

Letter to Shareholders

To Our Valued Shareholders,

I am writing to you as the independent Chair-elect of Rakon. I want to start by saying thank you for the trust you've placed in the company - especially those who have been shareholders over many years.

Rakon's technologies underpin some of the most advanced and demanding systems in the world and I believe the company is at a pivotal moment, with significant opportunities ahead.

My background includes senior leadership roles at IBM, VERITAS, Symantec, Neustar, and NetApp. I've also served on boards during periods of strategic transition and high-growth execution. Across these experiences, one lesson is clear: companies that combine disciplined strategy with strong governance and a deep commitment to innovation can scale, create jobs, and deliver exceptional outcomes for shareholders - whether through billion-dollar valuations, acquisition, or long-term value creation.

At Rakon, I see that potential. This is an iconic New Zealand company with a proud legacy and a unique global footprint. Its technologies underpin some of the most advanced and demanding systems in the world, from satellite constellations and defence platforms to 5G infrastructure, secure communications, and emerging AI applications.

With world-class engineering talent, deep expertise in timing and frequency control, and strong global customer ties, Rakon is well placed to meet growing demand across communications, aerospace, defence, and AI. Increasingly, these sectors are recognising the strategic importance of sovereign technology - capabilities that nations must develop and control within trusted supply chains. Rakon is one of the few companies globally with the know-how and credibility to deliver in this context.

Rakon is also uniquely positioned to leverage New Zealand's leadership in quantum science and photonics - two research domains that are likely to define the next wave of innovation in timing and frequency control. We intend to strengthen our engagement with local research institutions to ensure that Rakon remains at the forefront of this technological frontier.

We are also seeing increased interest from international technology investors, who view Rakon as an attractive opportunity and understand the strategic relevance of our technology. As Chair, I will work to ensure that we engage with these opportunities thoughtfully, and always with a clear focus on long-term value creation for all shareholders.

To those shareholders who have supported Rakon through product cycles, market shifts, and global change: thank you. Your commitment has helped build the company we are today. As a recent appointment to the Rakon board, I acknowledge that the value of your investment may not have lived up to expectations over time. We know this can be frustrating, and it's something the board and leadership team take seriously as we work to deliver better outcomes for our shareholders. Rakon can lead globally, and disciplined governance will be decisive in converting opportunity into value for all shareholders.

Rakon has the building blocks to become not only a leading New Zealand technology company, but a globally recognised player in an increasingly strategic field. My role as Chair will be to ensure that Rakon continues to grow with ambition and always with an eye toward delivering value for every shareholder, large or small.

I look forward to working with the Board, the management team, and all of you to help realise that opportunity.

Warm regards,

Dr. Mark Bregman
Chair-elect Rakon Board
Rakon Limited