15,467
Stock-based compensation	4,378	5,712	18,698	29,752
Legal settlement expense	(125)	-	2,250	-
Debt restructuring expense	<u>2,798</u>	<u>-</u>	<u>2,798</u>	<u>-</u>
Adjusted EBITDA	\$ (48,612)	\$ (63,438)	\$ (225,842)	\$ (288,520)

RECONCILIATION OF NON-GAAP MEASURES – Free Cash Flow

(In thousands)	THREE MONTHS ENDED		YEAR ENDED	
	<u>December 31, 2025</u>	<u>December 31, 2024</u>	<u>December 31, 2025</u>	<u>December 31, 2024</u>
Net cash used in operating activities	\$ (52,475)	\$ (81,035)	\$ (240,142)	\$ (352,703)
Capital expenditures	<u>(42,153)</u>	<u>(35,709)</u>	<u>(198,045)</u>	<u>(121,855)</u>
Free cash flow	\$(94,628)	\$(116,744)	\$(438,187)	\$(474,558)



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