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SUSTAINABILITY STATEMENT

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3.1 ESRS 2 – GENERAL INFORMATION

PREAMBLE

Sustainability is deeply embedded in our identity as a global leader in satellite connectivity. As the world becomes increasingly reliant on secure, resilient and sustainable digital infrastructure, satellite communications play a vital role in supporting economic development, strengthening sovereignty, responding to emergencies and connecting people wherever they are. At Eutelsat, sustainability is therefore not an add-on, it is central to how we operate, innovate and create long-term value.

As the world's first integrated GEO-LEO operator, we are uniquely positioned to address some of today's most pressing sustainability challenges. Our multi-orbit technologies help bridge the digital divide by extending connectivity far beyond the reach of terrestrial networks, while supporting critical communications for governments, enterprises and communities across the globe. At the same time, the long-term resilience of our business depends on preserving the space environment, reducing our environmental footprint and maintaining the trust of all those who rely on our services.

This Sustainability Statement reflects how sustainability is embedded across our business model, governance and decision-making. We focus on the environmental, social and governance matters that are most significant for our stakeholders and for the future of the Group. These priorities shape how we manage risks, seize opportunities and measure our progress.

Over the past year, we have continued to strengthen the foundations of our sustainability strategy. We advanced the implementation of our climate roadmap following the validation of our emissions reduction targets by the Science Based Targets initiative (SBTi), expanded our contribution to digital inclusion through our multi-orbit connectivity solutions, reinforced our governance framework in line with the Corporate Sustainability Reporting Directive (CSRD), and continued to cultivate an inclusive and engaging workplace.

Our commitment goes beyond compliance. Responsible governance, ethical business conduct, environmental stewardship and investment in our people are essential to delivering sustainable performance. As demand continues to grow for secure and resilient connectivity, these principles will remain at the heart of how we create value for our customers, shareholders, employees and society.

Jean-François Fallacher
Chief Executive Officer

EUTELSAT CSR STRATEGY

Eutelsat's CSR strategy is built around four core pillars, embedded within its sustainable business model and growth strategy.

Figure 1 – Eutelsat's CSR Strategy



Two of these pillars are directly linked to its core business activities:

1. responsible use of space:
 - commitment to protecting the space environment by integrating sustainability considerations in the design, launch, and operation of satellites (GEO and LEO),
 - preserving the space environment is essential for long-term operational continuity;
2. reducing the Digital divide:
 - aligns with Eutelsat's commercial development goals in connectivity and digital inclusion,
 - addresses the connectivity needs of underserved populations.

As part of its CSR roadmap, Eutelsat has defined four key short and medium-term priorities to support its sustainable growth, regulatory alignment, social and societal impact. These priorities reflect the Group's commitment to responsible business practices, digital inclusion, and climate action.

DASHBOARD FOR OUR CSR TARGETS

MISSION	APPROACH	TARGET	STATUS AS OF 30 JUNE 2026
 RESPONSIBLE USE OF SPACE	Ensure that Eutelsat applies sustainability standards and regulations to its own operations and protect dark and quiet skies by minimising the impact of Eutelsat satellites.	1 Achieve a 100% end-of-life operations success rate for eligible satellites annually.	100% end-of-life operations success rate undertaken during the year.
 BRIDGING THE COMMUNICATION DIVIDE	Focus on reducing digital inequality by connecting underserved communities and promoting global access to information.	2 Connect 2.5 million unconnected people in Sub-Saharan Africa by 2028.	A total of 1,873,035 users connected with 321,255 new paying subscribers connected in FY26.
 ENVIRONMENTAL IMPACT	Reduce Eutelsat's carbon footprint in accordance with the Paris Agreement. Minimise the carbon emissions from new infrastructure, particularly by extending the life of existing satellites, and maximising the communications capacity of new satellites.	3 A 50% absolute reduction in energy-related GHG emissions (Scopes 1+2) by 2030 vs. 2021. 4 A 52% reduction in carbon intensity per satellite Mbps (Scope 3) by 2030 vs. 2021.	-65% vs. 2021. -93% vs. 2021 Note: This represents an interim measurement of performance and is not an indicator of final performance in 2030.
 SOCIAL EMPOWERMENT	Focus on improving the gender diversity by increasing female representation at all levels of the Company.	5 Two targets have been set focussed on the increase in female representation within the workforce by 2027: - reach 33% female representation across the total workforce; - achieve 35% female representation within the top two management levels reporting to the CEO.	30% of female employees in the workforce. 36% of female employees within the top management (CEO N-1 + CEO N-2).

3.1.1 BASIS FOR PREPARATION

3.1.1.1 GENERAL BASIS FOR PREPARATION OF THE SUSTAINABILITY STATEMENT

This section describes the general basis for preparation of the Sustainability Statement, also referred to as the “Report” throughout this document, undertaken by Eutelsat and is aligned with the reporting requirements of ESRS 2 BP-1 General basis for preparation of Sustainability Statement.

Basis for preparation

This Sustainability Statement, also referred as the “Report”, outlines Eutelsat material sustainability matters for the 2025-26 reporting period, identified in accordance with the following regulatory frameworks:

- the Corporate Sustainability Statementing Directive (CSRD) – European Directive 2022/2464/EU, adopted by the European Parliament on 14 December 2022, and transposed into French law on 6 December 2023. This directive replaces and expands the requirements of Directive 2014/95/EU on non-financial reporting, aiming to standardise and enhance corporate sustainability disclosures;
- the EU Taxonomy Regulation (Regulation 2020/852 of 18 June 2020), which establishes a classification system to facilitate sustainable investments within the European Union;
- the report also draws on established international frameworks, including ISO 26000 and the United Nations Global Compact principles, to ensure alignment with global best practices.

Eutelsat has not taken the option to omit from this report any specific piece of information corresponding to intellectual property, know-how or results of innovation nor to omit disclosure of impending developments or matters in course of negotiation.

For this year’s report, the following disclosure requirements are not included:

- Payment Practices and Delays (ESRS G1-6), information on payment practices is not reported due to the current insufficient availability of data across the entire Group perimeter. Progress on alignment of processes and indicators has been ongoing in FY26, including the harmonisation of supporting tools for management of payments in the principal group entities, Eutelsat S.A. and OneWeb. Eutelsat hopes to be in a position to include the indicators in the report as from FY27;
- for reasons of commercial confidentiality, Eutelsat does not disclose the Scope 3 reduction in absolute terms (ESRS E1-4) as this could be used to compute the fleet capacity, information which is commercially sensitive;
- the reporting perimeter with respect to information on adequate wages (ESRS S1-10) is limited to France for FY26 due to the lack of external data considered sufficiently reliable and comparable on the Group.

Scope of consolidation

The scope of this consolidated Sustainability Statement is consistent with the financial statement consolidation scope.

No subsidiary undertakings included in the consolidation have been exempted from individual or consolidated sustainability reporting pursuant to Articles 19a (9) or 29a (8) of Directive 2013/34/EU.

Value chain coverage: The Sustainability Statement covers the company’s upstream and downstream value chain, this includes our suppliers, both of goods and services, our own operations and the downstream use of products and services by customers and end-users.

3.1.1.2 DISCLOSURES IN RELATION TO SPECIFIC CIRCUMSTANCES

For the 2025-26 reporting period, Eutelsat maintains its sustainability disclosure framework in line with the CSRD, as implemented through the ESRS. To align with the standards, our Sustainability Statements are structured into four overall sections: “General disclosures”, “Environment”, “Social”, and “Governance”, followed by the “Appendix”.

Time horizons

The following time horizons have been used throughout the document. The threshold for short-term is aligned with the requirements of the CSRD, the mid and long-term definitions have been set to align as much as possible with those already established in Eutelsat’s Risk Log:

- short-term (one year);
- medium-term (two to five years);
- long-term (more than five years).

Value chain, data estimation and uncertainty

Throughout the report, any data that has been estimated using inputs from the value chain is identified and described. The description includes any information on the level of accuracy and whether the value chain data has a direct or indirect source. Notes on data accuracy are included in the report. Eutelsat will continue to work to improve data reliability and accuracy.

Any data included with a high level of data uncertainty is also identified within the report. However, some data used for the calculation of the Scope 3 emissions in section ESRS E1-6 can be described as having a high level of uncertainty. This applies to:

- estimation for Electrical consumption at SNP sites (3.1 Purchased Goods & Services): Billing for the full year is not always available for all sites; therefore, where necessary, consumption figures include estimations based on the consumption of previous months or based on theoretical electrical consumption;
- emission factors for satellites and satellite launches (3.2 Capital Goods): Limited information is currently available and therefore, the emission factors used date from 5-10 years and are applied generically, irrespective of the specific satellite or launch service provider;
- electrical consumption at Eutelsat sites (Scope 2 & Scope 3, category 3.3 Energy-related emissions not included in Scope 1 & 2): Billing for the full year is not yet available for all sites, typically the billing for the final month may not yet be available; therefore, where necessary consumption figures include estimations based on the consumption of previous months;

- calculation of waste is based upon a measurement of the weight of waste disposed. This weight is either measured by Eutelsat or the waste disposal company. Measurements taken by waste disposal companies are verified by invoices from these companies. Waste recycling rates are taken directly from the waste management companies or, in the case of municipal waste collection, publicly available information. Due to reporting period, if waste figures were not available at the time of reporting for the last month of the year, average waste consumption was assumed based on the previous months of the year.

Reporting of errors in prior periods

Eutelsat has reviewed its prior Sustainability Statement and notes that the following restatements have been made for reporting period FY25 vs. figures published in the Sustainability Statement FY25 including the correction of prior period errors. Revised quantitative information is disclosed in Sections 3.2.1.5, 3.2.1.6 and 3.3.1.5 of the Sustainability Statement:

- carbon emissions FY25: Total carbon emissions FY25 is reported as 149,103 tCO₂e vs. 155,836 (location based) tCO₂e originally reported in the Sustainability Statement FY25. The total emissions for the market-based calculation have also been adjusted on the same basis.

This represents an adjustment of less than 5%. This restatement was driven by the following modifications:

- gas consumption at the London site (FY25) has been restated, impact on Scope 1: 627 tCO₂e vs. 631 tCO₂e originally reported;
- electricity consumption at the London site (FY25) has been restated, impact on Scope 2: 4,864 tCO₂e vs. 4,818 tCO₂e originally reported;
- prior period errors regarding the following greenhouse gas emissions streams:
 - incorrect emission factors used to calculate fuel and energy-related activities, impact on Scope 3.3: 749 tCO₂e vs. 1,771 tCO₂e originally reported and used to calculate the impact of downstream transportation, impact on Scope 3.9: 438 tCO₂e vs. 0 tCO₂e originally reported,
 - incorrect number of site visitors in Mexico (FY25), impact on Scope 3.6: 3,576 tCO₂e vs. 3,650 tCO₂e originally reported,
 - one antenna installed at the Mexico site not reported in FY25, impact on Scope 3.2: 81,308 tCO₂e vs. 80,279 tCO₂e originally reported,
 - incorrect application of the accounting methodology for upstream leased assets, impact on Scope 3.8: 1,392.25 tCO₂e vs. 7,648 tCO₂e originally reported,
 - incorrect data transfer of waste information on the Madeira site in FY25, impact on Scope 3.5: 85 tCO₂e vs. 76 tCO₂e originally reported;
- Energy Consumption and Mix: Due to the restatement in the electricity consumption at the London site, and also the additional of the energy consumption from the non principal Eutelsat locations, the energy consumption table has been modified accordingly;

- the number of work related accidents in FY25 has been reduced from 6 as originally reported to 2 to exclude the accidents during commuting, aligning the methodology with that used in FY26;
- Accident Frequency Rate: Due to an error in the calculation, the figure for FY25 has been adjusted to 0.7 from 0.41 as originally reported in the Sustainability Statement FY25;
- number of outstanding legal proceedings related to late payments: The FY25 figure has been adjusted from 0 to 1 to include the outstanding legal proceeding initiated by the French authorities relating to late payment practices, which falls within the scope of this disclosure and remained outstanding in FY26.

Disclosures stemming from other legislation or generally accepted sustainability reporting pronouncements

Eutelsat complies with the following regulations and standards, which strengthen the reliability and transparency of the information provided:

- Corporate governance and compliance: Eutelsat adheres to the Afep-Medef corporate governance code for listed companies and complies with the requirements of the Sapin II law;
- EU Taxonomy: Eutelsat assesses the eligibility of its activities with the EU Taxonomy Regulation (2020/852), which defines environmentally sustainable economic activities;
- TCFD: The Group integrates climate-related financial disclosures in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), ensuring transparency on climate risks and opportunities;
- SFDR: This document constitutes the consolidated statement on the Principal Adverse Impacts on sustainability factors for Eutelsat, designed to assist investors in their compliance with the EU Sustainable Finance Disclosure Regulation (SFDR);
- United Nations Global Compact: Eutelsat is a member of the UN Global Compact, aligning its sustainability efforts with its Ten Principles covering human rights, labor, environment, and anti-corruption.

Incorporation by reference

ESRS disclosures that have been incorporated by reference and stated outside of the Sustainability Statement as part of other sections of the Universal Registration Document:

ESRS	Disclosure Requirement	Full name of the Disclosure Requirement
ESRS 2	GOV-1	The role of the administrative, management and supervisory bodies

3.1.2 GOVERNANCE

3.1.2.1 THE ROLE OF THE ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES

This section provides an overview of the composition, roles, and responsibilities of Eutelsat's administrative, management, and supervisory bodies, as well as their access to sustainability-related

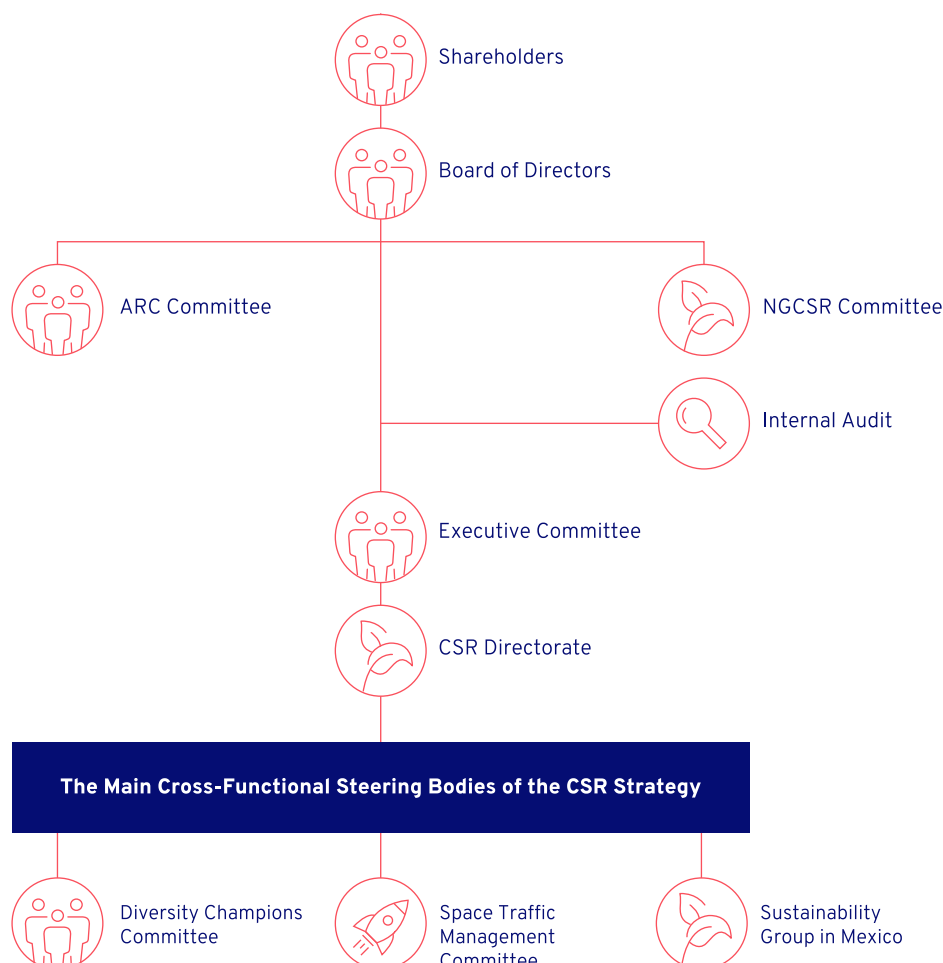
expertise and skills. The Company's Internal rules, which define the governance framework and operating procedures of these bodies "Eutelsat Communications SA Internal rules and Corporate Governance Principles of the Board of Directors", are available on the Group's website in the "Governance" section.

Information on the composition and diversity of the members of Eutelsat governance bodies	Value 2026 or Corresponding section in the URD
Number of Executive members	9
Number of non-executive members	12
Information about representation of employees and other workers	See Section 2.3.5
Information about member's experience relevant to sectors, products, and geographic locations of undertaking	See Sections 2.1.2, 2.3.3
Percentage of members of administrative, management and supervisory bodies by gender and other aspects of diversity	See Section 2.1.1
Board's gender diversity ratio	5:7
Percentage of independent Board Members	50%

Roles and responsibilities in monitoring Impacts, Risks, and Opportunities (IROs)

The responsibility for overseeing Eutelsat's material impacts, risks, and opportunities is distributed across the following bodies:

Figure 2 – Roles and responsibilities in monitoring IROs



The Board of Directors

The Board of Directors has oversight of the Eutelsat's CSR activities and is responsible for reviewing and approving Eutelsat's CSR mission, carbon reduction commitments, review of ESG-related KPIs for compensation and ensuring adherence with CSR regulatory requirements.

The NGCSR Committee

During the year, the former CSR Committee merged with the Nomination and Governance Committee and is now the Nomination, Governance and CSR Committee (NGCSR).

The NGCSR Committee is entrusted with monitoring and assessing the Group's CSR programme. The Committee consists of seven Board Members.

The Committee meets quarterly and coordinates with the Audit Risk and Compliance Committee (ARCC) on the CSRD compliance, and the non-financial performance, and ESG KPIs for compensation.

The Audit Risk and Compliance Committee (ARCC)

The ARCC oversees CSRD compliance and the Sustainability Statement by ensuring the accuracy, reliability, and alignment of disclosures with regulatory requirements. It reviews sustainability risks, supervises the external assurance process, and provides recommendations to the Board on ESG-related matters. The Risk Committee anticipates and assesses all risks, notably those related to sustainable development, thereby guiding actions to mitigate their impacts.

The Executive Committee

The Executive Committee is responsible for the implementation of the Eutelsat's CSR activities and reviews progress made against Eutelsat's mission objectives and non-financial performance. The Executive Committee regularly engages with the CSR Directorate and over the past year had specific discussions on CSR strategy, environmental emissions targets, and Double Materiality Analysis, particularly in relation to CSRD compliance and evolving regulatory expectations.

The CSR Directorate

Under the Chief Human Resources Officer & General Counsel, the CSR department is led by the Director of Corporate Social Responsibility and reports to the Executive Committee, the NGCSR Committee, and the ARCC on all aspects of CSR strategy, CSRD compliance, and sustainability-related impacts, risks, and opportunities. This includes oversight of the associated control frameworks, data governance processes, and reporting tools, such as Tennaxia.

The CSR Directorate oversees and drives Eutelsat's CSR mission, monitors KPI performance, and leads carbon reduction initiatives. It also manages ESG reporting tools and data control mechanisms, to ensure the reliability, consistency, traceability, and governance of sustainability data across the Group.

To fulfil these responsibilities, the CSR Directorate works in coordination with Risk Management, Finance, Human Resources, Legal, Compliance, Internal Audit and operational teams across the Group. This collaboration supports the integration of sustainability-related controls and procedures into the Group's broader management, risk management and internal control processes.

Internal Audit

The Company benefits from a structured Internal Audit department. The annual internal audit plan is approved by the Board of Directors and reviewed by the ARCC.

The main cross-functional steering bodies

The main cross-functional steering bodies of the CSR strategy include the Diversity Champions Committee, driving diversity and inclusion efforts within Human Resources, and the Space Sustainability Taskforce, focusing on carbon footprint reduction and responsible space usage. In addition, the CSR strategy is regularly presented to the Works Council in France, which is consulted on matters relating to CSRD compliance and kept informed of the related reporting and regulatory developments.

Governance Bodies' ESG expertise and skills

While the individual biographies of Board Members and the table of expertise in Chapter 2 do not explicitly reference sustainability-related qualifications, Eutelsat ensures that both its Board of Directors and Executive Committee are equipped to oversee sustainability matters through structured access to internal and external expertise. This is primarily done via targeted annual training sessions organised by the CSR team, designed to build understanding of the Group's material impacts, risks, and opportunities in alignment with regulatory expectations. In recent years, dedicated training sessions have addressed key sustainability issues relevant to Eutelsat's activities, including decarbonisation, sustainability in space (notably space debris and orbital safety), and regulatory compliance.

In addition, the Board of Directors and Executive Committee may draw on expertise from the CSR Directorate and relevant internal subject matter experts when reviewing sustainability-related matters.

This expertise supports the oversight of the Group's material impacts, risks and opportunities identified through the Double Materiality Assessment, including matters related to climate change, space sustainability, workforce issues, business conduct, cybersecurity, data protection and national security.

3.1.2.2 THE ROLE OF THE ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES RELATED TO BUSINESS CONDUCT

Issues of business conduct are managed by the administrative, management and supervisory bodies via the Board committees, principally the NGCSR and ARC Committees where any relevant issues related to business conduct would be raised. The functioning of these instances is described further in the sections below.

Any specific knowledge or experiences of the members are highlighted in the biographies detailed in Chapter 2, Section 2.1. However in general, the members of the respective bodies have wide experience in the administration of companies including issues related to business conduct.

3.1.2.3 INFORMATION PROVIDED TO, AND SUSTAINABILITY MATTERS ADDRESSED BY EUTELSAT'S ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES

The objective of this section is to provide an understanding of how administrative, management and supervisory bodies are informed about sustainability matters, as well as what information and matters they addressed during the reporting period.

Consideration of Impacts, Risks and Opportunities (IROs) in strategy, major transactions, and risk management

Sustainability-related Impacts, Risks and Opportunities (IROs) are reviewed by the Executive Committee and presented to the ARCC, the NGCSR Committee, and the Board of Directors to inform strategic planning and risk oversight. The Works Council (CSE) is also consulted as part of the Group's engagement on these matters.

Eutelsat's governing bodies integrate Impacts, Risks and Opportunities (IROs) into the oversight of corporate strategy, risk management, and major transactions by reviewing the company's progress on key sustainability metrics and targets, and, if necessary, the potential impact on these targets from key business decisions. These reviews occur during the NGCSR Committee meetings which occur a minimum of three times a year.

Body	Date	Topics Addressed
CSR Committee	3 September 2025	ESRS 2 – CSR mission and progress targets ■ All IROs ESRS 2 – Conclusions from the in CSRD compliance project ■ IRO: Stakeholder expectations and reputational risk of climate mitigation activities ESRS S1 – Bridging the communication divide progress ■ IRO: Providing connectivity to underserved communities
NGCSR Committee	10 March 2026	ESRS 2 – CSR mission and key actions ■ All IROs ESRS 2 – Update on regulatory developments and CSRD implementation adjustments ■ IRO: Stakeholder expectations and reputational risk of climate mitigation activities ESRS E1 – Update on space sustainability legislation, including environmental requirements. ■ IRO: Increased regulation of space activities ■ IRO: Operational impact from increased space activity
NGCSR Committee	2 June 2026	ESRS 2 – CSR mission and key actions ■ All IROs ESRS S1 – Bridging the communication divide progress ■ IRO: Providing connectivity to underserved communities Entity Specific – National Security ■ IRO: Revenue potential from government contracts
ARC Committee	3 August 2025	ESRS 2 – Auditor's limited assurance report on the compliance of sustainability information: Compliance with the Double Materiality Analysis, Compliance with ESRS requirements, Compliance with the EU Taxonomy regulation. ■ IRO: Stakeholder expectations and reputational risk of climate mitigation activities
ARC Committee	18 February 2026	ESRS 2 – Auditor Approach and Plan for limited assurance assessment of Sustainability Statement FY26 ■ IRO: Stakeholder expectations and reputational risk of climate mitigation activities
ARC Committee (Information Session)	16 & 31 March 2026	ESRS 2 – CSR mission and key actions ■ All IROs ESRS 2 – Update on regulatory developments and CSRD implementation adjustments ■ IRO: Stakeholder expectations and reputational risk of climate mitigation activities

Body	Date	Topics Addressed
Board of Directors	9 October 2025	ESRS 2 – CSR mission and key actions ■ All IROs ESRS 2 – Auditor’s limited assurance report on the compliance of sustainability information: Compliance with the Double Materiality Analysis, Compliance with ESRS requirements, Compliance with the EU Taxonomy regulation. ■ IRO: Stakeholder expectations and reputational risk of climate mitigation activities
Works Council	18 September 2025	ESRS 2 SBM-3 – Double Materiality Assessment and Material IROs ESRS 2 IRO-1 – Process to identify and assess material IROs ESRS 2 – Auditor’s limited assurance report on the compliance of sustainability information: Compliance with the Double Materiality Analysis, Compliance with ESRS requirements, Compliance with the EU Taxonomy regulation. ■ All IROs

3.1.2.4 INTEGRATION OF SUSTAINABILITY-RELATED PERFORMANCE IN INCENTIVE SCHEMES

The objective of this section is to provide an understanding of whether incentive schemes are offered to members of the administrative, management and supervisory bodies that are linked to sustainability matters and is aligned with the reporting requirements of ESRS 2 GOV-3 Integration of sustainability-related performance in incentive schemes.

The Group has established incentive schemes and remuneration policies for its Executive Committee members that integrate sustainability considerations. These policies reflect the increasing importance of Corporate Social Responsibility (CSR) in meeting stakeholder expectations and aligning with the company’s strategic priorities.

For this fiscal year, quantitative CSR objectives are structured into three equally weighted categories, each contributing 33.3% to the variable compensation related to CSR component of the variable objectives of the Executive Committee members (ExCom):

- **Environmental:** Absolute carbon reduction of -10% Scope 1 & 2 FY26 vs. FY25;
- **Digital Divide:** +350K new subscribers connected via Wi-Fi hotspots in Africa;
- **Social:** Great Place to Work Survey Trust Index score of 63%.

Variable remuneration represents 15% of the CEO’s total remuneration, with 25% of this variable portion tied to CSR-related objectives, including climate-related considerations. For the other members of the Executive Committee, CSR-related objectives account for 10% of their variable remuneration. The CEO’s ESG

weighting is therefore higher, in line with his overall responsibilities in overseeing the Group’s strategic direction. The structure of the incentive scheme ensures proportional rewards:

- **150% payout** if performance exceeds the target level, marking significant improvement over the prior year;
- **100% payout** if the target is met, typically representing progress over the previous year unless maintaining the prior level of performance is particularly challenging;
- **80% payout** if the threshold level is reached, with minimum acceptable performance thresholds defined per indicator;
- **0% payout** if performance falls below the minimum threshold.

Performance is measured on a straight-line basis between thresholds to ensure fairness and transparency, with adjustments made for consistent application across relevant operations.

The terms of the incentive schemes are approved and updated annually by the Board of Directors, based on recommendations from the Remuneration Committee. The Committee is responsible for defining and reviewing the terms of the executive incentive schemes, including those linked to sustainability performance criteria.

Climate-related considerations are integrated into the remuneration policy for the Group’s Executive Corporate Officers through a dedicated component of the variable remuneration. For this fiscal year, a specific environmental short-term incentive has been established as part of the CSR-related objectives, which form 25% of the variable remuneration. This environmental objective is based on the absolute reduction of Scope 1 and 2 greenhouse gas emissions compared to the 2021 baseline.

3.1.2.5 STATEMENT ON SUSTAINABILITY DUE DILIGENCE

In line with the requirements of the CSRD and ESRS 2 GOV-4, Eutelsat has mapped the core elements of its due diligence process

to the relevant disclosures in this Sustainability Statement. This mapping provides a clear overview of how we identify, address, and track sustainability risks and impacts on people and the environment. A summary of the mapping is provided in the table below:

Core elements of due diligence	Paragraphs in the Sustainability Statement
Embedding due diligence in governance, strategy, and business model	3.1.2 Governance 3.1.3 Strategy and business model 3.1.4 Impacts, risks and opportunities
Engaging with affected stakeholders in all key steps of the due diligence	3.1.3.2 Interests and views of stakeholders 3.1.4.1 Description of the processes to identify and assess material IROs 3.3.1.2 Workforce engagement
Identifying and assessing adverse impacts	3.1.4 Impacts, risks and opportunities
Taking actions to address those adverse impacts	Actions sections
Tracking the effectiveness of these efforts and communicating	Remediation and raising concerns

3.1.2.6 RISK MANAGEMENT AND INTERNAL CONTROLS OVER SUSTAINABILITY REPORTING

The internal control system for sustainability reporting is structured in multiple layers:

- first-level controls are performed by data owners across the business units and functional departments. Each contributor is responsible for validating the accuracy and completeness of the data they submit. This includes both quantitative indicators and qualitative disclosures;
- the CSR team coordinates the reporting process, reviews all data submissions, and ensures consistency of data;
- internal control and risk management of the sustainability reporting process is also controlled via the undertaking of an Internal audit. The Internal audit, performed by the Director of Internal Audit, consists of the following steps:
 - review of the sustainability management process,
 - review of the identification and assessment of the IROs,
 - internal audit of the qualitative data collected after nine months of the financial year.

The Internal auditor reports directly to the Group CEO on the progress and findings of the audit and presents the final audit report to the Board's ARCC.

The CSR team is responsible for documenting into the risk management process all risk associated with the production of the Sustainability Statement. Risks are prioritised based on a scoring from 1-12 calculated as the sum of likelihood (1-4) and expected financial impact (1-4). For all scales 1 is the lowest impact. The risks are documented in the Group Risk Management Log and are reviewed and updated on a quarterly basis.

The principal risk currently identified in relation to sustainability reporting is ensuring the consistency of metrics which are gathered across the Group, involving data owners in different countries. This risk has been mitigated by implementing a reporting protocol document which provides a definition of all metrics and indicators contributing towards the Sustainability Statement. This document is used throughout the Group as the basis for the metrics provided. The CSR Director is responsible for the review and update of the Sustainability management process in collaboration with relevant contributors across departments. This review ensures consistency, reliability, and alignment with CSRD and ESRS requirements and is integrated into the internal control framework for sustainability reporting. In addition, for FY26, a new tool, Tennaxia Reporting, has been implemented to provide greater structure and control in the data-gathering process. To support this introduction, all internal users of the tool have been provided with introductory information and support from the CSR team on its use.

The Group commits to maintaining this audit annually as part of its ongoing sustainability reporting process.

3.1.3 STRATEGY & BUSINESS MODEL

3.1.3.1 MARKET POSITION, STRATEGY, BUSINESS MODEL AND VALUE CHAIN

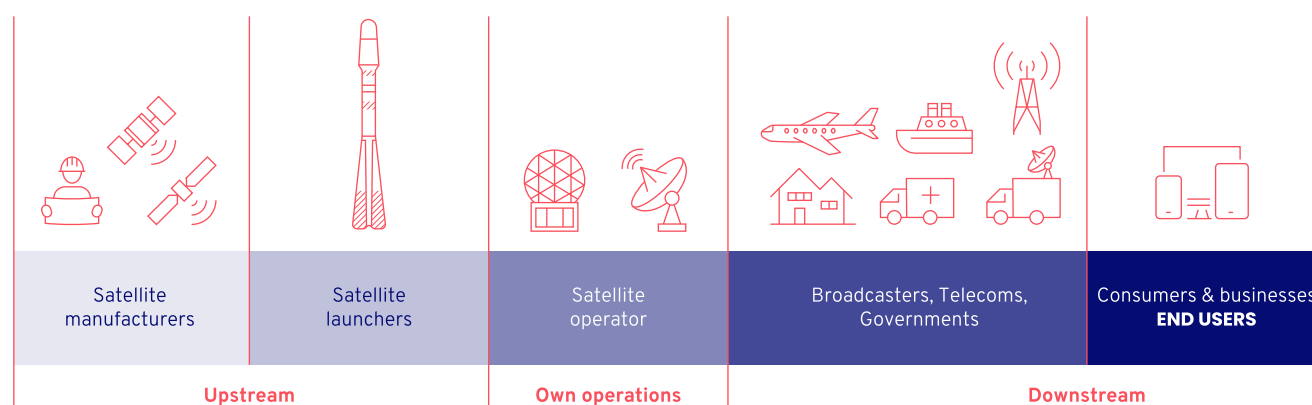
The objective of this section is to describe the key elements of Eutelsat general strategy that relate to or affect sustainability matters, and the key elements of the undertaking's business model and value chain, in order to provide an understanding of its exposure to Impacts, Risks and Opportunities and where they originate.

Revenues

The Group primarily generates revenue by providing satellite capacity. Its customer base includes both distributors, who resell this capacity to end-users, and end-user customers, who utilise the Group's satellite capacity for their own needs. The Group's revenue generation is largely dependent on its pricing, which varies based on the type of capacity offered and the orbital position of the satellites. Eutelsat activities fall within the telecommunications sector.

Full details of the breakdown of revenues by application for this fiscal year are provided in Chapter 1, Section 1.2.1.

Figure 3 – Value chain description



- 1. Satellite manufacturers:** Partnering with responsible satellite manufacturers and considering their environmental practices in our supply chain. This contributes to part of our Scope 3 emissions, particularly in the lifecycle emissions of satellites, from manufacturing to end of life.
- 2. Satellite launchers:** This stage involves assessing the environmental impact and carbon footprint of rocket launches, which are accounted for in our Scope 3 emissions. We aim to collaborate with launch providers who prioritise sustainable practices, including reducing emissions and improving fuel efficiency.
- 3. Satellite operators:** This includes the provision of satellite capacity and communication services, where emissions intensity per Mbps/s transmitted is monitored. It also encompasses the operation of terrestrial facilities such as teleports, Satellite Network Portals, Network Operations Centers, data centers, and offices worldwide. These contribute to our energy consumption, with ongoing efforts to incorporate renewable energy sources to minimise our carbon footprint.
- 4. Broadcasters, Telecoms, Governments:** As a satellite operator, Eutelsat plays a crucial role in the connectivity and broadcasting value chain. We provide satellite capacity and services to a diverse range of customers, including broadcasters, telecom operators and ISPs and government agencies. With the full integration of low-Earth orbit (LEO) satellites into our operations, we now deliver multi-orbit connectivity at scale, a central component of our global offering that enhances performance, coverage, and service flexibility across all customer segments.
- 5. End Users:** Thanks to the satellite capacity and turn-key solutions we provide for connectivity, broadcast, and government services, Eutelsat is the most trusted partner for multi-orbit connectivity. Through our B2B model, we enable our customers to deliver reliable services to their end users and businesses, leveraging both LEO and GEO satellites to meet the evolving needs of the market.

Business model and sustainability

Eutelsat is a global leader in satellite communications, delivering connectivity and broadcast services worldwide via satellite. The Group was formed through the combination of Eutelsat and OneWeb in 2023, becoming the first fully integrated LEO-GEO satellite operator with a fleet of 31 geostationary satellites and a LEO constellation of more than 600 satellites.

Sustainability is embedded in Eutelsat's business model and long-term strategy. The Group's activities are inherently linked to key sustainability matters, including expanding digital inclusion, preserving the space environment, reducing its environmental footprint and maintaining high standards of governance and business conduct. These priorities support the long-term resilience of the business while creating value for customers, shareholders, employees and society.

The Group operates satellites located in geostationary orbit from 139° West to 174° East, with a footprint covering Europe, Africa, the Middle-East, Asia-Pacific and the Americas. On the strength of these premium orbital positions and extensive ground infrastructure, Eutelsat has built a solid client base of broadcasters, telecommunications operators, and government agencies, served either directly or through distributors.

Through Eutelsat's OneWeb constellation, the Group is one of only two commercially operating global LEO satellite constellations, enabling high-speed, low-latency and affordable connectivity for governments, businesses, and communities. Eutelsat's OneWeb LEO satellites, orbiting at approximately 1,200 km, are around 30 times closer to Earth than geostationary satellites, providing an average global two-way latency of 140 ms. Leveraging its LEO constellation, The Group enables secure and resilient data access for consumers, enterprises, schools, and underserved communities in locations that cannot technically or economically be served through terrestrial infrastructure. The Group's main suppliers include satellite manufacturers and launch service providers.

Eutelsat's mission is to anticipate the future of global communications through cutting-edge satellite technologies, opening new pathways for universal and secure connectivity. By

combining the respective advantages of GEO and LEO, the Group delivers a versatile service portfolio to meet evolving customer needs in both mature and emerging markets.

Following the combination with OneWeb, Eutelsat has reinforced its priorities in bridging the global digital divide and protecting the environment in space and on Earth. The unique combination of geostationary assets with a dense LEO constellation targeting ubiquitous global coverage has expanded the Group's reach and created new means to address the world's digital "white zones".

The optimisation of the LEO/GEO fleet will lead to significant efficiency gains in the number of satellites and launches, improved use of ground and orbital resources, and enhanced coordination on regulatory and sustainability issues related to the space environment. The Group actively contributes to the development of best practices in orbital debris mitigation and sustainable space operations.

With the announced capital increase of 1.35 billion euros, Eutelsat will strengthen its financial capacity to support future LEO deployments, including the extension of the Eutelsat's OneWeb constellation and preparations for participation in Europe's IRIS² sovereign connectivity program.

Within Eutelsat, personal engagement and team spirit are key to the achievement of shared and ambitious goals. Every day, the Group's more than 1,700 employees work on unleashing the potential of innovative technologies so that users around the world can benefit from the most advanced Video and Connectivity services. This includes strengthening capabilities in antenna systems, cybersecurity, and network orchestration to support both commercial and institutional users.

Eutelsat's technical expertise, innovative capacity, and commitment to constructive, long-term stakeholder dialogue consolidate its role as a trusted partner among the world's leading satellite connectivity providers. Its balanced portfolio of LEO and GEO assets, strong investment discipline, and clear strategic roadmap support the Group's ambition to build a sustainable space infrastructure for decades to come.



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Asset	Value created
PEOPLE ■ 1,744 employees, from over 75 countries (Section 3.3.1.4) ■ 30% of female in the workplace ■ 94% full-time permanent contracts	PEOPLE ■ 36% of women in top management positions ■ Great Place to Work Trust Index score: 61% ■ Ongoing dialogue with social partners
INDUSTRIAL ASSETS ■ 34 geostationary satellites ■ 600+ LEO satellites ■ Broadcasting more than 6,400 TV channels ■ 6 proprietary teleports, 2 Network operations centres, 1 global network of SNPs	ENABLE ACCESS TO GLOBAL INFORMATION ■ Reaching over one billion viewers globally through Eutelsat's satellite fleet ■ Inauguration of Eutelsat's HOTBIRD neighborhood at 13° East for secure, reliable, and protected professional video services ■ Coverage of rural and underserved areas ■ Bridging the digital divide: development and marketing of high-speed broadband offers via multiple-orbit satellites (LEO and GEO) ■ FRANSAT: providing free access to digital terrestrial television (DTT) channels across mainland France ■ Sat.tv service: delivering a curated, multilingual electronic program guide to enhance the free-to-air TV experience in key regions such as MENA and Sub-Saharan Africa ■ Promoting access to education, healthcare, and connectivity in remote areas
	ENABLE SOVEREIGNTY AND ENSURE RESILIENCE ■ Strategic contribution to European connectivity and sovereignty as a founding member of the SpaceRISE consortium, selected for the EU's secure satellite constellation IRIS² initiative ■ Supporting national and defense stakeholders with secure, resilient, and high-performance satellite connectivity solutions to meet growing demand for autonomous communications capabilities
FINANCIAL ASSETS ■ Backlog representing 2.7 years of revenues ■ Shareholders' equity (3,687 million euros) and strong support from key strategic shareholders such as APE, Barthe Space Limited, UK Government, CMA CGM, FSP	OPTIMISE THE COMPANY'S FINANCIAL PERFORMANCE ■ FY 2025-2026 operating verticals revenues of 1,197 million euros ■ All revenues generated from Telecommunications sector ■ Market capitalisation of 2.8 billion euros at 30 June 2026
INTELLECTUAL ASSETS ■ More than 40 patents registered by Eutelsat ■ Startups and SpaceTech funds in our portfolio ■ Many projects with NewSpace supported by institutions	ADVANCING SPACE TECHNOLOGY ■ A unique LEO-GEO combination ■ World's first successful trial of 5G Non-Terrestrial Network (NTN) technology over the LEO constellation ■ Flexible software-defined satellites (EUTELSAT QUANTUM, FLEXSAT) ■ Eutelsat ADVANCE, the end-to-end managed connectivity service ■ EUTELSAT KONNECT VHTS ■ IoT connectivity solutions ■ Accelerating the transition in all-electric satellites

Asset	Value created
ENVIRONMENTAL ASSETS ■ A 2030 decarbonisation trajectory based on the Science Based Targets initiative (SBTi) and approved ■ Environmental pillars focused on Space Traffic Management and carbon footprint reduction ■ Space debris management policies for both LEO and GEO satellites ■ Inclusion of CSR clauses in our contracts with suppliers	REDUCE OUR ENVIRONMENTAL IMPACT ■ Absolute carbon reduction of Scope 1 & 2 of 50% by 2030 from a baseline of 2021 ■ A reduction in carbon intensity per satellite MBps of 52% by 2030 from a baseline of 2021 ■ The Scope 1 & 2 carbon emission of Eutelsat FY 2026 (Market Based) are -64% compared to 2021 ■ Production of green energy with installation of photovoltaic panels at Caniçal (Portugal), Cagliari, Turin (Italy) and Mexico teleports ■ ISO 14001 certification at the Caniçal (Portugal), Cagliari and Turin (Italy) teleports ■ 1.8 MWh/year produced from solar energy in 2026 (representing 6% of total energy consumption)
SOCIAL CAPITAL ■ Bridging the communications divide ■ A robust ethical and anti-corruption policy ■ Delivery free-to-air TV channels worldwide ■ Inclusion of CSR clauses in our contracts with suppliers ■ In-field engagement in humanitarian relief in partnership with NGOs	POSITIVE SOCIAL IMPACT ■ More than 1.8 million user-marks connected to Konnect Wi-Fi Hotspots solutions in Africa, as part of the commitment to the ITU's Partner2Connect Digital Coalition. ■ More than 2,300 free-to-air channels accessible without subscription ■ Renewed patronage of <i>Télécoms Sans Frontières</i>, the world's first NGO focusing on emergency-response technologies. ■ Implementation programs to enable digital inclusion in the most remote regions, facilitating access to education and healthcare

Eutelsat does not offer any products or services that are subject to a formal ban in any of its markets.

However, the Group is subject to international sanctions regimes and applicable regulatory restrictions, including those implemented by the European Union and French authorities, which may restrict or prohibit the provision of services in certain countries or to certain entities.

As a result, Eutelsat complies with these legal requirements by suspending or restricting the provision of services in the relevant jurisdictions where applicable.

These restrictions are not related to the nature of Eutelsat's products or services themselves, but rather to compliance with applicable international and national regulations.

3.1.3.2 INTERESTS AND VIEWS OF STAKEHOLDERS

Eutelsat recognises the importance of ongoing dialogue with its key stakeholders, including customers, investors, institutional and regulatory bodies, suppliers, distributors, civil society, and industry peers. While the Double Materiality Assessment (DMA) provides a structured framework for stakeholder engagement, exchanges also take place outside this process.

For example, Eutelsat has been integrated into the CSR Group organised by one of the company's principal shareholders, APE. Via this group, Eutelsat exchanges regularly with both APE and the CSR teams of other companies in which APE has a significant shareholding, on matters of policy and approach to CSR. This enables Eutelsat to remain aware of trends and best practices, as well as the expectations of shareholders and other companies.

The CSR team centrally coordinates these interactions, collaborating with relevant departments as needed. Dialogue occurs through participation in industry working groups, contributions to consultations, and targeted discussions around specific projects or regulatory developments.

Identification of stakeholders

Stakeholders are identified and prioritised based on their level of influence on Eutelsat's operations and decision-making, as well as their exposure to potential impacts from the company's activities. The engagement process was structured to ensure a comprehensive understanding of stakeholder expectations, allowing us to refine CSR priorities, assess Impacts, Risks, and Opportunities, and proactively address them.

This structured approach involved:

- identifying and mapping stakeholders;
- describing their roles and relevance to Eutelsat's value chain;
- classifying them based on their level of influence and impact;
- prioritising engagement to align with strategic and operational considerations.

Eutelsat's stakeholders encompass a diverse range of individuals and groups who are directly or indirectly impacted by its operations. The Group categorises its stakeholders into two main categories: external and internal. Engagement occurs with both stakeholder's categories as part of the Group's sustainability strategy.

■ **internal stakeholders:** these are individuals or groups within Eutelsat who are directly involved in the company's operations, decision-making, and management. They are essential to the day-to-day functioning and strategic direction of the Company. Includes employees, management, and governance bodies who play a direct role in implementing and overseeing sustainability initiatives.

■ **external stakeholders:** these stakeholders are not directly part of Eutelsat but have an interest in its operations or outcomes. Their influence may come from outside the organisation, such as through market interactions, regulatory requirements, or public opinion. Includes customers, suppliers (satellite manufacturers, launch service providers), regulatory authorities, Intergovernmental Organisations, and other relevant groups who influence or are impacted by the Group's activities.

The following table provides an overview of the key stakeholder groups and their roles, whether they are identified as:

- affected stakeholders;
- users of sustainability information;
- silent stakeholders.

None of the Group's stakeholders are considered as vulnerable.

Internal stakeholders of Eutelsat

	Description	Identification	Engagement channels	Outcomes of engagement
Board	The Board of Directors oversees the company's governance, ensuring it adheres to regulations, ethical standards, and shareholder interests. They provide strategic guidance and monitor the executive team's performance.	Affected stakeholder	Scheduled Board meetings, strategic planning sessions, and governance reviews.	Engagement enables the Board to oversee sustainability-related risks, opportunities and performance. Feedback and discussions from Board meetings inform strategic decisions, risk management priorities and oversight of sustainability commitments.
Executive Committee	The Executive Committee is responsible for managing the company's strategy, operations, and overall direction.	Affected stakeholder	Frequent operational and strategic meetings, performance reviews, and cross-functional updates.	Engagement outcomes are used to assess operational performance, identify risks and opportunities, and determine corrective actions and strategic priorities. These discussions support the implementation of sustainability objectives across business functions.
Employees	The workforce that carries out the company's operations. Their skills, engagement, and productivity directly impact the company's success (Connectivity and Video Business Units, Engineering, Executive Committee, Board of Directors, Finance, Human Resources, Investor Relations, Legal, Operations, and Strategy).	Affected stakeholder/Users of sustainability information	Internal communications platforms, periodic town halls, team meetings, training sessions, and internal surveys.	Feedback helps identify workforce-related impacts, risks and opportunities, and helps Eutelsat understand employee perspectives, expectations and concerns related to workplace practices and organisational culture.
Employee representatives	Individuals or groups representing employees, such as unions or employee councils. They ensure that workers' interests and rights are considered in company decisions.	Users of sustainability information	Regular meetings.	Outcomes contribute to the development and adjustment of workplace policies, working conditions, health and safety measures, and social dialogue practices.

External Stakeholders of Eutelsat

	Description	Identification	Engagement Channels	Outcomes of engagement
Customers	Individuals or businesses that purchase Eutelsat's products or services. Their satisfaction and loyalty are crucial for revenue generation and business growth.	Affected stakeholder	Account management, customer service teams, regular satisfaction surveys, and service performance reviews,	Engagement enables Eutelsat to understand customer expectations regarding service performance and sustainability. Feedback is used to improve service quality, enhance customer solutions, and integrate sustainability considerations into service development and operations.
Tier 1 Suppliers	Key suppliers that provide essential products or services for the company's final offerings, often significantly impacting operational efficiency and quality.	Affected stakeholder	Procurement processes, performance evaluations, contract reviews, regular dialogue, and joint development initiatives.	Engagement helps Eutelsat assess suppliers performance, sustainability practices, operational risks and opportunities for collaboration. Outcomes are used to strengthen procurement practices, and support continuous improvement initiatives.
Other satellite operators	Competing or collaborating satellite operators in the industry. Their activities can influence market dynamics, pricing, and technological advancements.	Affected stakeholder	Bilateral partnerships, collaborative initiatives, and regular dialogue.	Engagement supports industry collaboration on shared challenges and opportunities, including technological innovation, space sustainability and spectrum management. Outcomes contribute to the development of joint initiatives, knowledge sharing and alignment on industry best practices that support the long-term sustainability of the satellite sector.
Shareholders	Individuals or entities that own shares in the Company, providing capital and expecting financial returns. Their interests are aligned with the company's profitability and growth.	Affected stakeholder/Users of sustainability information	General Meetings, investor presentations, financial reporting, and regular dialogue.	Engagement provides insight into shareholder expectations regarding financial performance, strategy, governance and sustainability matters. Feedback received is considered in strategic planning, corporate governance discussions and sustainability-related disclosures, helping Eutelsat maintain transparency and long-term value creation.
Lenders (banks, credit investors)	Financial institutions that provide loans, credit, or other forms of financial support. Their relationship with the Company is crucial for managing financial stability and funding.	Affected stakeholder/Users of sustainability information	Financial disclosures.	Engagement enables Eutelsat to understand lender expectations regarding financial performance, risk management and sustainability commitments. Outcomes from these interactions support financing decisions, strengthen transparency on sustainability performance.

	Description	Identification	Engagement Channels	Outcomes of engagement
Space agencies	Governmental or international bodies responsible for space exploration and regulation. They can influence policies, funding, and collaboration opportunities.	Users of sustainability information	Partnerships, regulatory consultations, research projects, and policy dialogues.	Engagement facilitates collaboration on space programmes, innovation, research and regulatory developments. Outcomes support technological advancement, and alignment with evolving industry and sector priorities.
Rating agencies (Financial and ESG)	Organisations that assess the performance of the Company. Their ratings can affect investor confidence.	Users of sustainability information	Regular assessments.	Engagement helps Eutelsat communicate its sustainability strategy, performance and governance practices. Feedback received supports continuous improvement of sustainability disclosures, data quality and management practices.
Public agencies and bodies	Governmental organisations involved in public policy, regulation, or industry oversight. They shape the regulatory environment in which the Company operates.	Users of sustainability information	Consultations, compliance reporting, public-private partnerships.	Engagement enables Eutelsat to contribute to public consultations, understand regulatory developments and support public policy objectives. Outcomes are used to anticipate regulatory changes, ensure compliance and align business practices with evolving legal and policy requirements.
Auditors	External professionals who examine the company's financial statements, internal controls, and operational processes to ensure accuracy, and compliance with regulations, and adherence to industry standards.	Users of sustainability information	Scheduled audits, management meetings, and documentation reviews.	Engagement supports the independent assessment of Eutelsat's financial and sustainability reporting, internal controls and compliance processes. Findings and recommendations are used to strengthen governance, accuracy, and enhance control frameworks.
Intergovernmental organisation	Entities formed by multiple countries, such as the United Nations or the European Union, that can influence policies and international regulations affecting the industry.	Users of sustainability information	Working groups, technical committees, and policy consultations.	Engagement provides insight into international policy developments, sustainability priorities and industry standards affecting the satellite sector. Outcomes help Eutelsat anticipate emerging requirements, contribute to policy discussions and align its activities with international frameworks and best practices.
Sector regulators	Authorities responsible for enforcing rules and regulations specific to the industry. Their decisions directly impact operational compliance and legal obligations.	Affected stakeholder	Compliance filings, and consultations.	Engagement supports compliance with applicable regulations and provides visibility on regulatory expectations and upcoming changes. Outcomes are used to strengthen compliance processes, manage regulatory risks and ensure responsible and lawful business operations.

	Description	Identification	Engagement Channels	Outcomes of engagement
Non-Governmental Organisations (NGOs)	Independent organisations that advocate for social, environmental, or ethical causes. They may influence public opinion or Corporate Social Responsibility practices.	Users of sustainability information	Stakeholder dialogues, partnerships, and project-specific engagement.	Engagement helps Eutelsat understand societal and environmental concerns, stakeholder expectations and emerging sustainability issues. Insights gathered contribute to the identification of sustainability risks and opportunities and support the development of responsible business practices and community-focused initiatives.
Professional bodies	Organisations representing specific professions or industries, setting standards and guidelines for best practices within the field.	Users of sustainability information	Technical working groups, and certification programs.	Engagement enables participation in industry discussions, knowledge sharing and the development of professional standards and best practices. Outcomes support continuous learning, capability building and alignment with recognised industry frameworks.
Media	Media stakeholders play a key role in shaping public perception, influencing societal priorities, and reporting on corporate actions.	Users of sustainability information	Press releases, interviews, media briefings, and events.	Engagement provides insight into public perception and stakeholder interests while supporting transparent communication of Eutelsat's activities and sustainability commitments. Outcomes help strengthen corporate reputation, improve stakeholder communication and identify topics of public interest.
Space consultants and market intelligence	External experts providing specialised advice or services to the Company. They assist in strategic planning, problem-solving, or improving business processes.	Users of sustainability information	Advisory engagements, and strategy workshops.	Engagement provides specialised expertise, market insights and strategic advice on industry developments, risks and opportunities. Outcomes support informed decision-making, business planning, innovation and long-term strategic development.
Insurers	Companies that provide insurance coverage, helping to manage risks associated with the Company's operations.	Users of sustainability information	Risk assessments.	Engagement helps identify, assess and manage operational, financial and emerging risks associated with Eutelsat's activities. Outcomes support risk mitigation measures, business continuity planning and the optimisation of insurance coverage.
Schools & universities	Academic institutions that contribute to research, development, and the education of future employees. They can also collaborate on innovation projects.	Users of sustainability information	Internship programs, and innovation projects.	Engagement promotes research collaboration, innovation, talent development and knowledge exchange. Outcomes contribute to workforce development, technological advancement and the identification of future skills and capabilities needed by the business.



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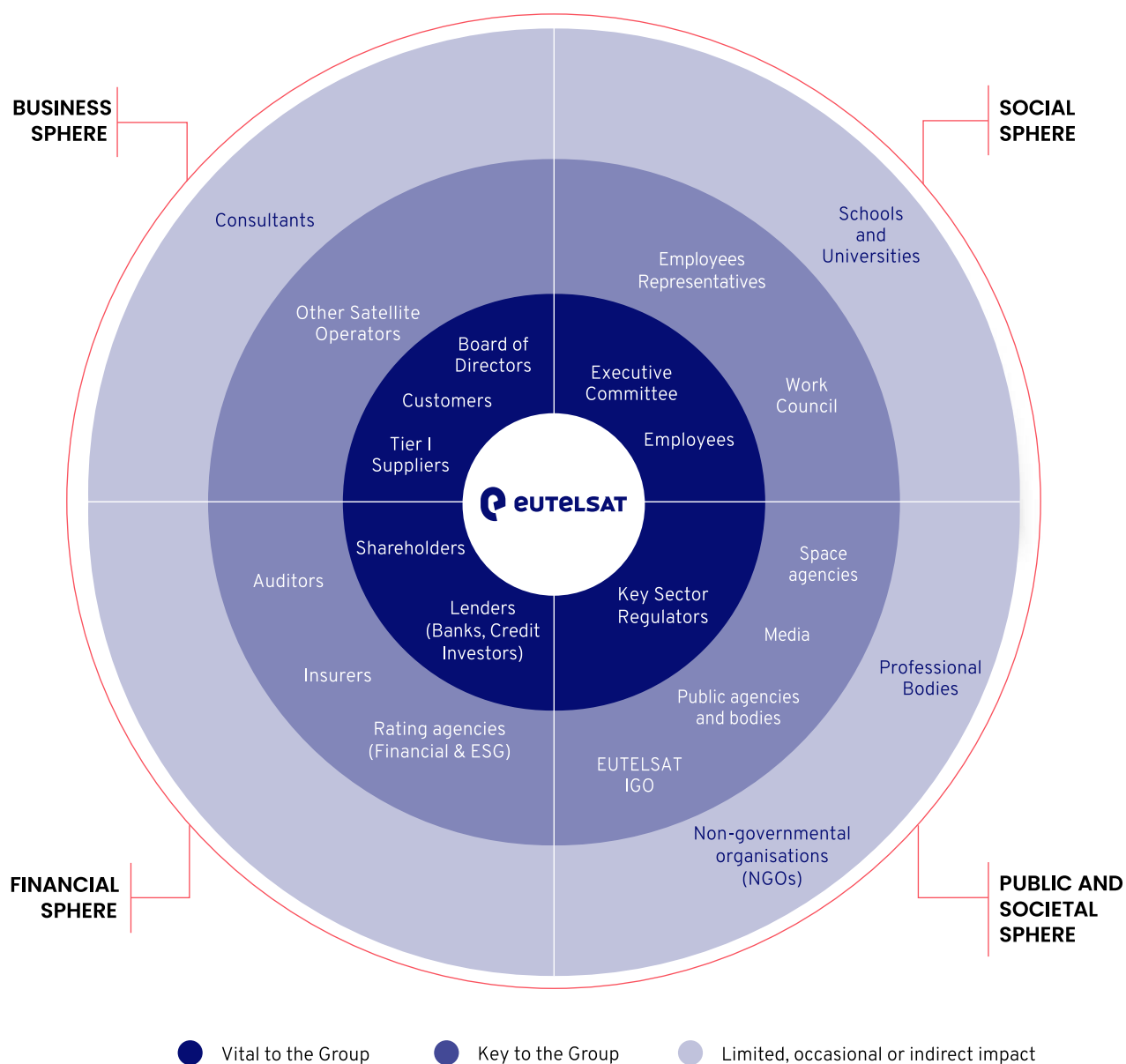
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Classification of stakeholders

Stakeholders are classified in two further categories, first to define in which sphere of activity they have an impact for Eutelsat and secondly each stakeholder is assigned to a category which describes their principal activity in relation to the Company.

Figure 4 – Mapping of Eutelsat's stakeholders



Sphere of activity

The sphere of activity framework categorises the Group's stakeholders according to their relationship with the organisation and the type of influence they exert. This model groups stakeholders into four distinct spheres – Business, Social, Financial, and Public and Societal – each representing a unique area of interaction that impacts Eutelsat's operations, strategic direction, and long-term sustainability.

- **Business sphere:** These stakeholders directly involved in Eutelsat's performance and its market operation, influencing product and service demand, and market decisions in general. Includes actors who have a relationship with Eutelsat's commercial operations, such as customers, suppliers, providers, business partners, competitors and end-users.
- **Social sphere:** It focuses on the social impact of the company's operations. Represents groups or communities impacted by the company's activities, such as employees, work representatives, schools and universities, unions.
- **Financial sphere:** These actors are directly involved in the financial stability and the perception of the company's economic health. Comprises financial stakeholders such as shareholders, banks, investors, and rating agencies.
- **Public and societal sphere:** It refers to broader societal context, encompassing the public opinion, media, government agencies, sector regulators and government agencies, including civil society.

Prioritisation of stakeholders

Levels of Impact on the Group's operations and strategy:

- **vital to the Group:** stakeholders who are essential for Eutelsat's operation and sustainability. They have a direct and immediate impact on the Company, so their management is critical for business success;
- **key to the Group:** important stakeholders but with a less immediate or crucial impact than those at the "vital" level. They remain relevant for the company's growth and stability but are not necessarily involved in daily operations;
- **limited, occasional, or indirect impact:** stakeholders who have an indirect or less frequent impact on the Company. They may be important in specific contexts or for specific projects but are not daily critical.

Determining the level of impact of stakeholders on the Company in each sphere and at each level involves evaluating several factors, such as:

- **dependency on the stakeholder:** evaluate how essential the stakeholder is for the company's operations;
- **frequency of interaction:** determine how often the Company interacts with the stakeholder. Regular, day-to-day interactions indicate a higher impact, likely placing the stakeholder closer to the "Vital" level. Occasional or project-based interactions would correspond to a lower level of impact;

- **nature of the influence:** assess whether the stakeholder has a direct or indirect influence on the Company;
- **potential for risk or opportunity:** consider the stakeholder's ability to create risks or opportunities;
- **magnitude of impact:** assess the scale of the stakeholder's influence on the company's key objectives, such as financial performance, market share, and social responsibility. Larger-scale impacts would place the stakeholder at a higher level.

The identification and ranking of stakeholders are based on their degree of impact on Eutelsat and the influence they exert on its operations and strategy. Each stakeholder is assessed using specific criteria, with a scoring system ranging from 1 to 4:

- 1: lowest and limited impact;
- 2: occasional impact;
- 3: important and significant impact;
- 4: highest and critical impact.

The total score is calculated as the sum of individual scores across all criteria, providing a comprehensive view of each stakeholder's relevance. The following figures outline the stakeholders, highlighting their roles and importance within the organisation.

Amendments to strategy and business model to address the views and interests of stakeholders

Eutelsat's understanding of the interests and views of its key stakeholders, as they relate to the Group's strategy and business model, has been integrated into the materiality assessment process. These stakeholder perspectives have informed the identification and prioritisation of material Impacts, Risks, and Opportunities, which are reflected in the final list of material IRO's.

Stakeholder views, including those of the workforce and workforce representative bodies, are regularly escalated to the relevant administrative, management and supervisory bodies through standard governance processes and meetings, ensuring that sustainability-related impacts are considered at the highest level of decision-making.

The Eutelsat workforce, including workforce representative bodies, are regularly consulted to ensure that their interests, views, and rights of people in the workforce, including respect for their human rights, are taken into account in the strategy and business model. This is done *via* channels such as the DMA consultation process, regular presentations and briefings on the strategy and business model and staff feedback gathered *via* the annual Great Place to Work survey.

3.1.3.3 MATERIAL IMPACTS, RISKS AND OPPORTUNITIES AND THEIR INTERACTION WITH STRATEGY AND BUSINESS MODEL

This section provides an understanding of the material Impacts, Risks and Opportunities (IROs) as they result from the Group's Double Materiality Assessment and how they originate from and trigger adaptation of the company's strategy and business model including its resources allocation.

The disclosed information is aligned with the reporting requirements of ESRS 2 SBM-3 Material Impacts, Risks and Opportunities and their interaction with strategy and business model.

Following the stakeholder engagement process, a list of material IROs has been developed and is presented below. It should be noted that Eutelsat has not undertaken any resilience analysis on its assets or activities to address Impacts, Risks, or Opportunities (IROs).

IRO name	IRO description	Category	Value chain	Time horizon
ENVIRONMENTAL				
ESRS E1 – Climate Change				
Carbon emission from new satellite and ground infrastructure	Increased emission from Eutelsat activity, principally current and planned satellites, satellite launches and activity at the ground infrastructure owned and operated by Eutelsat, increase the carbon footprint of Eutelsat.	Impact <i>actual</i> <i>negative</i>	Upstream	Mid-term (2-5 years)
Carbon emissions from user terminals	User terminals supplied by Eutelsat are an important source of carbon emissions in the value chain.	Impact <i>potential</i> <i>negative</i>	Downstream	Short-term (1 year)
Atmospheric pollution	Atmospheric pollution caused by the burning during re-entry of objects, such as LEO satellites, space debris and launch vehicles may have a negative environmental impact by affecting the long-term sustainability of the space environment.	Impact <i>actual</i> <i>negative</i>	Own operations	Long-term (>5 years)
Atmospheric pollution from satellite launches	Satellite launches potentially create significant atmospheric pollution, especially in the upper atmosphere, which may create a negative environmental impact by affecting the composition of the upper atmosphere and the long-term sustainability of space activities.	Impact <i>actual</i> <i>negative</i>	Upstream	Mid-term (2-5 years)
Stakeholder expectations and reputational risk of climate mitigation activities (Climate change – transition)	Stakeholder sentiment of the potentially negative environmental impact of space based activities can affect the reputation of Eutelsat and generate financial costs and difficulties in accessing financing.	Risk	Own operations	Mid-term (2-5 years)
Increased regulation of space activities (Climate change – transition)	The negative public attention generated by increasing space activities, and the associated perception of increasing emissions, could lead to increased legislation and regulation of the activity.	Risk	Upstream	Mid-term (2-5 years)

IRO name	IRO description	Category	Value chain	Time horizon
ESRS E5 – Resource Use and Circular Economy				
End of life of customer terminals sold by Eutelsat	End of life treatment of customer terminals either provided by Eutelsat or used to connect to a Eutelsat service has an environmental impact by limiting material recovery, reuse and recycling opportunities.	Impact <i>actual</i> <i>negative</i>	Downstream	Mid-term (2-5 years)
Lifecycle impact of customer terminals sold by Eutelsat	The lifecycle impact of customer terminals, particularly construction, supply, and use, has a negative environmental impact from the use of materials and energy.	Impact <i>actual</i> <i>negative</i>	Downstream	Long-term (>5 years)
Waste generated by equipment at their end of life	Disposal at the end of life of electronic equipments is environmental impacting, regardless of the means of disposal. This can be mitigated by efforts to extend the operating life of the equipments.	Impact <i>actual</i> <i>negative</i>	Own operations	Mid-term (2-5 years)
Materials used in the construction of satellites and equipments	The construction of satellites and associated equipments uses raw materials, some of which are of a specialised nature. Partnering with industry and research entities for eco-design advancements, optimising the use of environmentally friendly materials, can be a mitigating factor to reduce this impact.	Impact <i>actual</i> <i>negative</i>	Upstream	Long-term (>5 years)
Use of in-orbit services to extend satellite operational life	In-orbit repairs and overhauls could extend the life of in-orbit assets therefore reducing the environmental impact associated with launching and replacing satellites.	Opportunity	Own operations	Mid-term (2-5 years)
Dependencies on critical elements used for manufacturing satellites	The manufacturing of satellites and associated equipment requires the use of critical, sometimes rare, materials. The materials are sourced globally and could be subject to disruption of supply, posing a risk to the business of Eutelsat.	Risk	Upstream	Mid-term (2-5 years)
Entity specific – Protecting space environment				
Operational Impact from increased space activity	The last years have seen a huge increase in space activity and the number of objects in space. This has a negative impact on the environment of space, which is becoming more cluttered by man-made objects.	Impact <i>actual</i> <i>negative</i>	Own operations	Short-term (1 year)
Costs of regulation for management of space debris	New regulations could increase financial burdens for compliance, in spacecraft design and operations, raising costs for Eutelsat and posing a risk to the business.	Risk	Own operations	Long-term (>5 years)

IRO name	IRO description	Category	Value chain	Time horizon
SOCIAL				
ESRS S1 – Own Workforce				
Employee wellness and support	Issues related to mental health and work-life balance can reduce employee motivation and ultimately increase turnover.	Impact <i>actual</i> <i>negative</i>	Own operations	Short-term (1 year)
Employee Health and Safety	Employee health and safety issues can lead to staff injuries, potential fines, and reputational damage.	Impact <i>actual</i> <i>negative</i>	Own operations	Short-term (1 year)
Staff diversity	A lack of staff diversity leads to a narrow range of interests and opinions presented and weaker decision making.	Impact <i>actual</i> <i>negative</i>	Own operations	Mid-term (2-5 years)
Fairness in talent development	A lack of fairness in talent development and training leads to a lack of opportunities for staff, often resulting in reduced motivation and increased turnover.	Impact <i>actual</i> <i>negative</i>	Own operations	Short-term (1 year)
Fairness in compensation	A lack of fair and transparent pay policies can strongly affect workforce motivation and lead to increased turnover.	Impact <i>actual</i> <i>negative</i>	Own operations	Short-term (1 year)
Enhanced risk for staff in high-intensity roles	High-intensity roles, particularly in 24/7 operations, may lead to staff fatigue or stress. This could result in absenteeism, turnover, or lower productivity, potentially impacting operational continuity and increasing recruitment and training costs.	Risk	Own operations	Short-term (1 year)
Inclusive company culture	Without an inclusive environment, the Company may fail to provide opportunities for many of its current and potential employees.	Impact <i>actual</i> <i>negative</i>	Own operations	Short-term (1 year)
Empowering management to address talent development and retention challenges	A lack of management skills and engagement in the activities of talent development and performance management policies can strongly affect the ability to retain critical talents in key areas, increasing recruitment costs.	Risk	Own operations	Short-term (1 year)
Entity specific – Bridging the digital divide				
Providing connectivity to underserved communities	Providing access to communication services to those unconnected by other means provides strong societal benefits to people and communities.	Impact <i>actual</i> <i>positive</i>	Downstream	Short-term (1 year)
Promoting global access to information	Providing access to news and media content supports global awareness and intellectual independence for people and communities.	Impact <i>actual</i> <i>positive</i>	Downstream	Short-term (1 year)

IRO name	IRO description	Category	Value chain	Time horizon
GOVERNANCE				
ESRS G1 – Business Conduct				
Business transparency	A lack of transparency in the business activity of the Company erodes trust and confidence in key stakeholders.	Impact <i>actual</i> <i>negative</i>	Own operations	Long-term (>5 years)
Reputational damage from bribery and corruption	Corruption or bribery issues would harm Eutelsat's reputation, risking customer trust, partnerships, and potential financial penalties.	Risk	Own operations	Short-term (1 year)
Ethical conduct in business operations	Ensuring ethical conduct in all operations, from satellite lifecycle to partnerships, is crucial to avoid legal risks and maintain integrity.	Risk	Own operations	Mid-term (2-5 years)
Optical Interference from Eutelsat satellites	Eutelsat's satellites, particularly the OneWeb LEO constellation create a level of optical interference with Earth-based astronomy and astronomical research.	Impact <i>actual</i> <i>negative</i>	Downstream	Short-term (1 year)
Minimisation of radio interference	Minimising the impact of radio interference from the OneWeb LEO constellation for Earth-based astronomy imposes a financial cost and a commercial restriction on the bandwidth that can be commercialised.	Risk	Own operations	Mid-term (2-5 years)
Entity specific – Cyber Security				
Cybersecurity safeguards protecting critical operations	Cybersecurity safeguards are essential to prevent unauthorised access or control of spacecraft, which could severely disrupt operations.	Impact <i>actual</i> <i>positive</i>	Own operations	Short-term (1 year)
Increased threat from cyber attack	The increasing cyber threat ensures that Eutelsat must increase its counter measures, which includes increasing staff, reviewing procedure and incurring additional costs.	Risk	Own operations	Short-term (1 year)
Entity specific – National Security				
Revenue potential from government contracts	Serving government contracts tied to national security can provide significant revenue opportunities for Eutelsat.	Opportunity	Own operations	Short-term (1 year)
Costs associated with government contracts	Meeting stringent national security requirements for government services involves substantial investment, impacting operational costs.	Risk	Own operations	Short-term (1 year)

The material Impacts, Risks and Opportunities (IROs) presented in this report were identified through the Group's Double Materiality Assessment process.

Based on the assessment performed, no material financial effects on the Group's financial position, financial performance or cash flows have been identified at the reporting date, nor are any currently anticipated that would require material adjustments to the carrying value of assets or liabilities in the short, medium or long term.

However, it is noted that certain IROs with a financial impact rating of 4 or higher have been identified and assessed as potentially significant from a financial perspective. This rating is part of the Identify and Assess Material Impacts, Risks and Opportunities (IRO) process, as described in Section 3.1.4.1. A rating of 4 corresponds to a financial impact threshold of greater than 100 million euros. These include:

- costs of regulation for management of space debris;
- reputational damage from bribery and corruption;
- revenue potential from government contracts.

While these IROs are monitored through the Group's risk management and sustainability processes, no material financial effects have been identified at this stage.

Changes to the material Impacts, Risks and Opportunities compared to the previous reporting period

One change has been made to the list of material IROs FY26 vs. FY25, specifically the IRO "Competitive advantage from data protection strategy" was reassessed and is no longer considered material for Eutelsat.

The IROs relating to data protection were reassessed as the treatment of the subject of data protection has significantly gained in maturity during the last year, together with the understanding of its impact on the Eutelsat business.

To this end, a workshop was held with the internal stakeholders responsible for managing data protection to validate the original assumptions and review the assigned ratings.

As a result, the IRO rating was adjusted based on enhanced expert judgment. The process was subsequently validated by the external auditor and the changes to the list of material IROs were validated internally, ensuring traceability, methodological consistency, and compliance with the applicable ESRS requirements.

Following the process described in the sections ESRS E1, E2, E3, E4 and E5, IRO-1 and IRO-2, climate change risks have been identified as part of the DMA process which impact Eutelsat at a group level. Both of which are identified as transitional risks:

- stakeholder expectations and reputational risk of climate mitigation activities;
- increased regulation of space activities.

The treatment of these risks is described further in the Section 3.2.1 of this document.

Eutelsat recognises the importance of addressing the material impacts that our activities may have on the workforce, in compliance with the requirements established by the ESRS 2 regulation. This includes all groups within our workforce, including permanent employees, temporary contract workers, interns, and apprentices, who may be affected by the company's decisions and operations. Since their working conditions and well-being may depend on our activities, these groups are within the scope of our disclosure.

Regarding positive impacts from our activities, no significant material effects have been identified for our workforce. However, we remain committed to creating a work environment that promotes the well-being and development of both our employees and non-employees, continually seeking opportunities to improve working conditions and quality of life within our organisation. Several negative impacts have been identified, all of which are considered to be systemic and are not related to any individual incidents.

With respect to our transition plans toward more sustainable operations, we have not identified significant material impacts on our workforce arising from these changes. Furthermore, we can confirm that no significant risks of forced labor or child labor have been identified in our operations or in the regions where we operate.

Finally, as part of our IRO evaluation, we have identified two key workforce-related risks, as our own workforce is considered a dependency. These include an enhanced risk for staff in high-intensity roles, due to the specific physical or mental demands associated with these positions, and talent development and retention challenges, particularly in a competitive labor market, which may affect our ability to attract, develop, and retain key skills. Both risks are considered short-term and originate from our own operations. They are relevant to our business model and human capital strategy, as they may impact operational continuity and long-term performance. We are actively addressing them through targeted mitigation actions, including improving working conditions, supporting career development, and strengthening employee engagement.

While no material opportunities have yet been identified, we continue to explore areas where workforce development, employee engagement, and improved working conditions may lead to future positive outcomes.

3.1.4 IMPACTS, RISKS & OPPORTUNITIES

This section sets disclosure requirements that enable an understanding of the process to identify material IROs; and the information that, as a result of its materiality assessment, Eutelsat has included in its Sustainability Statement.

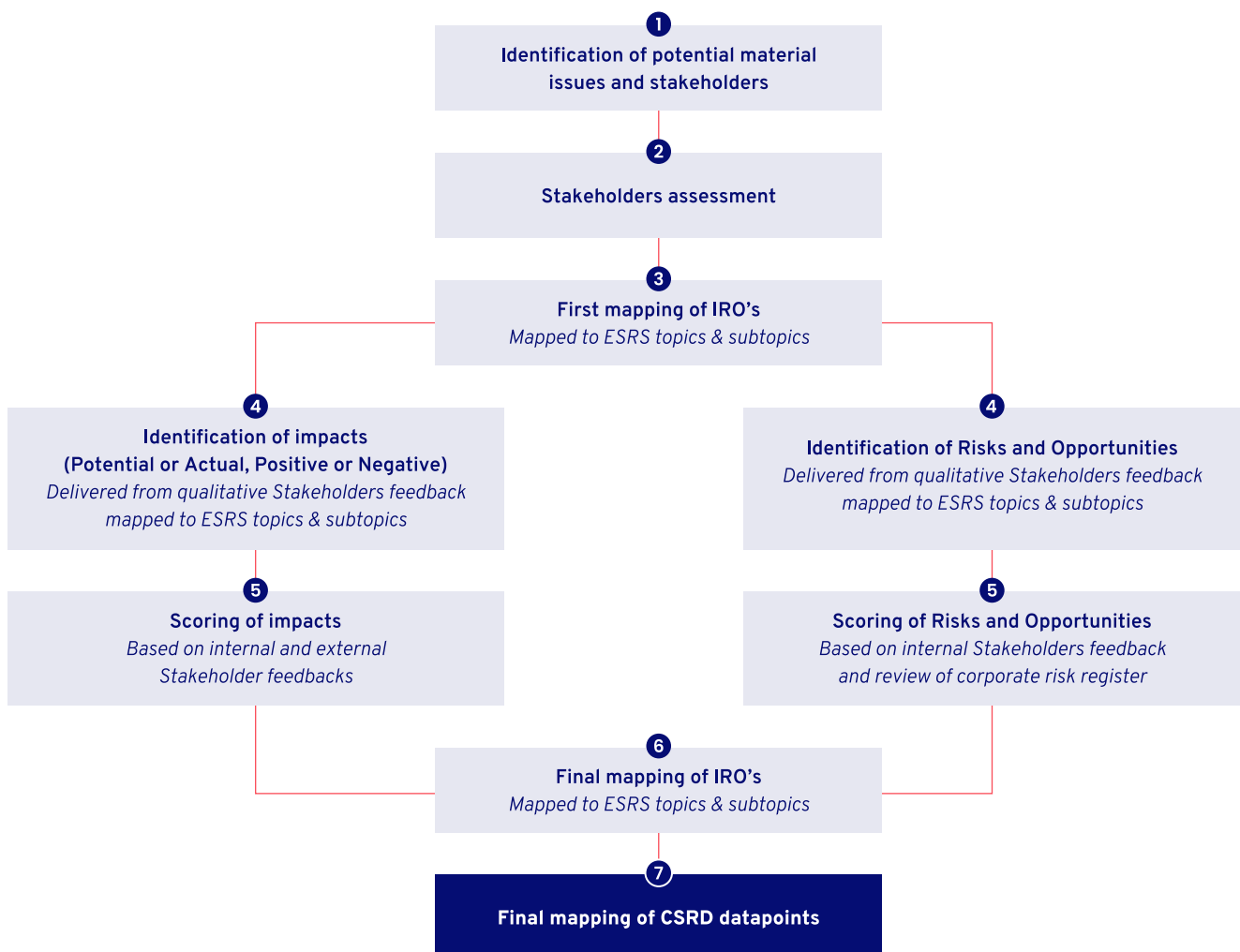
3.1.4.1 DESCRIPTION OF THE PROCESSES TO IDENTIFY AND ASSESS MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES

This section describes Eutelsat's process to identify its IROs and to assess which ones are material. The objective of this section is to provide an understanding of the process through which Eutelsat

identifies Impacts, Risks and Opportunities and assesses their materiality, as the basis for determining the disclosures in its Sustainability Statement. The disclosed information is aligned with the reporting requirements of ESRS 2 IRO-1.

The process used to identify, assess and manage IROs has remained unchanged compared to the previous reporting period. The process continues to be integrated within Eutelsat's broader management and risk management framework, supporting the identification and assessment of sustainability-related matters alongside other business risks and opportunities.

Figure 5 – Eutelsat's Double Materiality Assessment process



1. Identification of potential material issues and stakeholders

The first step involved integrating and identifying the key material issues relevant to both Eutelsat and OneWeb. This was achieved by leveraging Eutelsat's simplified materiality matrix, initially developed in 2021, matched with OneWeb's materiality matrix, providing us with a robust, global approach to our key sustainability issues.

To ensure a comprehensive perspective on these issues, stakeholders were asked to assess the impact of a list of material issues. This list integrated both the topics identified in the ESRS framework, and additional entity-specific issues relevant to the Group.

2. Stakeholders assessment

For the DMA exercise conducted by the Group during last year's financial year, all stakeholder groups have been consulted for inputs with a total of 138 stakeholders (59 external and 79 internal) solicited.

- **External stakeholders:** Within each stakeholder group, a minimum of one company or representative person was included. For the highest priority stakeholder categories, several companies or individuals were contacted to ensure that responses were received from these categories.
- **Internal stakeholders:** A diverse cross-section of employees from various levels and departments (Board Members, Executive Committee members, employee representatives, employees from Business Units, Engineering, Finance, Human Resources, Investor Relations, Legal, Operations, and Strategy).

The consultation of stakeholders was conducted either by:

- a. an online questionnaire;
- b. one-on-one interviews. A total of seven interviews were undertaken with key internal and external stakeholders.

a. The questionnaire

To ensure stakeholders had the necessary context, a detailed brief outlining the purpose of the DMA was sent, providing an overview of the Group and its CSR mission, and a summary of relevant regulatory requirements.

The questionnaire was structured into 21 topics across Environmental, Social, and Governance (ESG). These topics included both ESRS-aligned subjects and specific topics relevant to the Company (Entity Specific). Within each area, stakeholders answered a series of questions, some general, others tailored to the Group's activities. They were asked to review the topics presented, assign appropriate scores, share their views on potential positive or negative impacts, and estimate any financial implications a topic might have for the Company. If they felt unable to respond to certain questions, they had the option to leave them unanswered. Stakeholders would also have the option to comment or highlight on all issues:

- nine potentially impacting Environmental topics:
 - climate change mitigation,
 - climate change adaptation,

- pollution,
- water resources and marine life,
- biodiversity and ecosystems,
- resource utilisation and waste management,
- protection of the space environment,
- eco-design of satellite & equipment,
- protection of optical and radio astronomy;
- eight potentially impacting Social topics:
 - employee health, safety and well-being,
 - employee engagement and talent development,
 - diversity, equal opportunities and inclusivity,
 - workers rights in the value chain,
 - affected communities,
 - data protection,
 - consumers and end users,
 - bridging the digital divide;
- four potentially impacting Governance topics:
 - anti-corruption, bribery and ethics,
 - responsible procurement,
 - cybersecurity,
 - national security.

b. One-on-one interviews

Individual interviews were undertaken with selected external or internal stakeholders. Participants were chosen based on their familiarity with our sector, their interest in sustainability topics, and their level of engagement.

The interviews were structured in two parts:

1. **introduction:** an overview of Eutelsat, its sustainability strategy, and a brief summary of regulatory expectations;
2. **discussion:** an open exchange to gather feedback on the preliminary results related to the company's ESG Impacts, Risks, and Opportunities (IROs).

To facilitate the conversation, we provided a set of guiding questions. Stakeholders were encouraged to share their perspectives on the draft list of IROs and raise any additional topics they deemed relevant.

The purpose of stakeholder engagement is to:

- define and prioritise the Impact, Risk and Opportunity (IROs);
- foster engagement with Eutelsat's CSR mission.

3. First mapping of Impacts, Risks, and Opportunities (IROs)

Based on the qualitative feedback provided by stakeholders during the process outlined in the previous sections, an initial mapping of the potential IROs was developed. This list ensured that all issues raised by stakeholders during the assessment phase were identified and considered as a potential IRO.

4. Identification of Impacts, Risks, and Opportunities

For each potential IRO identified in the previous step, an assessment was conducted to classify it as either an Impact, Risk, or Opportunity. Specifically, for impacts, a further classification was made to distinguish between “Actual” and “Potential” impacts, as well as to categorise their nature as either “Positive” or “Negative”.

Each was then mapped against the relevant ESRS topic, sub-topic, sub sub-topic or as Entity-Specific. An additional characterisation process was carried out for all IROs, defining their scope within the value chain (Upstream, Own operations, and Downstream), and their time horizon (short-term: 1 year, medium-term: 2-5 years, or long-term: >5 years). For this purpose, we applied a methodology that combined internal expertise, stakeholder input, and materiality assessment tools. Each Impact, Risk, and Opportunity in the IRO table is linked to specific value chain steps based on this analysis. This approach ensures that the process considers the impacts the Company is involved with either directly through its own operations or indirectly through its business relationships.

Subsequently, an aggregation process was implemented to group IROs that were deemed to address the same subject. Each aggregation was supported by a detailed justification, ensuring the traceability of the decisions made. Finally, the IROs that remained relevant after this aggregation were labelled as “to be analysed”, indicating that they would proceed to the next evaluation stage.

For governance-related matters, the identification of risks and opportunities also considered all geographical locations in which the Group operates, all of its products and operational activities, relationships with customers and suppliers and also the interactions with public bodies and regulators, including but not limited to the ITU and national regulators of space activities in France and the UK. These criteria supported the identification of governance-related IROs.

5. Scoring of Impacts, Risks & Opportunities

Following the aggregation process, a structured approach was implemented to give a rating to the potentially material IROs through organised workshops. These sessions were designed to engage both internal and external stakeholders, with a differentiated approach for impacts vs. risks and opportunities.

For impacts, the scoring process involved feedback from both internal and external stakeholders, while risks and opportunities were scored solely based on input from internal stakeholders. The workshops focused on assigning scores across four key categories: Severity, Scope, Scale, and Likelihood, as applicable to each IRO.

During the scoring with stakeholders, the name, wording, and categorisation of the IRO was confirmed and if necessary modified based on the feedback from the stakeholder.

To enhance clarity and consistency in the scoring process, a uniform threshold system was implemented across all categories.

This approach was designed to streamline data management and ensure comparability of results. Specifically, for the likelihood and financial impact categories, the thresholds were aligned with those already established in Eutelsat’s Risk Log, ensuring consistency between the DMA and the Group’s broader risk management processes.

In alignment with the CSRD guidance and the ESRS methodology, the scoring of IROs followed differentiated criteria depending on the nature of the item being evaluated:

- **negative impacts** were scored based on four criteria: Gravity, Scope, Reversibility, and, where applicable, Likelihood;
- **positive impacts** were scored using three criteria: Gravity, Scope, and Likelihood;
- **risks and opportunities** were assessed based on financial impact and likelihood, consistent with the thresholds defined in the Group’s Risk Log.

Gravity of the impact:

- 1: impact has a slight gravity on society and/or the environment;
- 2: impact has moderate gravity on society and/or the environment;
- 3: impact has a high gravity on society and/or the environment;
- 4: impact has an extreme gravity on society and/or the environment.

Scope of the geographical or demographic reach of the impact:

- 1: impact has a very localised reach;
- 2: impact has a national reach;
- 3: impact has a regional reach;
- 4: impact has a global reach.

The extent of the reversibility of the Impact:

- 1: negative impact is quickly and easily reversible;
- 2: negative impact is reversible with limited effort (time & expenditure);
- 3: negative impact can be reversed with difficulty;
- 4: negative impact can never be reversed.

Likelihood:

- 1: unlikely: 0-30%;
- 2: possible: 31-50%;
- 3: likely: 51-80%;
- 4: almost certain: 81-100%.

Financial impact:

- 1: €0-€15 million;
- 2: €15m-€60 million;
- 3: €60m-€100 million;
- 4: >€100 million.

The rating of each potentially material IRO was computed based on the table below:

Type	Rating	Impact severity criteria
Actual positive impact	Impact severity	Average of scale and scope
Actual negative impact	Impact severity	Average of scale, scope, and irremediable character of the impact
Potential positive impact	Average of impact severity and likelihood	Average of scale and scope
Potential negative impact	Average of impact severity and likelihood	Average of scale, scope, and irremediable character of the impact
Risk and Opportunity	Average of financial impact and likelihood	N/A

The process of scoring ensured that each potential IRO had at least one scoring from an internal stakeholder and where possible for the impacts also by an external stakeholder.

As part of the IRO analysis, the identified risks and opportunities were compared with those recorded in the Group's Risk Log. For the material items that were also present in the Group Risk Log, cross-referencing was carried out to enable effective tracking and traceability. However, this comparison was limited to risks already included in the Risk Log and did not aim to prioritise sustainability-related risks in relation to other types of risks.

In this process, likelihood and financial impact scores were reviewed, and any discrepancies were noted. The long-term objective is to ensure that all material risks and opportunities are consistently reflected in the Group Risk Log. All of these steps were taken in coordination with, and with the participation of, the Group Director for Risk Management. In addition, the identified risks and opportunities were reviewed to assess whether they had any significant dependencies on the availability of natural, human, or social resources at appropriate prices and quality. At this stage, no such dependencies were identified for the risks assessed.

6. Final mapping of IROs

To produce a final rating for each potential material IRO, it was necessary to combine the scores provided by internal and external stakeholders.

Different percentages were assigned to the feedback from internal and external stakeholders, based on their respective levels of expertise and understanding of the company's context and its material topics. Feedback from internal stakeholders, particularly expert employees in each area of Eutelsat, was given a weighting of 80% and that of the external stakeholder 20%. Applying this weighting, a final impact severity was calculated for each impact. In the case where there was no external scoring of an impact a weighting of 100% was applied to the internal scoring.

To identify the final mapping of IROs currently considered material for Eutelsat a threshold was applied to the final rating. An Impact is deemed material if it has an impact severity rating of greater than 2.0. Similarly, a Risk or Opportunity is considered material if it has a rating of greater than 2.0.

This final mapping prioritises the most significant IROs, ensuring that attention and resources are focused on those with the highest potential effect on the organisation.

For the presentation of the material IROs it was considered as unnecessary to present a disaggregation as no significant variations by country or site are considered to exist.

The process did not explicitly focus on particular activities, business relationships, geographies or other factors associated with a heightened risk of adverse impacts. Instead, a general and integrated approach was applied across all operations and value chain components.

7. Final mapping of CSRD datapoints

Based on the previously mapped ESRS topic, sub-topic and sub sub-topic, the IROs identified as material helped determine the areas of the ESRS applicable for Eutelsat's sustainability reporting. For each ESRS topic, sub-topic and sub sub-topic the list of data points was analysed using the EFRAG guidelines spreadsheet to identify those which are applicable and mandatory for Eutelsat for the current reporting year.

Process to identify and assess material climate-related impacts, risks and opportunities

This section describes the processes to identify and assess material climate-related impacts, risks and opportunities. All environmental subjects have been addressed as part of this assessment. However it should be noted that Pollution (ESRS E2), Water and Marine resources (ESRS E3) & Biodiversity (ESRS E4), were not identified as material subjects via the DMA process. For the assessment of IROs identified as material related to the topic of Material resource use and circular economy (ESRS E5), specific affected communities have not been consulted directly by Eutelsat but information from customers and suppliers with more direct relationship with potentially affected communities has been taken into account.

No material physical climate risk was identified as part of the Group's Double Materiality Assessment (DMA). At this stage, the Group has not yet conducted a climate scenario analysis in line with international recommendations (for example, aligned with 1.5°C or 2°C pathways). However, the Group recognises the importance of such an exercise to strengthen the assessment of the resilience of its business model to climate-related risks and opportunities. As part of a continuous improvement approach and in the context of its progressive alignment with CSRD requirements, the Group intends to initiate this work in the near term.

The categorisation of climate risks and opportunities is done using the following classification which follows the TCFD guidelines.

Category	TCFD classification	Value chain	Time horizon
Physical Risks (Chronic & acute risks)	■ Temperature related ■ Wind related ■ Water related ■ Solid mass related		■ Short-term (1 year) ■ Mid-term (2-5 years) ■ Long-term (>5 years)
Transition Risks	■ Policy and legal ■ Technology ■ Market ■ Reputation	■ Own operations ■ Upstream ■ Downstream	
Opportunities	■ Products and services ■ Market ■ Resource efficiency ■ Resilience		

The assessment of climate-related risks and opportunities is carried out at Eutelsat's principal operational sites at least once per year. Where applicable, this assessment is integrated into the site's Environmental Management System (EMS), which may form part of the site's ISO 14001 certification. These stakeholder groups are subsequently consulted at least annually to update the material risks and opportunities at the Group level.

No specific climate-related assumptions are mandated for use across the Group; however, any assumptions taken on a site level are taken into account as part of the exercise.

When assessing risks and opportunities, no specific climate-related scenario analysis has been conducted, nor has any additional screening of assets and activities related to climate change or resource use been performed.

Additionally, no specific screening has been undertaken on site locations and business activities to identify actual and potential impacts on pollution, water and marine resources or on biodiversity and ecosystems at Eutelsat's own sites or across the upstream and downstream value chain.

3.1.4.2 DISCLOSURE REQUIREMENTS IN ESRS COVERED BY EUTELSAT'S SUSTAINABILITY STATEMENT

The objective of this section is to provide an understanding of the Disclosure Requirements included in Eutelsat's Sustainability Statement and of the topics that have been omitted as not material, as a result of the materiality assessment.

ESRS Reference	Topic	Materiality	Section
ESRS 2	GENERAL DISCLOSURES		
BP-1	General basis for preparation of the Sustainability Statements	Material	3.1.1.1
BP-2	Disclosures in relation to specific circumstances	Material	3.1.1.2
GOV-1	The role of the administrative, management and supervisory bodies	Material	3.1.2.1
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	Material	3.1.2.3
GOV-3	Integration of sustainability-related performance in incentive schemes	Material	3.1.2.4
GOV-4	Statement on due diligence	Material	3.1.2.5
GOV-5	Risk management and internal controls over sustainability reporting	Material	3.1.2.6
SBM-1	Strategy, business model and value chain	Material	3.1.3.1
SBM-2	Interests and views of stakeholders	Material	3.1.3.2
SBM-3	Material impacts, risks and opportunities and their interaction with strategy	Material	3.1.3.3
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	Material	3.1.4.1
IRO-2	Disclosure Requirements in ESRS covered by the undertaking's Sustainability Statements	Material	3.1.4.2

ESRS Reference	Topic	Materiality	Section
ESRS E1	CLIMATE CHANGE		
GOV-3	Integration of sustainability-related performance in incentive schemes	Material	3.1.2.4
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model(s)	Material	3.1.3.3
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	Material	3.1.4.1
E1-1	Decarbonisation plan for climate change mitigation	Material	3.2.1.1
E1-2	Policies related to climate change mitigation and adaptation	Material	3.2.1
E1-3	Actions and resources in relation to climate change policies	Material	3.2.1
E1-4	Targets related to climate change mitigation and adaptation	Material	3.2.1.4
E1-5	Energy consumption and mix	Material	3.2.1.5
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	Material	3.2.1.6
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	Material	3.2.1.6
E1-8	Internal carbon pricing	Material	3.2.1.6
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Omitted in 2026 due to phase-in provisions	
ESRS E2	POLLUTION		
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	Not material	
E2-1	Policies related to pollution	Not material	
E2-2	Actions and resources related to pollution	Not material	
E2-3	Targets	Not material	
E2-4	Pollution of air, water and soil	Not material	
E2-5	Substances of concern and substances of very high concern	Not material	
E2-6	Anticipated financial effects from pollution-related impacts, risks and opportunities	Not material	
ESRS E3	WATER AND MARINE RESOURCES		
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	Not material	
E3-1	Policies related to water and marine resources	Not material	
E3-2	Actions and resources related to water and marine resources	Not material	
E3-3	Targets related to water and marine resources	Not material	
E3-4	Water consumption	Not material	
E3-5	Anticipated financial effects from water and marine resources-related impacts, risks and opportunities	Not material	

ESRS Reference	Topic	Materiality	Section
ESRS E4	BIODIVERSITY AND ECOSYSTEMS		
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Not material	
E4-1	Transition plan and consideration of biodiversity and ecosystems in strategy and business model	Not material	
E4-2	Policies related to biodiversity and ecosystems	Not material	
E4-3	Actions and resources related to biodiversity and ecosystems	Not material	
E4-4	Targets related to biodiversity and ecosystems	Not material	
E4-5	Impact metrics related to biodiversity and ecosystems change	Not material	
E4-6	Anticipated financial effects from biodiversity and ecosystem-related risks and opportunities	Not material	
ESRS E5	RESOURCE USE AND CIRCULAR ECONOMY		
IRO-1	Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	Material	3.1.4.1
E5-1	Policies related to resource use and circular economy	Material	3.2.2
E5-2	Actions and resources related to resource use and circular economy	Material	3.2.2
E5-3	Targets related to resource use and circular economy	Material	3.2.2
E5-4	Resource inflows	Material	3.2.2
E5-5	Resource outflows	Material	3.2.2
E5-6	Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	Omitted in 2026 due to phase-in provisions	
ESRS S1	OWN WORKFORCE		
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model(s)	Material	3.1.3.3
S1-1	Policies related to own workforce	Material	3.3.1
S1-2	Processes for engaging with own workforce and workers' representatives about impacts	Material	3.3.1.1
S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	Material	3.3.1.2
S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	Material	3.3.1
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Material	3.3.1
S1-6	Characteristics of the undertaking's employees	Material	3.3.1.3
S1-7	Characteristics of non-employees in the undertaking's own workforce	Omitted in 2026 due to phase-in provisions	
S1-8	Collective bargaining coverage and social dialogue	Material	3.3.1.4
S1-9	Diversity metrics	Material	3.3.2.1
S1-10	Adequate wages	Material	3.3.2.3
S1-11	Social protection	Omitted in 2026 due to phase-in provisions	

ESRS Reference	Topic	Materiality	Section
S1-12	Persons with disabilities	Omitted in 2026 due to phase-in provisions	
S1-13	Training and skills development metrics	Omitted in 2026 due to phase-in provisions	
S1-14	Health and safety metrics	Material	3.3.1.5
S1-15	Work-life balance metrics	Omitted in 2026 due to phase-in provisions	
S1-16	Remuneration metrics (pay gap and total remuneration)	Material	3.3.1
S1-17	Incidents, complaints and severe human rights impacts	Material	3.3.1
ESRS S2	WORKERS IN THE VALUE CHAIN		
SBM-2	Interests and views of stakeholders	Not material	
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Not material	
S2-1	Policies related to value chain workers	Not material	
S2-2	Processes for engaging with value chain workers about impacts	Not material	
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	Not material	
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	Not material	
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Not material	
ESRS S3	AFFECTED COMMUNITIES		
SBM-2	Interests and views of stakeholders	Not material	
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Not material	
S3-1	Policies related to affected communities	Not material	
S3-2	Processes for engaging with affected communities about impacts	Not material	
S3-3	Processes to remediate negative impacts and channels for affected communities to raise concerns	Not material	
S3-4	Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	Not material	
S3-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Not material	

ESRS Reference	Topic	Materiality	Section
ESRS S4	CONSUMERS AND END-USERS		
SBM-2	Interests and views of stakeholders	Not material	
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Not material	
S4-1	Policies related to consumers and end-users	Not material	
S4-2	Processes for engaging with consumers and end users about impacts	Not material	
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	Not material	
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	Not material	
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Not material	
ESRS G1	BUSINESS CONDUCT		
GOV-1	The role of the administrative, management and supervisory bodies	Material	3.1.2.1
G1-1	Business conduct policies and corporate culture	Material	3.4.1.1
G1-2	Management of relationships with suppliers	Material	3.4.1.2
G1-3	Prevention and detection of corruption and bribery	Material	3.4.2
G1-4	Incidents of corruption or bribery	Material	3.4.2
G1-5	Political influence and lobbying activities	Material	3.4.1.2
G1-6	Payment practices	Material	3.1.1.1



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3.2 ENVIRONMENTAL

3.2.1 CLIMATE CHANGE

This section addresses all of the sub-topics under ESRS E1 Climate Change. Through the Double Materiality Assessment, six material Impacts, Risks, and Opportunities (IROs) have been identified in relation to this topic. These IROs, which affect our operations, upstream and downstream value chain, cover short-, mid- and long-term horizons, and reflect our commitment to tackling the subjects of climate change mitigation, adaptation, and energy use.

To provide clarity on Eutelsat's approach to climate change, it is important to note that the majority of Eutelsat's commercial activity consists of the sale of satellite communication services, most often translated as the sale of capacity on satellites owned and operated by Eutelsat.

In addition, for certain connectivity services, Eutelsat also sells to its customers, end user terminals, for use with the sold communication service. These terminals are not design or produced by Eutelsat, which has no production facilities.

IRO	Category	Value chain	Time horizon
Carbon emission from new satellite and ground infrastructure	Actual negative impact	Upstream	Mid-term (2-5 years)
Carbon emissions from user terminals	Potential negative impact	Downstream	Short-term (1 year)
Atmospheric pollution from re-entry of satellites, debris and launch vehicle elements	Actual negative impact	Own operations	Long-term (>5 years)
Atmospheric pollution from satellite launches	Actual negative impact	Upstream	Mid-term (2-5 years)
Stakeholder expectations and reputational risk of climate mitigation activities (Climate Change – Transition)	Risk	Own operations	Mid-term (2-5 years)
Increased regulation of space activities (Climate Change – Transition)	Risk	Upstream	Mid-term (2-5 years)

3.2.1.1 DECARBONISATION PLAN FOR CLIMATE CHANGE MITIGATION

Eutelsat has not adopted a formal climate transition plan as defined under ESRS E1. However, the Group has implemented a decarbonisation plan addressing climate change which has been approved by the Eutelsat management and the CSR Board Committee. The progress of this plan is regularly reviewed and status updated with both of these bodies.

This plan includes defined greenhouse gas (GHG) emission reduction targets, associated decarbonisation levers, and monitoring of progress against these targets. Eutelsat's Scope 1 and Scope 2 emission reduction targets, as well as its Scope 3 intensity target, have been approved by the Science Based Targets initiative (SBTi). The short-term targets for Scope 1 & 2 are aligned with a 1.5°C trajectory under the Paris Agreement whilst the Scope 3 short-term target is aligned with a trajectory below 2°C.

This decarbonisation plan is fully aligned with Eutelsat's business strategy, which is to continue development of the communications network, including the deployment of additional assets on-ground and in-orbit. Carbon reduction can principally be achieved on-ground by actions to reduce energy consumption, particularly consumption of non renewable energy, from coal, oil or gas generation. In orbit, the focus is on improving carbon efficiency by maximising the communication capacity of new in-orbit assets and by taking actions to extend the operational life of existing and planned satellites.

It should also be noted that Eutelsat is not excluded from the Paris-Aligned Benchmarks (PAB), as detailed in the EU Delegated Regulation (EU) 2020/1818 of 17 July 2020 and that Eutelsat will continue to work towards establishing a transition plan aligned with the 1.5°C trajectory coherent with the business strategy of satellite network development.

3.2.1.2 IRO: CARBON EMISSION FROM NEW SATELLITE AND GROUND INFRASTRUCTURE

i Description: Increased emission from Eutelsat activity, principally current and planned satellites, satellite launches and activity at the ground infrastructure owned and operated by Eutelsat, increase the carbon footprint of Eutelsat.

Type: Impact

Most impacted stakeholders:

■ Tier 1 Suppliers

Policies

Eutelsat does not have specific policies as the subject is adequately described by the approved decarbonisation plan and related actions, which are aligned with the business strategy of the Company, as described in the sections below.

Actions

This section describes the decarbonisation levers that have been identified for the ground infrastructure, satellites and user terminal

elements. For all identified levers, Eutelsat assesses the necessary resources to ensure that they are available and allocated for the advancement of the action.

It should be noted that in the table below significant OPEX and/or CAPEX is defined as an amount of at least 13 million euros for the financial year in question.

The decarbonisation levers for the ground infrastructure are explained below.

Decarbonisation Lever & Type	Description & Key Actions	Progress on Lever	Significant OPEX	Significant CAPEX
Lever: Installation of solar panels Type: Use of renewable energy	The lever is to reduce external energy consumption by installing Eutelsat owned and operated solar panel installations on our own sites, notably Eutelsat owned teleports. The electricity generated will be consumed directly at the site, resulting in a reduction in Scope 2 GHG emissions. Value chain: Own operations Time horizon: Medium-term	1.6 MWh generated by solar in 2026 (6% of total electricity use by 2026) vs. 0.046 MWh in 2021. No further new solar panel deployments foreseen beyond 2026 due to limitations of space at the applicable sites.	No significant delta OPEX associated with the operation of the system.	The total CAPEX associated with this lever was spent between 2021 and 2024. It is deemed eligible for the EU Taxonomy, although not aligned, and has been included within the taxonomy reporting in previous years.
Lever: Switch to green energy supply contracts Type: Use of renewable energy	Eutelsat is unable to meet all of its electricity demands from its own on-site solar panel installations and therefore still requires external supply. Where possible, Eutelsat seeks to switch to green energy suppliers. This has been implemented at the Eutelsat's site in London and, in 2024, was extended to the Italian sites in Turin and Cagliari. Value chain: Own operations Time horizon: Medium-term	Energy contracts with suppliers providing certified 100% renewable energy, have been enacted to supply the Eutelsat sites in the UK (London) and Italy (Turin and Cagliari). 7.0 MWh supplied from green energy contracts in 2026 (27% of total energy use by 2026) vs. 0.042 MWh in 2021. Further new green energy contracts, 2025-2030, will depend on their availability in key operational areas, e.g. Mexico and Madeira.	No significant delta OPEX associated with the provision of green energy vs. non-renewable energy for the sites concerned.	No CAPEX associated with the switch to green energy contracts.

Decarbonisation Lever & Type	Description & Key Actions	Progress on Lever	Significant OPEX	Significant CAPEX
Lever: Operational optimisation Type: Improved energy efficiency	Within Scopes 1 & 2, the majority of energy consumption comes from the teleports either fully owned or leased by Eutelsat. At these sites, the electrical consumption is associated with electronic equipments necessary for the transmission and reception of signals with the satellite fleet and the ancillary equipments such as air conditioning. Several actions are taken at the sites to improve the efficiency of this consumption including: ■ optimisation of equipment configuration; ■ refresh of older, energetically inefficient equipment; ■ removal of any unused equipments. Value chain: Own operations Time horizon: Medium-term	Various actions on the different teleports have been undertaken addressing the decarbonisation lever. At the Paris-Rambouillet teleport in France, several initiatives have been implemented to reduce electricity consumption: ■ extensive use of de-icing with anticipation of weather conditions and gradual implementation of a system for supplying fresh air from outside the buildings (free cooling); ■ switching all lighting to LED technology; ■ we painted the asphalt in white under the air conditioning condenser units to reduce heat absorption, improve cooling efficiency, and reduce the power consumption of the cooling systems; ■ roof shade installation on three shelters to protect them from the sun and allow air circulation between the roof and the shade roof, which reduces the need for air conditioning inside the shelters. At the Headquarters in Issy-les-Moulineaux (France) efforts to reduce electricity consumption include: ■ switching to LED lighting in parking areas of building; ■ water storage tanks replaced for more energy efficient models; ■ CPCU tank replaced for more energy efficient model. At the Turin offices and teleports in Italy, efforts to reduce electricity consumption include: ■ implementation of new uninterrupted power supplies; ■ implementation of an energy management system to optimise usage; ■ installation of a new air conditioning system incorporating free cooling to reduce electricity consumption; ■ implementation of new racks with a cold corridor cooling system to decrease overall energy consumption.	No specific OPEX associated with energy efficiency subjects.	No specific CAPEX within the budgets for energy efficiency however technology refresh projects, within which energy efficiency is one of the benefits, are budgeted on an annual basis.

Decarbonisation Lever & Type	Description & Key Actions	Progress on Lever	Significant OPEX	Significant CAPEX
Lever: Operational optimisation Type: Improved energy efficiency	Within Scopes 1 & 2, the majority of energy consumption comes from the teleports either fully owned or leased by Eutelsat. At these sites, the electrical consumption is associated with electronic equipments necessary for the transmission and reception of signals with the satellite fleet and the ancillary equipments such as air conditioning. Several actions are taken at the sites to improve the efficiency of this consumption including: ■ optimisation of equipment configuration; ■ refresh of older, energetically inefficient equipment; ■ removal of any unused equipments. Value chain: Own operations Time horizon: Medium-term	At the Cagliari teleport in Italy: ■ upgrade of air conditioning systems (including replacement of chillers and internal CW/DX units) to significantly reduce energy consumption, particularly within the data center and some antenna shelters; ■ installation of containment structures inside rack rooms to create hot and cold aisles, thereby improving the overall efficiency of the data center cooling system; ■ replacement of hydraulic pumps to reduce the energy required for circulating hot and chilled water within the centralised air conditioning systems serving both rack rooms and office spaces. At the Caniçal teleport in Madeira: ■ regular preventive maintenance is conducted on systems to prevent over consumption of electricity; ■ the lighting system has been replaced with a more energy-efficient LED system; ■ new, more efficient air conditioning systems have been installed in the outdoor shelters, resulting in lower energy consumption; ■ the Madeira Teleport received the 1st Prize of the Environmental Award in 2022, 2023, and 2024, recognising companies operating in the industrial park for outstanding environmental performance; ■ the infrastructure management system has been enhanced to automate operations and improve the management of resources such as energy and water; ■ continuous staff awareness and training are promoted to encourage the rational use of resources and the reporting of anomalies that may impact consumption. At the Iztapalapa and Hermosillo teleports in Mexico: ■ priority use of natural lighting, low-energy light bulbs, and motion sensors to control lighting in all common areas; ■ upgraded air conditioning systems; ■ replacement of the glass roof structure of the main building with thermal insulating panels to improve energy efficiency. In June 2024, Hermosillo's teleport received one of the top rankings in the Green Teleport Program by the World Teleport Association (WTA) for implementing energy-efficient solutions.	No specific OPEX associated with energy efficiency subjects.	No specific CAPEX within the budgets for energy efficiency however technology refresh projects, within which energy efficiency is one of the benefits, are budgeted on an annual basis.



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The decarbonisation levers for the satellites are explained below.

Decarbonisation Lever & Type	Description & Key Actions	Progress on Lever	Significant OPEX	Significant CAPEX
Lever: Satellite life extension Type: Supply chain decarbonisation	Extending the life of satellites, by addressing the issue both during conception and operational phases, reduces the need for additional satellite resources. Therefore, minimising GHG impact from build and launch of new satellites. Value chain: Upstream and Own operations Time horizon: Long-term	Average operational life of a GEO satellite +4.7 years vs. design life in 2026. The work, particularly within the operations teams to extend life is on-going, with some further improvements expected from 2026-2030.	No significant delta OPEX associated with the work to extend satellite operational life.	No CAPEX associated.
Lever: Increase satellite efficiency Type: Supply chain decarbonisation	Increase satellite efficiency, measured as the throughput of Mbps vs. the size of the satellite, offers an improvement in carbon intensity by reducing the number of satellites required to support a given communications load. This is principally addressed during the design of a satellite and is driven by technological improvements in communications equipments. Value chain: Upstream and Own operations Time horizon: Long-term	Average GEO satellite throughput is 29.6 GBps in 2026 vs. 7.5 GBps in 2021. Expected fleet evolutions from 2026-2030, are anticipated to deliver further improvements in this lever.	No significant delta OPEX associated with the work to increase satellite efficiency.	The activity is undertaken within the overall budget for satellite procurements, and no specific CAPEX is associated to efficiency improvement.

Metric	Target	Performance
Carbon emissions Scope 1, 2 & 3	See Section 3.2.1.4 Targets related to Climate Change Mitigation and Adaptation	See Section 3.2.1.4 Targets related to Climate Change Mitigation and Adaptation

3.2.1.3 IRO: CARBON EMISSIONS FROM USER TERMINALS

i **Description:** User terminals supplied by Eutelsat are an important source of carbon emissions in the value chain.

Type: Impact

Most impacted stakeholders:

- Customers

Policies

Eutelsat does not have specific policies as the subject is adequately addressed by the approved decarbonisation plan and related actions, which are aligned with the business strategy of the Company, as described in the sections below.

Actions

Undertake a modelling of the lifecycle impact of the User Terminals to understand the potential for carbon reduction actions

The decarbonisation levers for the user terminals are explained below.

Decarbonisation Lever & Type	Description & Key Actions	Progress on Lever	Significant OPEX	Significant CAPEX
Lever: Modelling of user terminal carbon emissions Type: Supply chain decarbonisation	Undertake a modelling and first measurements of the life time carbon emissions of the user terminals sold by Eutelsat to identify the most significant environmental impacts.	Initial modelling was carried out during FY24 to characterise the environmental impact of the user terminals. This identified that the most significant impact came from the lifetime energy use of the terminal. This has led to several actions to provide terminals with lower average and peak electrical consumption. In addition, the capability for terminals to use DC electrical sources, facilitating the use of electricity from solar panels, is now included within the specifications for new terminals. At present, the benefits of these improvement actions are not reflected in the carbon footprint modelling; however, this is expected in future years.	No significant OPEX	No significant CAPEX

Metric	Target	Performance
Carbon emissions Scope 3 (tCO ₂ e), specifically the categories: ■ 3.1 Purchased goods & services ■ 3.4 Upstream transportation and distribution ■ 3.9 Downstream transportation ■ 3.11 Use of sold products ■ 3.12 End of life treatment of sold products	No specific targets have yet been established, pending a better understanding of the carbon emissions from terminals. Action effectiveness is monitored by assessing ability to include an assessment of the terminals impacts within the overall carbon assessment.	See Section 3.2.1.4 Targets Related to Climate Change Mitigation and Adaptation

3.2.1.4 TARGETS RELATED TO CLIMATE CHANGE MITIGATION AND ADAPTATION

Eutelsat has defined carbon reduction targets for Scopes 1, 2 and 3. The targets set by Eutelsat are for a near-term reduction by 2030 vs. a baseline year of 2021, which, based on the number of new satellites and launches within the year, was selected as representing a typical year of carbon emissions for developing and operating the space and ground-based infrastructure of Eutelsat. It should also be noted that the baseline year is calculated including the OneWeb activity within scope, even though the Eutelsat-OneWeb merger was not completed until September 2023.

The targets have been set by identifying the most significant emission categories of Eutelsat, and then analysing the potential of the possible decarbonisation levers. The expected evolution of new satellites, launches, ground infrastructure evolutions and sales of user terminals, between 2021 and 2030, whether driven by customer demand, regulatory changes or new anticipated technologies, was built into the model for the definition of targets. The targets have been calculated using the GHG protocol methodology for the calculation of carbon emissions with all assumptions reviewed with the key stakeholders. Key internal stakeholders include the Operations teams operating the satellites and ground infrastructure, the Legal and Institutional Affairs teams and Investor relations. Externally, customers and suppliers have also been consulted and used to verify and test assumptions made within the plan.

No specific climate scenarios or appropriate sectorial decarbonisation guidance have been used in the target-setting process, in the case of sectorial guidance, none exists for Eutelsat's

line of activity. Coherency between the plan and the Eutelsat's business strategy including its fleet deployment trajectory over the coming years, has been confirmed during the plan review with the executive management and Board Committee.

These carbon reduction targets were reviewed and approved by the Eutelsat management and Board and have been validated by the Science Based Target initiative (SBTi) in January 2025. The SBTi have confirmed the alignment of the Scopes 1 & 2 targets with the 1.5°C trajectory of the Paris Agreement.

It should be noted that these targets, and the performance described further in this section have been established based on the scope of the Group in 2021.

Scopes 1 & 2

For Scopes 1 & 2, an absolute carbon reduction of -50%, using the market-based approach, is targeted by 2030, based on a reference year 2021 and covering 100% of the Scopes 1 & 2 emissions. This would achieve an absolute reduction in Scopes 1 & 2 GHG emissions of 3,070 tCO₂e.

When developing the target, Eutelsat has taken account of increased emissions expected for additional ground infrastructure required to support the fleet deployment. These locked-in emissions do not jeopardise the achievement of Scope 1 & 2 targets due to the expected performance of the decarbonisation actions.

Of this total carbon reduction, it is expected that the majority, 96%, will be delivered by reductions in Scope 2 with the remaining 4% delivered by reduction in Scope 1.

Baseline Year	Baseline GHG Emissions – Scopes 1 & 2 (tCO ₂ e)	Target Year	Target GHG Emissions – Scopes 1 & 2 (tCO ₂ e)
2021	6,141	2030	3,070

The emissions figure of 6,141 for the baseline year of 2021 has been corrected due to an update in methodology, specifically to include the calculation of electricity impact using residual mix emission factors. This has increased the baseline 2021 emissions from 5,929 to 6,141 a variation of +3.5%, which is below the threshold for a restatement of the baseline with the SBTi. The change in baseline has also generated a change in the target value 2030 from 2,965 to 3,070.

Scope 3

For Scope 3, a reduction in carbon intensity target of -52% has been set for 2030, based on a reference year of 2021. The intensity is defined as tCO₂e per Mbps of communication capacity across the Eutelsat satellite fleet, corresponding to a reduction of 0.2 tCO₂e/Mbps.

When establishing this target, Eutelsat took into account the additional emissions expected from future satellites and launches programmed prior to 2030, which are considered locked-in emissions. While these satellites will generate carbon emissions, they will also increase the total communication capacity of the fleet. The Scope 3 carbon intensity target is calculated as emissions per unit of capacity, so the expected growth of the fleet is integrated into the target. Eutelsat expects that new satellites will maintain similar or improved carbon efficiency per Mbps due to technological innovations. This approach ensures that, despite fleet expansion, the intensity target remains achievable, without disclosing absolute emission figures.

The Scope 3 carbon intensity target covers the categories required by the Science Based Targets initiative (SBTi), i.e., those meeting the SBTi minimum boundary and materiality criteria. Certain categories are included in Eutelsat's full Scope 3 reporting perimeter but are not part of the target boundary, in line with SBTi methodology. These include:

- **upstream leased assets:** leased satellite capacity and leased building space;
- **accommodation & meals:** emissions from business travel;
- **visitors:** impact of visitors to Eutelsat premises.

These categories remain monitored and reported as part of the Group's comprehensive Scope 3 inventory.

The calculation of satellite fleet capacity is based on the total commercialised capacity of the Eutelsat-owned satellite fleet as of 30 June of the year in question.

Baseline Year	Baseline GHG Emissions – Scope 3 (tCO ₂ e)	Baseline Carbon Intensity (tCO ₂ e/MBps)	Target Year	Target Carbon Intensity (tCO ₂ e/MBps)
2021	396,624	0.38	2030	0.18

Progress towards targets

The performance against the carbon reduction targets, as of 30 June 2026, following the Market-Based approach, is shown below.

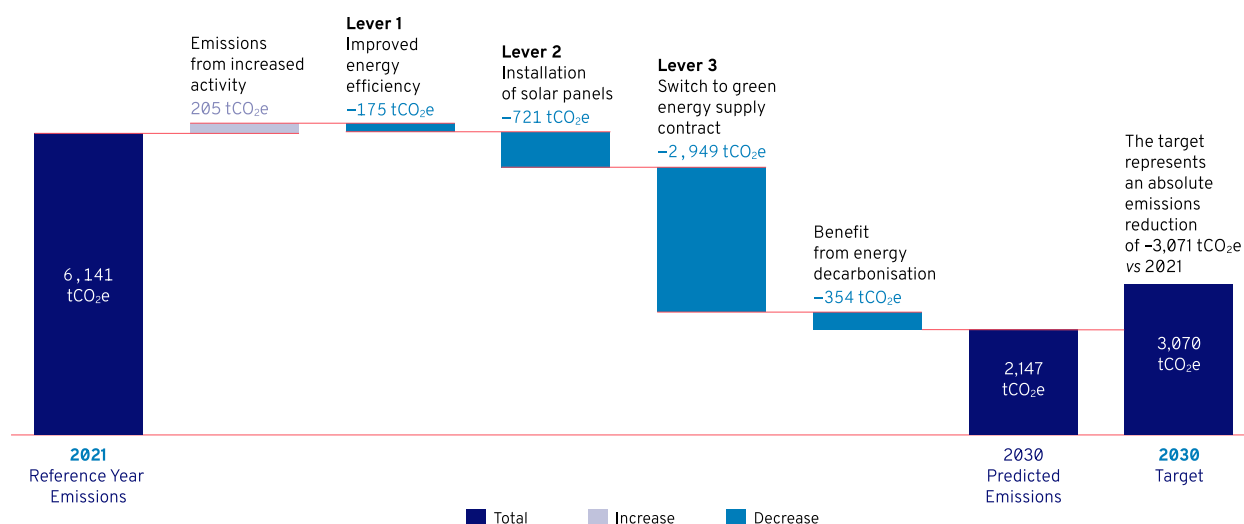
Scopes 1 & 2

Interim Year	Interim Target GHG Emissions – Scopes 1 & 2 (tCO ₂ e)	Actual GHG Emissions – Scopes 1 & 2 (tCO ₂ e) (Market-Based)
2026	4,606	2,166

The interim target for Scopes 1 & 2 reduction, set as the emissions in 2026 vs. 2021 has been largely surpassed. An actual Scopes 1 & 2 emissions reduction of 3,975 tCO₂e has been delivered, representing a reduction of 65% vs. 2021.

The waterfall below shows the plan for the delivery of the 2030 target. The current predicted landing point in 2030 is 2,147 tCO₂e, overachieving against the target of 3,070 tCO₂e. The waterfall also shows that the major contribution to its achievement comes from the switch to green energy contracts for the Company facilities in Turin and Cagliari in Italy.

Figure 6 – Waterfall Analysis of Scope 1 & 2 Emissions Reductions progress



Scope 3

Interim Year	Interim Target Carbon Intensity (tCO ₂ e/MBps)	Actual Carbon Intensity (tCO ₂ e/MBps)
2026	0.28	0.03

The specific contribution of each of the identified Scope 3 decarbonisation levers, i.e. satellite life extension and increased satellite efficiency, has not been assessed. This will be analysed for FY27.

3.2.1.5 ENERGY CONSUMPTION AND MIX

This section describes the energy sources used by Eutelsat, as well as the energy consumption and mix for the current financial year. It should be noted that Eutelsat does not operate in a high climate-impact sector; therefore, these elements are not included in the report.

Energy Source	Description	Key Assumptions & Comments
Total fossil energy consumption	Principally electricity procured via energy providers operating in the various geographies covered by the Eutelsat sites, where the sources are identified from fossil fuel. The category also includes diesel and gasoline consumed directly by Eutelsat for site generators or vehicles.	Consumption is measured by the teams responsible for site management. For sites with ISO 14001 certification, electricity consumption figures are verified annually by an external auditor. For Eutelsat sites without ISO 14001 certification, no external verification of consumption is undertaken.
Consumption from nuclear sources	This is estimated as the amount of energy coming from nuclear sources. This estimation is made by looking at the carbon mix from the countries in which Eutelsat has energy consumption, based on the data from the International Energy Agency (IEA).	<i>Principal data sources: Eutelsat Operations</i> As of 30 June 2026 the following Eutelsat sites have ISO 14001 certification:
Fuel consumption for renewable sources, including biomass	Eutelsat has no fuel consumption from renewable sources, including biomass.	■ Caniçal teleport – Madeira, Portugal (Certified since October 2017)
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	Energy procured via unbundled energy contracts from energy providers operating in the various geographies covered by the Eutelsat sites.	■ Cagliari teleport – Italy (Certified since September 2021)
The consumption of self-generated non-fuel renewable energy	Electrical energy generated by solar panel systems owned and operated directly by Eutelsat at its sites. In all cases, the electricity produced is fully consumed on-site.	■ Turin teleport – Italy (Certified since July 2022)

The consumption figures for the different categories in the table below are for the period from 1 July 2025 to 30 June 2026 (Year N).

Energy consumption and mix	2026	2025
Total fossil energy consumption (MWh)	4,626	4,776
Share of fossil sources in total energy consumption (%)	17.3%	17.5%
Consumption from nuclear sources (MWh)	11,219	7,991
Share of consumption from nuclear sources in total energy consumption (%)	42.0%	29.3%
Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	—	—
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	9,224	12,978
The consumption of self-generated non-fuel renewable energy (MWh)	1,637	1,508
TOTAL RENEWABLE ENERGY CONSUMPTION (MWh)	10,861	14,486
Share of renewable sources in total energy consumption (%)	40.7%	53.2%
TOTAL ENERGY CONSUMPTION (MWh)	26,706	27,252
Renewable energy production (MWh)	1,805	1,586

3.2.1.6 GROSS SCOPES 1, 2, 3 AND TOTAL GHG EMISSIONS

The Group assesses the significant items of greenhouse gas emissions over Scopes 1, 2 and 3 using the GHG Protocol methodology. For the Scope 3 calculation, approximately 34% of the data – expressed as a percentage of the total Scope 3 emissions – can be considered primary data obtained directly from supplier organisations.

The use of the GHG method means that the full lifetime impact of satellites and ground infrastructure assets is accounted for in the year of procurement. Since these assets, along with satellite launches, represent the largest contributions to the Group's carbon footprint, the overall footprint can vary significantly year by year depending on the number of satellites launched. As a result, year-to-year comparisons of the overall carbon footprint – particularly the Scope 3 carbon footprint – are less meaningful.

All GHG relevant Scope 3 categories are included in this report, excluding the following categories which are considered not material by Eutelsat:

- **processing of sold products:** omitted as Eutelsat's activities are not related to this category;
- **Upstream leased assets:** omitted as the impact from building occupancy is already included in the Scopes 1 & 2 reporting, for example use of electricity;
- **Downstream leased assets:** omitted as Eutelsat does not own any leased assets;
- **franchises:** omitted as Eutelsat's activities are not related to this category;
- **investments:** omitted as Eutelsat's activities are not related to this category.

An overview of the principal carbon reporting categories included, along with the key assumptions, is provided in the table below.

GHG category	Description	Key Assumptions & Comments
Scope 1	Impact from fuel used directly at the Eutelsat sites, across the categories of stationary combustion, mobile combustion, and refrigerant leakage. This covers the use of diesel for site generators, leakage of refrigerants used in the air conditioning systems and fuel use from company leased vehicles.	Impact calculations are based on the volumes of fuels consumed and refrigerants lost to leakage within the period. <i>Principal data sources: Eutelsat Operations</i> <i>Principal source of emissions factors: ADEME</i>
Scope 2 – Location based	Principally the external electrical consumption of the Eutelsat owned sites or site under Eutelsat operational control. This includes the teleports and principal office locations.	The calculation is based on actual electrical consumption from all external sources, either renewable or non-renewable. The emissions are calculated based on a suitable Scope 2 emissions factor for energy from the geographical location concerned. <i>Principal data sources: Eutelsat Operations</i> <i>Principal source of emissions factors: ADEME</i>



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GHG category	Description	Key Assumptions & Comments
Scope 2 – Market based	Principally the external electrical consumption of the Eutelsat owned sites or site under Eutelsat operational control. This includes the teleports and principal office locations.	The calculation is based on actual electrical consumption from all external sources, however energy from green energy sources is attributed an emissions factor of 0. For Eutelsat green energy is provided in the UK and Italy and is based on a supplier certification of energy source. For remaining non renewable energy sources, where possible, a residual mix emissions factor is used. <i>Principal data sources: Eutelsat Operations</i> <i>Principal source of emissions factors AIB</i>
Scope 3 – 3.1 Purchased goods and services	All goods and service procured for the Eutelsat business. Includes launch services and also the procurement of ground services, such as SNP site leased services.	It is estimated that around 95% of all purchased goods and services are covered by the Eutelsat reporting based on a monetary assessment. As emission impact data is not available for all launch service providers, the impact of launch services is estimated based on the emissions from an Ariane 6 rocket launch, taken from publicly available data. As data becomes available on other launch systems, it may also be possible to base the emission factors on the specific launch vehicle used. It is assumed that all GEO satellites are launched as part of a dual payload and that a batch of LEO satellites, from the same constellation can be launched in a single launch event. The impact of leased ground infrastructure services is based on the electrical consumption of the ground installations, using the appropriate emissions factors for the energy mix in the relevant country. <i>Principal data sources: Eutelsat Finance</i> <i>Principal source of emissions factors: ADEME & Industry Specific (e.g. satellite launches)</i>
Scope 3 – 3.2 Capital Goods	Assets owned by the Company, which includes all new GEO and LEO spacecraft and associated ground infrastructure.	The lifetime carbon emissions of all assets are accounted for in the year of procurement. For satellites and antennas, the impact is recognised in the year the satellite enters operational service. Emissions factors for satellites and ground systems are derived from industry studies or references, such as ESA, which is used for the GEO satellite carbon reference. <i>Principal data sources: Eutelsat Engineering & Operations</i> <i>Principal source of emissions factors: ADEME & Industry Specific (e.g. satellite)</i>
Scope 3 – 3.3 Fuel and energy-related Activities (not included in Scope 1 or Scope 2)	Upstream emissions related to the fuel and electricity consumed at sites within the Eutelsat operational control.	National energy emissions factors are used. Where no split of energy emissions factors between Scope 1 or 2 & Scope 3 is available, a generic assumption of 9% of the impact being allocated to Scope 3 is applied. <i>Principal data sources: Eutelsat Operations</i> <i>Principal source of emissions factors: ADEME</i>
Scope 3 – 3.4 Upstream transportation and distribution	Predominantly relates to the transportation impact of the user terminals purchased and sold by Eutelsat to its customers, typically through distribution partners. Upstream transportation is defined as all transport from the manufacturing site to delivery to the Eutelsat customer, including transit via Eutelsat warehouse facilities.	The impact is calculated based on the number of terminals sold within a year, multiplied by a transportation emissions factor. The emission factor was calculated per unit by analysing actual transportation over a full reference year, chosen as 2022. <i>Principal data sources: Eutelsat Sales Operations</i> <i>Principal source of emissions factors: ADEME</i>

GHG category	Description	Key Assumptions & Comments
Scope 3 – 3.5 Waste generated in operations	Predominantly relates to the waste generated and disposed via the Eutelsat sites.	The impact is calculated based on the weight of waste, of different categories, disposed of by the site in question during the reporting period. <i>Principal data sources: Eutelsat Operations</i> <i>Principal source of emissions factors: DEFRA</i>
Scope 3 – 3.6 Business travelling	Air, road and rail business travel undertaken by Eutelsat employees, including meals and accommodation.	For transport, travelled kilometers are used as the basis for the calculation of emissions, whilst for meals and accommodation the calculation is based upon spend. <i>Principal data sources: Eutelsat Finance</i> <i>Principal source of emissions factors: ADEME</i>
Scope 3 – 3.7 Employee commuting	The impact of the commuting of all Eutelsat employees to their place of work.	This impact is based on the total number of employees, permanent, part-time and apprentices, with an estimation of annual working days, using a standard emission factor for the commuting of office workers from the INSEE. <i>Principal data sources: Eutelsat HR</i> <i>Principal source of emissions factors: INSEE</i>
Scope 3 – 3.8 Upstream leased assets	This is principally the impact of capacity leased and commercialised by Eutelsat on third-party geostationary satellites, leased buildings and warehouse space. The impact for the leased capacity and buildings is considered 0 as the operational impact is largely from electricity consumption which is already reported in the Scopes 2 & 3.	The impact of leased capacity is calculated using the same emissions factor for geostationary satellites used for the Eutelsat satellite fleet. The impact is calculated annually based on the percentage of the total satellite transponders leased by Eutelsat at the end of the reporting period. <i>Principal data sources: Eutelsat Fleet Management</i> <i>Principal source of emissions factors: Industry specific impact/transponder.</i>
Scope 3 – 3.9 Downstream transportation	The impact of the transportation of sold Eutelsat products, typically customer terminals, from the Eutelsat customer, distribution partner, to the end user.	As Eutelsat has very limited visibility of this aspect, an assumption of the impact is made per unit transported. This is assumed to be approx. 50% of the upstream transportation impact for the same terminal. The calculation of this category has been corrected for the report FY25. Previously the downstream transportation was calculated as the transportation impact, for the unit, from the Eutelsat warehouse to the Eutelsat customer. <i>Principal data sources: Eutelsat Sales Operations</i> <i>Principal source of emissions factors: ADEME</i>
Scope 3 – 3.11 Use of sold products	The lifetime impact of the use of the products sold by Eutelsat, principally customer terminals.	The lifetime impact is principally the electrical consumption of the customer terminal which is fully accounted for in the year in which the terminal is sold. As Eutelsat has little visibility or control over the geographical distribution, a global emission factor for electrical consumption is used to calculate the impact. <i>Principal data sources: Eutelsat Sales Operations</i> <i>Principal source of emissions factors: ADEME</i>
Scope 3 – 3.12 End-of-life treatment of sold products	The end of life impact, disposal impact, of the products sold by Eutelsat, principally customer terminals.	The end of life impact of the unit is accounted for in the year in which the terminal is sold. For the time being it is assumed that all terminals are disposed of, not recycled, at the end of life. <i>Principal data sources: Eutelsat Sales Operations</i> <i>Principal source of emissions factors: ADEME</i>

It should be noted that, as Eutelsat does not use biomass for energy or in its activities, no biogenic emissions from the combustion or bio-degradation of biomass is included. In addition, Eutelsat does not undertake any GHG removals or GHG mitigation projects financed through carbon credits, nor does it apply any internal carbon pricing.

The emissions presented in the table below cover the period from 1 July 2025 to 30 June 2026 (Year N). In this second year of CSRD reporting, comparative data for the previous reporting period is disclosed for the first time, allowing year-on-year comparison.

Base year		Retrospective		
		2026	2025	2026 vs. 2025 (%)
SCOPE 1 GHG EMISSIONS				
Gross Scope 1 GHG emissions (<i>tCO₂e</i>)		287	627	-54.2%
Percentage of Scope 1		—	—	—%
GHG emissions from regulated emission trading schemes (%)				
SCOPE 2 GHG EMISSIONS				
Gross location-based Scope 2 GHG emissions (<i>tCO₂e</i>)		4,424	4,864	-9.0%
Gross market-based Scope 2 GHG emissions (<i>tCO₂e</i>)		1,879	2,511	-25.2%
SIGNIFICANT SCOPE 3 GHG EMISSIONS				
Total Gross indirect (Scope 3) GHG emissions (<i>tCO₂e</i>)		54,928	144,511	-62.0%
1	Purchased goods and services	24,368	40,415	-39.7%
2	Capital goods	2,891	81,308	-96.4%
3	Fuel and energy-related Activities (not included in Scope 1 or Scope 2)	759	749	+1.3%
4	Upstream transportation and distribution	2,639	1,692	+56.0%
5	Waste generated in operations	18	85	-78.8%
6	Business traveling	2,870	3,576	-19.7%
7	Employee commuting	1,179	1,147	+2.8%
8	Upstream leased assets	1,392	1,392	—%
9	Downstream transportation	683	438	+55.9%
10	Processing of sold products	—	—	N/A
11	Use of sold products	17,370	13,153	+32.1%
12	End of life treatment of sold products	759	556	+36.5%
13	Downstream leased assets	—	—	N/A
14	Franchises	—	—	N/A
15	Investments	—	—	N/A
TOTAL GHG EMISSIONS				
Total GHG emissions (location-based) (<i>tCO₂e</i>)		59,639	150,002	-60.2%
Total GHG emissions (market-based) (<i>tCO₂e</i>)		57,094	147,649	-61.3%
GHG intensity per net revenue		2026	2025	2026 vs. 2025 (%)
Total GHG emissions (location-based) per net revenue (<i>tCO₂e/€m</i>)		48.3	119.9	-59.7%
Total GHG emissions (market-based) per net revenue (<i>tCO₂e/€m</i>)		46.2	118.0	-60.8%
Net revenue used to calculate GHG intensity (<i>€m</i>)				1,235.9
Net revenue (other)				—
Total net revenue (in financial statements) (<i>€m</i>)				1,235.9

3.2.1.7 ATMOSPHERIC POLLUTION

Space activity, particularly during the launch phase and the atmospheric re-entry of objects, has the potential to cause pollution in the upper atmosphere. This is considered a climate change issue, as such pollution can contribute to increased temperatures on Earth. Potential launch events and re-entry of objects can also have other impacts such as ozone depletion

Policies

Eutelsat does not have specific policies addressing the issue, as the subject is still at an early stage of development.

IRO: ATMOSPHERIC POLLUTION FROM RE-ENTRY OF SATELLITES, DEBRIS AND LAUNCH VEHICLE ELEMENTS

i Description: Atmospheric pollution caused by the burning during re-entry of objects, such as LEO satellites, space debris and launch vehicles, may have a negative environmental impact by affecting the long-term sustainability of the space environment.

Type: Impact

Most impacted stakeholders:

- Internal Operations and Engineering teams
- Space Agencies

Actions

Participation in industry studies and workgroups

At this stage, the issue of atmospheric pollution is still in the early stages of being understood, and several studies are currently underway. As a responsible user of space, Eutelsat is committed to contributing to these efforts wherever possible – by participating in relevant studies and supporting the development of industry understanding regarding the issue, its impacts, and potential mitigation measures.

As a member of the Global Satellite Operators Association (GSOA), Eutelsat participated this year in industry discussions addressing the environmental implications of satellite re-entry. In this context, GSOA commissioned the study “Space Sustainability: Impact of Space Activities on the Earth Atmosphere”, conducted by the University of Southampton and presented to its members.

This work includes:

- computational modelling of emissions generated during satellite ablation;
- assessment of atmospheric footprint from re-entering satellites;
- atmospheric and climate modelling to evaluate potential cumulative effects;
- design-for-demise approaches aimed at reducing material persistence in the atmosphere;
- development of standardised environmental reporting practices;
- support for enhanced atmospheric monitoring;
- Eutelsat monitors scientific developments in this area aimed at improving transparency and knowledge regarding the environmental effects of satellite re-entry.

Metric	Target	Performance
As the subject is not yet considered mature, Eutelsat does not have specific metrics in place to address it. However, such elements will be introduced as more information becomes available over the short- to medium-term.	As no metric has been defined, no target is currently in place. Action effectiveness is monitored by assessing Eutelsat’s presence and participation in relevant studies and activities to further advance understanding of the subject.	As no metric has been defined, performance data is not available.

IRO: ATMOSPHERIC POLLUTION FROM SATELLITE LAUNCHES

i Description: Satellite launches potentially create significant atmospheric pollution, especially in the upper atmosphere, which may create a negative environmental impact by affecting the composition of the upper atmosphere and the long-term sustainability of space activities.

Type: Impact

Most impacted stakeholders:

- Tier 1 Suppliers

Action

Extending satellite lifespans reduces replacement frequency and atmospheric impact from launches.

For a detailed description of this action, including the metrics, targets and performance, see Section 3.2.1.2 and the description of the decarbonisation lever “Satellite life extension”.

3.2.1.8 IRO: STAKEHOLDER EXPECTATIONS AND REPUTATIONAL RISK OF CLIMATE MITIGATION ACTIVITIES

i **Description:** Stakeholder sentiment of the potentially negative environmental impact of space-based activities can affect the reputation of Eutelsat and generate financial costs and difficulties in accessing financing.

Type: Risk

Most impacted stakeholders:

- Internal CSR and Investor Relations teams
- Shareholders
- Ratings Agencies
- Lenders

Policies

No specific policy exists to treat stakeholder expectations and reputation risk of climate mitigation activities as the subject is treated by the implementation of the decarbonisation plan described in this document and the reporting of the annual sustainability performance within the Sustainability Statement.

Actions

Compliance with Climate Change reporting requirements of the CSRD

Eutelsat maintains compliance with the climate change reporting requirements of the CSRD within its annual Sustainability Statement. This includes a structured review of existing policies,

actions, metrics and targets related to each identified Impact, Risk and Opportunity (IRO), to capture any updates and ensure alignment with applicable ESRS disclosure requirements.

The Sustainability Statement is subject to external assurance to ensure accuracy, completeness and regulatory compliance. The Statutory Auditors, appointed by the Board of Directors on 10 October 2024, are responsible for conducting this assurance engagement.

This action is implemented annually as part of the reporting cycle. It supports transparent, reliable and CSRD-compliant climate reporting to address stakeholder expectations. No significant additional CAPEX or OPEX has been allocated to this action.

Metric	Target	Performance
Compliance to the applicable climate change reporting requirements of the CSRD.	Maintain full compliance with the applicable reporting requirements of the CSRD.	Sustainability Statement FY25 was fully compliant without reservations.

Implementation of Decarbonisation Plan

The decarbonisation plan implemented by Eutelsat, as described in Section 3.2.1.1, is an important tool in replying to stakeholder concerns for Eutelsat to implement climate change actions.

This action applies across the Group's operations and value chain in accordance with the scope of the decarbonisation plan described in Section 3.2.1.1. It is implemented over the short-, medium- and

long-term horizons defined in the climate decarbonisation plan and supports the achievement of Eutelsat's climate targets. The implementation of the plan forms part of the Group's normal business activities and does not involve significant additional dedicated CAPEX or OPEX beyond those described in the relevant sections of this report.

Metric	Target	Performance
Carbon emissions Scope 1, 2 & 3	See Section 3.2.1.4 Targets Related to Climate Change Mitigation and Adaptation	See Section 3.2.1.4 Targets Related to Climate Change Mitigation and Adaptation

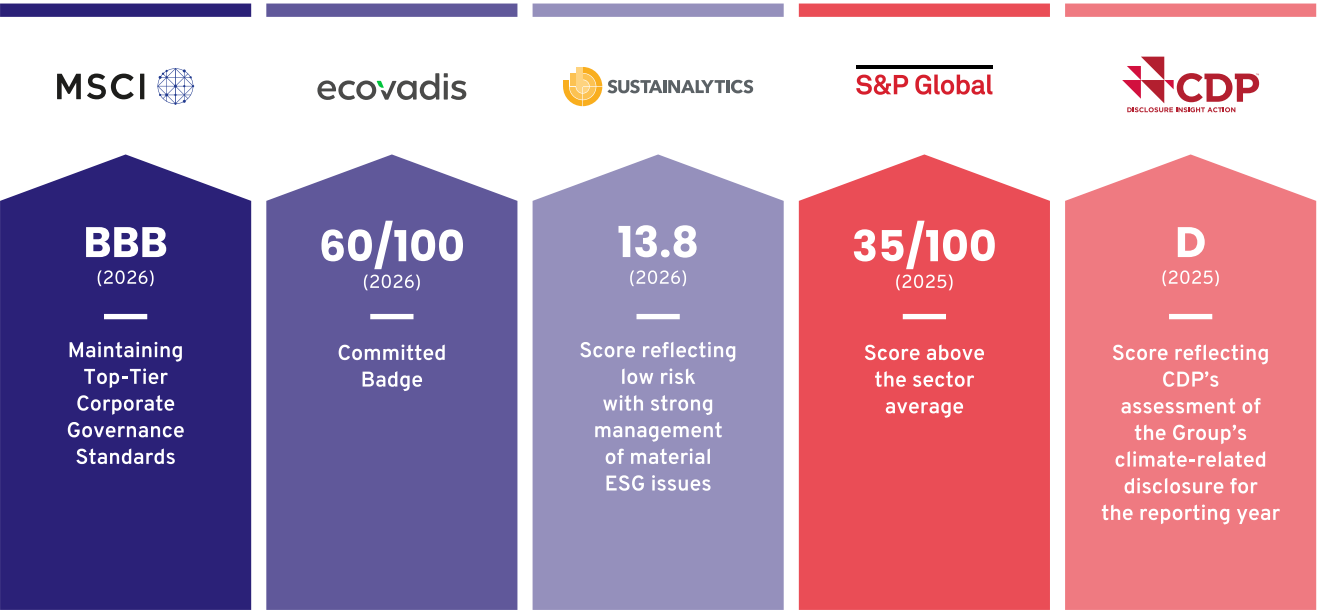
Assessment by External Ratings Agencies

Participation in external rating assessments to measure and demonstrate to stakeholders the performance of Eutelsat's sustainability activities, including those related to climate mitigation.

This action applies to the principal ESG rating agencies assessing Eutelsat and is carried out on an ongoing basis through the annual assessment cycles of each agency. It supports the continuous monitoring of Eutelsat's sustainability performance and stakeholder expectations. No significant additional CAPEX or OPEX has been allocated specifically to this action.

Metric	Target	Performance
Measurement of performance via external ratings agencies.	No formal targets are set for any of the specific agency scores. The value of the agency score is different for different stakeholders therefore Eutelsat tries to maintain all of the scores without setting specific objectives for one or more. Action effectiveness is monitored by assessing by variations in the notation given by the Ratings Agencies.	Last performance for each rating agency used by Eutelsat is shown below.

Figure 7 – Rating Agencies performance



3.2.1.9 IRO: INCREASED REGULATION OF SPACE ACTIVITIES

 Description: The negative public attention generated by increasing space activities, and the associated perception of increasing emissions, could lead to increased legislation and regulation of the activity.	
Type: Risk	Most impacted stakeholders: ■ Key Sector Regulator

This IRO is closely linked to the IRO on Cost of regulation for management of space debris, where Eutelsat is already actively engaged in regulatory compliance and stakeholder collaboration (see Section 3.2.2.9 for details). However, as the increase of regulation, in this case, is seen to be driven by actual and potential climate impacts, this IRO has been considered as a climate transition risk and included with the climate change category of the reporting.

Policies

No specific policy is in place to manage the increased regulation of space activities as it is mandatory for Eutelsat to comply fully with all applicable space regulations. The actions for the treatment of this IRO describe Eutelsat involvement with bodies working on the management and further development of regulations. The type of interaction required depends on the body, geographical location and regulation concerned and therefore is not formalised in a overall policy approach.

Actions

No specific metrics or quantitative targets are currently tracked, as the principal actions relate to the engagement of Eutelsat with regulatory bodies and in the development processes for new regulations. Actions' effectiveness are monitored by ensuring that Eutelsat is present and active in the principal regulatory developments underway or planned within the space sector.

Engagement in regulatory developments to ensure compliance and maintain its operating license.

Eutelsat monitors regulatory developments at national and European levels and participates in relevant consultation processes to anticipate and adapt to evolving requirements. These actions aim to maintain compliance and preserve the Group's license to operate in an increasingly scrutinised space environment.

Specifically, space sustainability is increasingly becoming a requirement within national telecommunication licence regulations, mandatory to ensure market access in a given region. As a result, participation in public consultations on national telecommunication regulation changes is becoming a more significant activity.

This action applies to regulatory developments affecting Eutelsat's satellite activities across all jurisdictions in which the Group operates and is implemented on an ongoing basis. It supports continued regulatory compliance and the maintenance of the licences required to operate the Group's satellite services. No significant additional CAPEX or OPEX has been allocated to this action.

Metric	Target	Performance
Maintenance of operation licences	The target is maintain all operation licences necessary for the Eutelsat business.	All necessary operational licences have been maintained in FY26.

Contribution to the development of a European environmental footprint methodology for the space sector (PEFCR4Space)

Eutelsat is a key participant in the European Commission's initiative to develop Product Environmental Footprint Category Rules (PEFCR) tailored to the space sector. This effort aims to create a harmonised methodology for assessing and substantiating the environmental impact of space-related products and activities across the value chain.

Currently, the space sector lacks shared, lifecycle-based environmental assessment rules and reference systems. The development of a dedicated Product Environmental Footprint Category Rule (PEFCR) for space, based on the EU's Product Environmental Footprint (PEF) and Organisation Environmental Footprint (OEF) methods (Commission Recommendation 2021/2279), aims to fill this gap.

It will provide a robust, transparent, and comparable framework for evaluating environmental performance, supporting improved sustainability, competitiveness, and resilience across the sector. Eutelsat is contributing its expertise to this working group alongside other leading European space stakeholders. The project runs from September 2024 to March 2027, and all related information is publicly available on the European Commission website: https://defence-industry-space.ec.europa.eu/product-environmental-footprint-category-rules-pefcr-space-sector_en.

This action applies to Eutelsat's participation in the PEFCR4Space working group and will continue until completion of the project in 2027. No significant additional CAPEX or OPEX has been allocated specifically to this action.

Metric	Target	Performance
No metric is defined as it is not possible to measure the impact of Eutelsat's contribution to the development of the methodology.	As no metric has been defined, no target is currently in place. Action effectiveness is ensuring that the Eutelsat contribution aids the advance in the development of the PEFCR methodology.	As no metric has been defined, performance data is not available.

Proactive engagement with the EU Space Act

In June 2025, the European Commission released its proposal for an EU Space Act, aimed at boosting the region's space industry while ensuring long-term safety, security, and sustainability of space activities. The Act proposes a unified European regulatory framework covering the entire lifecycle of space missions, including launch licensing, satellite operations, collision avoidance, cybersecurity, and environmental footprint assessments.

Key obligations under the proposed regulation include mandatory space debris mitigation plans, minimum satellite manoeuvrability, implementation of flight safety systems, subscription to STM services, and integration of in-space servicing interfaces. Operators will also be required to quantify and report the environmental impact of their mission lifecycle and comply with new orbital traffic coordination protocols.

Eutelsat has actively engaged in this process from the outset. The Group participated in the EU Space Act public consultation, submitting a formal response now publicly available. It continues to follow the next stages of the legislative process, including forthcoming discussions and debates on the revised draft, and maintains active involvement in working groups and industry associations shaping the regulation. This proactive stance enables Eutelsat to anticipate technical, operational, and cost implications.

This action applies to the development of the proposed EU Space Act and related regulatory initiatives affecting Eutelsat's activities. It will continue throughout the legislative process and supports Eutelsat's preparedness for future regulatory requirements. No significant additional CAPEX or OPEX has been allocated specifically to this action.

Metric	Target	Performance
No metric is defined as it is not possible to measure the impact of Eutelsat's contribution to the development of the EU Space Act.	As no metric has been defined, no target is currently in place. Action effectiveness is monitored by assessment the advancement of the EU Space Act.	As no metric has been defined, performance data is not available.

3.2.2 RESOURCE USE AND CIRCULAR ECONOMY

This section addresses all of the sub-topics under *ESRS E5 Resource Use and Circular Economy*. Through the Double Materiality Assessment, six material Impacts, Risks, and Opportunities (IROs) have been identified in relation to this topic. These IROs, which affect our operations upstream and downstream value chain, cover short-, mid- and long-term horizons.

IRO	Category	Value chain	Time horizon
End of life of customer terminals sold by Eutelsat	Actual negative impact	Downstream	Mid-term (2-5 years)
Lifecycle impact of customer terminals	Actual negative impact	Downstream	Long-term (>5 Years)
Waste generated by equipment at their end of life	Actual negative impact	Own operations	Long-term (>5 Years)
Materials used in the construction of satellites and equipments	Actual negative impact	Upstream	Long-term (>5 Years)
Use of in-orbit services to extend satellite operational life	Opportunity	Own operations	Mid-term (2-5 years)
Dependencies on critical elements used for manufacturing satellites	Risk	Upstream	Mid-term (2-5 years)

At present, Eutelsat does not have any policies, actions, metrics or targets aligned with the subject of resource Inflows. As Eutelsat is not a manufacturing entity, it is not a direct consumer of raw materials and relies entirely on information from the Upstream value chain, which is often not available or imprecise. Eutelsat will continue to work with suppliers and industry peers on this subject and hopes to be able to publish data on this matter in future years.

3.2.2.1 IRO: END-OF-LIFE OF CUSTOMER TERMINALS SOLD BY EUTELSAT

i Description: End-of-life treatment of customer terminals either provided by Eutelsat or used to connect to a Eutelsat service has an environmental impact by limiting material recovery, reuse and recycling opportunities.

Type: Impact

Most impacted stakeholders:

■ Customers

Policies

No specific policies in place. The supply of user terminals is a relatively new subject for Eutelsat. The decision to have a specific policy covering this item will be reviewed in the coming years as the subject matures.

Actions

Scrapping of end of life terminals

In FY26, Eutelsat initiated a structured scrapping process for end-of-life user terminals. Materials scrapped are documented, including quantities, storage volumes freed and supporting evidence. A second scrapping wave is planned later in 2026.

During the scrapping process, Eutelsat identifies certain components that could potentially be recycled or reused and

reintegrated into the user terminal catalogue, subject to further technical and commercial assessment. The potential extension of the scrapping process to accessories is also being assessed.

In parallel, Eutelsat is exploring opportunities to work with distribution partners in different markets to establish recycling solutions for customer terminals, rather than direct scrapping. This approach will be assessed on a market-by-market basis, reflecting local regulatory and infrastructure constraints.

This action applies to customer terminals managed by Eutelsat and will continue to be progressively implemented from FY26 onwards. It aims to increase material recovery and reuse opportunities while reducing end-of-life waste. No significant capital expenditure or dedicated operational expenditure has been allocated to this action.

Metric	Target	Performance
Number of user terminals scrapped from Eutelsat stock.	No targets have been set as this is a very new activity. Eutelsat will only plan to adopt a target in this area if the scrapping activity increases in volume in the future. Action effectiveness is monitored by assessing by number of user terminals scrapped within the period.	193 user terminals have been scrapped during FY26.

3.2.2.2 IRO: LIFECYCLE IMPACT OF CUSTOMER TERMINALS SOLD BY EUTELSAT

i Description: The lifecycle impact of customer terminals, particularly construction, supply, and use, has a negative environmental impact from the use of materials and energy.

Type: Impact

Most impacted stakeholders:

■ Customers

Policies

Eutelsat does not have specific policies. The supply of customer terminals is a relatively new subject for Eutelsat. The decision to have a specific policy covering this item will be reviewed in the coming years as the subject matures.

Actions

Improved electrical efficiency of terminals

To improve the electrical efficiency of customer terminals and thereby reduce their carbon impact during the use phase, Eutelsat includes specific requirements in its technical specifications for terminal providers. These include setting a maximum power

consumption threshold and requiring terminals to operate in an energy-optimised mode. In this mode, terminals do not transmit and receive simultaneously, which helps to reduce overall energy consumption.

This action applies to newly procured customer terminals and will continue to be implemented through future procurement cycles. It supports the deployment of more energy-efficient terminals by integrating minimum energy performance requirements into Eutelsat's procurement specifications. No significant additional capital expenditure has been allocated to this action.

Metric	Target	Performance
Typical power consumption of the user terminals.	No targets have been set as this is a very new activity for Eutelsat. Action effectiveness is monitored by assessing the power consumption of new terminals compared to previous generations.	Typical power consumption of flat panel terminal, Intellian OW10 is 130W, a 22% reduction of the average typical power consumption of 166W of the Intellian OW70 range.

Return of terminals from Distribution Partners

On a case-by-case basis, Eutelsat seeks to facilitate the return of unsold customer terminals from distribution partners, in exchange for more recent versions, to avoid disposal. When this occurs, Eutelsat aims to re-use the returned terminals wherever possible.

This action applies to unsold customer terminals returned by distribution partners and will continue on an ongoing basis. It supports extending the useful life of customer terminals through refurbishment and reuse. No significant additional capital or operational expenditure has been allocated to this action.

Metric	Target	Performance
Number of user terminals returned to Eutelsat from distribution partners.	No targets have been set as this is a very new activity for Eutelsat. Action effectiveness is monitored by number of user terminals returned to Eutelsat from distribution partners within the period.	Data on the number user terminals returned to Eutelsat from distribution partners is currently unavailable for FY26. The information will be added into the report for FY27 and retrospectively corrected for the period FY26.

Improved stock management

Eutelsat has undertaken an improvement in its stock management of customer terminals. Optimising procurement and logistics process to minimise the amount of equipment held in stock permits reduction in the environmental impacts associated with stock management.

This action applies to Eutelsat's customer terminal stock and is implemented on an ongoing basis. It supports more efficient inventory management by reducing excess stock and avoiding unnecessary disposal of customer terminals. No significant additional capital or operational expenditure has been allocated to this action.

Metric	Target	Performance
Purchase value of user terminals held in stock. ⁽¹⁾	No targets have been set as this is a very new activity for Eutelsat. Action effectiveness is monitored by assessing the reduction in purchase values of equipment held in stock.	As of 30 June 2026, the purchase value of user terminals in stock is \$83.8M, which is 27% less than that of July 2025.

(1) Purchase value is the value of the terminals held in stock calculated on the basis of the original purchase price. Not a measure of residual asset value. Improved stock management looks to reduce the value of terminals held in stock, which reflects a reduction in stock volume.

3.2.2.3 IRO: WASTE GENERATED BY EQUIPMENT AT THEIR END-OF-LIFE

i Description: Disposal at the end-of-life of electronic equipment is environmental impacting, regardless of the means of disposal.

Type: Impact

Most impacted stakeholders:

■ Internal Operation teams

Policies

While there are no group-wide policies yet in place for the end-of-life management of customer terminals or for lifecycle considerations, Eutelsat has established several site-specific waste management procedures that ensure regulatory compliance and operational consistency in waste handling. These include:

Fixed Asset Policy – Mexico

	Scope	Accountability	Availability
Although primarily focused on financial and operational management, this policy ensures traceability and control of assets throughout their lifecycle, including their eventual disposal.	Satmex and subsidiaries (Mexico)	Site Operations Manager	Internal use only Available via shared internal workspace

Environmental Waste Management Procedure – France

	Scope	Accountability	Availability
Defines the methodology, tasks, and responsibilities for the collection, transport, and disposal of waste generated by operations in France. It ensures compliance with legal requirements and internal standards.	Eutelsat S.A. (France)	Site Operations Manager	Internal use only Available <i>via</i> shared internal workspace

Environmental Waste Management Procedure – Italy

	Scope	Accountability	Availability
Governs the handling of waste from connectivity services, construction sites, and office activities. It covers planning, implementation, and control of waste management practices. It is included within the ISO 14001 perimeter of the Italian sites.	Skylogic & Skylogic Mediterraneo (Italy)	Environmental System (EMS) Manager	Internal use only Available <i>via</i> shared internal workspace

Actions

Eutelsat generates waste, resource outflows, from its own operations, with the majority of waste generated at the teleports under its operational control. This waste may be old electronic equipment, antennas and associated structures, or general waste.

The total waste generated by the operations of Eutelsat in FY26, including the treatment of that waste is shown below. These

metrics for waste outflows are used to measure the effectiveness of all of the actions described in more detail below.

Eutelsat has not at this time set any targets with regards to waste management and the effectiveness of its actions is assessed by looking at the variations in the treatment of waste outflows. As this is the first year where Eutelsat has expressed waste outflows in this categorization no comparison with previous years is yet available.

Waste category	Waste Recovered (Tonnes)					Waste Disposed (Tonnes)				Total waste
	Preparation for reuse	Recycling	Incineration with energy recovery	Other recovery treatments	Total recovered	Incineration without energy recovery	Landfill	Other disposal	Total disposed	
Paper/cardboard	—	9.3	—	—	9.3	—	—	—	—	9.3
Glass	—	1.3	—	—	1.3	—	—	—	—	1.3
Mixed recycling (plastic/cans/small metal, etc.)	—	14.8	1.1	—	15.9	—	—	—	—	15.9
Metal	—	10.1	—	—	10.1	—	—	—	—	10.1
Organic kitchen/food waste	—	6.3	—	3.9	10.2	—	6.2	—	6.2	16.4
Green (garden) waste	19.1	—	—	—	19.1	—	0.7	—	0.7	19.8
Other paint, inks, adhesives and resins	—	—	—	—	—	—	—	—	—	—
Other electronic (WEEE) waste	—	1.5	—	2.5	4.0	—	1.9	—	1.9	5.9
General waste	—	6.4	33.5	1.9	41.8	—	15.5	—	15.5	57.3
TOTAL NON HAZARDOUS WASTE	19.1	49.7	34.6	8.3	111.7	—	24.3	—	24.3	136.0
% of Total Waste	14%	36%	25%	6%	80%	—%	17%	—%	17%	98%
Paint, inks, adhesives and resins containing hazardous substances	—	—	—	—	—	—	—	—	—	—
Electronic (WEEE) waste containing hazardous substances (e.g. batteries)	—	0.3	—	3.1	3.4	—	—	—	—	3.4
TOTAL	—	0.3	—	3.1	3.4	—	—	—	—	3.4
% of total waste	—%	9%	—%	91%	100%	—%	—%	—%	—%	2%
TOTAL ALL WASTE	19.1	50.0	34.6	11.4	115.1	—	24.3	—	24.3	139.4
% OF TOTAL WASTE	14%	36%	25%	8%	83%	—%	17%	—%	17%	

The category "Other recovery treatments" is used when the waste treatment organism identifies the waste as destined for recovery but provides no specific information on the type of recovery means used. In addition the waste from smaller Eutelsat sites has been included in the total waste figures based on a per head pro-rate basis, compared with the waste generated at the principal sites where waste information is directly collected.

Disposal of materials with recycling partners

Eutelsat seeks to work with local recycling partners in each of its major operational locations to maximise the recycling of its waste. In France, since 2021, this includes a collaboration with PAPREC, covering a wide scope of waste types including paper, cardboard, plastic, and electronic waste from office and technical operations. It forms part of Eutelsat's broader commitment to resource efficiency and the circular economy.

Repair & re-use of old equipment

Starting in 2021, Eutelsat has implemented an internal programme to re-use obsolete or ageing electronic equipment within its own operations. The initiative includes the in-house repair and reconditioning of High Power Amplifiers (HPAs) and other technical components. Through this action, Eutelsat reduces the volume of Waste Electrical and Electronic Equipment (WEEE) generated and

avoids the purchase of new devices. Repaired equipment is either returned to service or cannibalised so that useful components can be re-used elsewhere. No specific CAPEX has been allocated to this action. OPEX related to this programme are not tracked separately at this stage.

Resale of old equipments to resale partners

For equipment that Eutelsat cannot re-use internally, the Group collaborates with local resale partners to extend the lifecycle of these assets. This action, helps to reduce WEEE and metal waste by enabling second-hand use of functioning equipment. Resale typically concerns ground station devices and networking gear that no longer meet Eutelsat's operational needs but may still be useful to other actors. The action does not require significant capital investment and is executed with minimal operational resources.

3.2.2.4 IRO: MATERIALS USED IN THE CONSTRUCTION OF SATELLITES AND EQUIPMENTS

i Description: The construction of satellites and associated equipment uses raw materials, some of which are of a specialised nature, the extraction and production of these materials can be environmentally impacting.

Type: Impact

Most impacted stakeholders:

■ Tier 1 Suppliers

Policies

Eutelsat applies a series of internal technical standards and operational rules that, while not formalised as environmental policies, contribute to responsible design, use of materials, and satellite lifecycle planning. While Eutelsat does not directly manufacture satellites, the Group applies internal technical standards and operational rules during the procurement and design phases that encourage suppliers to optimise the use of materials and extend the lifespan of components. Eutelsat applies internal technical standards that are aligned with the European

Cooperation for Space Standardisation (ECSS), which provide a common framework for the design, development, and verification of space systems. These standards cover aspects such as reliability, materials selection, end of life disposal, and risk mitigation, and are integrated into the technical requirements for satellite construction and operation. At present, Eutelsat does not have a specific policy for the reduction of virgin resources nor promoting the use of sustainable sourcing for the construction of satellites, as this is not yet compatible with the requirements for use of materials in space.

Contract for the procurement of satellites

	Scope	Accountability	Availability
The contract for the procurement of satellites specifies all technical specifications and regulations with which a procured satellite should comply. This includes the specifications for the materials which are permitted to be used for satellite hardware manufacturing.	Group	Chief Engineering Officer	Internal use only Available <i>via</i> shared internal workspace

Actions

Maximising satellite life

For a detailed description of this action, including the metrics, targets and performance, see Section 3.2.1.2 and the description of the decarbonisation lever "Satellite life extension".

Use of industry standards

Industry standards, established by international space agencies (ESA, NASA, JAXA), are used to ensure that materials used in the

production of spacecraft, and therefore exploited in-orbit, are suitable and acceptable for that purpose. Eutelsat undertakes reviews, with the satellite providers, to ensure compliance with this list of materials by the contracted satellite manufacturer.

This action applies to satellite procurement activities and is implemented throughout the satellite acquisition process. It aims to ensure compliance with recognised industry standards for materials used in space systems. No significant additional expenditure has been allocated to this action.

Metric	Target	Performance
No specific metric is defined as Eutelsat includes in all satellite procurement contracts the mandatory set of industry practices to be applied.	As no metric has been defined, no target is currently in place. Action effectiveness is monitored during the satellite procurement process by assessing supplier compliance to the specified standards included in the contract.	As no metric has been defined, performance data is not available.

3.2.2.5 IRO: USE OF IN-ORBIT SERVICES TO EXTEND SATELLITE OPERATIONAL LIFE

i Description: In-orbit repairs and overhauls could extend the life of in-orbit assets therefore reducing the environmental impact associated with launching and replacing satellites.

Type: Opportunity

Most Impacted Stakeholders:

- Internal Operations and Engineering teams
- Space Agencies

Policies

No policies are in place as the use of in-orbit services to extend satellite life is an emerging area that Eutelsat is currently exploring, in line with evolving industry practices and regulatory expectations.

Actions

Participation in the RISE program

Eutelsat is participating in the ADRIOS RISE mission, a flagship initiative led by D-Orbit and supported by the European Space Agency (ESA), with launch planned for 2028. The System Requirements Review (SSR) was held in October 2025 with D-Orbit and ESA. The mission aims to demonstrate in-orbit servicing capabilities for geostationary (GEO) satellites, including life extension and safe removal of space assets. Eutelsat will contribute a GEO satellite at end of life, serving as the client target for the in-orbit demonstration.

The collaboration, officially signed on 14 October 2024, marks a key step in transforming this cutting-edge technology into a commercially viable service for satellite operators worldwide. Eutelsat will represent the customer side of the service development, providing valuable insights into the real-world operational needs and constraints of satellite operators. By joining D-Orbit and ESA in this pioneering initiative, Eutelsat is helping to bring the first European life extension service to market, laying the groundwork for future commercial offerings and advancing sustainable space operations.

The action applies to Eutelsat's participation in the ADRIOS RISE programme and is expected to continue until the planned demonstration mission in 2028. It aims to demonstrate the feasibility of in-orbit servicing to extend satellite operational life. Expenditure associated with this participation is not considered significant.

Metric	Target	Performance
No specific metric is defined as all elements are covered by the participation in the RISE program.	As no metric has been defined, no target is currently in place. Action effectiveness is monitored by assessing the success of the RISE program.	As no metric has been defined, performance data is not available.

3.2.2.6 IRO: DEPENDENCIES ON CRITICAL ELEMENTS USED FOR MANUFACTURING SATELLITES

i Description: The manufacturing of satellites and associated equipment requires the use of critical, sometimes rare, materials. The materials are sourced globally and could be subject to disruption of supply, posing a risk to the business of Eutelsat.

Type: Risk

Most impacted stakeholders:

- Tier 1 Suppliers

Policies

Contract for the procurement of satellites

See description in Section 3.2.2.4.

Actions

Contractual mechanism with suppliers

To secure access to essential components, Eutelsat uses contractual agreements with selected satellite manufacturers. These contracts often include clauses for advance provisioning of spare equipment for critical subsystems. This approach reduces exposure to supply shortages and mitigates the risk of delays during satellite assembly and testing.

This action applies to satellite procurement contracts with selected manufacturers and is implemented throughout the procurement process. It supports supply chain resilience by securing access to

critical components for satellite manufacturing. No significant additional CAPEX or OPEX has been allocated to this action.

Metric	Target	Performance
No specific metric is defined as Eutelsat includes in all satellite procurement contracts the requirements to be applied.	As no metric has been defined, no target is currently in place. Action effectiveness is monitored during the satellite procurement process by assessing supplier compliance to the specified requirements in the contract.	As no metric has been defined, performance data is not available.

3.2.2.7 PROTECTION OF THE SPACE ENVIRONMENT

Protection of the space environment is considered an Entity-Specific topic for Eutelsat, as it does not fall under the scope of any of the ESRS topical standards. However, it has been identified as material through the Double Materiality Assessment, based on its relevance to the Group's activities and stakeholders.

Two material Impacts, Risks, and Opportunities (IROs) have been defined in connection with this topic, both related to the Group's own operations value chain and expected in the short-term (1 year) and long-term (>5 years). Both IROs, covering the subject of the protection of the space environment, have been included within the environmental section of the document, as they principal impact the long term viability of use of the space environment.

IRO	Category	Value chain	Time horizon
Operational impact from increased space activity	Negative impact	Own operations	Short-term (1 year)
Costs of regulation for management of space activities	Risk	Own operations	Long-term (>5 years)

3.2.2.8 IRO: OPERATIONAL IMPACT FROM INCREASED SPACE ACTIVITY

i Description: The last years have seen a huge increase in space activity and the number of objects in space. This has a negative impact on the environment of space, which is becoming more cluttered by man-made objects.

Type: Impact

Most impacted stakeholders:

- Internal Operations and Institutional Affairs teams
- Other satellite operators
- Space agencies

Policies

Eutelsat addresses the operational implications of growing space congestion through established internal processes that govern both LEO and GEO satellite operations. These are detailed in the Fleet Operations Mission Rules (LEO) and Mission Operations Procedures (GEO).

While no dedicated Group-wide policy currently exists for space debris management, Eutelsat complies fully with relevant national regulations and is actively preparing for upcoming European-level requirements. The Group follows legal developments closely and

aligns with emerging industry standards to ensure long-term orbital sustainability.

Eutelsat also applies a long-standing policy of responsible management of space debris, based on operational experience and international standards. The Group's satellite and communications control activities are certified under ISO 9001 (Quality Management System) and ISO 27001 (Information Security Management System), supporting operational excellence, risk mitigation, and secure, responsible satellite operations.

Fleet Operations Mission Rules

	Scope	Accountability	Availability
Defines operational boundaries, risk thresholds, and decision-making protocols for LEO fleet operations. While focused on operational performance, they support the efficient and responsible use of space assets.	Group	Satellite & Network Operations Manager	Internal use only Available via shared internal workspace

Mission Operations

	Scope	Accountability	Availability
Encompasses the operation and maintenance of the GEO space segment for those satellites operated from the Eutelsat Satellite control centres and covers the period from the satellite handover to the Eutelsat command authority to the end of mission (including satellite re-orbiting and passivation). The main objective of the Mission Operations Process is to safely perform the day-to-day control functions of the in-orbit fleet, satisfying the operational requirements, whilst minimising the rate of propellant consumption. The procedures and activities defined in this policy cover all operational aspects relating to the in-orbit control of the Eutelsat space segment.	Group	Satellite Operations & Satellite Control Systems Directorates	Internal use only Available via shared internal workspace

Actions

End-of-life operations for GEO and LEO satellites

Eutelsat applies defined operational procedures that ensure safe end of life management of its spacecraft. For GEO satellites, this requires that the satellite is moved to a graveyard orbit of greater distance from the earth than the operational geostationary orbit. For LEO satellites, the objective is that beyond end-of-life the satellites lower the orbit and are then burnt up during re-entry through the Earth's atmosphere. The process requires two steps,

firstly to lower the orbit of the LEO spacecraft by around 200 km to remove it from the operational orbit, and secondly a progressive descent over a longer period of time ultimately culminating in atmospheric re-entry.

These procedures are aligned with applicable national legal requirements and international norms, including those issued by the IADC (Inter-Agency Space Debris Coordination Committee), and ISO 24113.

Metric	Target	Performance
Success rate of removal of satellites from operational orbits at end-of-life.	Achieve a 100% success rate of removal of end-of-life satellites from operational orbit.	One geostationary satellite (EUTELSAT 139 West A) reorbited at end-of-life during FY26 with a 100% success rate.

Participation in the Sunrise Program

The objective of the Sunrise program is to demonstrate the use of the ELSA-M servicer spacecraft provided by a partner company Astroscale. This spacecraft has the ability to dock with a LEO satellite and provide end of life extraction by removing it from the operational orbit. Eutelsat is participating in the ELSA-M In-Orbit Demonstration (IOD) planned for launch in 2027 by providing a target LEO satellite for extraction which will demonstrate the capabilities of this new technology and provider.

Metric	Target	Performance
No specific metric is defined as all elements are covered by the participation in the RISE program.	As no metric has been defined, no target is currently in place. Action effectiveness is monitored by assessing the success of the RISE program.	As no metric has been defined, performance data is not available.

Contribution to the ESA Zero debris Technical Booklet

During FY26, Eutelsat has continued to actively contribute to the ESA Zero Debris Technical Booklet, specifically within the technical chapter focused on understanding and mitigating the adverse consequences of space objects and debris.

Metric	Target	Performance
No quantitative metric defined at this stage.	As no metric has been defined, no target is currently in place. Action effectiveness is monitored by assessing the progress of the development of the ESA Zero Debris Booklet.	As no metric has been defined, performance data is not available.

3.2.2.9 IRO: COSTS OF REGULATION FOR MANAGEMENT OF SPACE DEBRIS

i Description: New regulations could increase financial burdens for compliance, in spacecraft design and operations, increasing costs for Eutelsat, and therefore posing a risk to the business.

Type: Risk

Most impacted stakeholders:

- Internal Institutional Affairs teams
- Key sector regulators
- Professional bodies

Policies

No specific policies are in place as the subject is covered by Eutelsat's compliance with mandatory regulations.

Actions

No specific metrics or targets are in place as the subject is adequately covered by the needs for regulatory compliance. Actions' effectiveness are monitored by ensuring that Eutelsat is present and active in the principal regulatory developments underway or planned within the space sector.

Compliance with applicable national space regulations

Eutelsat ensures full compliance with the legal frameworks in all countries where it operates. In particular, compliance includes:

- the French Space Operations Act (*Loi sur les Opérations Spatiales – LOS*), which sets technical and safety requirements for satellite operations, including debris mitigation and end of life procedures;
- the UK Outer Space Act and the UK Space Industry Act, which govern commercial space activities under United Kingdom jurisdiction, including environmental responsibilities.

These laws require mandatory licensing processes and approval of detailed technical dossiers prior to launch, operation, and end of life activities. The licensing authority defines the mission duration, typically ranging from 5 to 15 years depending on the satellite and its mission profile. Extensions of the authorisation are possible subject to authority approval. No annual renewal of the license is required.

Regarding approvals:

- in France, the space operation authorisation is granted by the Ministry of Economy, Finance and Industrial and Digital Sovereignty. The French Space Agency (CNES) reviews and validates the technical compliance of the space object, while the Ministry of Armed Forces ensures that the satellite does not conflict with national defence interests;

- in the United Kingdom, the space operation authorisation is granted by the Civil Aviation Authority, with technical and regulatory involvement from the UK Space Agency.

Compliance with these laws includes mandatory licensing processes and approval of technical dossiers for launch, operation, and end of life, contributing to safe operations.

Participation in European and industry-wide initiatives

During 2025, the Group has joined the Space Traffic Management (STM) Working Group under the European Cooperation for Space Standardisation (ECSS), the only technical forum in Europe addressing STM from a standardisation and engineering perspective.

Eutelsat has been an active member of the Global Satellite Operators Association (GSOA) since April 2023. Contributing to joint efforts by actively participating in key working groups focused on spectrum management, regulatory advocacy, space sustainability, and the integration of satellite into global connectivity frameworks. Through this engagement, Eutelsat supports the promotion of responsible space operations and sustainable satellite communications worldwide.

Increased collaboration across our supply chain

Eutelsat has strengthened collaboration with spacecraft manufacturers and public institutions, reflecting a more integrated approach across the supply chain. These efforts focus on anticipating and mitigating potential future compliance costs by incorporating regulatory and sustainability requirements early in the spacecraft design stage. Ongoing collaboration with ESA and GSOA under the Dark and Quiet Skies studies during the fiscal year further supports this approach. This proactive engagement ensures that new missions are designed with space debris management and regulatory compliance in mind, reducing operational and financial risks over the long term.

3.2.3 EU TAXONOMY

Pursuant to the European Regulation 2020/852 of 18 June 2020 on the establishment of a framework to facilitate sustainable investment in the European Union, and its appendices, as well as the Commission Delegated Regulation of 6 July 2021, Eutelsat is carefully assessing its eligibility and the appropriate method for reporting its activities.

Eutelsat has assessed applicable activity and alignment against six environmental objectives:

- climate change mitigation;
- climate change adaptation;
- sustainable use and protection of water and marine resources;
- transition to a circular economy, waste prevention, and recycling;
- pollution prevention and control;
- protection and restoration of biodiversity and ecosystems.

Eutelsat has assessed the eligibility of its activities to the EU Taxonomy, applying the EU Omnibus Package C(2025)4568, which allows for the exclusion from EUT reporting of eligible activities that do not cumulatively exceed 10% of each KPI denominator. Applying these thresholds, Eutelsat confirms that it has no material eligible activities to report under the EU Taxonomy.

For those activities identified as eligible, the associated CAPEX and OPEX have been assessed together with the financial and procurement teams to ensure that the amounts correspond to the activities identified. The overall revenue, CAPEX and OPEX values are aligned to the figures report in Chapter 6 of this document.

The identified eligible activities are shown in the table below. As they are below reporting thresholds, they are excluded from both eligibility and alignment KPIs.

Activity	CAPEX/OPEX	Type of expenditure undertaken by Eutelsat	Environmental objective
6.4 Operation of personal mobility devices, cycle logistics	OPEX	Eutelsat has a partnership with Zen Ride which provides financing for personal bikes and ebikes for permanent staff.	Climate change mitigation
6.5 Transport by motorbikes, passenger cars and light commercial vehicles	CAPEX	Eutelsat has several lease passenger cars for use by named person, typically senior management. In addition, the Company has a small number of small goods vehicles, vans, typically used at the teleport facilities. (Approx. 5 across the Group). These are not dedicated for use by named individuals.	Climate change mitigation
7.6 Installation, maintenance and repair of renewable energy technologies	OPEX	Operation of the solar panel systems at the Company teleports for the generation of green energy.	Climate change mitigation

3.2.3.1 SUMMARY TABLE

Financial year (N) 2026

KPI	Total (€M)	Proportion of Taxonomy-eligible activities	Taxonomy-aligned activities	Proportion of Taxonomy-aligned activities	Breakdown by environmental objectives of Taxonomy-aligned activities							Proportion of enabling activities	Proportion of transitional activities	Not assessed activities considered non-material	Taxonomy-aligned activities in previous financial year 2025	Proportion of Taxonomy-aligned activities in previous financial year 2025
					Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity						
Turnover	1,236	0%	0	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%	0	0%	
CapEx	595	0	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%	0	0%	
OpEx	128	0	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0%	0.28	0.001%	

3.2.3.2 SUMMARY TABLE – REVENUES

Reported KPI (Turnover)	1,236
Financial year (N)	2026

Economic Activities	Code	Taxonomy-eligible KPI (Proportion of Taxonomy-eligible Turnover)	Taxonomy-aligned KPI (monetary value of Turnover)	Taxonomy-aligned KPI (Proportion of Taxonomy-aligned Turnover)	Environmental objective of Taxonomy-aligned activities						Enabling activity	Transitional activity	Proportion of Taxonomy-aligned in Taxonomy-eligible
					Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity			
Sum of alignment per objective	N/A	0%	0	0%	N/A	N/A	N/A	N/A	N/A	N/A			
TOTAL KPI (TURNOVER)		0%	0	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

3.2.3.3 SUMMARY TABLE – CAPEX

Reported KPI (CapEx)	594.6
Financial year (N)	2026

Economic Activities	Code	Taxonomy-eligible KPI (Proportion of Taxonomy-eligible CapEx)	Taxonomy-aligned KPI (monetary value of CapEx)	Taxonomy-aligned KPI (Proportion of Taxonomy-aligned CapEx)	Environmental objective of Taxonomy-aligned activities							Enabling activity	Transitional activity	Proportion of Taxonomy-aligned in Taxonomy-eligible
					Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity				
Sum of alignment per objective	N/A	0%	0	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL KPI (CAPEX)		0%	0	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

3.2.3.4 SUMMARY TABLE – OPEX

Reported KPI (OpEx)	128.1
Financial year (N)	2026

Economic Activities	Code	Taxonomy-eligible KPI (Proportion of Taxonomy-eligible OpEx)	Taxonomy-aligned KPI (monetary value of OpEx)	Taxonomy-aligned KPI (Proportion of Taxonomy-aligned OpEx)	Environmental objective of Taxonomy-aligned activities							Enabling activity	Transitional activity	Proportion of Taxonomy-aligned in Taxonomy-eligible
					Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity				
Sum of alignment per objective	N/A	0%	0	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL KPI (OPEX)		0%	0	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

3.3 SOCIAL

3.3.1 WORKING CONDITIONS

This section addresses the sub-topic *Working Conditions* under ESRS S1 Own Workforce, which covers key aspects of employee well-being, health, safety, and work intensity. For Eutelsat, ensuring safe and supportive working conditions is a priority.

Eutelsat's business model relies on a highly skilled workforce performing technical, operational and support functions across multiple geographies. As a global satellite operator, certain activities including 24/7 satellite and network operations, as well as the deployment and maintenance of ground infrastructure, may expose specific employee groups to increased workload intensity, health and safety risks, and work-life balance challenges. As a result, the material impacts and risks identified through the Double Materiality Assessment are closely linked to the operational requirements of Eutelsat's business model and service delivery activities.

Understanding these impacts and risks helps inform the Group's approach to workforce management and operational organisation.

Eutelsat seeks to balance business continuity and operational performance with employee well-being through initiatives relating to health and safety management, workload monitoring, employee engagement and flexible working arrangements. The assessment also identified that certain categories of employees, particularly those working in shift-based or 24/7 operational environments and those involved in infrastructure deployment activities, may face a higher risk of adverse impacts. These considerations are integrated into the development and implementation of the Group's workforce management practices and related mitigation measures.

As identified through the Double Materiality Assessment, three material Impacts, Risks, and Opportunities (IROs) relate to our own operations and are expected to occur in the short term (1 year). Unless otherwise specified, Eutelsat does not set formal targets on social indicators but monitors the effectiveness of its policies and actions using the metrics described in each chapter.

IRO	Category	Value chain	Time horizon
Employee health and safety	Impact actual negative	Own operations	Short-term (1 year)
Enhanced risk of staff in high intensity roles	Risk	Own operations	Short-term (1 year)
Employee wellness and support	Impact actual negative	Own operations	Short-term (1 year)

Eutelsat has implemented a set of internal policies that apply to all employees, contractors, and subcontractors. These policies address key areas such as fair employment, inclusion, non-discrimination, harassment prevention, and occupational health and safety.

The policies are listed and can be reviewed within the against the relevant IRO's described in Section 3.3.

They are developed in alignment with international standards including:

- the United Nations Global Compact and its Ten Principles;
- the Universal Declaration of Human Rights;
- the core conventions of the International Labour Organisation (ILO).

We also consider applicable local labour laws in the countries where we operate and engage regularly with employee representatives and unions to ensure local relevance and compliance.

Human Rights commitments

The commitments to human rights and labour rights are an integral part of Eutelsat's Code of Ethics. Eutelsat is dedicated to respecting the rights of all individuals in its workforce and broader value chain, upholding the following principles:

- **prohibition of child labour, forced labour, and human trafficking:** Eutelsat strictly forbids any form of child labour, forced labour, or human trafficking within its operations. In 2024, the Group reinforced this commitment by publishing its first Modern Slavery Statement, aligned with the UK Modern Slavery Act. The statement outlines the concrete actions taken to mitigate the risks of modern slavery across the organisation and its supply chain;
- **supplier Code of Conduct:** Eutelsat requires its suppliers to adhere to strict ethical standards prohibiting forced labour and human rights violations. Screening and due diligence procedures are in place to assess risks, especially in high-risk sectors and geographies;
- **fair working conditions and collective bargaining:** Eutelsat ensures that all employees work under fair conditions and are entitled to collective bargaining rights, enabling them to negotiate terms and working conditions effectively;
- **grievance mechanisms and whistleblowing:** Eutelsat provides accessible grievance mechanisms, including an anonymous whistleblowing platform, SpeakUp, allowing employees and third parties to report potential breaches. Retaliation against good-faith whistleblowers is strictly prohibited (for more details on the policy, refer to Section 3.4.1 "Corporate Culture").

3.3.1.1 ENGAGEMENT WITH OWN WORKFORCE

Workforce engagement is a structured and ongoing process at Eutelsat, combining formal representation mechanisms, collective bargaining, and direct communication channels to gather feedback, manage impacts, and support continuous improvement.

Involvement in decision-making

- Employee perspectives inform key decisions through representation on the Board of Directors, active social dialogue, and formal collective agreements.
- Engagement occurs at all stages of decision-making, from early consultation to implementation. This includes changes in organisation, HR policies, or working conditions.
- Dialogue occurs regularly and through multiple channels:
 - employee representatives and unions are consulted on structural or contractual changes (via the Works Council),
 - direct engagement tools include bi-monthly CEO Townhalls with Q&A session, “OneTalk” online internal event with management and internal contributors, a Group intranet, and bi-weekly newsletters,
 - webinars are also used for targeted information and feedback.

Employee perspectives are also considered in the development, and continuous improvement of workforce-related actions and targets. Input from employees is gathered through regular engagement mechanisms, including employee surveys, feedback channels, and workforce consultations. Where relevant, employee representatives are informed and consulted through existing social dialogue processes on workforce-related matters.

The insights collected through these engagement mechanisms contribute to the identification of priority workforce topics and support the establishment of selected workforce-related targets and actions. Employee feedback is also considered when assessing performance against targets through regular monitoring of workforce indicators and employee perception surveys.

In addition, feedback from employees and employee representatives helps identify lessons learned and opportunities for improvement. The outcomes of engagement activities are reviewed by the relevant Human Resources and management teams and are used to inform the continuous enhancement of workforce-related policies, actions and management practices.

Oversight and responsibilities

The Chief Human Resources Officer, a member of the Executive Committee, is responsible for ensuring that employee engagement is conducted consistently, and that employee feedback informs strategic and operational decisions. This function is supported by local HR teams and the Group’s leadership committee.

Social dialogue and agreements

- Eutelsat S.A. maintains collective agreements and a social dialogue framework with employee representatives in accordance with national laws.
- No global framework agreement is currently in place, but country-level agreements address labour rights and working conditions.
- Agreements cover trade union rights, the role of the Works Council (*Comité Social et Économique – CSE*), and consultation procedures for organisational change.

Evaluation of engagement effectiveness

- Employee satisfaction and engagement are assessed through the annual Great Place to Work (GPTW) survey.
- Survey results lead to action plans at both Group and department levels.
- Employee engagement surveys are conducted anonymously and give all employees an opportunity to express views on workplace experience and well-being, although the data is not yet disaggregated by vulnerability criteria.

3.3.1.2 PROCESSES TO REMEDIATE NEGATIVE IMPACTS AND CHANNELS FOR OWN WORKFORCE TO RAISE CONCERNS

The Group has several processes in place to enable its workforce to raise concerns and support the remediation of potential negative impacts. The SpeakUp whistleblowing platform is accessible to all employees and third parties via the corporate website or the intranet, allowing for confidential reporting of misconduct or workplace issues. It is regularly promoted internally to ensure visibility and access.

To ensure that employees are aware of these mechanisms, a mandatory compliance training is conducted each year, which includes specific information on reporting channels, whistleblowing procedures, and protections against retaliation. In addition, regular internal communications campaigns, such as emails, posters, and intranet banners, are used to reinforce awareness and encourage a speak-up culture.

Employee trust in these structures is supported by the confidentiality guarantees of the SpeakUp platform, the Group’s non-retaliation commitment, and the involvement of independent actors in the investigation process. Furthermore, employee feedback tools, such as the annual Great Place to Work (GPTW) survey, provide indirect insight into employees’ sense of psychological safety and trust in internal processes. This is reflected in responses to statements such as “This is a psychologically and emotionally healthy place to work”, “Management recognises honest mistakes as part of doing business”, “Management genuinely seeks and responds to suggestions and ideas”, and “I can ask management any reasonable question and get a straight answer”. In parallel, individual performance reviews serve as a structured opportunity for open dialogue between employees and managers.

The indicators derived from the GPTW survey – such as the percentage of positive responses to statements like “This is a psychologically and emotionally healthy place to work”, “I can be myself around here”, “People are encouraged to balance their work life and their personal life”, and “Management is honest and ethical in its business practices”, help assess key dimensions of employee well-being, inclusion, and trust in leadership. Additionally, the Trust Index score and the overall survey response rate serve as indicators of employee engagement and perceived organisational credibility.

Employees may also voice concerns through dedicated HR Business Partners assigned to each department, acting as direct contact points for HR-related issues. Employee representatives are present within the Group to support collective dialogue and relay concerns through formal channels. Well-being support mechanisms, such as Stimulus in France and Bupa in the UK, are also available to assist employees facing personal or work-related difficulties.

Eutelsat seeks to prevent and mitigate material negative impacts on its workforce through a combination of policies, management processes, employee engagement mechanisms and monitoring activities. Potential adverse impacts identified through the Double Materiality Assessment are addressed through actions relating to health and safety, working conditions, employee well-being, talent development, remuneration, diversity and inclusion. The effectiveness of these measures is regularly reviewed through workforce-related indicators, employee feedback mechanisms and internal governance processes, enabling the Group to identify emerging issues and implement corrective actions where necessary.

The management of workforce-related impacts is supported by dedicated Human Resources, Health and Safety, Compliance and Internal Communications teams, as well as by operational managers across the Group. These activities are supported through allocated human, technical and financial resources, including employee engagement tools, reporting channels, training platforms, health and well-being programmes, and external specialist service providers where appropriate.

Together, these tools contribute to an integrated framework for the early identification and resolution of potential negative impacts on the workforce and support a workplace environment where employees feel heard and protected (see ESRS G1-1 for more information).

3.3.1.3 CHARACTERISTICS OF EUTELSAT'S EMPLOYEES

Workforce-related data disclosed under ESRS S1-6 are compiled using information from the Group's Human Resources Information Systems (HRIS). The data are reported in headcount, this includes both permanent and fixed-term employees under a direct employment contract with the Group.

The figures reflect the situation as of 30 June 2026. Where relevant, breakdowns are provided by region, gender, and type of contract.

The reporting is based on standard definitions consistent with the Group's internal HR policies, including criteria for full-time vs.

part-time status, contract classifications, and geographic distribution. Temporary workers, interns, and external contractors are excluded from the reported employee headcount.

Data collection and validation are coordinated by the HR department in cooperation with regional HR teams to ensure consistency and accuracy across reporting entities.

For employee turnover during the reporting period (number of employees leaving the Group and the employee turnover rate), see Section 3.3.2.4 “IRO: Inclusive Company Culture”.

Workforce Indicators

Information on employee head count by gender

Gender	Number of employees 2026	Number of employees 2025
Male	1,222	1,168
Female	522	471
Other	—	—
Not reported	—	—
TOTAL EMPLOYEES	1,744	1,639

Employee head count per countries

Country	Number of employees 2026	Number of employees 2025
France	679	612
Italy	246	220
Mexico	143	140
United Kingdom	410	406
USA & Canada	168	160
Rest of the world (ROW)	98	101
TOTAL EMPLOYEES	1,744	1,639

The following definitions have been applied in the two tables characterising the workforce:

- **permanent employees:** employees with a permanent contract that does not have a defined end date. This category includes both full-time and part-time employees;
- **temporary employees:** employees with a contract that has a specified end date. This category includes apprentices;
- **full-time employees:** employees – either on permanent or temporary contracts – who work full-time hours. This category also includes apprentices;
- **part-time employees:** employees – either on permanent or temporary contracts – who work part-time hours.

	Reporting Period									
	Female		Male		Other		Not disclosed		Total	
(headcount)	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
Number of employees	522	471	1,222	1,168	—	—	—	—	1,744	1,639
Number of permanent employees	479	437	1,178	1,121	—	—	—	—	1,657	1,558
Number of temporary employees	43	34	44	47	—	—	—	—	87	81
Number of full-time employees	509	459	1,217	1,166	—	—	—	—	1,726	1,625
Number of part-time employees	13	12	5	2	—	—	—	—	18	14

	Reporting Period													
	France		Italy		Mexico		United Kingdom		USA & Canada		Rest of the world (ROW)			Total
(headcount)	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
Number of employees	679	612	246	220	143	140	410	406	168	160	98	101	1,744	1,639
Number of permanent employees	630	563	235	205	142	139	399	401	168	160	88	90	1,662	1,558
Number of temporary employees	49	49	11	15	1	1	11	5	–	–	10	11	82	81
Number of full-time employees	663	600	245	219	143	140	409	405	168	160	98	101	1,726	1,625
Number of part-time employees	16	12	1	1	–	–	1	1	–	–	–	–	18	14

The variation in headcount figures compared to other sections of this report is due to the fact that the calculation is based on the average number of full-time equivalent employees over the period, as disclosed in Note 6.2.2 "Employee Headcount" of Notes to the consolidated financial statements in Chapter 6 "Financial Information".

Workforce gender balance

		2026 value	2025 value	Unit	Principal Entities
France	Male	450	413	Persons	Eutelsat S.A & OneWeb France
	Female	229	199	Persons	Eutelsat S.A & OneWeb France
	TOTAL	679	612	PERSONS	EUTELSAT S.A & ONEWEB FRANCE
	Female %	33.7%	32.5%	Percentage	Eutelsat S.A & OneWeb France
	% of total headcount	38.9%	37.34%	Percentage	Eutelsat S.A & OneWeb France
Italy	Male	181	162	Persons	Skylogic & Skylogic Mediterraneo
	Female	65	58	Persons	Skylogic & Skylogic Mediterraneo
	TOTAL	246	220	PERSONS	SKYLOGIC & SKYLOGIC MEDITERRANEO
	Female %	26.4%	26.4%	Percentage	Skylogic & Skylogic Mediterraneo
	% of total headcount	14.1%	13.42%	Percentage	Skylogic & Skylogic Mediterraneo
Mexico	Male	94	91	Persons	Satelites Mexicanos S.A.
	Female	49	49	Persons	Satelites Mexicanos S.A.
	TOTAL	143	140	PERSONS	SATELITES MEXICANOS S.A.
	Female %	34.3%	35%	Percentage	Satelites Mexicanos S.A.
	% of total headcount	8.2%	8.54%	Percentage	Satelites Mexicanos S.A.
United Kingdom	Male	306	314	Persons	OneWeb Network Access & Eutelsat UK
	Female	104	92	Persons	OneWeb Network Access & Eutelsat UK
	TOTAL	410	406	PERSONS	ONEWEB NETWORK ACCESS & EUTELSAT UK
	Female %	25.4%	22.7%	Percentage	OneWeb Network Access & Eutelsat UK
	% of total headcount	23.5%	24.78%	Percentage	OneWeb Network Access & Eutelsat UK
USA & Canada	Male	122	119	Persons	OneWeb WorldVu Development, Eutelsat America Corp., Eutelsat EAS Delaware and OneWeb Technologies
	Female	46	41	Persons	OneWeb WorldVu Development, Eutelsat America Corp., Eutelsat EAS Delaware and OneWeb Technologies
	TOTAL	168	160	PERSONS	ONEWEB WORLDVU DEVELOPMENT, EUTELSAT AMERICA CORP., EUTELSAT EAS DELAWARE, AND ONEWEB TECHNOLOGIES
	Female %	27.4%	25.6%	Percentage	OneWeb WorldVu Development, Eutelsat America Corp., Eutelsat EAS Delaware and OneWeb Technologies
	% of total headcount	9.6%	9.76%	Percentage	OneWeb WorldVu Development, Eutelsat America Corp., Eutelsat EAS Delaware and OneWeb Technologies
Rest of the world (ROW) ⁽¹⁾	Male	69	69	Persons	See note ⁽¹⁾
	Female	29	32	Persons	See note ⁽¹⁾
	TOTAL	98	101	PERSONS	SEE NOTE⁽¹⁾
	Female %	29.6%	31.7%	Percentage	See note ⁽¹⁾
	% of total headcount	5.6%	6.16%	Percentage	See note ⁽¹⁾

(1) All other Group entities including, MEA, Brazil, Canada, China, Germany, Poland, Portugal, Russia, Singapore.

3.3.1.4 COLLECTIVE BARGAINING COVERAGE AND SOCIAL DIALOGUE

This section discloses information on the extent to which the working conditions and terms of employment of Eutelsat employees are determined or influenced by collective bargaining agreements, and on the extent to which employees are represented in social dialogue within the European Economic Area (EEA).

At the national level, Eutelsat S.A. (France) has a Works Council (*Comité Social et Économique – CSE*), which represents employees in social dialogue and collective bargaining processes. In 2022, an amendment to the agreement on trade union rights ("*Avenant à l'accord sur le droit syndical*") was signed to reinforce employee

representation rights and access. Furthermore, two employee representatives sit on the Board of Directors, ensuring employee perspectives are considered at governance level.

In line with CSRD requirements, the percentage of group employees covered by collective bargaining agreements was calculated using the mandatory method. The calculation includes permanent employees, fixed-term employees, and apprentices. Based on this, the percentage of employees covered is 56%.

To provide a clear view of collective bargaining and social dialogue practices with the EEA, the table below presents data from the Group's entities in France and Italy, these are the only two EEA countries with greater than 50 employees.

Coverage Rate	Collective Bargaining Coverage		Social dialogue	
	Employees – EEA (for countries with >50 empl. representing >10% total empl.) 2026	Employees – EEA (for countries with >50 empl. representing >10% total empl.) 2025	Workplace representation (EEA only) (for countries with >50 empl. representing >10% total empl.) 2026	Workplace representation (EEA only) (for countries with >50 empl. representing >10% total empl.) 2025
0-19%	–	–	Italy	Italy
20-39%	–	–	–	–
40-59%	–	–	–	–
60-79%	–	–	–	–
80-100%	France, Italy	France, Italy	France	France

3.3.1.5 IRO: EMPLOYEE HEALTH AND SAFETY

i Description: Employee Health and Safety issues can lead to staff injuries, potential fines, and reputational damage.

Type: Impact

Most impacted stakeholders:

- Internal Human Resources teams
- Employees
- Employee Representatives

Ensuring the health and safety of employees is essential to maintaining operational continuity and reducing risks related to injury, absenteeism, regulatory non-compliance, and reputational impact. These risks arise across Eutelsat's diverse operational environments and require consistent oversight to prevent incidents and protect employee well-being.

Policies

Health & Safety Policy	Scope	Accountability	Availability
Defines clear procedures and responsibilities to ensure regulatory compliance and promote consistent workplace safety practices	United Kingdom	Group General Counsel Chief Human Resources Officer	Internal use only Available via shared internal workspace

In addition, internal procedures are in place at the subsidiary level to address occupational risks and employee well-being. These include:

- local risk assessments and prevention plans: each entity is responsible for identifying workplace hazards and implementing tailored prevention measures:
 - in France, a comprehensive risk assessment is conducted through the *Document Unique d'Évaluation des Risques Professionnels* (DUERP),
 - in Italy, risk management is carried out via the legally required *Documento di Valutazione dei Rischi* (DVR),
 - in the United Kingdom, a dedicated Health & Safety policy defines local procedures for risk assessment, prevention, and compliance;
- at Satellite Network Portal (SNP) sites, safety inductions and site-specific safety rules are mandatory for all staff and visitors.

Actions

The following actions apply across all countries where Eutelsat operates, with targeted implementation in specific entities such as the United Kingdom. They are led by the Group H&S Officer in

coordination with the Legal and HR teams, and involve both operational staff and senior management to ensure effective oversight and alignment with local regulatory requirements.

Implementation of a Group-wide tool to track Health & Security issues and metrics

A centralised tool has been implemented during FY26 to monitor health and safety incidents, preventive actions, and compliance across the Group. As part of a broader performance review of the H&S management system, this tool will support consistent data collection, streamlined reporting, and continuous improvement in safety performance.

Accident data is collected annually at the subsidiary level to inform local prevention measures.

Given the limited exposure of Eutelsat's activities to hazardous working conditions, no specific targets have been set for accident-related indicators. The Health, Safety and Working Conditions Commission (CSSCT), part of the Works Council (CSE), is consulted every three months and actively contributes to the review of workplace safety and working conditions.

Metric	Target	Performance
Health and safety metrics for own workforce.	No specific targets set for accident-related indicators given the nature of Eutelsat's activities. Action effectiveness is monitored by assessing the evolution of key safety indicators such as workplace accidents.	See section below (Health and safety metrics).

Health & Safety metrics

Percentage of employees in the workforce who are covered by Eutelsat's health & safety management system based on legal requirements and/or recognised standards or guidelines

	2026	2025
Employees	97%	97%

Health, safety and security metrics for own workforce

	2026	2025
Number of fatalities as a result of work-related injuries	—	—
Number of fatalities as result of work-related ill health	—	—
Number of fatalities as result of work-related injuries for other workers working on undertaking's sites	—	—
Number of fatalities as result of work-related ill health for other workers working on undertaking's sites	—	—
Number of recordable work-related accidents	6	2
Rate of recordable work-related accidents	1.87	0.70

In line with the latest regulatory amendments to the European Sustainability Reporting Standards (ESRS) introduced through Commission Delegated Regulation (EU) 2025/1416 ("Quick Fix"), which extend existing phase-in reliefs for reporting requirements applicable to undertakings that commenced CSRD reporting in Financial Year 2024, Eutelsat has deferred the application of

certain quantitative disclosure requirements pending their first mandatory reporting in the 2027 Financial Year. Consequently, data on the number of cases of recordable work-related ill health of employees and the number of days lost due to work-related injuries, work-related ill health and related fatalities are not included in this report.

Management reporting and visibility of key Health & Safety risks and metrics

Following the integration with OneWeb in 2023 and the company's decision to implement a Group-wide approach to health and safety management, key Health & Safety risks and indicators are now included within the Group risk register, which is reviewed and

updated on a quarterly basis. Key group risks are reported to the management through the ARCC, including any identified key H&S risks. This ensures greater visibility, supports informed decision-making, and reinforces accountability at all levels of the organisation.

Metric	Target	Performance
Percentage of employees in the workforce who are covered by Eutelsat's Health & Safety management system based on legal requirements and/or recognised standards or guidelines.	No formal target has been defined. Action effectiveness is monitored by assessing the variation in the staff percentage covered.	See section "Health and Satefy metrics: Percentage of employees in the workforce who are covered by Eutelsat's health & safety management system based on legal requirements and/or recognised standards or guidelines".

The metrics used to assess workplace safety include the total number of workplace accidents, including those occurring during business travel and commuting, and employee perception of physical safety. Accidents are monitored at the subsidiary level, with data collected annually to support the implementation of local prevention measures.

Group-wide workload study

To better understand workload-related stressors, Eutelsat launched a Group-wide workload study in June 2025. Phase 1, consisting of a global questionnaire addressed to all employees,

and Phase 2, involving group interviews, have been completed. The resulting recommendations have been reviewed, and focused workshops led by HR have been launched to support the definition of decisions and initiatives related to work organisation and workload management, together with associated communication during the year.

In addition to assessing workload-related stressors, Eutelsat also monitors employee perceptions of physical safety through the annual Great Place to Work survey, based on responses to the statement "This is a physically safe place to work".

Metric	Target	Performance
Great Place to Work (GPTW) survey: Employee perception of physical safety "This is a physically safe place to work" – tracked by the percentage of positive responses.	No formal target has been defined. Action effectiveness is monitored by assessing year-on-year changes in the percentage of positive responses.	Positive responses to physically safe place to work question remained stable at 95% in FY26, compared with FY25.



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3.3.1.6 IRO: ENHANCED RISK FOR STAFF IN HIGH INTENSITY ROLES

i Description: High-intensity roles, particularly 24/7 operations, may lead to staff fatigue or stress. This could result in absenteeism, turnover, or lower productivity, potentially impacting operational continuity and increasing recruitment and training costs.	
Type: Risk	Most impacted stakeholders: ■ Internal Human Resources and Health and Safety teams ■ Employees ■ Employee Representatives

Policies

No specific policies are in place to address risk for staff in high intensity roles. The subject is already adequately managed via the Health and Safety Policies described in Section 3.3.1.5.

Actions

Eutelsat has implemented health and safety measures for higher-risk employee groups, particularly shift workers and staff deployed to construction sites. These actions are deployed across relevant operations, with a focus on prevention, training, and monitoring. They are coordinated by Human Resources and local Health and Safety teams and involve both internal and external experts to address specific risks. The goal is to safeguard employee well-being through tailored support mechanisms and risk-mitigation protocols. At this stage, no specific CAPEX or OPEX has been isolated or reported in the financial statements in relation to these actions, as they are embedded in ongoing HR and operational budgets.

No specific metrics or targets are currently tracked, given the limited number of employees concerned by these high-intensity roles and the tailored nature of the measures in place. Actions' effectiveness are monitored by assessing case by case incidents of occupational illness or workplace accidents effecting staff in high intensity roles.

Specific collective agreements for shift workers in Satellite and Communications Systems control centres

Eutelsat has implemented dedicated collective agreements for shift workers in its Satellite and Communication control centres, covering essential aspects such as working hours, shift cycles, rest periods, overtime, paid leave, public holidays, medical monitoring, and access to rest facilities. These agreements aim to balance operational continuity with employee well-being in high-intensity roles.

Two specific agreements were signed for Eutelsat S.A.: the "Agreement concerning Satellite Controllers", signed on 3 June 2005, and the "Agreement on Working Hours for the Communication Control Centre", signed on 19 March 2007. On 24 March 2025, a new agreement was signed for an indefinite duration, following consultation with staff and unions, to update the framework applicable to the Communications Systems Control (CSC) centre.

It reflects the implementation of the new "Follow The Sun" (FTS) operating model. This transformation supports 24/7 service

continuity across global teams while improving working conditions for CSC controllers in France. Key improvements include reducing exposure to night work, strengthening career development opportunities through a dedicated flex team, and enhancing workforce resilience to unforeseen absences.

For the first time, the agreement also introduced the possibility for CSC controllers to access remote work under defined conditions linked to operational and service needs an important evolution for a category of staff previously excluded from teleworking schemes.

Health checks, priority access to occupational health support, shift worker training, overtime controls, and vacation audits

Since the signing of the first collective agreements in 2005, several measures have been implemented to support the well-being of shift workers. All shift workers undergo regular medical assessments, ensuring priority access to occupational health services. Shift managers are trained to manage the specific risks associated with shift work, and overtime is strictly regulated through an approval process. In addition, annual vacation audits are conducted for shift workers, and they are regularly reminded of their right to take scheduled breaks.

On-site rest areas for shift workers

As part of the broader framework established by the collective agreements signed in 2005, rest rooms have been made available on-site for shift workers. These dedicated spaces support recovery before commuting, helping to mitigate fatigue and promote safety.

Health and well-being training for shift workers

In line with the measures introduced following the collective agreements signed in 2005, shift workers are given priority access to training sessions focused on health and well-being. These sessions address the specific risks of shift work and promote both physical and mental health.

Risk assessments for staff at construction sites

Since the beginning of the LEO constellation deployment, and in particular the rollout of associated SNP ground infrastructure, starting in 2023, staff assigned to construction sites have undergone targeted risk assessments addressing country-specific health and safety risks. While these assessments have been made available to construction teams, further alignment is needed to ensure their consistent application following changes in SNP development personnel.

3.3.1.7 IRO: EMPLOYEE WELLNESS AND SUPPORT

i	Description: Issues related to mental health and work-life balance can reduce employee motivation and ultimately increase turnover.
	Type: Impact Most Impacted Stakeholders: - Internal Human Resources teams - Employees - Employee Representatives

Policies

Equality, Quality of Life at Work & Mobility Agreement	Scope	Accountability	Availability
Aims to build an inclusive, balanced, and respectful work environment, ensuring equal opportunities for all employees regardless of gender, age, origin, or disability	France	People Relations Director Continental Europe Union organisation	Internal use only Available <i>via</i> shared internal workspace

The Agreement on Equality, Quality of Life at Work & Mobility (France scope) aims to build an inclusive, balanced, and respectful work environment, ensuring equal opportunities for all employees regardless of gender, age, origin, or disability. Key elements of this agreement include:

- non-discrimination and equal opportunity in recruitment, career development, and promotion;
- equal pay at hiring and throughout the employee lifecycle;
- fair compensation practices, including guidelines to ensure salary equity;
- support for work-life balance, with flexible work arrangements and parental leave;
- merit-based career advancement, ensuring all employees have equal access to development opportunities.

Actions

Eutelsat has implemented a set of initiatives aimed at supporting employee well-being across all entities. These actions focus on workplace flexibility, mental health support, and organisational culture, with specific tools and programmes deployed locally and coordinated centrally. The initiatives apply to all Eutelsat employees.

Workplace flexibility

Since the first collective agreement on teleworking and flexwork signed on 2 July 2018, Eutelsat has offered teleworking arrangements across its global operations. These arrangements are tailored to comply with local labour laws and adapted to the specific nature of each role. This approach supports better work-life balance and greater flexibility for employees, contributing to their overall well-being and productivity.

Metric	Target	Performance
Great Place to Work (GPTW) survey: Work-life balance question. “People are encouraged to balance their work life and their personal life” – tracked by the percentage of positive responses.	For the survey in FY26 the target is to achieve over 59% positive responses to the work-life balance question.	Positive responses to work-life balance question decreased from 62% in FY25 to 61% in FY26.

Well-being initiatives

Eutelsat has strengthened its commitment to employee well-being during the current financial year by expanding its workplace initiatives, including enhancements to physical workspaces and an enriched calendar of well-being seminars. These efforts are part of a broader strategy to foster a supportive and healthy work culture.

Metric	Target	Performance
Great Place to Work (GPTW) survey: psychological and emotional health question. “This is a psychologically and emotionally healthy place to work” – tracked by the percentage of positive responses.	For the survey in FY26 the target is to achieve over 50% positive responses to the psychological and emotional health question	Positive responses to psychological and emotional health question decreased from 53% in FY25 to 52% in FY26.

3.3.2 EQUAL TREATMENT AND OPPORTUNITIES FOR ALL

This section addresses the sub-topic *Equal treatment and opportunities for all*, part of ESRS S1 Own workforce, which focuses on diversity, equity, inclusion, and fair access to career development.

Through our Double Materiality Assessment, five material Impacts, Risks, and Opportunities (IROs) have been identified in relation to this topic. These IROs concern our own operations and reflect the importance of inclusive talent development, fair compensation, and a diverse and supportive work culture.

IRO	Category	Value chain	Time horizon
Staff diversity	Impact actual negative	Own operations	Mid-term (2-5 years)
Fairness in talent development	Impact actual negative	Own operations	Short-term (1 year)
Fairness in compensation	Impact actual negative	Own operations	Short-term (1 year)
Inclusive company culture	Impact actual negative	Own operations	Short-term (1 year)
Empowering management to address talent development and retention challenges	Risk	Own operations	Short-term (1 year)

3.3.2.1 IRO: STAFF DIVERSITY

i **Description:** A lack of staff diversity leads to a narrow range of interests and opinions presented and weaker decision making.

Type: Impact

Most impacted stakeholders:

- Internal Human Resources teams
- Employees
- Executive Committee
- Schools and Universities

Policies

Diversity & Inclusion – Internal rules Policy	Scope	Accountability	Availability
Affirms our commitment to equal opportunity regardless of gender, origin, age, disability, sexual orientation, religion, or political opinion. Measures include specific inclusion policies for employees with disabilities (e.g., collaboration with inclusive recruitment agencies); awareness initiatives to prevent discrimination and unconscious bias; recruitment and career development processes based on merit and fairness.	Group	CEO	Internal use only Available <i>via</i> shared internal workspace

Actions

Female representation at higher management levels

Improving female representation within the higher management levels is a way to drive change in female representation throughout the teams concerned. To this end, Eutelsat has a particular focus on the indicator for female representation in management. This

focus includes introducing the metric, performance and target into the Executive Committee performance objectives and Long-Term Incentive Plan (LTIP) include diversity-related goals, with a three-year target horizon set for 2027. This has been implemented into the annual executive performance metrics as from Financial Year 2023.

Metric	Target	Performance
Female representation within top management. ⁽¹⁾	35% female representation by June 2027 within the top two levels of management reporting to the CEO.	See the table below, “Female representation within top management”.

(1) Definition of Top Management: CEO N-1 & N-2.

Gender distribution across management levels

Management		2026 value	2025 value	Unit	Scope
Executive Committee	Male	5	7	Persons	Group
	Female	4	3	Persons	Group
	TOTAL	9	10	PERSONS	GROUP
	Female %	44.4%	30%	Percentage	Group
Executive Committee N-1	Male	43	45	Persons	Group
	Female	23	20	Persons	Group
	TOTAL	66	65	PERSONS	GROUP
	Female %	34.8%	30.8%	Percentage	Group
Total Managers (Including ExCom and ExCom N-1 Managers)	Male	48	52	Persons	Group
	Female	27	23	Persons	Group
	TOTAL	75	75	PERSONS	GROUP
	Female %	36%	30.7%	Percentage	Group

Definition of Top Management: CEO N-1 & N-2.

Targeted support and external engagement

To strengthen gender diversity and broaden our talent pipeline, Eutelsat engage in targeted external initiatives focused on inclusive recruitment, particularly in STEM fields. This includes participation in gender-focused events such as Forum *Réseaux & Carrières au Féminin* (France) and the STEM Girls Virtual Job Meeting (Italy), which enable direct interaction with female students and early-career talent. Our external engagement is complemented by thought leadership activities, including participation in an article published in *Le Journal des Grandes Écoles*, highlighting Eutelsat's approach to attracting and recruiting young talent.

In parallel, Eutelsat actively engage with students through on-site and virtual career fairs in partnership with higher-education institutions. Since the start of FY26, these have included ISAE-SUPAERO Career Day (France), International Career Day at

the Polytechnic of Milan, Career Fair at the University of Cagliari, PMI Job Fair and PoliTO Career Day at the Polytechnic of Turin (Italy), Engineering & Physical Sciences Spring Careers Fair at the University of Southampton and Spring Careers Fair at Imperial College London (UK), the IEEE Virtual Career Fair covering Latin America, and the School of Engineering Job Fair at the National Autonomous University of Mexico (UNAM). These engagements support early identification of high-potential profiles in engineering, aerospace, and related disciplines, contributing to a more diverse and inclusive talent pipeline.

Eutelsat also joined *Elles Bougent* in 2024, an association that encourages girls and young women to pursue careers in engineering, technology, and scientific fields. Through employee engagement and outreach activities, Eutelsat contributes to raising awareness and breaking stereotypes around women in technical roles.

Metric	Target	Performance
Female representation within workforce.	33% of total employees by June 2027 to be women across the Company.	Current performance on overall female representation in the workforce is provided in Section 3.3.1.3 of this report.

The following table presents the age distribution of employees, illustrating the company's workforce structure by age group:

		2026 value	2025 value	Unit
TOTAL HEADCOUNT		1,744	1,639	PERSONS
Workforce by age	Under 30	15%	15%	Percentage
	Between 30 and 50	59%	59%	Percentage
	Over 50	26%	26%	Percentage

3.3.2.2 IRO: FAIRNESS IN TALENT DEVELOPMENT

i **Description:** A lack of fairness in talent development and training leads to a lack of opportunities for staff, often resulting in reduced motivation and increased turnover.

Type: Impact

Most impacted stakeholders:

- Internal Human Resources teams
- Employees

Policies

Eutelsat does not yet have Group-level policies on this topic, which is still at an early stage of development.

Actions

Eutelsat implements Group-wide actions to ensure equal access to development opportunities for all employees, regardless of geography or function. These actions are coordinated by the HR team and embedded into internal talent and mobility processes. They aim to foster a fair and inclusive work environment by offering accessible training and transparent internal job opportunities, supporting skills development and internal career progression across the organisation.

Ensuring accessible training offerings for the global workforce

Eutelsat has long offered training programs accessible to all employees, regardless of location or role. These programs are designed to support career development and equip employees with the skills they need for advancement.

In FY26, the Group launched a new Group-wide training program using the UdeMy learning platform. This initiative introduced two learning streams: UdeMy Business for general skills development and UdeMy Pro for technical profiles. By rolling out these options, the Group has significantly improved access to training for all employees.

Metric	Target	Performance
Number of active users during the reporting period in the UdeMy online training tool, including trainees and apprentices.	As FY26 constitutes the first year of disclosure for this metric, no formal target has been defined. Action effectiveness is monitored by assessing the number of trainings completed.	405 active users in the UdeMy online training tool in FY26.

Group-wide role, grading and competency mapping

During FY26, the Group initiated a comprehensive role and competency mapping project across all business units. This effort involves systematically mapping every position within the organisation and integrating defined competency levels required for career progression. As part of this initiative, leadership

competencies are clearly outlined to support the development of future leaders. By establishing transparent growth pathways and aligning roles with the necessary skills and competencies, the Group aims to provide employees with greater clarity on advancement opportunities and expectations. The competency mapping is scheduled for completion by May 2026.

Metric	Target	Performance
No quantitative metric defined at this stage.	As no metric has been defined, no target is currently in place. Action effectiveness is monitored by assessing the completeness of the mapping exercise.	As no metric has been defined, performance data is not available.

3.3.2.3 IRO: FAIRNESS IN COMPENSATION

i **Description:** A lack of fair and transparent pay policies can strongly affect workforce motivation and lead to increased turnover.

Type: Impact

Most impacted stakeholders:

- Internal Human Resources teams
- Employees
- Employees representatives

Policies

Remuneration agreement – Compensation	Scope	Accountability	Availability
Outlines key measures aimed at ensuring fair and equitable compensation for all employees.	France	Director of Social Affairs Union organisation	Internal use only Available via shared internal workspace

The Remuneration agreement includes the following elements:

- salary measures: clear definitions for salary measures, ensuring transparency and fairness in compensation;
- variable compensation: guidelines for determining individual variable compensation, based on performance and business objectives;
- compensation policy allocation: the agreement specifies the allocation of funds dedicated to the company's overall remuneration policy, ensuring alignment with the company's performance and financial standing;
- general and individual salary increases: provisions for both general salary increases across the organisation and individualised salary adjustments based on performance and role;
- professional equality: measures to promote gender equality and eliminate professional inequalities within the Company;
- employee savings plan: changes to the contribution methods for the Employee Savings Plan (PEE), ensuring employees benefit from additional savings opportunities.

Actions

Eutelsat applies a structured and long-standing approach to ensure fair and competitive compensation practices across its operations. These practices are embedded in collective agreements and mandatory annual negotiations with employee representatives. The objective is to promote internal equity, retain talent and ensure alignment with industry standards while adapting to evolving economic conditions.

Annual salary review for all employees

To support fair and competitive remuneration practices, Eutelsat conducts an annual salary review covering all employees. This process includes an inflation review to ensure alignment with evolving economic conditions.

Metric	Target	Performance
Total annual remuneration ratio	No formal target has been defined at this stage. Action effectiveness is monitored by assessing whether the remuneration ratio is increasing or decreasing.	See the table below, "Total annual remuneration ratio".

Total annual remuneration ratio

	2026 value	2025 value
Remuneration ratio at Group level (highest paid to median employee)	24.0	22.9

The annual total remuneration ratio is calculated as the ratio between the annual total remuneration of the highest-paid individual and the median annual total remuneration of all employees. The calculation includes internal employees under permanent (CDI) and fixed-term (CDD) contracts. As this indicator is based on the remuneration of the highest-paid individual, it also includes the Chief Executive Officer (CEO), who serves under the legal status of mandataire social. Apprentices, interns and external contractors are excluded. Total remuneration includes base salary, bonuses, share-based compensation, participation and profit-sharing schemes, company car benefits, CSE benefits, restaurant vouchers, schooling benefits and other remuneration components. Annual remuneration is determined using the annualised value of remuneration components for the reporting period.

Systematic market benchmarking for key roles & alignment of salary offers for new hires

To ensure competitive compensation for key roles, systematic market benchmarking is carried out using external reference sources. This approach allows the Group to identify potential

misalignments with market practices and address them proactively to mitigate retention risks. Eutelsat reviews the salary levels offered to all new hires against this market data to ensure that offers remain competitive and consistent with industry standards.

Metric	Target	Performance
Gender pay gap	No formal target has been defined. Action effectiveness is monitored by assessing whether the gender pay gap is increasing or decreasing.	See the table below, “Average salary by geographical area”, which includes the Gender Pay Gap information by country.
Adequate wages	100% of staff (CDD & CDI) in the region concerned, France for FY26, to be paid an adequate wage.	See the table below, “Adequate wages”.

Average salary by geographical area

No specific targets are currently associated with the average salary metrics presented in the table below:

		2026 value	2025 value	Unit	Principal Entities
France	Male	83,668.0	81,798.5	Euros	Eutelsat S.A. & OneWeb France
	Female	79,861.0	75,273.8	Euros	Eutelsat S.A. & OneWeb France
	Average all staff	82,409.0	79,722.5	Euros	Eutelsat S.A. & OneWeb France
	Gender pay gap	5.0	8.0	Percentage	Eutelsat S.A. & OneWeb France
Italy	Male	50,226.0	48,844.6	Euros	Skylogic & Skylogic Mediterraneo
	Female	47,126.0	47,341.8	Euros	Skylogic & Skylogic Mediterraneo
	Average all staff	49,438.0	48,465.3	Euros	Skylogic & Skylogic Mediterraneo
	Gender pay gap	6.0	3.0	Percentage	Skylogic & Skylogic Mediterraneo
Mexico	Male	36,055.0	35,531.3	Euros	Satelites Mexicanos S.A.
	Female	28,359.0	27,166.6	Euros	Satelites Mexicanos S.A.
	Average all staff	33,418.0	32,603.6	Euros	Satelites Mexicanos S.A.
	Gender pay gap	21.0	24.0	Percentage	Satelites Mexicanos S.A.
United Kingdom	Male	98,358.0	102,465.4	Euros	OneWeb Network Access & Eutelsat UK
	Female	83,468.0	89,174.1	Euros	OneWeb Network Access & Eutelsat UK
	Average all staff	94,654.0	98,858.6	Euros	OneWeb Network Access & Eutelsat UK
	Gender pay gap	15.0	16.0	Percentage	OneWeb Network Access & Eutelsat UK
USA & Canada	Male	138,997.0	142,476.5	Euros	OneWeb WorldVu Development, Eutelsat EAS Delaware, Eutelsat America Corp., and OneWeb Technologies
	Female	121,906.0	119,783.4	Euros	OneWeb WorldVu Development, Eutelsat EAS Delaware, Eutelsat America Corp., and OneWeb Technologies
	Average all staff	133,933.0	136,412.0	Euros	OneWeb WorldVu Development, Eutelsat EAS Delaware, Eutelsat America Corp., and OneWeb Technologies
	Gender pay gap	12.0	16.0	Percentage	OneWeb WorldVu Development, Eutelsat EAS Delaware, Eutelsat America Corp., and OneWeb Technologies
Group Gender pay gap		12.0	17.0	Percentage	

The gender pay gap is calculated as the difference between the average annual total gross remuneration of men and female employees, expressed as a percentage of the average remuneration of male employees. The calculation includes internal employees under permanent and fixed-term contracts only. The Chief Executive Officer CEO, who serves under the legal status of mandataire social, as well as apprentices, interns and external contractors are excluded from the calculation. Remuneration is based solely on annualised base salary and excludes bonuses, share-based compensation, profit-sharing schemes, benefits and any other remuneration components. One U.S. entity has been excluded from this calculation due to confidentiality considerations.

Adequate Wages

Adequate wage metrics presented in the table below:

	FY26	FY25
France	100% of staff paid an adequate wage	Not yet available
Italy	Not yet available	Not yet available
Mexico	Not yet available	Not yet available
United Kingdom	Not yet available	Not yet available
USA & Canada	Not yet available	Not yet available
Rest of the World (RoW)	Not yet available	Not yet available

The adequate wages calculation includes all employees under permanent and fixed-term contracts. The calculation is based on base salary only. Annual salary values are derived by multiplying the monthly base salary by 12. The assessment presented for the current reporting period is based on nine months of employee data. The Group intends to progressively expand the Adequate Wages assessment to additional geographies over the coming fiscal years, in line with the availability of reliable local benchmarks and data. For France, The Company applies the French National Collective Agreement for Telecommunications (Convention Collective Nationale des Télécommunications – CCNT). This agreement provides for a grid of Collective Minimum Wages (Salaires Minima Conventionnels/SMC), negotiated annually between the Telecom organisation (HumApp) and the representative trade unions (CFDT, CFE-CGC, CFTC, FO). In addition, for all countries identified as presenting a potential risk (Mexico, Jordan, the Democratic Republic of the Congo, Brazil, the United Arab Emirates, Ivory Coast, China and Nigeria), Eutelsat identified the applicable statutory minimum wage or the relevant local minimum wage, and compared it with the lowest base salary paid within the Group when applicable. Based on this review, Eutelsat confirmed that no employees in these countries receive compensation below the applicable minimum wage.

3.3.2.4 IRO: INCLUSIVE COMPANY CULTURE

i Description: Without an inclusive environment, the Company may fail to provide opportunities for many of its current and potential employees.

Type: Impact

Most impacted stakeholders:

- Internal Human Resources teams
- Employees

Policies

Harassment prevention policy	Scope	Accountability	Availability
Harassment in any form, including sexual, moral, or discriminatory, is strictly prohibited under our zero-tolerance policy. This commitment is outlined in our Code of Ethics and supported by confidential reporting mechanism and assistance resources available to affected individuals	Group	CEO General Counsel	Public Group website

Actions**Group Onboarding initiative**

During FY26, the Group has implemented a structured onboarding session for new employees, organised on a regular basis as part of an initiative led by the Internal Communication and Culture team within Human resources. This session brings together newcomers from across regions and functions to provide a cohesive introduction to the Group's history, governance, business activities, and operating model. The programme also covers Corporate Social Responsibility, compliance, IT security and support, and key HR processes including performance management, career development and learning opportunities. Opened by the CEO and delivered with contributions from cross-functional experts, the

session fosters early connection across teams and alignment with Eutelsat's values, ways of working and internal communications channels.

To complement the live session, a dedicated "Welcome on Board" intranet page centralises practical information and key resources, ensuring a consistent and accessible onboarding journey for all new joiners at Group level.

In parallel, the HR and Culture teams organise dedicated welcome sessions in France for trainees and apprentices. Combining exposure to cross-functional experts, these sessions are designed to build early cohesion within the young talent community and accelerate their integration into Eutelsat's culture and networks.

Metric	Target	Performance
Great Place to Work (GPTW) survey: “When you join the Company, you are made to feel welcome” – tracked by the percentage of positive responses.	At this stage, no formal targets have been set for these metrics. However, they are monitored year on year, with the objective of improving results on an annual basis.	Positive responses to this question remained stable at 80% in FY26, compared with FY25.
Number of Group Level Onboarding Sessions. undertaken during the period.	At this stage, no formal targets have been set for these metrics. Action effectiveness is monitored by assessing the number of sessions undertaken and the participation rate of invitees.	As of 30 June 2026, two sessions had been hosted since starting in February.

Diversity Champions network

Since 2023, a volunteer group of employees across the Company acts as Diversity Champions, helping to drive awareness, propose initiatives, and support the implementation of actions that promote a more inclusive workplace for all.

Eutelsat tracks perceptions of inclusion through its annual Great Place to Work (GPTW) survey with metrics based on age, race, gender and sexual orientation:

Metric	Target	Performance
Great Place to Work (GPTW) survey: Age: “People here are treated fairly regardless of their age” – tracked by the percentage of positive responses.	At this stage, no formal targets have been set for these metrics. However, they are monitored year on year, with the objective of improving results on an annual basis.	Positive responses to Age question: increased from 76% in FY25 to 77% in FY26.
Great Place to Work (GPTW) survey: Race: “People here are treated fairly regardless of their race” – tracked by the percentage of positive responses.	At this stage, no formal targets have been set for these metrics. However, they are monitored year on year, with the objective of improving results on an annual basis.	Positive responses to this question remained stable at 89% in FY26, compared with FY25.
Great Place to Work (GPTW) survey: Gender: “People here are treated fairly regardless of their gender” – tracked by the percentage of positive responses.	At this stage, no formal targets have been set for these metrics. However, they are monitored year on year, with the objective of improving results on an annual basis.	Positive responses to Gender question: decreased from 85% in FY25 to 84% in FY26.
Great Place to Work (GPTW) survey: Sexual orientation: “People here are treated fairly regardless of their sexual orientation” – tracked by the percentage of positive responses.	At this stage, no formal targets have been set for these metrics. However, they are monitored year on year, with the objective of improving results on an annual basis.	Positive responses to this question remained stable at 92% in FY26, compared with FY25.

Incidents, complaints and severe human rights impacts

	2026	2025
Number of incidents of discrimination ⁽¹⁾	9	—
Number of complaints filed through channels for people in own workforce to raise concerns	3	—
Number of complaints filed to National Contact Points for OECD Multinational Enterprises	—	—
Amount of fines, penalties, and compensation for damages as result of incidents of discrimination, including harassment and complaints filed ⁽²⁾	—	—
Number of severe human rights issues and incidents connected to own workforce that are cases of non respect of UN Guiding Principles and OECD Guidelines for Multinational Enterprises	—	—
Amount of fines, penalties, and compensation for severe human rights issues and incidents connected to own workforce	—	—

(1) The total number of incidents of discrimination, including harassment, reported in the reporting period.

(2) As result of violations regarding social and human rights factors.

3.3.2.5 IRO: EMPOWERING MANAGEMENT TO ADDRESS TALENT DEVELOPMENT AND RETENTION CHALLENGES

i Description: A lack of management skills and engagement in the activities of talent development and performance management policies can strongly affect the ability to retain critical talents in key areas, increasing recruitment costs.

Type: Risk

Most impacted stakeholders:

- Internal Human Resources teams
- Employees

Policies

Eutelsat does not have specific policies addressing the issue, as the subject is still at an early stage of development.

Actions

Identification of key talents

To ensure that Eutelsat continues to attract and retain talent, a comprehensive talent identification process has been in place

since 2022. This approach includes the development of personalised growth plans, tailored training programs, and HR support for high-potential employees. Succession planning is also actively integrated into our strategy to ensure a pipeline of future leaders within the Company. Regular talent reviews allow us to assess progress and adjust where needed.

Metric	Target	Performance
Workforce movements and turnover rate.	No specific targets have been set for talent retention, as many departures stem from personal career choices or workforce demographics. Action effectiveness is monitored by assessing the variation of turnover rate compared with previous years.	See the table below, "Workforce movements and turnover rate (as of 30 June 2026)".

Workforce movements and turnover rate (as of 30 June 2026)

	Number of employees 2026	Number of employees 2025	Unit	Scope
New arrivals (permanent employees only)	225	166	Persons	Group
Departures (permanent employees only)	146	139	Persons	Group
Turnover Rate (permanent employees only) ⁽¹⁾	8.8%	8.9%	Percentage	Group

⁽¹⁾ Turnover Rate: percentage of permanent employees who departed the Company during the financial year compared to the total headcount of permanent employees at the end of the period.

Leadership management programme

In FY26, the Group initiated a Leadership Management Programme aimed at strengthening managerial capabilities in talent development and retention. This includes the design and implementation of a dedicated "Manager Corner" on the internal SharePoint platform, providing practical guidance, tools and resources to support managers in their day-to-day responsibilities. In addition, a structured nine-month leadership programme covering the fundamentals of management across the Group is planned for implementation in FY27. Recommended training pathways aligned with defined management competencies are also

made available through Udemy online training platform to further support leadership engagement and capability development.

Eutelsat is actively working to enhance leadership involvement through regular meetings and communication channels. Launched in 2024, the Annual Leadership Summit is organised on a yearly basis to align senior leaders on strategic priorities and strengthen collaboration across the organisation. Complementing this annual forum, quarterly leadership meetings are convened and chaired by the Chief Executive Officer to maintain ongoing strategic dialogue and leadership engagement throughout the year.

Metric	Target	Performance
No quantitative metric defined at this stage.	As no metric has been defined, no target is currently in place. Action effectiveness is monitored by assessing the implementation of the programme, participation in leadership development initiatives, the use of the learning resources made available to managers, and ongoing leadership engagement.	As no metric has been defined, performance data is not available.

3.3.3 BRIDGING THE DIGITAL DIVIDE

Bridging the digital divide is considered an Entity-Specific topic for Eutelsat, as it does not fall under the scope of any of the ESRS topical standards. However, it has been identified as material through the Double Materiality Assessment, based on its relevance to the Group's activities and stakeholders.

Two Impacts, Risks, and Opportunities (IROs) have been defined in connection with this topic, both related to the Group's downstream value chain and expected in the short-term (1 year):

IRO	Category	Value chain	Time horizon
Providing connectivity to underserved communities	Impact actual positive	Downstream	Short-term (1 year)
Promoting global access to information	Impact actual positive	Downstream	Short-term (1 year)

3.3.3.1 IRO: PROVIDING CONNECTIVITY TO UNDERSERVED COMMUNITIES

i **Description:** Providing access to communication services to those unconnected by other means provides strong societal benefits to people and communities.

Type: Impact

Most impacted stakeholders:

- Internal Connectivity Business Unit team
- Eutelsat Customers
- Non-Governmental Organisations (NGOs)
- Lenders (Banks, Credit Investors)

Policies

There is currently no dedicated Group-level policy, as connecting the unconnected is embedded in the Group's core commercial connectivity strategy.

Actions

Eutelsat contributes to digital inclusion by leveraging its fleet of GEO and LEO satellites to provide reliable and affordable connectivity to underserved and remote communities where terrestrial networks are unavailable, insufficient, or disrupted.

Through satellite-based connectivity solutions, the Group enables access to essential digital services for individuals, public institutions, and local economic actors, particularly in rural areas, emerging markets, and emergency contexts. These actions are implemented through commercial deployments, partnerships with public and private stakeholders, and targeted support for humanitarian and disaster response operations.

Use of EUTELSAT KONNECT geostationary satellite capacity for service delivery to Africa

Eutelsat contributes to bridging the digital divide by deploying satellite broadband Wi-Fi hotspots in unconnected communities across Africa. Since 2023, the entire broadband capacity of the EUTELSAT KONNECT geostationary satellite has been dedicated to addressing growing connectivity needs on the African continent.

The Wi-Fi hotspots operate on a plug-and-play model requiring no upfront hardware investment from end users and are managed through a dedicated digital platform. Designed to deliver fast, reliable, and affordable Internet access, the solution allows users to connect using their own mobile phones and is particularly suited to remote rural areas beyond the reach of mobile or terrestrial networks.

Local distribution is typically ensured by small businesses within the communities, such as shops, restaurants, bars, and mobile money outlets, which play a key role in extending the service's reach.

The service enables individuals, schools, businesses, and healthcare centres to access digital resources supporting education, e-commerce and essential services.

To support deployment, Eutelsat finances equipment kits (including the satellite terminal, solar power system and Wi-Fi hotspot) in around 50% of the locations, while local distributors fund the equipment in the remaining sites. Equipment subsidies from Development Finance Institutions (DFIs) further support the financial sustainability of the model.

During FY26, the European Commission lending Board approved the European Investment Bank's proposal to allocate 18 million euros in grant funding to the Community Wi-Fi project in Africa.

Metric	Target	Performance
Number of new paying subscribers ⁽¹⁾ connected in Sub-Saharan Africa (Konnect).	Eutelsat has set a target to reach a total of 3 million additional new paying subscribers by June 2028.	As of 30 June 2026, more than 1.8 million users connected.

(1) New subscribers are defined as individuals who have used the connect service at least one time, for a minimum duration of 30 minutes.

Use of LEO satellite capacity to support rural connectivity

As part of Kazakhstan's national Affordable Internet programme, Eutelsat supports the extension of connectivity to remote and underserved rural areas using Eutelsat OneWeb LEO satellite

capacity. Through this initiative, rural communities are equipped with free Wi-Fi hotspots delivering high-speed, low-latency Internet in areas where terrestrial infrastructure is unavailable. The project spans three years, from 2024 to 2027.

Metric	Target	Performance
Number of rural villages connected in Kazakhstan.	No formal target has been defined at this early stage of the action. Action effectiveness is monitored by assessing whether the number of villages connected is increasing.	As of 30 June 2026: 328 rural villages connected.

Emergency connectivity and disaster relief response support

During the year, Eutelsat contributed to emergency connectivity and disaster response efforts by deploying its LEO satellite capacity to support humanitarian operations where terrestrial communications were disrupted.

In partnership with Airtel, Eutelsat OneWeb LEO connectivity supported the Indian Army's humanitarian relief operations in December 2025 in flood-affected areas of Sri Lanka enabling resilient, high-speed and low-latency communications to support emergency coordination, healthcare delivery and telemedicine services.

In Thailand, during severe flooding in the southern regions, Eutelsat supported emergency response operations by providing OneWeb LEO connectivity in partnership with National Telecom Public Limited Company (NTPLC) and NT Satellite Solutions. In December 2025, connectivity was delivered via satellite mobility solutions to support first responders, public services, and coordination between authorities in areas where terrestrial networks were unavailable or impaired.

In addition, Eutelsat continued its long-standing patronage with Télécoms Sans Frontières (TSF), supporting the NGO's mission to restore communications in humanitarian and emergency contexts.

Metric	Target	Performance
No quantitative metric defined at this stage.	As no metric has been defined, no target is currently in place. Action effectiveness is monitored by assessing on a case-by-case basis whether Eutelsat is able to provide support in cases of disaster relief.	As no metric has been defined, performance data is not available.

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3.3.3.2 IRO: PROMOTING GLOBAL ACCESS TO INFORMATION

i **Description:** Providing access to news and media content supports global awareness and intellectual independence for people and communities.

Type: Impact

Most impacted stakeholders:

- Internal Video Business Unit teams
- Eutelsat customers

Policies

There is currently no dedicated Group-level policy, as providing access to information is embedded in the Group's core commercial connectivity strategy.

Actions

Global Free-to-Air (FTA) broadcasting

Eutelsat provides free-to-air channels worldwide, broadening access to essential services like news, education, and culture. This initiative aims to make essential content available to global

audiences without any subscription fees, thereby increasing public access to information and entertainment. Free-to-air broadcasting is a core component of Eutelsat's service offering and remains central to its value proposition.

The number of Free-To-Air (FTA) channels broadcast *via* the Eutelsat satellite fleet reflects the Group's role in enabling broad access to educational, cultural, news, and other socially impactful content without subscription fees. This indicator is supported by data from LyngSat, with whom Eutelsat collaborates to display its TV line-up, available publicly on the Group's website.

Metric	Target	Performance
Number of free to air channels	There is currently no dedicated Group-level target, as promoting global access to information is embedded in the Group's core commercial video strategy. Action effectiveness is monitored by assessing variation in number of free-to-air channels broadcast.	As of 30 June 2026, 2,316 FTA channels are broadcast <i>via</i> the Eutelsat fleet.

3.4 GOVERNANCE

3.4.1 CORPORATE CULTURE

This section addresses the subtopic *Corporate Culture* under ESRS G1 Business Conduct, which encompasses key aspects of ethical behaviour, transparency, and responsible business practices.

Through the Double Materiality Assessment, three material Impacts, Risks, and Opportunities (IROs) have been identified in relation to this topic. These IROs, which affect both our operations and downstream value chain, cover mid- and long-term horizons, and reflect our dedication to ethical conduct, business transparency.

IRO	Category	Value chain	Time horizon
Business transparency	Impact actual negative	Own operations	Long-term (>5 years)
Ethical conduct in business operations	Risk	Own operations	Mid-term (2-5 years)

3.4.1.1 IRO: BUSINESS TRANSPARENCY

i Description: A lack of transparency in the business activity of the Company erodes trust and confidence in key stakeholders.

Type: Impact

Most impacted stakeholders:

- Internal Compliance Group, IT and Operations teams
- Employees
- Customers
- Investors

Policies

Eutelsat Code of Ethics	Scope	Accountability	Availability
Outlines the Group's commitment to integrity, transparency, and respect for applicable laws and standards.	Group	CEO General Counsel	Public Group Website
Whistleblowing Compliance Policy	Scope	Accountability	Availability
Aims to identify, prevent, and manage any situations that could compromise employee integrity. It applies to all staff and aligns with international standards, subject to stricter local laws where applicable.	Group	CEO General Counsel	Internal use only Available <i>via</i> shared internal workspace
Privacy Policy	Scope	Accountability	Availability
Outlines the Group's commitment to protecting personal data in accordance with applicable data protection laws. Aims to balance business needs with the protection of individual rights, contributing to user trust and regulatory compliance.	Group	CEO General Counsel Data Protection Officer	Public Group Website

Internal Data Protection Group Policy	Scope	Accountability	Availability
Outlines the Group's obligations under data protection laws, particularly the GDPR (General Data Protection Regulation – EU regulation governing the protection of personal data). It applies to all employees and promotes a culture of compliance and governance to protect personal data and maintain stakeholder trust.	France	CEO General Counsel	Internal use only Available <i>via</i> shared internal workspace

Actions

Eutelsat undertakes measures to enhance transparency and reinforce trust across its value chain. These actions focus on strengthening internal governance mechanisms and promoting ethical conduct among employees, partners, and customers. Activities cover all Group entities, extending to upstream and downstream stakeholders. They apply globally, with an emphasis on areas identified as high risk.

Group whistleblowing platform

Eutelsat has a secure and confidential whistleblowing system that enables employees and external stakeholders to report potential breaches of the law or any aspects of the Eutelsat ethical codes. Reports can be submitted anonymously and, in the whistleblower's preferred language *via* a dedicated digital platform (SpeakUp), launched in 2022.

The Group protects whistleblowers from retaliation by ensuring strict confidentiality of all disclosures, including the whistleblower's identity, reported facts, and individuals involved. Reports are accessible only to designated and independent functions (Group Chief Compliance Officer, Company Secretary, Legal department), and are processed promptly, independently, and objectively. While the staff receiving reports do not follow a dedicated training

programme specifically for whistleblower cases, they are covered by the broader anti-bribery and corruption training framework described in Section 3.4.2.1.

Under the SpeakUp platform, reports are acknowledged within 7 days of submission, followed by an initial assessment and, if required, a detailed investigation. A final decision is typically communicated within three months, adjusted according to the complexity of the case.

To reinforce the integrity and independence of the whistleblowing process, the Group engages specialised third-party experts in compliance and investigative procedures to support the management of very high-severity cases. This external involvement ensures the objective and impartial handling of sensitive reports.

Retaliation is explicitly prohibited by internal procedures, and any attempt to intimidate or retaliate may lead to disciplinary action. These safeguards help build a culture of integrity and responsible reporting. Eutelsat's measures to protect whistleblowers against retaliation are fully aligned with applicable legislation transposing Directive (EU) 2019/1937 of the European Parliament and of the Council. In France, this includes the "Waserman Law" of 22 March 2022.

Metric	Target	Performance
Number of alerts made through whistleblowing platform.	At this stage, no formal quantitative targets have been set for these metrics. Action effectiveness is monitored by assessing the number of alerts raised.	43 alerts made through whistleblowing platform during FY26.
Great Place to Work (GPTW) survey: management honesty and ethics "Management is honest and ethical in its business practices" – tracked by the percentage of positive responses.	At this stage, no formal quantitative targets have been set for these metrics. Action effectiveness is monitored by assessing the score achieved for the question.	Positive responses to this question remained stable at 73% in FY26, compared with FY25.

Group Data Privacy and Protection

Eutelsat's approach to personal data protection is based on internal tools, processes, and staff capabilities and covers all entities managing personal data, including customer-facing platforms and internal systems.

Since 2022, a range of updates and resources, including fact sheets and model contractual clauses, have been developed and

disseminated to support operational teams in effectively managing compliance risks. These efforts are continuously reviewed and enhanced to address evolving data protection requirements.

In addition, breach management procedures are in place to ensure appropriate documentation and notification in the event of a personal data incident, in coordination with the Group Chief Compliance Officer and the Information Systems Security Officer.

Metric	Target	Performance
% of staff completing data protection awareness training annually.	At this stage, no formal quantitative targets have been set for these metrics. Action effectiveness shall be monitored by increasing staff training percentage on an annual basis.	As the staff awareness training action is planned to start in FY27, no performance figure is currently available.

3.4.1.2 IRO: ETHICAL CONDUCT IN BUSINESS OPERATIONS

i **Description:** Ensuring ethical conduct in all operations, from satellite lifecycle to partnerships, is crucial to avoid legal risks and maintain integrity.

Type: Risk

Most impacted stakeholders:

- Internal Compliance and Procurement Group teams
- Customers
- Tier 1 Suppliers

Policies

Conflict of interest procedure	Scope	Accountability	Availability
Aims to identify, prevent, and manage any situations that could compromise employee integrity. It applies to all staff and aligns with international standards, subject to stricter local laws where applicable.	Group	CEO General Counsel	Internal use only Available <i>via</i> shared internal workspace
Suppliers code of ethics	Scope	Accountability	Availability
Sets out the Group's expectations for ethical, social, and environmental conduct aligned with the UN Global Compact. Suppliers must commit to these standards and ensure compliance throughout their value chain.	Group	CEO	Public Group website
International sanctions policy	Scope	Accountability	Availability
Sets out rules to ensure all employees and partners comply with applicable sanctions laws. It explains key risks, required behaviors, and procedures to follow.	Group	CEO	Internal use only Available <i>via</i> shared internal workspace

Actions

Use of screening system to undertake due diligence on third parties

During FY26, the Group maintained its efforts on precontractual due diligence with respect to third parties. To ensure Eutelsat engages with trustworthy partners, the World-Check system has

been previously used. This however has been replaced by a new system, the IndueDi screening tool, starting from September 2025. The screening tool allows the compliance and procurement teams to undertake an analysis of third-parties prior to their engagement with Eutelsat.

Metric	Target	Performance
Number of Due Diligence verifications undertaken.	No targets are fixed for the number of due diligences checks to be undertaken. Action effectiveness is monitored by assessing the variation in the number of checks undertaken compared to the previous year.	820 Due Diligence verifications were conducted during FY26.

Group Modern Slavery statement

In line with our commitment to human rights and ethical business practices, Eutelsat publish on the website a Group Modern Slavery Act statement. This is reviewed and updated annually and demonstrates our ongoing efforts to prevent and address modern slavery within our operations and supply chains.

Metric	Target	Performance
Annual publication of the Group Modern Slavery statement.	The target is to update the Group Modern Slavery Act statement annually.	Group Modern Slavery Act statement was updated and publish in December 2025.

Management of relationships with suppliers & Payment practices

Eutelsat maintains a responsible and transparent approach to managing supplier relationships, with a focus on ethical business conduct, timely payments, and sustainability integration. The Group does not have a specific policy related to payment terms as all of the relevant information is covered by supplier contracts as described below.

The Group's procurement practices are designed to ensure fairness and compliance with applicable laws, particularly to small and medium-sized enterprises (SMEs). Payment terms are clearly defined in contracts, and internal controls monitor their timely execution.

Suppliers may select from five predefined payment terms, with the Group recommending a standard of 45 or 60 days from the invoice date by default. The available options are:

- 5 days after the invoice receipt date;
- 15 days after the invoice date;
- 30 days after the invoice date;

- 45 days after the invoice date;
- 60 days after the invoice date.

This approach provides flexibility while maintaining a structured and transparent process. It also supports fair and responsible business practices in line with the Group's commitment to maintaining strong and ethical relationships with its suppliers.

When selecting and contracting suppliers, Eutelsat applies a risk-based approach that incorporates both operational and sustainability considerations. Due diligence is conducted on suppliers based on the nature and geography of the services or goods provided, with particular attention paid to corruption risk, human rights, and data protection. Environmental and social criteria are considered during the supplier assessment and onboarding process, in alignment with the Group's Code of Ethics and Code of Conduct. Suppliers are encouraged to adhere to standards related to labour practices, environmental protection, and business integrity. Where relevant and feasible, contractual clauses reflecting these expectations may be included on a case-by-case basis.

Indicator	Value
Average number of days to pay an invoice (from contractual/statutory term)	Not reported (See note below)
Percentage of payments made within standard payment terms	Not reported (See note below)
Number of outstanding legal proceedings related to late payments	1

Note on indicators: Due to the current insufficient availability of data across the entire Group perimeter, Eutelsat has not reported the two indicators above. Progress on alignment of processes and indicators has been ongoing in FY26, including the harmonization of supporting tools for management of payments in the principal group entities, Eutelsat S.A. and OneWeb. Eutelsat hopes to be in a position to include the indicators in the report as from FY27. For more information, please refer to Section 7.2.5 "Timing of payments to suppliers and from customers".

Political influence & Lobbying activities

Eutelsat does not make any financial or in-kind political contributions. The Group has been registered on the European Union Transparency Register since 2012, ensuring openness in its interactions with EU institutions. Activities falling within the scope of this register are handled by employees whose roles amount to the equivalent of a full-time position.

Oversight of lobbying and public affairs activities is carried out at Group level, under the supervision of senior management. These activities are overseen by the Director of International and Institutional Affairs, under the authority of the Chief Strategy and Resources Officer. Eutelsat is committed to maintaining transparent and responsible engagement with public authorities, in full compliance with applicable regulations and ethical standards.

The Group does not engage in influence activities beyond those disclosed in the EU Transparency Register, where Eutelsat has been registered since 2012, under ID 746025510283-01.

Concerning lobby activities in France, pursuant to the provisions of the law of 9 December 2016, Eutelsat reports its lobbying activities to the National Digital Register of Lobbyists, which is maintained by the HATVP (*Haute Autorité pour la transparence de la vie publique* – French High Authority for Transparency in Public Life), under the identification number 422 551 176. This register is available for public consultation on HATVP website (www.hatvp.fr).

Eutelsat's lobbying activities focus on EU space policy, spectrum and digital infrastructure, security and defence, and audiovisual regulation. These topics align with the Group's strategic interests in satellite connectivity, secure communications, and broadcast services.

Eutelsat is a member of various professional bodies in the telecommunication sector: French Telecommunications Federations, Infranum, MEDEF International, AFEP (*Association Française des Entreprises Privées*). All these bodies are also compliant with existing rules and regulations applicable for political influence and lobby activities.

3.4.2 BRIBERY & CORRUPTION

This section addresses the sub-topic *Bribery and Corruption* under ESRs G1 Business Conduct.

Through the Double Materiality Assessment, one material Risk (IRO) has been identified in relation to the risk of reputational damage resulting from bribery and corruption. This risk, which

primarily concerns the Group's own operations over the short-term (1 year), underscores the importance of maintaining robust prevention and control mechanisms. It also reflects the Group's continued commitment to integrity, transparency, and compliance with applicable legal and ethical standards.

IRO	Category	Value chain	Time horizon
Reputational damage from bribery and corruption	Risk	Own operations	Short-term (1 year)

Eutelsat operates in diverse jurisdictions, some with elevated corruption risks. While the Group has limited direct contact with end users, its role as a satellite operator for institutional and commercial clients demands high ethical standards. Any incident of bribery or corruption, whether internal or *via* third parties, could

damage its reputation, erode stakeholder trust, and lead to regulatory or commercial exclusion. This risk is especially relevant in public tenders, commercial negotiations, and third-party engagements, where insufficient due diligence could compromise the Group's position as a trusted and compliant partner.

3.4.2.1 IRO: REPUTATIONAL DAMAGE FROM BRIBERY AND CORRUPTION

i Description: Corruption or bribery issues would harm Eutelsat's reputation, risking customer trust, partnerships, and potential financial penalties.

Type: Risk

Most impacted stakeholders:

- Internal Compliance Group team
- Employees

Policies

Eutelsat does not currently have a standalone anti-corruption or anti-bribery policy formally aligned with the United Nations Convention against corruption. However, existing corporate statements and policies include principles that are broadly consistent with the Convention. No specific timetable has yet been set to formally align the Group's policies with the Convention.

The Group ensures that its anti-corruption and bribery policies are clearly communicated to all employees through accessible and consistent channels such as the corporate Intranet. Key documents, including the Code of Ethics and Anti-Corruption

Policy, are integrated into the Group's Internal rules and made available *via* the corporate intranet and website, in both French and English.

These resources are shared with employees as part of the onboarding process and always remain accessible to support awareness and compliance. Regular internal communications and updates help reinforce key principles and ensure that employees remain informed of their responsibilities across all Group entities.

Lobbyist due Diligence Procedure	Scope	Accountability	Availability
Ensures that all lobbyists engaged by the Group meet strict anti-corruption standards. It sets a clear process for assessing corruption risks before and during any relationship with lobbyists.	Group	■ CEO ■ General Counsel ■ Group Chief Compliance Officer	Internal use only Available via shared internal workspace

Code of Conduct for the prevention of corruption and influence peddling	Scope	Accountability	Availability
Defines prohibited behaviours, responsibilities, and reporting mechanisms to mitigate bribery and corruption risks.	Group	■ CEO ■ General Counsel	Internal use, available via shared internal workspace and public, available via Group website

Gifts and invitations policy	Scope	Accountability	Availability
Provides clear rules on the offering and acceptance of gifts and hospitality, to prevent conflicts of interest or improper influence.	Group	■ CEO ■ General Counsel	Internal use only Available via shared internal workspace

Actions

Anti-corruption and anti-bribery training

As part of its broader compliance programme, Eutelsat provides regular anti-corruption and anti-bribery training and awareness initiatives to promote a strong culture of integrity and ensure that employees understand and apply the Group's standards in their day-to-day activities.

Mandatory training is provided to all employees, including those performing functions defined as areas of risk, which are identified through the Group's risk mapping, and which currently include the functions of sales, sales operations, supply chain and market access. Refresher training must be completed every two years. In addition, anti-corruption and anti-bribery training forms part of the

onboarding process, with new employees required to complete the training within two months of joining the Group.

Training content is reviewed and updated to reflect the Group's risk mapping and compliance priorities, incorporating practical guidance and real-life examples. The programme is available to all employees, including management, supervisory functions and members of the Board of Directors, ensuring a consistent approach across all Eutelsat entities.

The training programme is designed in accordance with the French Sapin II Law and the recommendations of the French Anti-Corruption Agency (AFA). In addition to the topics recommended by the AFA, the e-learning programme also includes modules on international sanctions and tax evasion.

Metric	Target	Performance
Anti-corruption training coverage.	No formal target has been defined. Action effectiveness is monitored by assessing percentage of staff who have completed the training compared to previous years.	See the table below, "Anti-corruption and anti-bribery training metrics".

Anti-corruption and anti-bribery training metrics

	2026	2025
Percentage of staff occupying positions identified as high risk who completed training programmes	—%	80.1%

A new training scheme is being developed for implementation in FY27; therefore, no training was delivered in FY26.

Anti-bribery and anti-corruption (ABAC) Risk Assessments

Dedicated ABAC risk assessments are conducted across the Group. These assessments identify areas of exposure and allow for the implementation of targeted measures to address potential risks. The risk assessments help the Group remain proactive in its approach to preventing bribery and corruption across its operations.

Eutelsat is listed in the EU Transparency Register, reflecting its commitment to ethical conduct and openness in its engagement with public authorities. None of the members of Eutelsat's administrative, management, or supervisory bodies held a comparable position in public administration, including regulators, in the two years preceding their appointment during the current reporting period.

Metric	Target	Performance
Convictions, fines, or confirmed incidents of corruption or bribery.	The target for the Group is to have no confirmed incidents, fines and convictions for incidences of bribery and corruption.	During FY26, no convictions, fines, or confirmed incidents of corruption or bribery were recorded. There were no employee dismissals or disciplinary actions linked to such violations, and no contracts with business partners were terminated or not renewed due to corruption or bribery-related issues. See the table below, "Incidents of corruption or briber".

Incidents of corruption or bribery⁽¹⁾

	2026	2025
Number of convictions for violation of anti-corruption and anti-bribery laws	—	—
Amount of fines for violation of anti-corruption and anti-bribery laws	€—	€—

3.4.3 MANAGEMENT OF OPTICAL AND RADIO INTERFERENCES

Management of signal integrity and coexistence in-orbit is considered an Entity-Specific topic, as it does not fall under the scope of any of the ESRS topical standards. However, it has been identified as material through the Double Materiality Assessment, based on its relevance to the Group's activities and stakeholders.

Two IRO's have been identified as material in connection with this topic, both related to the Group's downstream and own operations value chain and expected in the short-term (1 year) to mid-term (2-5 years):

IRO	Category	Value chain	Time horizon
Optical interferences from Eutelsat satellites	Impact actual negative	Downstream	Short-term (1 year)
Minimisation of Radio Interference	Risk	Own operations	Mid-term (2-5 years)

The Supplier Code of Ethics contributes to managing downstream risks indirectly related to optical and radio interference by promoting responsible practices among partners and contractors.

⁽¹⁾ The information disclosed includes only incidents of corruption or bribery involving Eutelsat or its employees directly.

3.4.3.1 IRO: OPTICAL INTERFERENCE FROM EUTELSAT SATELLITES

i Description: Eutelsat’s satellites, particularly the OneWeb LEO constellation, create a level of optical interference with Earth-based astronomy and astronomical research.	
Type: Impact	Most impacted stakeholders: ■ Internal Engineering and Operations teams ■ Tier 1 Suppliers ■ Other satellite operators ■ Space agencies ■ Non-Governmental Organisations (NGOs) ■ Schools and Universities

Policies

There is currently no dedicated Group-level policy. The subject of optical interference is managed *via* operations practices, design standards, and engagement with international initiatives as part of its broader space sustainability approach.

Actions

Eutelsat undertakes actions spanning the full value chain, from satellite design and specifications to operational practices and industry collaboration, reflecting a global approach given the universal visibility of satellites in the night sky. By aligning with international best practices, contributing to the development of technical mitigation tools, and participating in multi-stakeholder initiatives, Eutelsat ensures that its space activities support the long-term protection of dark and quiet skies, while maintaining its commitment to responsible and sustainable satellite operations.

Establishment and development of the *Dark and Quiet Skies* sub-group

Eutelsat’s dedicated Dark and Quiet Skies sub-group, now fully integrated within its internal Space Sustainability Taskforce, continues to demonstrate the Group’s strong commitment to understanding and mitigating the impact of space activities on astronomical observations. The sub-group is now well established and actively engaged in closely monitoring emerging issues related to optical impacts, and in identifying relevant steps to ensure Eutelsat’s operations remain consistent with global best practices for space sustainability, including guidelines set forth by the International Astronomical Union (IAU), the United Nations Office for Outer Space Affairs (UNOOSA), and the French Space Operations Act.

This multidisciplinary team collaborates extensively with astronomers, observatories, satellite manufacturers, and other key industry stakeholders to share knowledge, integrate scientific insights, and coordinate strategies aimed at preserving the integrity of the night sky.

During FY26, the sub-group has focused on further enhancing the satellite brightness prediction tool, originally developed to estimate satellite reflectivity prior to launch. Building on the promising results and validation from four dedicated observation campaigns at the GAL Gassin Observatory in Sicily, this year’s efforts have centred on significant improvements to the tool’s accuracy and functionality. These advancements are being driven by the ESA Sunrise partnership project, which has provided critical support and collaboration opportunities. The improved tool is intended to offer satellite operators and manufacturers an even more effective resource for evaluating design choices that minimize optical impact. Additionally, it continues to support astronomers by providing predictive capabilities to anticipate and mitigate satellite trails during observations.

In December 2025, Eutelsat participated in the UN/SKAO Workshop on Dark and Quiet Skies for Science and Society 2025, co-organised by the United Nations and the Square Kilometre Array Observatory (SKAO), an intergovernmental organisation operating the world’s largest radio astronomy observatory. This participation contributed to international dialogue on mitigating the impacts of satellite operations on astronomical observations and on preserving dark and quiet skies for science and society.

Additionally, in FY26 an initiative was launched for the sharing of operational data with the NRAO. The first meeting to establish this collaboration was held in February 2026. This data sharing arrangement enables the exchange of relevant operational information to support coordination and help mitigate potential radio frequency interference with radio astronomy activities.

Eutelsat is also actively involved in the United Nations Committee on the Peaceful Uses of Outer Space (COPUOS) working groups, to assess and establish standards for optical interference levels, particularly the brightness of satellites as measured by their optical magnitude (see Metrics, Targets and Performance section below) This participation enables Eutelsat to contribute to the

development of global guidelines that will help regulate the visual and scientific impact of satellite constellations on the night sky. By engaging in the international community, Eutelsat ensures that its operations are in line with the best practices for sustainable space activities.

Metric	Target	Performance
Optical magnitude of Eutelsat's low-Earth orbit (LEO) satellite. The magnitude scale is logarithmic, with higher values indicating fainter objects; satellites above magnitude 7 are considered sufficiently dim to avoid interfering with astronomical observations and scientific research.	To minimise the impact of its satellites on astronomical observations, Eutelsat has set a measurable target to achieve an optical magnitude greater than 7 for its low-Earth orbit (LEO) satellites.	Optical observations commissioned by the Group, together with available independent observations, confirmed that Eutelsat's current satellite generation achieve the optical magnitude threshold.

Launch of the ESA Dark & Quiet Skies study

Eutelsat, as part of a consortium led by Airbus, was awarded an ESA study in November 2025. The study will first consolidate existing technical recommendations on Dark and Quiet Skies into a clear and actionable set of requirements. It will then define a representative LEO telecommunications constellation mission, which will be thoroughly assessed for compliance with these requirements. This assessment will include identifying sources of spacecraft-level interference, analysing constellation-level effects, and generating detailed results to support mitigation efforts.

The study will also evaluate how changes to emission thresholds, aggregation methods, and system specifications could impact compliance, system performance, overall design, and the burden on astronomers. Based on these findings, revised requirements and associated technological needs will be proposed, ultimately leading to a technology development roadmap that identifies the key innovations required to enable similar missions that meet enhanced Dark and Quiet Skies standards.

Metric	Target	Performance
No quantitative metric defined at this stage.	As no metric has been defined, no target is currently in place. Action effectiveness is monitored by assessing the progress of the ESA study against the required timeframe.	As no metric has been defined, performance data is not available.

3.4.3.2 IRO: MINIMISATION OF RADIO INTERFERENCE

i Description: Minimising the impact of radio interference from the OneWeb LEO constellation for Earth-based astronomy imposes a financial cost and a commercial restriction on the bandwidth that can be commercialised.	Most impacted stakeholders: ■ Internal Engineering and Spectrum Management teams ■ Tier 1 Suppliers ■ Other satellite operators ■ Key sector regulators
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Policies

There is currently no dedicated Group-level policy; radio interference addressed via operations, design standards, and international collaboration.

Actions

Eutelsat is dedicated to ensuring that its satellite operations do not interfere with earth-based radio astronomy. In line with international radio frequency regulations, the Group implements technical measures to minimise the impact of its LEO constellation on astronomical observations. These measures reflect both regulatory compliance and Eutelsat's broader commitment to responsible space operations.

Implementation of RF filters and guard bands on GEN 1 LEO satellites

Eutelsat ensures its satellite operations comply with international regulations designed to protect scientific activities, including ground-based radio astronomy. In line with the ITU Radio Regulations, which define frequency allocation and interference protection criteria, the Group applies technical measures to limit potential interference from its low-Earth orbit (LEO) constellation since its inception.

These measures include the systematic use of a 250 MHz guard band within the 2 GHz band to preserve the quality of astronomical observations. Each satellite programme, including the Next Generation of LEO satellites (GEN 1R) is subject to a technical compliance review prior to launch. Co-engineering phases with manufacturers also enable ongoing improvements to RF filtering systems, in line with evolving standards and technological innovation.

Metric	Target	Performance
Compliance with radio frequency requirements.	Full compliance with radio frequency requirements throughout the design and operation of the satellite systems.	Zero instance of non-compliance with radio frequency requirements in FY26.

Collaboration with authorities, scientific or regulatory bodies

Since the inception of its satellite communications activities, with the launch of its first commercial satellite in 1983, Eutelsat has partnered with third-party organisations to independently assess and verify compliance with radio interference regulations. This ongoing cooperation strengthens performance monitoring and demonstrates the Group's sustained commitment to protecting radio astronomy and upholding global standards such as those

defined by the International Telecommunication Union (ITU). In addition, a report by the European Conference of Postal and Telecommunications Administrations (CEPT), adopted by its Member States, is expected to be made publicly available, offering increased transparency regarding Eutelsat's constellation. This forthcoming publication will also facilitate market access processes by evidencing conformity with relevant technical and regulatory standards.

Metric	Target	Performance
Number of complaints from authorities, scientific or regulatory bodies (e.g. Ofcom, ITU, CEPT, radio astronomy representatives).	Zero complaints for frequency compliance.	Zero complaint received during FY26.

3.4.4 CYBERSECURITY

Cybersecurity is considered an Entity-Specific topic, as it does not fall under the scope of any of the ESRS topical standards. However, it has been identified as material through the Double Materiality Assessment, based on its relevance to the Group's activities and stakeholders.

Through the Double Materiality Assessment, two material Impact, Risk, and Opportunity (IROs) have been identified in connection with this topic, both related to the Group's own operations value chain and expected in the short-term (1 year):

IRO	Category	Value chain	Time horizon
Cybersecurity safeguards protecting critical operations	Impact actual positive	Own operations	Short-term (1 year)
Increased threat from cyber attack	Risk	Own operations	Short-term (1 year)

3.4.4.1 IRO: CYBERSECURITY SAFEGUARDS PROTECTING CRITICAL OPERATIONS

i Description: Cybersecurity safeguards are essential to prevent unauthorised access or control of spacecraft, which could severely disrupt operations.

Type: Impact

Most impacted stakeholders:

- Internal Security, IT, Operations and Security Management System teams
- Public agencies and bodies
- Auditors

Policies

Satellite control security policy	Scope	Accountability	Availability
Defines security controls to ensure the availability, integrity, and confidentiality of Eutelsat's satellite and ground control systems	Group	Chief Engineering Officer	Internal use only Available via shared internal workspace

Actions

Eutelsat's actions cover the Group's own operations across the value chain, particularly satellite control, operations, and information security processes. These actions are continuous and apply globally, with consistent implementation across all subsidiaries.

Certification and standards for critical operations

Eutelsat has implemented a comprehensive security management framework to protect its critical operations, supported by internationally recognised certifications. Our Information Security Management Systems are certified ISO/IEC 27001 for critical activities. The certification of the Information Security Management Systems (ISMS) are undertaken annual by an accredited external agency.

Metric	Target	Performance
The number of entities and operations within Eutelsat with accredited ISO 27001 Information Security.	Target is to maintain all accreditations on an annual basis.	The Group's ISO 27001 certifications as of 30 June 2026 are listed in the table below.

Entity/Site	Scope	ISO 27001 Status
Eutelsat S.A.	Satellite on-station control and operations, launch and early orbit phase (LEOP) and satellite ground control systems.	Certified since November 2014
Eutelsat Service Operations	Provision of customer support for the use of satellite capacity, Paris-Rambouillet teleport management, implementation and operations of managed satellite commercial services. Security of remote payload monitoring sites, points of presence and teleports.	Certified since July 2013
Cagliari teleport – Italy (Site 100% owned and operated by Eutelsat)	Design, implement, delivery and support of video and data connectivity services on behalf of Eutelsat. Management of the Cagliari teleport.	Certified since July 2017
Turin teleport – Italy (Site 100% owned and operated by Eutelsat)	Design, implement, delivery and support of video and data connectivity services on behalf of Eutelsat. Management of the Turin teleport.	Certified since July 2017
Eutelsat Madeira (Subsidiary 100% owned by Eutelsat)	Design implementation, operation and maintenance of telecommunications equipment and infrastructure for satellite managed services.	Certified since July 2021
Satelites Mexicanos (Subsidiary 100% owned by Eutelsat)	The information systems that support the processes of satellite and payload operations, communications monitoring and ground stations control systems.	Certified since July 2019

3.4.4.2 IRO: INCREASED THREAT FROM CYBER ATTACK

i Description: The increasing cyber threat ensures that Eutelsat must increase its counter measures, which include increasing staff, reviewing procedures, and incurring additional costs.

Type: Risk

Most impacted stakeholders:

- Internal Security, Risk Management, and Training teams
- Employees
- Key sector regulators
- Auditors

Policies

Cybersecurity and Resilience policy	Scope	Accountability	Availability
Defines the Group's approach to cybersecurity governance and operational resilience	Group Level	Chief Information Security Officer	Internal use only Available <i>via</i> shared internal workspace

Actions

Eutelsat's cybersecurity actions focus on protecting the availability, integrity, and resilience of its satellite control infrastructure, a critical component of its operations. By targeting core infrastructure and aligning with evolving regulations, these actions are reviewed and reinforced on an annual basis, strengthening Eutelsat's ability to operate safely in a complex threat environment.

Cybersecurity training

In response to the growing threat of cyber-attacks, Eutelsat continues to strengthen its internal defences, including through staff awareness and training. Cybersecurity training is a key component of the Group's prevention strategy, aimed at reducing human-related vulnerabilities and enhancing overall resilience.

Metric	Target	Performance
Personnel trained in cybersecurity during the financial year.	No target has been fixed as the Company is currently rolling out a new group wide on-line training package, due for completion in FY27. Action effectiveness is measured by assessing the variation in number of staff trained on an annual basis.	1,401 personnel trained in cybersecurity during FY26 vs. 241 in FY25 ⁽¹⁾ .

(1) This figure includes both internal staff and consultants, measured and controlled by internal corporate training and cybersecurity teams.

Risk assessment and regulatory compliance

Eutelsat maintains a high-level, monthly cybersecurity risk assessment process that identifies emerging threats and defines mitigation actions. This process is designed not only to protect operations but also to ensure full compliance with regulatory obligations, notably the EU NIS 2 Directive⁽¹⁾ and its French transposition. These assessments form the backbone of the Group's cyber-resilience strategy, reflecting both externally mandated requirements and internally defined standards of excellence.

Cybersecurity controls are regularly assessed through a structured program of audits involving both internal and external experts. These audits are conducted in line with legal requirements and the need to demonstrate impartiality and transparency. Audit outcomes feed into broader risk and compliance reporting processes, with recommendations followed up through structured action plans.

Metric	Target	Performance
No quantitative metric defined at this stage.	As no metric has been defined, no target is currently in place. Action effectiveness is monitored by assessing the identification and treatment of cybersecurity risks tracked in the Company risk log.	As no metric has been defined, performance data is not available.

3.4.5 NATIONAL SECURITY

National security is considered an Entity-Specific topic for Eutelsat, as it does not fall under the scope of any of the ESRS topical standards. However, it has been identified as material through the Double Materiality Assessment, based on its relevance to the Group's activities and stakeholders.

Two IROs have been identified as material in connection with this topic, both related to the Group's own operations value chain and expected in the short-term (1 year):

IRO	Category	Value chain	Time horizon
Revenue potential from government contracts	Opportunity	Own operations	Short-term (1 year)
Costs associated with government contracts	Risk	Own operations	Short-term (1 year)

⁽¹⁾ European Union's updated legislation on cybersecurity, aiming to strengthen the overall level of cybersecurity across the EU. It expands the scope of the original NIS Directive to cover more sectors, including space and telecommunications, and imposes stricter security and incident reporting requirements on both public and private entities.

3.4.5.1 IRO: REVENUE POTENTIAL FROM GOVERNMENT CONTRACTS

i Description: Serving government contracts tied to national security can provide significant revenue opportunities for Eutelsat.

Type: Opportunity

Most impacted stakeholders:

- Internal Security and Business Unit teams
- Public Agencies and Bodies
- Customers
- Space agencies
- Other satellite operators

Policies

Group General Security Policy	Scope	Accountability	Availability
Defines the Group-wide framework for risk-based security management, covering people, assets, operations, and information.	Group	CEO level	Internal use only Available <i>via</i> shared internal workspace

Actions

During the fiscal year, Eutelsat strengthened its institutional engagement across Europe by co-developing secure connectivity solutions tailored to government needs. These initiatives span satellite operations, service development, and strategic partnerships with institutional stakeholders, government clients, and internal teams in regulatory, security, and infrastructure domains.

Enabling secure and sustainable government communications

Eutelsat's capabilities in secure, resilient, and high-performance satellite communications align with the increasing demand from national governments and defence actors for sovereign and autonomous connectivity. The French Military Space Strategy (*Loi de Programmation Militaire*, 2019) marked a turning point, explicitly recognising the importance of hybrid satellite infrastructure that serves both military and civilian purposes. This dual-use approach is now widely adopted across Europe and beyond, driven by the growing convergence between defence and civil space applications.

This evolution has opened new opportunities for Eutelsat to support secure communication networks and to integrate sustainability and security concerns into the way Eutelsat designs, operates, and manages space assets. National policies and international frameworks, including space law, emphasise the need for operators to maintain full control of their assets and to ensure the sustainable use of space, principles that underpin our system architecture and operations.

To address this opportunity responsibly and in full alignment with applicable regulations, Eutelsat complies with several export control and supply chain requirements. This includes adherence to the U.S. Federal Communications Commission (FCC) Covered List, the U.S. National Defense Authorization Act (NDAA) provisions, and related export control policies. Internally, Letters of Assurance (LOAs) and compliance protocols ensure that procurement and partnerships meet security, traceability, and regulatory expectations.

In June 2025, Eutelsat and the French Ministry of the Armed Forces (*Direction Générale de l'Armement* – DGA) announced the launch of the NEXUS programme (Neo-space for multiple secure uses) through a framework agreement. The programme is designed to strengthen France's secure satellite communications model, based on a hybrid architecture combining geostationary satellites and LEO orbit capacity.

As a first concrete step in this initiative, the DGA has signed a 10-year framework agreement with Eutelsat, covering a total potential expenditure of up to 1 billion euros. The agreement includes the provision of priority access to space capacity – particularly on Eutelsat's OneWeb LEO constellation, as well as the hosting of auxiliary military missions, and operational and security maintenance. It also includes the upgrading and securing of the constellation to ensure military-grade resilience.

Metric	Target	Performance
Annual revenue from government and institutional contracts.	No specific targets are set. Action effectiveness is assessed by measuring the annual variation in revenue from the sector.	Revenue from government services is include in Section 1.2 of the URD.

Participation in the IRIS² program consortium

Eutelsat, as a founding member of the SpaceRISE consortium alongside other satellite operators Hispasat and SES, has been selected by the European Commission to design, deliver, and operate IRIS², Europe's next-generation multi-orbit secure connectivity system. The agreement was officially signed in December 2024 and announced publicly, marking a major step forward in Europe's space and digital infrastructure strategy.

This public-private partnership (PPP), co-funded by the European Union, the European Space Agency (ESA), and private partners, aims to enhance Europe's digital sovereignty, security, and resilience. The future system will provide secure, low-latency satellite communication capabilities to support crisis response, protect critical infrastructure, and improve digital inclusion across the EU.

The constellation will be multi-orbit, composed of approximately 290 satellites including 264 in low-Earth orbit (LEO) and 18 in medium Earth orbit (MEO), and is expected to be operational by 2030. All details are available in the official press release published on Eutelsat's website, which serves as a formal reference for this announcement and the confirmation of the Group's strategic involvement in the IRIS² program.

Eutelsat's involvement in IRIS² represents a key step in the company's strategy to develop and expand its low-Earth orbit

capacities, and the extension of its existing Eutelsat OneWeb constellation will be technologically compatible with the future IRIS² assets. Once operational, the IRIS² constellation will offer compelling complementarity with Eutelsat's existing LEO business, notably giving Eutelsat access to additional sellable LEO capacity secured by its investment of at least 1.5 Tbps out of a total of 2 Tbps of LEO capacity, at an attractive cost per Gbps, as well as to KaMil capacity not consumed by EU sovereign needs – including recent achievement on securing KaMil spectrum capability for IRIS² operations. The SpaceRISE consortium's contract award by the European Commission formalises Eutelsat's role in designing, building, and operating the IRIS² multi-orbit system under a 12-year concession, with expected service entry by 2030. Eutelsat will also be able to complete IRIS² with further satellites to scale up capacity and carry additional payloads based on demand.

The project is valued at some 10.6 billion euros, with public funding from the European Commission, EU Member States, and the European Space Agency representing c. 60% of the total project cost, supplemented by private financing from the consortium members. Eutelsat will invest in the region of 2 billion euros, back-end loaded to the later stages of the project. Over the period of the concession, Eutelsat expects to generate revenues of at least 6.5 billion euros, derived from anchor EU customers as well as the global distribution of its LEO capacities to commercial customers.

Metric	Target	Performance
No quantitative metric defined at this stage.	As no metric has been defined, no target is currently in place. Action effectiveness is monitored by assessing the progress of the IRIS ² program.	As no metric has been defined, performance data is not available.

3.4.5.2 IRO: COSTS ASSOCIATED WITH GOVERNMENT CONTRACTS

i Description: Meeting stringent national security requirements for government services involves substantial investment, impacting operational costs.	
Type: Risk	Most impacted stakeholders: ■ Internal Security, IT and Operations teams ■ Key sector regulators ■ Public Agencies and Bodies

Policies

Group General Security Policy.

Actions

Enhancing security systems and controls

To address the operational and financial implications of serving government contracts, particularly those related to national security, Eutelsat is strengthening its security posture through targeted initiatives. These actions include enhancing the robustness of information systems to comply with increasingly stringent regulatory and contractual requirements, aligning with

evolving national and international standards for secure communications.

The Group is actively pursuing additional security certifications to maintain long-term eligibility for sensitive government projects and to build trust with public-sector stakeholders. These initiatives apply group-wide, covering Eutelsat S.A. and other entities involved in government contracts. The actions are ongoing during the current and upcoming reporting years. Eutelsat allocates dedicated resources for these measures, including capital expenditures for IT infrastructure upgrades and operational expenditures for compliance management.

Metric	Target	Performance
No quantitative metric defined at this stage.	As no metric has been defined, no target is currently in place. Action effectiveness is monitored by assessing the identification and treatment of cybersecurity risks tracked in the Company risk log.	As no metric has been defined, performance data is not available.

3.5 APPENDIX

EUTELSAT'S APPROACH TO DETERMINING MATERIAL INFORMATION FOR DISCLOSURE ON MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES

The materiality of the IROs was determined through a characterisation and scoring process for each IRO, as detailed in Section 3.1.4.1. Subsequently, the material IROs were mapped to the relevant CSRD data points using the specific excel template provided by EFRAG. Data points classified as voluntary, as well as those flagged as "subject to phasing-in", were excluded from the mapping.

LIST OF DATA POINTS IN CROSS-CUTTING AND TOPICAL STANDARDS THAT DERIVE FROM OTHER EU LEGISLATION AS PER ESRS 2

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator number 13 of Table #1 of Annex 1		Commission Delegated Regulation (EU) 2020/1816, Annex II		2.1.1
ESRS 2 GOV-1 Percentage of Board Members who are independent paragraph 21 (e)			Delegated Regulation (EU) 2020/1816, Annex II		2.1.1
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator number 10 Table #3 of Annex 1				3.1.2.4
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Indicators number 4 Table #1 of Annex 1	Article 449a Regulation (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453 (28) Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		Not applicable to Eutelsat
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Indicator number 9 Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		Not applicable to Eutelsat
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818 (29), Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Not applicable to Eutelsat
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Not applicable to Eutelsat

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Regulation (EU) 2021/1119, Article 2(1)	3.2.1.1
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		Article 449a Regulation (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book-Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 12.1 (d) to (g), and Article 12.2		3.2.1.1
ESRS E1-4 GHG emission reduction targets paragraph 34	Indicator number 4 Table #2 of Annex 1	Article 449a Regulation (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		3.2.1.1
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex 1				3.2.1.1
ESRS E1-5 Energy consumption and mix paragraph 37	Indicator number 5 Table #1 of Annex 1				3.2.1.1
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6 Table #1 of Annex 1				3.2.1.1
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 2 Table #1 of Annex 1	Article 449a; Regulation (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		3.2.1.1
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicators number 3 Table #1 of Annex 1	Article 449a Regulation (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)		3.2.1.1

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS E1-7 GHG removals and carbon credits paragraph 56				Regulation (EU) 2021/1119, Article 2(1)	3.2.1.1
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		Omitted in 2026 due to phase-in provisions
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a)		Article 449a Regulation (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book – Climate change physical risk: Exposures subject to physical risk.			Omitted in 2026 due to phase-in provisions
ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c)					
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c)		Article 449a Regulation (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2: Banking book – Climate change transition risk: Loans collateralised by immovable property – Energy efficiency of the collateral			Omitted in 2026 due to phase-in provisions
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities paragraph 69			Delegated Regulation (EU) 2020/1818, Annex II		Omitted in 2026 due to phase-in provisions
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Indicator number 8 Table #1 of Annex 1 Indicator number 2 Table #2 of Annex 1 Indicator number 1 Table #2 of Annex 1 Indicator number 3 Table #2 of Annex 1				Not applicable to Eutelsat

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS E3-1 Water and marine resources paragraph 9	Indicator number 7 Table #2 of Annex 1				Not applicable to Eutelsat
ESRS E3-1 Dedicated policy paragraph 13	Indicator number 8 Table 2 of Annex 1				Not applicable to Eutelsat
ESRS E3-1 Sustainable oceans and seas paragraph 14	Indicator number 12 Table #2 of Annex 1				Not applicable to Eutelsat
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Indicator number 6.2 Table #2 of Annex 1				Not applicable to Eutelsat
ESRS E3-4 Total water consumption in m ³ per net revenue on own operations paragraph 29	Indicator number 6.1 Table #2 of Annex 1				Not applicable to Eutelsat
ESRS 2- SBM 3 – E4 paragraph 16 (a) i	Indicator number 7 Table #1 of Annex 1				Not applicable to Eutelsat
ESRS 2- SBM 3 – E4 paragraph 16 (b)	Indicator number 10 Table #2 of Annex 1				Not applicable to Eutelsat
ESRS 2- SBM 3 – E4 paragraph 16 (c)	Indicator number 14 Table #2 of Annex 1				Not applicable to Eutelsat
ESRS E4-2 Sustainable land/agriculture practices or policies paragraph 24 (b)	Indicator number 11 Table #2 of Annex 1				Not applicable to Eutelsat
ESRS E4-2 Sustainable oceans/seas practices or policies paragraph 24 (c)	Indicator number 12 Table #2 of Annex 1				Not applicable to Eutelsat
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Indicator number 15 Table #2 of Annex 1				Not applicable to Eutelsat
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Indicator number 13 Table #2 of Annex 1				3.2.2.2
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator number 9 Table #1 of Annex 1				3.2.2.2

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS 2- SBM3 – S1 Risk of incidents of forced labour paragraph 14 (f)	Indicator number 13 Table #3 of Annex I				3.1.3.3
ESRS 2- SBM3 – S1 Risk of incidents of child labour paragraph 14 (g)	Indicator number 12 Table #3 of Annex I				3.1.3.3
ESRS S1-1 Human rights policy commitments paragraph 20	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I				3.3.1.1
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21			Delegated Regulation (EU) 2020/1816, Annex II		3.3.1.1
ESRS S1-1 processes and measures for preventing trafficking in human beings paragraph 22	Indicator number 11 Table #3 of Annex I				3.3.1.1
ESRS S1-1 workplace accident prevention policy or management system paragraph 23	Indicator number 1 Table #3 of Annex I				3.3.1.1
ESRS S1-3 grievance/complaints handling mechanisms paragraph 32 (c)	Indicator number 5 Table #3 of Annex I				3.3.1.1
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	Indicator number 2 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		3.3.1.6
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator number 3 Table #3 of Annex I				Omitted in 2026 due to phase-in provisions
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		3.3.2.4
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Indicator number 8 Table #3 of Annex I				2.4.2.6

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	Indicator number 7 Table #3 of Annex I				3.3.2.5
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD Guidelines paragraph 104 (a)	Indicator number 10 Table #1 and Indicator n. 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art. 12(1)		3.3.2.5
ESRS 2- SBM3 – S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	Indicators number 12 and n. 13 Table #3 of Annex I				Not applicable to Eutelsat
ESRS S2-1 Human rights policy commitments paragraph 17	Indicator number 9 Table #3 and Indicator n. 11 Table #1 of Annex 1				Not applicable to Eutelsat
ESRS S2-1 Policies related to value chain workers paragraph 18	Indicator number 11 and n. 4 Table #3 of Annex 1				Not applicable to Eutelsat
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art. 12(1)		Not applicable to Eutelsat
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19			Delegated Regulation (EU) 2020/1816, Annex II		Not applicable to Eutelsat
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator number 14 Table #3 of Annex 1				Not applicable to Eutelsat



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Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS S3-1 Human rights policy commitments paragraph 16	Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex 1				Not applicable to Eutelsat
ESRS S3-1 non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines paragraph 17	Indicator number 10 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art. 12(1)		Not applicable to Eutelsat
ESRS S3-4 Human rights issues and incidents paragraph 36	Indicator number 14 Table #3 of Annex 1				Not applicable to Eutelsat
ESRS S4-1 Policies related to consumers and end-users paragraph 16	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1				Not applicable to Eutelsat
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art. 12(1)		Not applicable to Eutelsat
ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator number 14 Table #3 of Annex 1				Not applicable to Eutelsat
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator number 15 Table #3 of Annex 1				3.4.2.1
ESRS G1-1 Protection of whistle-blowers paragraph 10 (d)	Indicator number 6 Table #3 of Annex 1				3.4.1.1
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	Indicator number 17 Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II)		3.4.2
ESRS G1-4 Standards of anti-corruption and anti-bribery paragraph 24 (b)	Indicator number 16 Table #3 of Annex 1				3.4.2

3.6 REPORT ON THE CERTIFICATION OF SUSTAINABILITY INFORMATION AND VERIFICATION OF THE DISCLOSURE REQUIREMENTS UNDER ARTICLE 8 OF REGULATION (EU) 2020/852

This is a free translation into English of the report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 of the Company issued in French and it is provided solely for the convenience of English-speaking users.

This report should be read in conjunction with, and construed in accordance with, French law and the H2A guidelines on Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852.

Year ended June 30, 2026

To the Annual General Meeting of Eutelsat Communications,

This report is issued in our capacity as statutory auditors of Eutelsat Communications. It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the year ended June 30, 2026, included in the management report and presented in section 3 of the Universal Registration Document (hereafter the "Sustainability Statement").

Our procedures, which relate to this information, have been performed in an evolving context characterized by uncertainties regarding the interpretation of the laws and regulations, and the development of established practices.

Pursuant to Article L. 233-28-4 of the French Commercial Code, Eutelsat Communications is required to include the above-mentioned information in a separate section of its management report.

This information enables an understanding of the impact of the activity of the Group on sustainability matters, as well as the way in which these matters influence the development of the business of the Group, its performance and position. Sustainability matters include environmental, social and corporate governance matters.

Pursuant to Article L. 821-54 paragraph II of the aforementioned Code, our responsibility is to carry out the procedures necessary to issue a conclusion, expressing limited assurance, on:

- compliance with the requirements set out in the sustainability reporting standards adopted by the European Commission pursuant to Article 29 b of Directive (EU) 2013/34 of the European Parliament and of the Council of 26 June 2013, as amended by Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for European Sustainability Reporting Standards) of the process implemented by Eutelsat Communications to determine the information reported, including, where applicable, the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labor Code;
- compliance of the sustainability information included in the Sustainability Statement with the provisions of Article L. 233-28-4 of the French Commercial Code, including the ESRS; and
- compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852.

This engagement is carried out in compliance with the ethical rules, including independence, and quality control rules prescribed by the French Commercial Code.

It is also governed by the H2A guidelines on Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852.

In the three separate sections of the report that follow, we present, for each of the sections of our engagement, the nature of the procedures that we carried out, the conclusions that we drew from these procedures and, in support of these conclusions, the elements to which we paid particular attention and the procedures that we carried out with regard to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken individually and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three sections of our engagement.

Finally, where deemed necessary to draw your attention to one or more disclosures of sustainability information provided by Eutelsat Communications in its management report, we have included an emphasis of matter(s) paragraph hereafter.

SUSTAINABILITY STATEMENT

REPORT ON THE CERTIFICATION OF SUSTAINABILITY INFORMATION AND VERIFICATION OF THE DISCLOSURE REQUIREMENTS UNDER ARTICLE 8 OF REGULATION (EU) 2020/852

LIMITS OF OUR ENGAGEMENT

As the purpose of our engagement is to express limited assurance, the nature (choice of techniques), extent (scope) and timing of the procedures are less than those required to obtain reasonable assurance.

This engagement does not provide guarantee regarding the viability or the quality of the management of Eutelsat Communications, in particular it does not provide an assessment of the relevance of the choices made by Eutelsat Communications in terms of action plans, targets, policies, scenario analyses and transition plans, which would go beyond compliance with the ESRS reporting requirements.

Furthermore, as forward-looking information is inherently uncertain, actual future outcomes may differ, sometimes significantly, from the forward-looking information presented in the management report.

Our engagement does, however, allow us to express conclusions regarding the Entity's process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to this engagement might make.

Sustainability information and the information required under Article 8 of Regulation (EU) 2020/852 may be subject to inherent uncertainty arising from the state of scientific knowledge and from the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates applied in preparing it and presented in the management report.

COMPLIANCE WITH THE REQUIREMENTS SET OUT IN THE ESRS OF THE PROCESS IMPLEMENTED BY EUTELSAT COMMUNICATIONS TO DETERMINE THE INFORMATION REPORTED, INCLUDING THE OBLIGATION TO CONSULT THE SOCIAL AND ECONOMIC COMMITTEE PROVIDED FOR IN THE SIXTH PARAGRAPH OF ARTICLE L. 2312-17 OF THE FRENCH LABOR CODE

NATURE OF PROCEDURES CARRIED OUT

Our procedures consisted in verifying that:

- the process defined and implemented by Eutelsat Communications, including the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labor Code, has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities, that led to the publication of information disclosed in the Sustainability Statement; and
- the information provided on this process also complies with the ESRS.

CONCLUSION OF THE PROCEDURES CARRIED OUT

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by Eutelsat Communications with the ESRS.

ELEMENTS THAT RECEIVED PARTICULAR ATTENTION

Information relating to how the Entity has updated its double materiality is presented in section 3.1.3.3 "Material impacts, risks and opportunities and their interaction with strategy and business model" of the Sustainability Statement.

Through interviews with Management, as well as through inspection of the available documentation, we obtained an understanding of the analyses performed by the Entity that led to the reassessment of the IRO entitled "Competitive advantage from data protection strategy".

Based on our professional judgement, our procedures consisted, in particular, in:

- assessing the appropriateness of the reassessment process of financial materiality implemented by the Entity on the "Competitive advantage from data protection strategy" in light of our understanding of the Entity;
- assessing the appropriateness of the description provided in this respect in the aforementioned section 3.1.3.3.

COMPLIANCE OF THE SUSTAINABILITY INFORMATION INCLUDED IN THE SUSTAINABILITY STATEMENT WITH THE PROVISIONS OF ARTICLE L. 233-28-4 OF THE FRENCH COMMERCIAL CODE, INCLUDING THE ESRS

NATURE OF PROCEDURES CARRIED OUT

Our procedures consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the disclosures provided enable an understanding of the general basis for the preparation and governance of the sustainability information included in the Sustainability Statement, including the basis for determining the information relating to the value chain and the exemptions from disclosures used;
- the presentation of this information ensures its readability and understandability;
- the scope chosen by Eutelsat Communications for providing this information is appropriate; and
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of users, this information does not contain any material errors, omissions, inconsistencies, i.e. that are likely to influence the judgement or decisions of users of this information.

CONCLUSION OF THE PROCEDURES CARRIED OUT

Based on the procedures we have carried out, we have not identified material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in the Sustainability Statement, with the provisions of Article L. 233-28-4 of the French Commercial Code, including the ESRS.

EMPHASIS OF MATTERS

Without qualifying the conclusion expressed above, we draw your attention to:

- sections 3.1.1.1 “General basis for preparation of the Sustainability Statement” and 3.4.1.2 “IRO: Ethical conduct in business operations” of the Sustainability Statement, which describe the ongoing actions aimed at completing the indicators disclosed in relation to payment practices and delays;
- section 3.1.1.2 “Disclosures in relation to specific circumstances” of the Sustainability Statement, which describes the restatements made in respect of the year ended June 30, 2025.

ELEMENTS THAT RECEIVED PARTICULAR ATTENTION

Information provided in application of environmental standard ESRS E1

Information provided in relation to climate change (ESRS E1) is mentioned in section 3.2.1 “Climate change” of the Sustainability Statement.

We set out below the elements that have been the subject of particular attention in relation to the compliance of the information related to ESRS E1.

Our procedures mainly consisted of:

- conducting interviews with the CSR department to inquire about the process adopted by the Entity to produce and evaluate this information, in particular the description of the policies, actions and targets put in place by the Entity;
- evaluating the consistency and relevance of the information included in the “Climate change” section, in light of our knowledge of the Entity;
- applying appropriate analytical procedures, based on this information and our knowledge and understanding of the Entity;
- obtaining an understanding of the process for collecting and consolidating qualitative and quantitative data intended for the disclosure of material information in the Sustainability Statement;
- examining the underlying documentation related to the decarbonization plan, greenhouse gas (“GHG”) emissions used by the Entity, and available energy consumption data.

Regarding the information published concerning GHG emissions, our procedures mainly consisted of:

- evaluating the GHG emissions quantification process used by the Entity, specifically:
 - assessing the consistency of the scope used with that of the consolidated financial statements, as well as with the upstream and downstream value chain;
 - obtaining an understanding of the methodology used to calculate estimated data and the information sources applied to produce estimates considered material by the Entity;
- assessing a selection of emission factors used, associated conversions, and calculation and extrapolation assumptions;
- reconciling, for directly measurable data (such as energy consumption related to Scopes 1 and 2), based on a selection, the data used to evaluate GHG emissions with available supporting documentation;
- assessing, with respect to Scope 3 emissions:
 - the justification for inclusion and exclusion of different categories, as well as the transparency of related disclosures;
 - the data collection process for emission factors.

SUSTAINABILITY STATEMENT

REPORT ON THE CERTIFICATION OF SUSTAINABILITY INFORMATION AND VERIFICATION OF THE DISCLOSURE REQUIREMENTS UNDER ARTICLE 8 OF REGULATION (EU) 2020/852

Information provided in application of social standard ESRS S1

The information published concerning the Company's workforce (ESRS S1) is disclosed in section 3.3 "Social" of the Sustainability Statement.

We set out below the elements that have been the subject of particular attention in relation to the compliance of the information related to ESRS S1.

Based on interviews conducted with the CSR and Human Resources Departments, our main procedures consisted of:

- assessing whether the description of policies, actions and targets implemented by the Entity covers the Company's personnel;
- obtaining an understanding of the process for collecting and compiling qualitative and quantitative information aimed at disclosing material information in the Sustainability Statement;
- examining the underlying documentation available;
- implementing procedures to test the consolidation of these data;
- analyzing changes compared to previous periods using analytical procedures;
- assessing the appropriateness of the information presented in the Sustainability Statement and its overall consistency with our understanding of the Entity.

COMPLIANCE WITH THE REPORTING REQUIREMENTS SET OUT IN ARTICLE 8 OF REGULATION (EU) 2020/852

NATURE OF PROCEDURES CARRIED OUT

Our procedures consisted in verifying the process implemented by Eutelsat Communications to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

They also involved verifying the information reported pursuant to Article 8 of Regulation (EU) 2020/852, which involves checking:

- the compliance with the rules applicable to the presentation of this information to ensure that it is readable and understandable;
- on the basis of a selection, the absence of material errors, omissions, inconsistencies in the information provided, i.e. information likely to influence the judgement or decisions of users of this information.

CONCLUSION OF THE PROCEDURES CARRIED OUT

Based on the procedures we have carried out, we have not identified any material errors, omissions, inconsistencies relating to compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

ELEMENTS THAT RECEIVED PARTICULAR ATTENTION

We have determined that there are no such elements to include in our report.

Levallois-Perret and Paris-la-Défense, September 24, 2026

The Statutory Auditors
French original signed by

FORVIS MAZARS SA
Karine Dupré

ERNST & YOUNG et Autres
Nicolas Macé



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