

A6 CROSS-REFERENCE TABLE OF THE MANAGEMENT REPORT OF THE BOARD OF DIRECTORS

The following concordance table identifies the information that constitutes the management report in accordance with Articles L. 225-100 *et seq.*, L. 22-10-35 *et seq.*, and L. 232-1 *et seq.* of the French Commercial Code ("*Code de Commerce*").

Items required by the French Commercial Code and the French Monetary and Financial Code, the French General Tax Code, and the General Regulations of the Financial Markets Authority	Universal Registration Document – Reference	Page
COMPANY AND GROUP SITUATION ACTIVITY		
Analysis of changes to the business, the results and the financial position of the company and the Group during the past financial year (L. 225-100-1 I 1°, L. 232-1-II, L. 233-26)	Chapter 1, Section 6.1	6, 254
Financial and non-financial key performance indicators (L. 225-100-1 I 2°)	Section 1.1, 1.2, 6.1	8, 12, 254
Material events occurring between the closing date of the financial year and the date on which the management report was prepared (L. 232-1-II, L. 233-26)	Section 1.1, 6.2 Note 2	8, 275
Main shareholders and holders of voting rights at General Meetings and changes made during the financial year (L. 233-13)	Section 7.3	352
Branches (L. 232-1, II)	Section 7.4	355
Significant equity investments in companies headquartered in France (L. 233-6 paragraph 1)	Section 7.4	355
Cross-shareholdings (L. 233-29, L. 233-30 <i>et</i> R. 233-19)	N/A	
Foreseeable developments, outlook (L. 232-1-II, L. 233-26)	Section 1.1, 1.2	8, 12
Research and Development activities (L. 232-1 II, L. 233-26)	Section 7.6	360
Eutelsat results over the last five financial years (R. 225-102)	Section 7.4.5	359
Payment terms for suppliers and clients (D. 441-4)	Section 7.2.5	351
Amount of inter-company loans granted by Eutelsat and Statutory Auditor's statement (L. 511-6 and R. 511-2-1-3 of the French Monetary and Financial Code)	N/A	

Items required by the French Commercial Code and the French Monetary and Financial Code, the French General Tax Code, and the General Regulations of the Financial Markets Authority

	Universal Registration Document – Reference	Page
INTERNAL CONTROL AND RISK MANAGEMENT		
Main risks and uncertainties (L. 225-100-1, I, pt 3)	Chapter 4	206
Financial risks related to the effects of climate change (L. 22-10-35, pt 1)	Section 3.2.1	127
Internal control and risk management procedures relating to the preparation and processing of financial and accounting information (L. 22-10-35, pt 2)	Section 4.6	223
Information on the objectives and policy concerning the hedging of each main category of transactions and on exposure to price, credit, liquidity and cash flow risks, use of financial instruments by the company (L. 225-100-1, pt 4)	Section 4.6, Section 6.2 Note 7.4.6	223, 308
Anti-corruption provision (French law No. 2016-1691 of 9 December 2016, France's "Sapin 2" law)	Section 4.4, 4.6.3	219, 225
Vigilance plan (L. 225-102-4)	N/A	
SHARE CAPITAL AND SHARE OWNERSHIP STRUCTURE		
Structure, changes in the company's share capital and crossing of thresholds (Article L. 233-13 of the French Commercial Code)	Section 7.1, 7.3	338, 352
Acquisition and disposal by the company of its own shares (Article L. 225-211 of the French Commercial Code)	Section 7.3	352
Employee shareholding (L. 225-102, paragraph 1)	Section 7.3	352
Statement of any adjustments for securities giving access to the share capital in the event of share buybacks or financial transactions (R. 228-90; R. 228-91)	N/A	
Information on transactions by executives and related persons in the company's shares (L. 621-18-2 of the French Monetary and Financial Code)	Section 7.3	352
Dividends paid over the previous three financial years (Article 243 bis of the French General Tax Code – "Code Général des Impôts")	Section 6.1.4	267



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Items required by the French Commercial Code and the French Monetary and Financial Code, the French General Tax Code, and the General Regulations of the Financial Markets Authority	Universal Registration Document – Reference	Page
NON-FINANCIAL PERFORMANCE STATEMENT (NFPS)		
Business model (L. 225-102-1 and R. 225-105 I)	Section 1.2	12
Description of the main risks associated with the Company's or the Group's business, including, where relevant and proportionate, the risks created by business relationships, products, and services (L. 225-102-1 and R. 225-105 I pt 1)	Section 4.1, 4.3, 4.4	208, 214, 219
Information on the manner in which the Company or the Group factors in the social and environmental impacts of its business, and the effects of such with regard to respect for human rights and the fight against corruption (description of the policies applied and due diligence procedures implemented to prevent, identify and mitigate the main risks associated with the Company's or the Group's business) (L. 225-102-1 III, R. 225-104 and R. 225-105 I pt 2)	Section 3.2.1.6, 3.3.1, 3.4.1.2, 4.6.3	135, 156, 177, 228
Results of policies implemented by the Company or the Group, including key performance indicators (L. 225-102-1 and R. 225-105 I pt 3)	Section 3.2, 3.3, 3.4	127, 156, 176
Social information (employment, work organisation, health and safety, labour relations, training, equal treatment) (L. 225-102-1 and R. 225-105 II A pt 1)	Section 3.3	156
Environmental information (overall environmental policy, pollution, circular economy, climate change) (L. 225-102-1 and R. 225-105, II A pt 2)	Section 3.2	127
Societal information (societal commitments to sustainable development, subcontracting and suppliers, fair practices) (L. 225-102-1 and R. 225-105 II, A pt 3)	Section 3.4.1.2, 3.3.3	177, 173
Information regarding the fight against corruption (L. 225-102-1 and R. 225-105 II B pt 1)	Section 3.4.2	182
Information regarding actions in support of human rights (L. 225-102-1 and R. 225-105 II B pt 2)	Section 3.3.1.1	156
Collective agreements signed within the company and their impacts on company business performance as well as employee working conditions (L. 225-102-1 III and R. 225-105)	Section 3.3.1	156
Statement of the independent third-party verifier on the information in the NFPS (L. 225-102-1 III and R. 225-105-2)	Section 3.6	201
OTHER INFORMATION		
Injunctions or financial penalties for anti-competitive practices outlined by the French Competition Authority and required to be included in the annual report (L. 464-2)	N/A	
Additional tax information (223 quater and 223 quinquies of the French General Tax Code)	N/A	