3

SUSTAINABILITY STATEMENT

3.1 ESRS 2 – GENERAL INFORMATION

PREAMBLE

Sustainability is deeply rooted in our identity as a key global player in satellite connectivity. Our approach is built on core CSR pillars that reflect both our responsibilities and strengths. Among these, two stand out as truly unique.

The first is the sustainability of the space environment. We adhere to the strict regulations that govern space activities, applying them throughout the entire lifecycle of our satellites, from design to long-term operations, across both our GEO and LEO fleets. Preserving the orbital environment is not only a regulatory obligation; it is a strategic priority to ensure the resilience and continuity of our business.

The second is digital inclusion. Through our satellite solutions, we respond to urgent and widespread connectivity needs. Reaching unconnected and underserved communities is not only part of our commercial objectives, but also a powerful lever for inclusion and progress. By helping people access education, healthcare, information, and economic opportunity, we help reduce inequalities and support social development.

Our actions are also grounded in strong principles of governance, integrity, and ethics. We uphold the highest standards in how we operate, engage, and report. These values guide our decisions every day and are fundamental to the trust placed in us by our stakeholders.

Looking ahead, our priorities are clear.

First, we will maintain our alignment with the CSRD and the European Sustainability Statementing Standards (ESRS). This is not only about compliance; it is about contributing to a more sustainable and responsible future. At Eutelsat, we are proud to be among the first satellite operators to publish a Sustainability Statement under these new European standards, demonstrating our commitment to responsible practices and positioning ourselves as a frontrunner in ESG reporting within our sector.

Second, we will expand our contribution to digital inclusion. Earlier this year, we announced that we had fulfilled two years ahead of schedule our commitment under the ITU-led Partner2Connect Digital Coalition. Since the beginning of the pledge in 2022, more than 1.3 million underserved people in Sub-Saharan Africa have gained reliable broadband access *via* our Konnect service and Wi-Fi hotspots solution. This milestone reflects Eutelsat's sustained commitment to bridging the digital divide and contributes directly to the UN 2030 Agenda for Sustainable Development. Building on this momentum, we plan to announce new connectivity targets in 2025, aligned with the acceleration of our operational deployment and the Group's commercial roadmap, by offering both LEO and GEO services.

Third, we are advancing on our environmental goals for 2030. This year, our emissions reduction targets were officially validated by the Science Based Targets initiative (SBTi[(1)]), a recognised scientific carbon certification that has become an essential requirement for many of our clients. We are proud to have received this validation, which confirms the robustness and credibility of our targets trajectory. On a like-for-like basis, our Scope 1 and 2 emissions are already declining in line with our 2021 baseline. For our Scope 3 emissions, which represent the majority of our carbon footprint, we have identified, and are progressing of the delivery, of the tangible levers required to deliver our target of reducing carbon intensity.

At Eutelsat, diversity is not just a value, it is a core strength. Our multicultural workforce, spanning many backgrounds, nationalities, and perspectives, drives innovation and mirrors the global communities we serve. With a strong emphasis on diversity and employee engagement, we strive to create a more inclusive and supportive environment for all. Employee engagement and satisfaction are essential to us, and we closely monitor our performance and progress because they truly matter. We focus on building an environment where everyone has the support and opportunity to succeed and contribute their best.

I want to sincerely thank all our stakeholders for their trust and the constructive dialogue we maintain together on our sustainability journey. A special thank you goes to our customers: the relationship of trust we have built with you is a key driver of our progress towards a more sustainable future, and your commitment to our long-term sustainability ambitions continues to inspire us every day. Above all, I am deeply grateful to all the men and women at Eutelsat whose dedication and expertise power our success. It is your talent that enables us to keep connecting the world in ways that are sustainable, inclusive, and future facing.

Jean-François Fallacher

Chief Executive Officer

(1) *The SBTi validation applies to the Company's decarbonisation targets and does not constitute a validation of its overall climate strategy.*

DASHBOARD FOR OUR CSR TARGETS

MISSION	APPROACH	TARGET	STATUS AS OF 30 JUNE 2025
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 Ensure zero debris is created annually in any protected region as a result of Eutelsat's GEO activities.	Zero debris created.
BRIDGING THE COMMUNICATION DIVIDE	Focus on reducing digital inequality by connecting underserved communities and promoting global access to information.	2 Connect 1 million unconnected people in Sub-Saharan Africa by 2027.	1,303,849 users-mark connected, two years ahead of its planned schedule.
ENVIRONMENTAL IMPACT	Reduce the Eutelsat carbon footprint in accordance with the Paris Agreement.	3 A 50% absolute reduction in energy-related GHG emissions (Scopes 1+2) by 2030.	-47% *vs* 2021
	Minimise the carbon emissions from new infrastructure, particularly by extending the life of existing satellites, and maximising the communications capacity of new satellites.	4 A 52% reduction in carbon intensity per satellite Mbps (Scope 3) by 2030.	-82% *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 New targets were set during 2025 to increase 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.	■ 29% of female employees in the workforce. ■ 31% 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

ESRS 2 BP-1

This section describes the general basis for preparation of the sustainability statement 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 outlines Eutelsat material sustainability matters for the 2024-25 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, 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.

In the general context of the first application of the CSRD Directive, the Group faces uncertainties and limits. The following disclosure requirements are not included in this report: Adequate Wage (ESRS S1-10), Section 3.3.2.4, Resource Inflows (ESRS E5-4), Section 3.2.2.3 and Payment Practices and Delays (ESRS G1-6), Section 3.4.1.3.

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.

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

ESRS 2 BP-2

For the 2024-25 reporting period, Eutelsat has restructured its sustainability disclosure to comply with the CSRD, implemented by 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 logbook.

- 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. Any notes on data accuracy are included together with any necessary actions for improving data 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 yet available for all sites therefore, where necessary, consumption figures include estimations based on the consumption of previous months or based on theoretical electrical consumption;
- carbon factors for satellites and satellite launches (3.2 Capital Goods): Limited information is currently available and therefore the carbon 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 the period of reporting, if no waste figures were available at the time of reporting for the last month of the year an average waste consumption has been assumed based on the previous months of the year.

Changes in preparation or presentation of sustainability information

This is the Group's first Sustainability Statement prepared in accordance with the ESRS. Previous reports were published under the Non-Financial Reporting Directive (NFRD) framework and are therefore not directly comparable.

In addition, the reporting period has changed from the calendar year to the fiscal year (1 July 2024 to 30 June 2025). Where indicators were already disclosed under NFRD and remain comparable, figures from the previous year are presented in the relevant sections. For other metrics, this year serves as a baseline.

Comparative adjustments have not been made where changes in scope or methodology make them impracticable. These cases are clearly noted where applicable.

Reporting of errors in prior periods

Eutelsat has reviewed its prior sustainability reports and found no material errors in the information disclosed.

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 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

ESRS 2 GOV-1

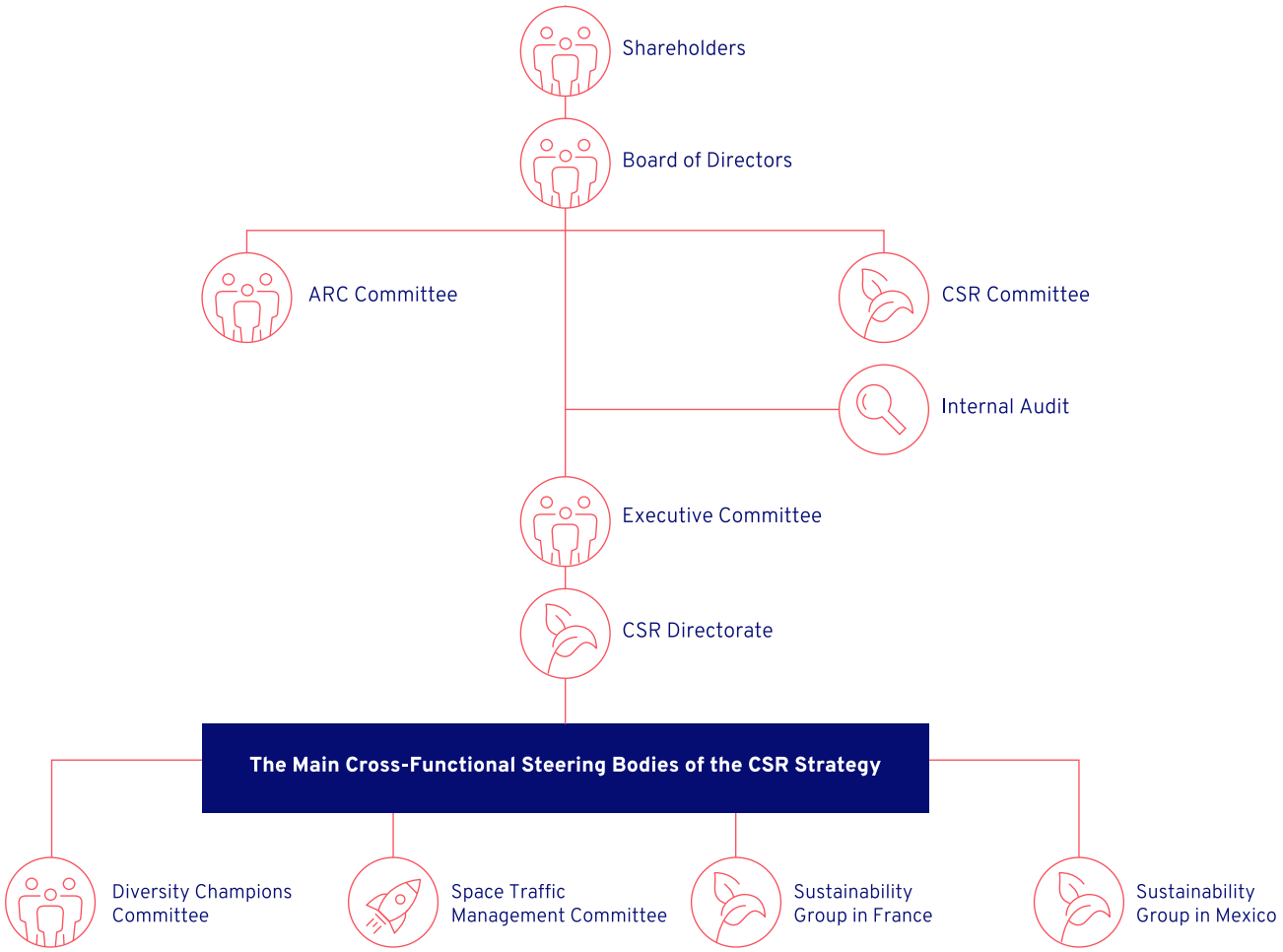
This section provides an overview of the composition, roles, and responsibilities of Eutelsat's administrative, management, and supervisory bodies, as well as their access to sustainability-related expertise and skills. The Company's Internal rules, which define the governance framework and operating 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 "Company's Structure" section.

Information on the composition and diversity of the members of Eutelsat governance bodies	Value 2025 or Corresponding section in the URD
Number of Executive members	10
Number of non-executive members	10
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 Section 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	3:7
Percentage of independent Board Members	60%

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 1 – 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 Chief Executive Officer

The Chief Executive Officer (CEO) provides strategic direction on sustainability matters, while day-to-day implementation is led by the Group's Director of Corporate Social Responsibility, who reports to the General Counsel. This structure embeds CSR priorities into overall corporate strategy. The management team is responsible for identifying, managing, and tracking sustainability-related impacts, risks, and opportunities, with dedicated processes in place that are aligned with broader internal control systems. The Board of Directors and Executive Committee play a supervisory role in defining key CSR objectives and regularly reviewing performance against those targets.

The Board of Directors and executive management have access to the necessary sustainability expertise, either directly or through external specialists. They also ensure that relevant training is provided to strengthen internal capabilities and maintain the skills required to effectively address ESG topics.

The CSR Committee

Operating under the authority of the Board of Directors, the CSR Committee is entrusted with the responsibility of monitoring and assessing the Group's CSR programme. The Committee consists of four Board Members including Dominique D'Hinnin (Chairman of the Board of Directors), with Agnès Audier serving as the Committee Chair. In addition, Eutelsat's CEO, participates as part of the executive members, along with the Chief Human Resources Officer and General Counsel.

The Committee meets quarterly and coordinates with the Audit Risk and Compliance Committee (ARCC) on the CSRD compliance, the non-financial performance, and the Compensation Committee on 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 Committee consists of four Board Members, chaired by Padraig McCarthy.

The Executive Committee

The Executive Committee has an oversight 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 CSR Committee, and the ARCC on all aspects of CSR strategy, CSRD compliance, and sustainability-related impacts, risks, and opportunities. The CSR Directorate oversees and drives Eutelsat's CSR mission, monitors KPI performance, and leads carbon reduction initiatives.

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. This year, the CSR team has provided regular updates to the ARCC on the progress of CSR-related activities and priorities.

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 Traffic Management Committee, focusing on carbon footprint reduction and responsible space usage. Additionally, the CSR strategy is transparently discussed at the Work council in France, which has also been informed on the progress of CSRD compliance. Further contributions come from our Connectivity and Video Business Units, alongside dedicated Sustainability Groups in France and Mexico.

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.

The most recent session, held in January 2025, focused specifically on Eutelsat's CSRD implementation project. Delivered by our auditors Forvis Mazars and EY, the training provided detailed insights into the Group's project governance, including objectives, overall project plan, internal organisation and role allocation, Double Materiality Assessment (DMA) methodology, assurance scope and level, audit conclusions, identified risks, and the alignment between financial and sustainability audit processes.

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

ESRS G1 GOV-1

Issue of business conduct are managed by the administrative, management and supervisory bodies *via* the Board committees, principally the CSR 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 2.1. 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

ESRS 2 GOV-2

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 CSR Committee, and the Board of Directors to inform strategic planning and risk oversight. The Works Council (CSE) has also been 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.

In the context of the December 2024 agreement with EQT, establishing a new standalone entity through the carve-out of Eutelsat's passive ground infrastructure assets, the CSR Committee formally requested an environmental impact assessment. The CSR team conducted this assessment, including a projected carbon emissions analysis to evaluate the impact of the restructuring on the company's overall carbon footprint. The findings were presented to the Executive Committee and the Board. These insights were taken into account in the assessment of the transaction's long-term implications, notably regarding alignment with Eutelsat's CSR strategy and climate-related goals. This process illustrates how IROs, particularly environmental considerations, are embedded in high-level decision-making and contribute to shaping strategic direction.

Body	Date	Topics Addressed
CSR Committee	30 September 2024	**ESRS 2 – Progress against targets & key highlights** ■ All IROs **ESRS 2 – Progress in CSRD compliance** ■ IRO: Stakeholder expectations and reputational risk of climate mitigation activities **ESRS G1 – Modern Slavery Act statement progress** ■ IRO: Ethical conduct in business operations ■ IRO: Business transparency **Entity Specific – Sustainability in Space updates** ■ IRO: Increased regulation of space activities ■ IRO: Operational Impact from increased space activity ■ IRO: Costs of regulation for management of space activities
CSR Committee	3 April 2025	**ESRS 2 – Overview of CSR performance** ■ All IROs **ESRS 2 – Progress of CSRD compliance project (Including review of DMA results)** ■ IRO: Stakeholder expectations and reputational risk of climate mitigation activities **ESRS S1 – Update on gender balance actions, metrics and targets.** ■ IRO: Staff diversity ■ IRO: Fairness in talent development ■ IRO: Fairness in compensation **Entity Specific – Update on actions, metrics and targets for bridging the digital divide.** ■ IRO: Providing connectivity to underserved communities
ARC Committee	12 February 2025	**ESRS 2 – CSRD Reporting update** ■ IRO: Stakeholder expectations and reputational risk of climate mitigation activities
ARC Committee	29 April 2025	**ESRS 2 – Progress of CSRD compliance project (Including review of DMA Results)** ■ IRO: Stakeholder expectations and reputational risk of climate mitigation activities **ESRS 2 – Proposal for validation of sustainability audit and report** ■ IRO: Stakeholder expectations and reputational risk of climate mitigation activities
ARC Committee	27 January 2025	**ESRS 2 – Board training on CSRD legislation** ■ IRO: Stakeholder expectations and reputational risk of climate mitigation activities
Executive Committee	25 September 2024	**ESRS 2 – Delivery of defined CSR incentive schemes** ■ All IROs **ESRS 2 – Progress on defined key targets** ■ All IROs **ESRS E1 – Updates on industry engagement towards decarbonization** ■ IRO: Carbon emission from new satellite and ground infrastructure

3.1.2.4 INTEGRATION OF SUSTAINABILITY-RELATED PERFORMANCE IN INCENTIVE SCHEMES

ESRS 2 GOV-3

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 four equally weighted categories, each contributing 25% to the variable compensation related to CSR component of the variable objectives:

- **Environmental:** Absolute carbon reduction Scope 1 & 2 *vs* 2021 baseline;
- **Digital Divide:** New users connected *via* Konnect service Wi-Fi hotspots in Africa;
- **Social:** Results of the Great Place to Work Survey trust index score;
- **Compliance:** Percentage of client reports obtained from identified customers in high-risk categories as defined in the client due diligence procedure during FY 2025.

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.

ESRS E1 GOV-3

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

ESRS 2 GOV-4

In line with the requirements of the CSRD and ESRS 2 GOV-4, Eutelsat has mapped the core elements of our 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

ESRS 2 GOV-5

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 process and conclusions of the double materiality exercise,
  - review of the reporting protocol and tools for data gathering,
  - 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 ARCC.

The principal risk 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 reporting protocol and data collection tools, 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.

This is the first year the Group's sustainability reporting has undergone an internal audit. The results will be disclosed later in 2025, and the Group commits to maintaining this audit annually as part of its ongoing sustainability reporting process.

3.1.3 STRATEGY & BUSINESS MODEL

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

Figure 2 – 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 three key short and medium-term priorities to support its sustainable growth, regulatory alignment, and societal impact. These priorities reflect the Group's commitment to responsible business practices, digital inclusion, and climate action.

Achieve compliance with the CSRD starting FY 2025	Embed our commitment to digital inclusion	Meet our 2030 environmental targets
Eutelsat is included in the first wave of companies subject to the Corporate Sustainability Reporting Directive (CSRD) and has published its first sustainability report in accordance with the ESRS standards.	Define a new connectivity target in 2025 for users of Wi-Fi hotspots in Africa, aligned with the Group's operational scale-up and business strategy.	Commitment validated by the Science Based Targets initiative (SBTi) in early 2025, with an ambitious medium-term emissions reduction trajectory: ■ a 50% reduction in absolute greenhouse gas (GHG) emissions from energy combustion (Scopes 1 and 2) by 2030, using 2021 as the baseline year; ■ a 52% reduction in carbon intensity per satellite MBps/s (Scope 3) over the same period.

3.1.3.1 MARKET POSITION, STRATEGY, BUSINESS MODEL AND VALUE CHAIN

ESRS 2 SBM-1

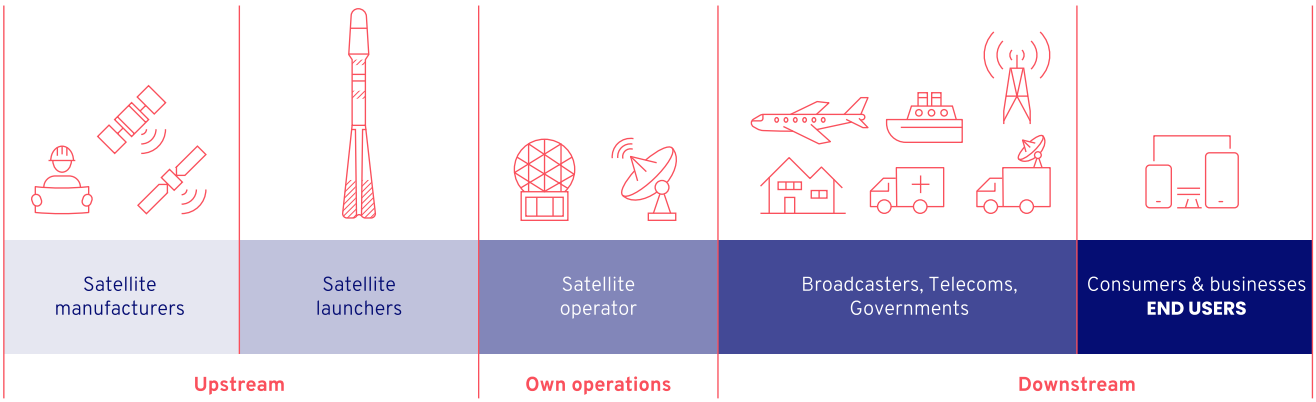
The objective of this section is to describe the key elements of Eutelsat general strategy that relate to or affect sustainability matters, and the key elements of the undertaking's business model and value chain, in order to provide an understanding of its exposure to Impacts, Risks and Opportunities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

A sustainable business model

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 34 geostationary satellites and a LEO constellation of more than 600 satellites.

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 70 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, 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 IRIS^2 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 1,600 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.

Asset	Value created
PEOPLE	**PEOPLE**
■ 1,639 employees, from over 75 countries (Section 3.3.1.4) ■ 29% of female in the workplace ■ More than 99% full-time permanent contracts	■ 31% of women in management positions ■ Great Place To Work Trust Index score increased: 61% ■ Ongoing dialogue with social partners
INDUSTRIAL ASSETS	**ENABLE ACCESS TO GLOBAL INFORMATION**
■ 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	■ 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	**OPTIMISE THE COMPANY'S FINANCIAL PERFORMANCE**
■ Backlog representing 2.9 years of revenues ■ Shareholders' equity (2,661 million euros) and strong support from key strategic shareholders such as APE, Barthi Space Limited, UK Government, CMA CGM, FSP	■ FY 2024-25 operating verticals revenues of 1,226 million euros ■ All revenues generated from Telecommunications sector ■ Market capitalisation of 1.8 billion euros at 30 June 2025
INTELLECTUAL ASSETS	**ADVANCING SPACE TECHNOLOGY**
■ More than 40 patents registered by Eutelsat ■ Startups and SpaceTech funds in our portfolio ■ Many projects with NewSpace supported by institutions	■ A unique LEO-GEO combination ■ World's first successful trail of 5G Non-Terrestrial Network (NTM) 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	**REDUCE OUR ENVIRONMENTAL IMPACT**
■ 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	■ 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 FY2025 (Market Based) are -47% 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 ■ +4,000% increase in solar energy production at our teleports in 2025 compared to 2021 ■ 1.5 MWh/year produced from solar energy in 2025 (representing 6% of total projected energy consumption for 2025)
SOCIAL CAPITAL	**POSITIVE SOCIAL IMPACT**
■ 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	■ More that 1.3 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 80% of employees trained in anti-corruption ■ More than 2,300 free-to-air channels accessible without subscription ■ Renewed patronage of Télécoms Sans Frontières, 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.

3.1.3.2 INTERESTS AND VIEWS OF STAKEHOLDERS

ESRS 2 SBM-2

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.

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
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.
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.
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.
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.

External Stakeholders of Eutelsat

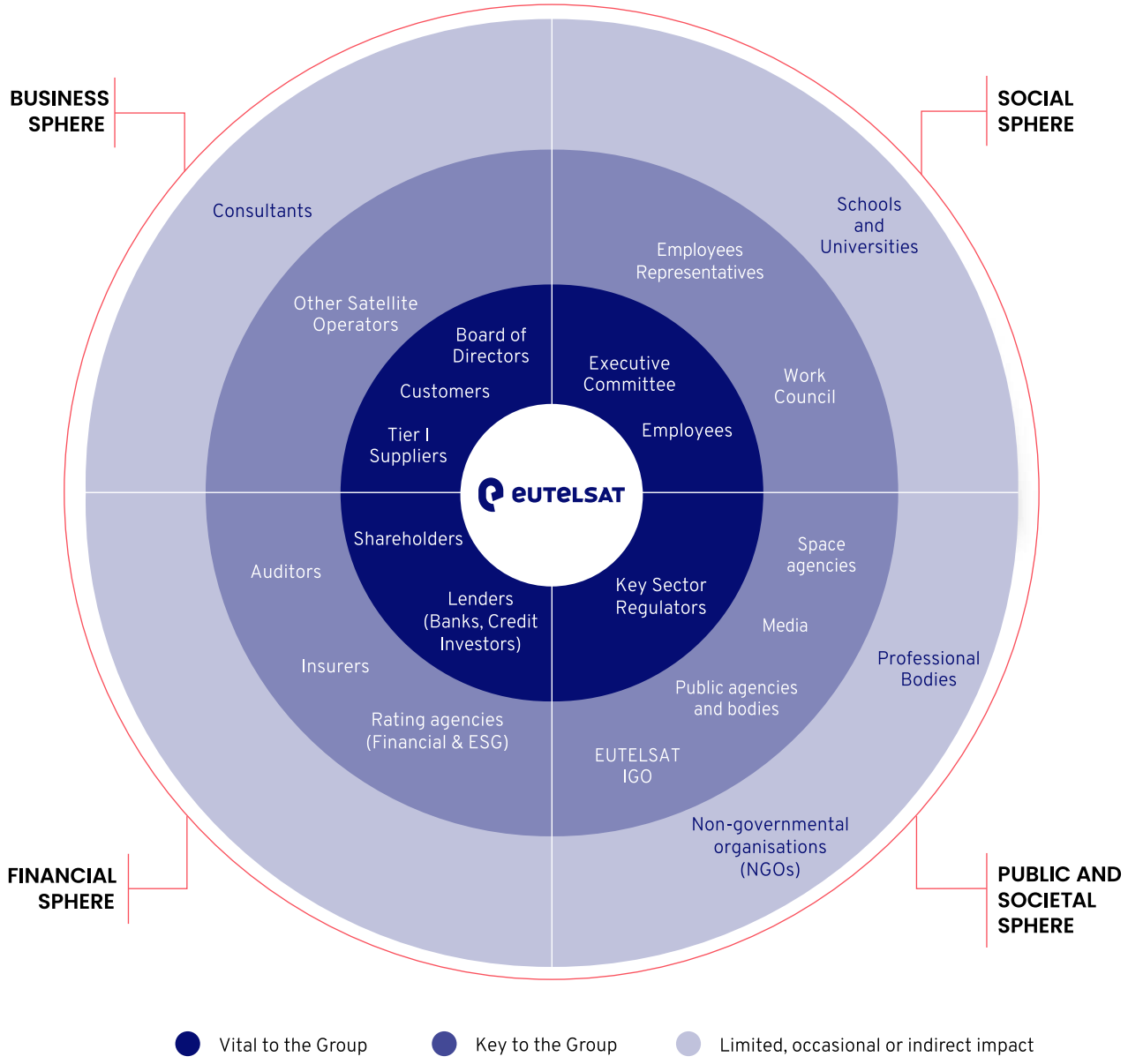
	Description	Identification	Engagement Channels
Customers	Individuals or businesses that purchase Eutelsat's products or services. Their satisfaction and loyalty are crucial for revenue generation and business growth.	Affected stakeholder	Account management, customer service teams, regular satisfaction surveys, and service performance reviews,
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.
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.
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.
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.

	Description	Identification	Engagement Channels
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.
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.
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.
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.
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.
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.
Non-Government 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.
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.
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.
Space Consultants and Market Intelligence	External experts providing specialized 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.
Insurers	Companies that provide insurance coverage, helping to manage risks associated with the company's operations.	Users of sustainability information	Risk assessments.
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.

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: s**takeholders 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: i**mportant 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.

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

ESRS 2 SBM-3

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 new list of material IROs has been developed and is presented below. This list represents a complete renewal of the material IROs for Eutelsat compared to the previous year. 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 current and planned satellites and satellite launches increase the carbon footprint of Eutelsat.	**Impact** *actual negative*	Upstream	Mid-term (2-5 years)
Carbon emissions from user terminals	User terminals, and specifically the emissions from electrical use are an important source of carbon emissions in the value chain.	**Impact** *potential negative*	Downstream	Short-term *(1 year)*
Atmospheric pollution from re-entry of satellites, debris and launch vehicle elements	Atmospheric pollution caused by the burning during reentry of objects, such as LEO satellites, space debris and launch vehicles.	**Impact** *actual negative*	Own operations	Long-term *(>5 years)*
Atmospheric pollution from satellite launches	Satellite launches potentially create atmospheric pollution, significantly in the upper atmosphere which creates a negative environment impact.	**Impact** *actual negative*	Upstream	Mid-term (2-5 years)
Stakeholder expectations and reputational risk of climate mitigation activities **(Climate change – transition)**	Social and regulatory expectations can affect the reputation and generate negative financial cost, 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 to heighten 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.	**Impact** *actual negative*	Downstream	Mid-term (2-5 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** *actual negative*	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** *actual negative*	Upstream	Long-term *(>5 years)*
Lifecycle impact of customer terminals	The lifecycle impact of customer terminals, particularly construction, supply and use, has a negative environmental impact from the use of materials and energy. Partnerships with telcos and manufacturers to promote eco-friendly, reconditioned terminals can reduce this impact and appeal to conscientious consumers.	**Impact** *actual negative*	Downstream	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. Although this practice is in an early stage, it represents a future opportunity to innovate and optimise the use of resources.	**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. These resources are difficult to recycle. Therefore there is a dependency on the continued supply of new raw 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. Eutelsat is the second largest owner, after Starlink, of objects in space, and is therefore contributing to this negative impact.	**Impact** *actual negative*	Own operations	Short-term *(1 year)*
Costs of regulation for management of space activities	New regulations could increase financial burdens for compliance, in spacecraft design and operations, increasing costs for Eutelsat.	**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** *actual negative*	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** *actual negative*	Own operations	Short-term *(1 year)*
Staff diversity	A lack of staff diversity can have the effect of limiting opportunities of those staff not represented within the majority groupings, leading to a narrow range of interests and opinions presented and weaker decision making.	**Impact** *actual negative*	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** *actual negative*	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** *actual negative*	Own operations	Short-term *(1 year)*
Enhanced risk of staff in high intensity roles	High-intensity roles, particularly in 24/7 operations, may generate specific health and safety risks for staff, requiring dedicated support.	**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** *actual negative*	Own operations	Short-term *(1 year)*
Talent development and retention challenges	A lack of focus on talent development risks employee retention and hampers the attraction of skilled talent.	**Risk**	Own operations	Short-term *(1 year)*
Entity specific – Bridging the digital divide				
Providing connectivity to underserved communities	The societal benefits of providing connectivity and means of communication to unconnected people and communities.	**Impact** *actual positive*	Downstream	Short-term *(1 year)*
Promoting global access to information	By providing broad access to information, Eutelsat supports global awareness and intellectual independence for communities worldwide.	**Impact** *actual positive*	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 many key stakeholders including investors, customers, and employees. This negative impact can be mitigated by the implementation of a strong corporate culture towards ethical business practices.	**Impact** *actual negative*	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)
Competitive advantage from data protection strategy	A transparent, reliable data protection strategy can attract customers and differentiate Eutelsat as a secure service provider.	**Opportunity**	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** *actual negative*	Downstream	Short-term *(1 year)*
Minimisation of Radio Interference	To minimise the impacts of radio interference from the OneWeb LEO constellation for Earth-based astronomy, specific Radio Frequency filters and guard bands are implemented which restrict the bandwidth that can be exploited by Eutelsat. This 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** *actual positive*	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)

Based on the actions for each IRO, as described throughout this document, no significant financial effects are currently identified to be impacting the company financial position, financial performance, or cash flows, nor are any anticipated in the short, medium, or long-term, and no material adjustments to assets or liabilities are expected in the next reporting period. In addition no current or anticipated effects of material Impacts, Risks, or Opportunities on our business model, value chain, strategy, or decision-making have been identified. Consequently, no changes have been made, and no response measures are currently planned.

ESRS E1 SBM-3

Following the process described in the sections ESRS E1, E2, E3, E4 and E5 – IRO-1, 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.

ESRS S1 SBM-3

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 chapter sets disclosure requirements that enable an understanding of the process to identify material impacts, risks and opportunities; and the information that, as a result of its materiality assessment, Eutelsat has included in its sustainability statement.

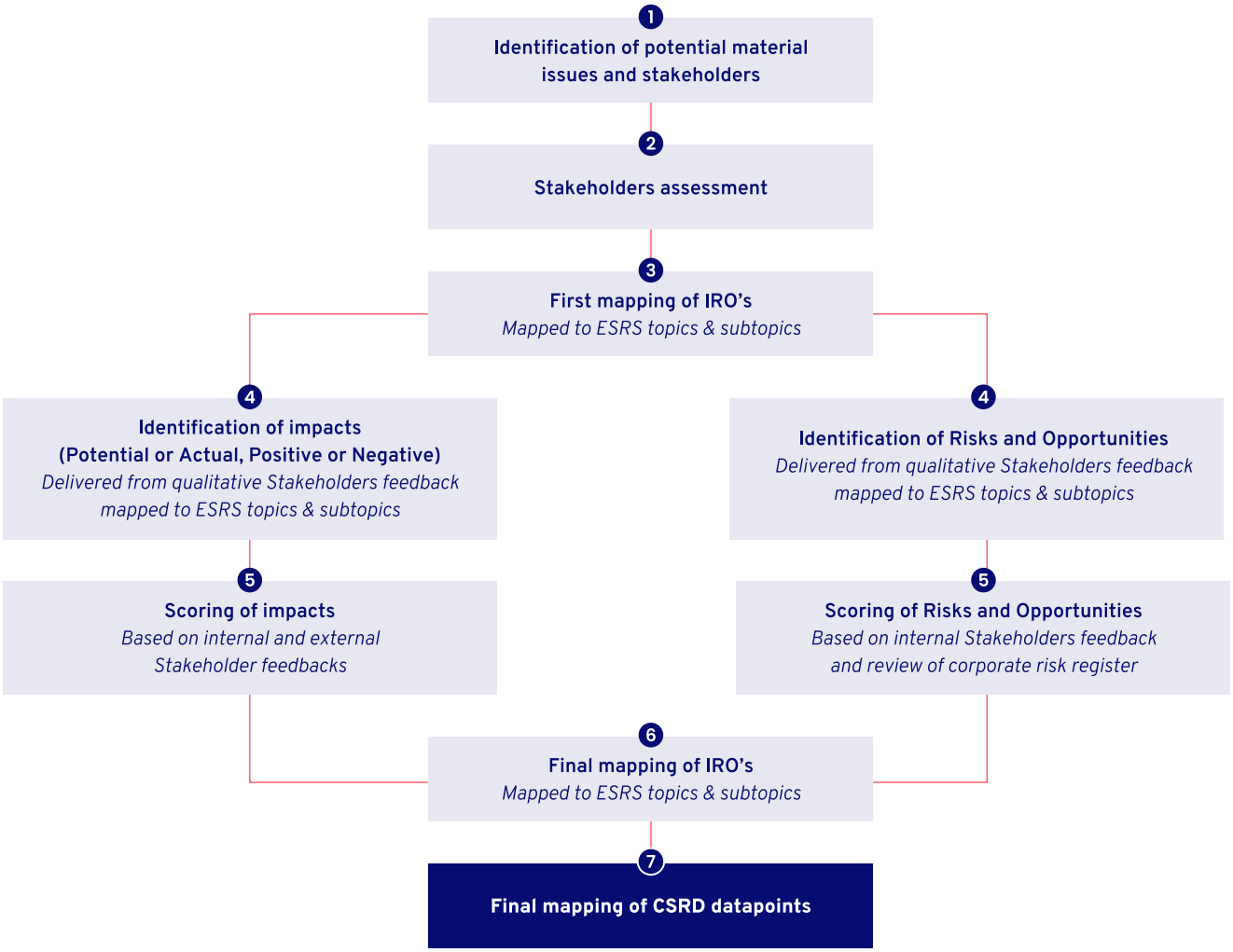
3.1.4.1 DESCRIPTION OF THE PROCESSES TO IDENTIFY AND ASSESS MATERIAL IMPACTS, RISKS, AND OPPORTUNITIES

ESRS 2 IRO-1

This section describes Eutelsat's process to identify its Impacts, Risks and Opportunities 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.

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 the 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 categorize 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 operations, 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.

5. Scoring of Impacts, Risks & Opportunities

Following the aggregation process, a structured approach was implemented to give a rating to the potentially material Impacts, Risks, and Opportunities (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 logbook. This alignment facilitated a more integrated risk assessment process.

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 logbook.

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

The rating of each potentially material Impact, Risk and Opportunity 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 IROs analysis, the identified risks and opportunities were compared with those recorded in the Group's risk logbook. For the material items that were also present in the Group risk logbook, cross-referencing was carried out to enable tracking and traceability. However, this comparison was limited to risks already included in the risk logbook 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 logbook. 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 needed to combine the scores given by the Internal and external stakeholders.

Different percentages were assigned to the feedback from internal and external stakeholders, considering their respective levels of expertise and understanding of the company's context and its material topics. The feedback from internal stakeholders, particularly the 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.

ESRS E1 to E5 & IRO-1

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.

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 risks and opportunities is undertaken at the principal operational sites of Eutelsat as a minimum on an annual basis. Often, this assessment forms part of the Environmental Management System (EMS) of the site concerned which again may be part of the ISO 14001 certification of the site. These stakeholder groups are then consulted, again on a minimum of an annual basis, to update the material risks and opportunities at a 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 undertaking the assessment of risks and opportunities no specific climate related scenario analysis has been undertaken nor any further specific screening of assets and activities related to climate change or resource use.

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

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

ESRS 2 IRO-2

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	3.1.2.3
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 2025 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 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 Reference	Topic	Materiality	Section
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 2025 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	3.3.1.1
S1-2	Processes for engaging with own workforce and workers' representatives about impacts	Material	3.3.1.2
S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	Material	3.3.1.3
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	3.3.1.4
S1-7	Characteristics of non-employees in the undertaking's own workforce	Omitted in 2025 due to phase-in provisions	
S1-8	Collective bargaining coverage and social dialogue	Material	3.3.1.5
S1-9	Diversity metrics	Material	3.3.2.2
S1-10	Adequate wages	Material	3.3.2
S1-11	Social protection	Omitted in 2025 due to phase-in provisions	
S1-12	Persons with disabilities	Omitted in 2025 due to phase-in provisions	
S1-13	Training and skills development metrics	Omitted in 2025 due to phase-in provisions	
S1-14	Health and safety metrics	Material	3.3.1.6
S1-15	Work-life balance metrics	Omitted in 2025 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 Reference	Topic	Materiality	Section
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 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	3.4.1.3
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	3.4.1.3
G1-6	Payment practices	Material	3.4.1.3

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 aid the understanding of Eutelsat approach to climate change it should be clarified that the majority of the commercial activity of Eutelsat is 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 TRANSITION PLAN FOR CLIMATE CHANGE MITIGATION

ESRS E1-1

Eutelsat has not adopted a transition plan but has implemented a decarbonisation plan for carbon mitigation topics which is described fully in the following sections[1]. This includes an identification of the carbon reduction targets and associated decarbonization levers, together with the associated progress on the delivery of these targets. This plan, which has been approved by the Science Based Target initiative (SBTi), will deliver an absolute reduction in Scope 1 & 2 emissions, aligned with the 1.5°C trajectory of the Paris Agreement and a carbon intensity reduction for Scope 3.

This decarbonisation plan is fully aligned with Eutelsat's business strategy which is to continue to develop its in 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.

[1] *The Company is currently working on the development of its transition plan, which is expected to be formalised during the next financial year.*

3.2.1.2 IRO: CARBON EMISSION FROM NEW SATELLITE AND GROUND INFRASTRUCTURE

Description: Increased emission from current and planned satellites and satellite launches increases the carbon footprint of Eutelsat.

Policies	Actions	Metrics & Targets
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.	**GROUND INFRASTRUCTURE** ■ Installation of solar panels ■ Switch to green energy supply contracts ■ Improved energy efficiency	■ Carbon emissions Scope 1 & 2 (tCO_2e) ■ Target an absolute carbon reduction of -50%, using the market-based approach by 2030 *vs* 2021.
	SATELLITES ■ Satellite life extension ■ Increase satellite efficiency	■ Carbon emissions Scope 3 (tCO_2e) ■ Target a carbon intensity reduction of -52% 2030 *vs* 2021. The intensity is defined as tCO_2e per Mbps of communication capacity across the Eutelsat satellite fleet.

3.2.1.3 IRO: CARBON EMISSIONS FROM USER TERMINALS

Description: User terminals, and specifically the emissions from electrical use are an important source of carbon emissions in the value chain.

Policies	Actions	Metrics & Targets
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.	Undertake a modelling of the lifecycle impact of the User Terminals to understand the potential for carbon reduction actions.	■ Carbon emissions Scope 3 (tCO_2e), 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.

Actions and resources in relation to climate change policies

ESRS E1-3

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 25 €m 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 *(€k)*	Significant CAPEX *(€k)*
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 zero Scope 2 GHG emissions.	+4,000% increase in solar energy generation at our teleports 2025 *vs* 2021. 1.5 MWh/year generated by solar in 2025 (6% of total energy use by 2025) No further new solar panel deployments foreseen beyond 2025 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 has been consummed from 2021-2024. 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 solar panel installations at its sites and therefore still requires external supply. Where possible Eutelsat seeks to switch to green energy suppliers, normally providing a warranty of origin guarantee for the supply. This has been undertaken at the Eutelsat sites in London and in 2024 extended to the Italian sites of Turin and Cagliari.	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). This represents a 19200% increase in green energy 2025 *vs* 2021. With 12.5M KwH/Year being supplied from green energy contracts (48% of total energy use by 2025) Further new green energy contracts, 2025-2030, will depend on their availability in key operational areas, *e.g.* Mexico.	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 *(€k)*	Significant CAPEX *(€k)*
Lever: Improved energy efficiency **Type:** Improved energy efficiency	Within the 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.	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: ■ intensive 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); ■ installation of a pilot passive de-icing system for antennas measuring up to 3.8 meters on more than 20 antennas, eliminating the need for energy consumption for heating the antennas in winter; ■ switching all lighting to LED technology. At the Turin offices and teleport 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. At the Cagliari teleport in Italy: ■ modification of a new air conditioning systems to use significantly less energy, particularly within the antenna shelters.	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 *(€k)*	Significant CAPEX *(€k)*
		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. 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.		

The decarbonisation levers for the satellites are explained below.

Decarbonisation Lever	Key Actions	Progress on Lever	Significant OPEX *(€k)*	Significant CAPEX *(€k)*
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.	Average operational life of a GEO satellite +4.7 years *vs* design life in 2025. The work, particularly within the operations teams to extend life is on-going, with some further improvements expected from 2025-2030.	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.	Average GEO satellite throughput is 29.6 GBps in 2024 *vs* 7.5 GBps in 2021 Expected fleet evolutions from 2025-2030, 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.

The decarbonisation levers for the user terminals are explained below.

Decarbonisation Lever	Key Actions	Progress on Lever	Significant OPEX *(€k)*	Significant CAPEX *(€k)*
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	A first modelling has been made during FY24 to characterise the impact of the energy use of the user terminals.	No significant OPEX	No significant CAPEX

3.2.1.4 TARGETS RELATED TO CLIMATE CHANGE MITIGATION AND ADAPTATION

ESRS E1-4

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 Scope 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. During the next fiscal year, it is expected that this scope will change, with several of the teleports, which have a large contribution to the Scope 1 & 2 emissions, leaving the Group (refer to Section 3.1.2.2). Therefore, the baseline year, targets and performance will be adjusted during the coming financial year, an adjustment that will particularly impact the Scope 1 & 2.

Scope 1 & 2

For Scope 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 Scope 1 & 2 emissions. This would achieve an absolute reduction in Scope 1 & 2 GHG emissions of 2,964 tCO_2e.

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 – Scope 1&2 *(tCO_2e)*	Target Year	Target GHG Emissions – Scope 1&2 *(tCO_2e)*
2021	5,929	2030	2,965

Scope 3

For Scope 3, a reduction in carbon intensity target of -52% has been fixed for 2030 based on a reference year of 2021. The intensity is defined as tCO_2e per Mbps of communication capacity across the Eutelsat satellite fleet. This would achieve a reduction in Scope 3 carbon intensity of 0.2 tCO_2e/Mbps.

It should be noted that when establishing this target, Eutelsat has taken into considerations increased emissions expected from future satellites and satellite launches which are programmed prior to 2030 and which can be considered as locked-in emissions. These additional satellites will generate carbon emissions but they shall also increase the communications capacity of the fleet, therefore not jeopardising the carbon intensity target.

The carbon intensity target coverage is for 100% of Scope 3, covering upstream, own operations and downstream, excluding only the following categories, as per the requirements of the SBTi.

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

The calculation of satellite fleet capacity is computed as 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_2e)*	Baseline Carbon Intensity *(tCO_2e/MBps)*	Target Year	Target Carbon Intensity *(tCO_2e/MBps)*
2021	396,624	0.38	2030	0.18

Progress towards targets

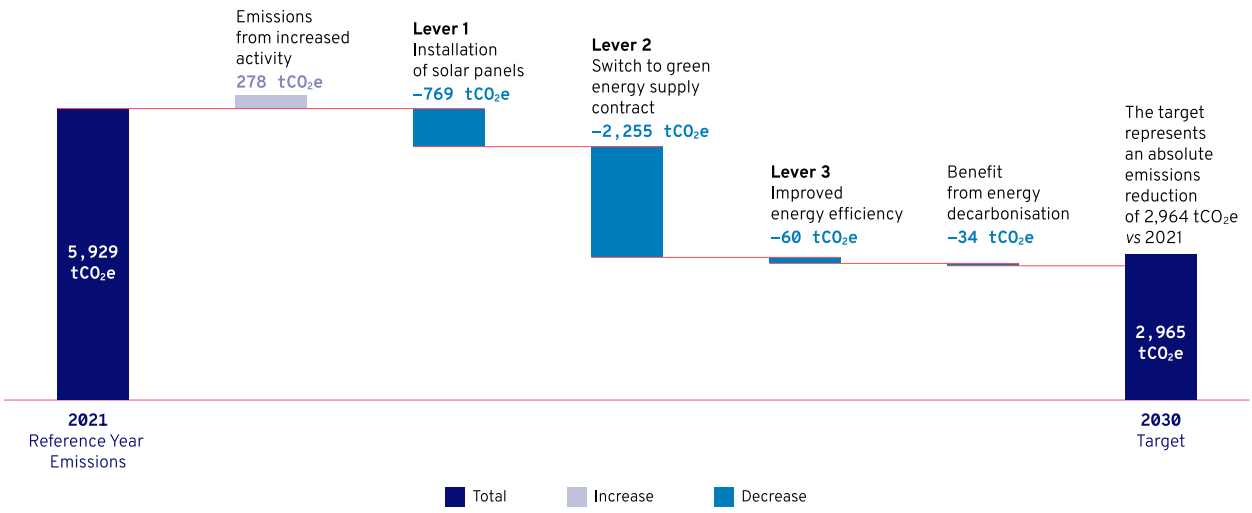
The performance against the carbon reduction targets, as of 30th June 2025, following the Market-Based approach, is shown below.

Scope 1 & 2

Interim Year	Interim Target GHG Emissions – Scope 1&2 *(tCO_2e)*	Actual GHG Emissions – Scope 1&2 *(tCO_2e)* **(Market-Based)**
2025	4,612	3,141

The interim target for Scope 1 & 2 reduction, set as the emissions in 2025 *vs* 2021 has been largely surpassed. An actual Scope 1 & 2 emissions reduction of -2,788 tCO_2e has been delivered, representing a reduction of -47% *vs* 2021.

The waterfall below shows the overall progress towards the 2030 target, indicating that the major contribution to its' achievement comes from from the switch to green energy contracts for the company facilities in Turin and Cagliari in Italy.



Scope 3

Interim Year	Interim Target Carbon Intensity *($tCO_2e/Mbps$)*	Actual Carbon Intensity *($tCO_2e/Mbps$)*
2025	0.29	0.071

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 FY26.

3.2.1.5 ENERGY CONSUMPTION AND MIX

ESRS E1-5

This section describes the energy sources used by Eutelsat and 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. *Principal data sources: Eutelsat Operations* As of 30 June 2025 the following Eutelsat sites have ISO 14001 certification: ■ Caniçal teleport – Madeira, Portugal (Certified since October 2017) ■ Cagliari teleport – Italy (Certified since September 2021) ■ Turin teleport – Italy (Certified since July 2022)
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 IEA.	
Fuel consumption for renewable sources, including biomass	Eutelsat has no fuel consumption from renewable sources, including Biomass.	
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.	
The consumption of self-generated non-fuel renewable energy	Electrical energy generated by solar panel systems owned and operated directly by Eutelsat. Located at Eutelsat sites. In all cases all of the electricity produced is consummed directly by the site concerned.	

The consumption figures for the different categories in the table below are for the period from 1 July 2024 to 30 June 2025.

Energy consumption and mix	Comparative	Year N
Total fossil energy consumption *(MWh)*	N/A	4,249
Share of fossil sources in total energy consumption (%)	*N/A*	*16.2%*
Consumption from nuclear sources *(MWh)*	N/A	7,912
Share of consumption from nuclear sources in total energy consumption (%)	*N/A*	*30.1%*
Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) *(MWh)*	N/A	–
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources *(MWh)*	N/A	12,593
The consumption of self-generated non-fuel renewable energy *(MWh)*	N/A	1,508
TOTAL RENEWABLE ENERGY CONSUMPTION *(MWH)*	**N/A**	**14,101**
Share of renewable sources in total energy consumption (%)	*N/A*	*53.7%*
TOTAL ENERGY CONSUMPTION *(MWH)*	**N/A**	**26,261**

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

ESRS E1-6

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 14% of the data, expressed as a percentage of the total Scope 3 emissions, can be considered as primary data directly from a supplier organisation.

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

All GHG Scope 3 categories are included in the report although the following categories are considered not material for Eutelsat:

- processing of Sold products: omitted as Eutelsat's activities are not related to this category;
- downstream leased assets: omitting to avoid double counting of emissions;
- 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, together with key assumptions, is given in the table below. It should be noted that for all categories the emissions calculations are not currently validated by an external body other than the assurance provider.

GHG category	Description	Key Assumptions & Comments
Scope 1	Impact from fuel used directly at the Eutelsat sites, such as diesel for site generators. Also includes refrigerants used in the air conditioning systems and fuel use from company leased vehicles.	Impact calculations are based on the volumes of fuels and refrigerants lost to leakage within the period. *Principal data sources: Eutelsat Operations* *Principal source of carbon factors: ADEME*
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 carbon factor for energy from the geographical location concerned. *Principal data sources: Eutelsat Operations* *Principal source of carbon factors: ADEME*

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 only non-renewable external sources, therefore excluding the Green energy used by the company and for which the Scope 2 emissions are calculated as zero. The emissions are calculated based on a suitable Scope 2 carbon factor for non-renewable energy from the geographical location concerned. *Principal data sources: Eutelsat Operations* *Principal source of carbon factors: AIB*
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.	As emission impact information is not available for all launch service providers, the Impact of launch services is based on the emissions of an Ariane 5 rocket launch, as confirmed by Arianespace, regardless of the actual launch system 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. Impact of leased ground infrastructure services is based on the electrical consumption of the ground installations, using the appropriate energy carbon factors for the concerned country. *Principal data sources: Eutelsat Finance* *Principal source of carbon factors: ADEME & Industry Specific (e.g. satellite launches)*
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. Carbon factors for satellites and ground systems are taken from industry studies, or industry references, such as ESA (which is used for the GEO satellite carbon reference) *Principal data sources: Eutelsat Engineering & Operations* *Principal source of carbon factors: ADEME & Industry Specific (e.g. satellite)*
Scope 3 – 3.3 Fuel and energy-related Activities (not included in Scope 1 or Scope 2)	Scope 3 impact of the electrical consumption of the Eutelsat operations, at sites within the Eutelsat operational control. Also includes Scope 3 impact of other fuels such as diesel.	Use of national energy carbon factors. Where no energy carbon factor split between Scope 1 or 2 & Scope 3 is available a generic assumption of 9% impact in Scope 3 is taken. *Principal data sources: Eutelsat Operations* *Principal source of carbon factors: ADEME*
Scope 3 – 3.4 Upstream transportation and distribution	Predominantly relates to the transportation impact of the user terminals purchased and sold by Eutelsat to Eutelsat's customers, typical distribution partners. The upstream transportation is considered as all transport from the manufacturing site up 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 carbon factor. The carbon factor was calculated per unit by analysing the actual transportation during an entire reference year, selected as 2022. It should be noted that in previous years, the upstream transport was only calculated based on the transportation impact from the manufacturing site to the Eutelsat warehouse location. This has been corrected for the FY25 reporting. *Principal data sources: Eutelsat Sales Operations* *Principal source of carbon factors: ADEME*

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. *Principal data sources: Eutelsat Operations* *Principal source of carbon factors: ADEME*
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. *Principal data sources: Eutelsat Finance* *Principal source of carbon factors: ADEME*
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 carbon factor for the commuting of office workers from the INSEE. *Principal data sources: Eutelsat HR* *Principal source of carbon factors: INSEE*
Scope 3 – 3.8 Upstream leased assets	This is principally the impact of capacity leased and commercialised by Eutelsat on third Party geostationary satellites. The category also includes leased buildings.	The impact of leased capacity is calculated using the same carbon factors 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. *Principal data sources: Eutelsat Fleet Management* *Principal source of carbon factors: Industry specific impact/ transponder.*
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. *Principal data sources: Eutelsat Sales Operations* *Principal source of carbon factors: ADEME*
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 carbon factor for electrical consumption is used to calculate the impact. *Principal data sources: Eutelsat Sales Operations* *Principal source of carbon factors: ADEME*
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. *Principal data sources: Eutelsat Sales Operations* *Principal source of carbon factors: ADEME*

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 in the table below cover the activity for the period from 1 July 2024 to 30 June 2025. For the first year of CSRD reporting Eutelsat does not propose a comparison with previous years.

			Retrospective	
Base year		**Comparative**	**N**	**% N / N-1**
SCOPE 1 GHG EMISSIONS				
Gross Scope 1 GHG emissions *(tCO_2e)*		N/A	631	N/A
Percentage of Scope 1 GHG emissions from regulated emission trading schemes *(%)*		N/A	–	N/A
SCOPE 2 GHG EMISSIONS				
Gross location-based Scope 2 GHG emissions *(tCO_2e)*		N/A	4,818	N/A
Gross market-based Scope 2 GHG emissions *(tCO_2e)*		N/A	2,511	N/A
SIGNIFICANT SCOPE 3 GHG EMISSIONS				
Total Gross indirect (Scope 3) GHG emissions *(tCO_2e)*		N/A	150,388	N/A
1	Purchased goods and services	N/A	40,415	N/A
2	Capital goods	N/A	80,279	N/A
3	Fuel and energy-related Activities (not included in Scope 1 or Scope 2)	N/A	1,771	N/A
4	Upstream transportation and distribution	N/A	1,692	N/A
5	Waste generated in operations	N/A	76	N/A
6	Business traveling	N/A	3,650	N/A
7	Employee commuting	N/A	1,147	N/A
8	Upstream leased assets	N/A	7,648	N/A
9	Downstream transportation	N/A	–	N/A
10	Processing of sold products	N/A	–	N/A
11	Use of sold products	N/A	13,153	N/A
12	End of life treatment of sold products	N/A	556	N/A
13	Downstream leased assets	N/A	–	N/A
14	Franchises	N/A	–	N/A
15	Investments	N/A	–	N/A
TOTAL GHG EMISSIONS				
Total GHG emissions (location-based) *(tCO_2e)*		N/A	155,836	N/A
Total GHG emissions (market-based) *(tCO_2e)*		N/A	153,529	N/A

GHG intensity per net revenue	**Comparative**	**N**	**% N / N-1**
Total GHG emissions (location-based) per net revenue *($tCO_2e/€m$)*	N/A	125.3	N/A
Total GHG emissions (market-based) per net revenue *($tCO_2e/€m$)*	N/A	123.4	N/A

Net revenue used to calculate GHG intensity	1,243.7
Net revenue (other)	–
Total net revenue (in financial statements)	1,243.7

3.2.1.7 ATMOSPHERIC POLLUTION

IRO: Atmospheric pollution from re-entry of satellites, debris and launch vehicle elements

Description: Atmospheric pollution caused by the burning during reentry of objects, such as LEO satellites, space debris and launch vehicles.

Policies	Actions	Metrics & Targets
Eutelsat does not have specific policies addressing the issue, as the subject is still at an early stage of development.	■ Participation in industry studies and workgroups. ■ Extending satellite lifespans reduces replacement frequency and atmospheric impact from re-entries.	As the subject is not yet considered mature Eutelsat does not have specific metrics or targets which address the issue.

IRO: Atmospheric pollution from satellite launches

Description: Satellite launches potentially create atmospheric pollution, significantly in the upper atmosphere which creates a negative environment impact.

Policies	Actions	Metrics & Targets
Eutelsat does not have specific policies addressing the issue, as the subject is still at an early stage of development.	■ Participation in industry studies and workgroups. ■ Extending satellite lifespans reduces replacement frequency and atmospheric impact from re-entries.	As the subject is not yet considered mature, Eutelsat does not have specific metrics or targets which address the issue.

Actions

To mitigate the atmospheric impact of satellite re-entry, the Group is taking a twofold approach:

- participation in industry studies and working groups aims to improve understanding of the atmospheric impacts of satellite re-entry;
- by extending the useful life of its satellite fleet, Eutelsat reduces the frequency of satellite replacement and, consequently, the potential long-term negative atmospheric impact associated with the number of re-entering satellites.

Metrics, Targets and Performance

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.

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 the subject is not yet considered mature, Eutelsat does not currently have specific metrics, targets, or policies in place to address it. However, such elements will be introduced as more information becomes available over the short- to medium-term.

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

Description: Social and regulatory expectations can affect the reputation and generate negative financial costs, difficulties in accessing financing.

Policies	Actions	Metrics & Targets
No specific policy required as the subject is covered by necessity to comply with mandatory legislation.	■ Implementation of CSRD compliance project for FY 2025, including materiality reassessment and external assurance of the Sustainability Statement. ■ Supporting France's national roadmap for a decarbonised space industry.	Achieve full compliance with the CSRD

Actions

Eutelsat has implemented a project led by the CSR Director to ensure full compliance with the CSRD for this year's non-financial reporting. This project includes a comprehensive revalidation of material issues affecting Eutelsat and its alignment with the CSRD reporting requirements. The resulting Sustainability Statement will be externally audited to ensure accuracy and compliance. The current financial auditors, EY/Forvis Mazars, have been appointed for this task, with approval from the Eutelsat Board as of 10 October 2024.

Supporting France's national roadmap for a decarbonised space industry

At national level, Eutelsat is actively involved in the development of the "*Feuille de route pour une filière spatiale française décarbonée*", a strategic roadmap for decarbonising the French space industry. This initiative is led by CNES, Thales Alenia Space, and the *Direction Générale des Entreprises* (DGE), under the auspices of the "*Développement durable*" working group of the COSPACE Committee, a joint government-industry platform for space policy.

Over the course of 2024, the roadmap has been co-developed by around 20 key stakeholders in the French space ecosystem, including major ministries, GIFAS, Alliance NewSpace France, system integrators, the national satellite operator (Eutelsat), and equipment manufacturers. This roadmap defines a collective vision and action plan to reduce the carbon footprint of space activities in France and sets the stage for coordinated, sector-wide policy development. The roadmap has been publicly released in June 2025. More information can be found in the press release issued by CNES on 18 June, available on their website.

Metrics, Targets and Performance

The primary target is to achieve full compliance with the mandatory and applicable reporting requirements of the CSRD for the financial year 2025. This ensures transparency, accountability, and alignment with evolving European sustainability regulations. Establishing robust metrics and external audit validation will enhance the credibility of Eutelsat's non-financial disclosures, support stakeholder trust, and mitigate reputational and regulatory risks related to climate and sustainability issues. This compliance also positions Eutelsat to better anticipate and respond to future regulatory developments and investor expectations. Formalising these metrics and targets through external audit processes guarantees the reliability and comparability of reported data.

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 to heighten regulation of the activity.

Policies	Actions	Metrics & Targets
No specific policy required as the subject is covered by necessity to comply with mandatory legislation.	■ Eutelsat monitors and engages in regulatory developments to ensure compliance and maintain its operating license. ■ Contributing to the development of a European environmental footprint methodology for the space sector.	No specific metric or target is currently in place for this IRO. However, developments are closely followed through the Group's regulatory watch process.

Actions

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 related IRO in 3.2.2 for details). 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.

Contributing to the development of a European environmental footprint methodology for the space sector

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.

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)

3.2.2.1 POLICIES RELATED TO RESOURCE USE AND CIRCULAR ECONOMY

ESRS E5-1

Eutelsat is progressively strengthening its approach to environmental impacts associated with ground and space infrastructure. Internal procedures and controls are already in place at various operational sites to manage environmental impacts, especially regarding waste and asset management.

In addition to the policies and actions described in this section, Eutelsat actively contributes to industry-wide efforts to promote sustainable practices. The Group participates in the ESA Ecodesign Taskforce, a working group led by the European Space Agency's Clean Space initiative. This taskforce brings together industry stakeholders to develop and harmonise eco-design principles applicable to space missions. Through this engagement, Eutelsat contributes to shaping guidelines and standards that support the circular economy in the space sector.

3.2.2.2 RESOURCE OUTFLOWS

ESRS E5-5

Eutelsat generates 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 equipments, antennas and associated structures or general waste. At office locations, Eutelsat typically generates general waste but also disposal of paper and cardboard.

The total waste generated by the operations of Eutelsat in 2025, including the levels of waste recycling is shown below, however Eutelsat engages to publish the data according to the CSRD methodology for the reporting period FY26.

	2025
Paper waste *(tonnes)*	4.9
Principal elements: paper, documents	
% paper waste recycled	100%
Cardboard waste *(tonnes)*	8.5
Principal elements: cardboard, packing boxes	
% cardboard waste recycled	100%
WEEE *(tonnes)* (classified as hazardous waste)	2.7
Principal elements: electronic devices and components, cables	
% WEEE waste recycled	75%
Ordinary waste *(tonnes)*	135.28
Principal elements: glass, plastic, wood, food waste, garden waste, demolition waste	
% ordinary waste recycled	29%
Metal waste *(tonnes)*	7.8
Principal elements: steel and aluminium (principally from onsite structures for buildings and antennas)	
% metal waste recycled	100%
TOTAL WASTE *(TONNES)*	**159.21**
% TOTAL WASTE RECYCLED	**39%**

3.2.2.3 RESOURCE INFLOWS

ESRS E5-4

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 100% on information from the Upstream value change 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.

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

Description: Disposal at the end of life of electronic equipments is environmentally impacting, regardless of the means of disposal.

Policies	Actions	Metrics & Targets
No specific policies in place. 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.	■ Resale of recovered terminals ■ Scrapping of end of life terminals	■ Carbon emissions Scope 3 (tCO_2e), specifically the category: • 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.

Actions

Resale of recovered terminals

To minimise the end of life impact of customer terminals, Eutelsat seeks to avoid disposal and, where possible, resell unused or recovered terminals back into the market.

Scrapping of end of life terminals

A potential action is envisaged by Eutelsat to work with distribution partners in different markets to establish means for recycling rather than directly scrapping customer terminals. This will be undertaken on a market by market basis as it will vary according to geography.

3.2.2.5 IRO: LIFECYCLE IMPACT OF CUSTOMER TERMINALS

Description: The lifecycle impact of customer terminals, particularly construction, supply, and use, has a negative environmental impact from the use of materials and energy. Partnerships with telcos and manufacturers to promote eco-friendly, reconditioned terminals, can reduce this impact and appeal to conscientious consumers.

Policies	Actions	Metrics & Targets
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.	■ Ensuring specification of terminals compatible with solar panel energy supply ■ Improved electrical efficiency of terminals ■ Procurement of refurbished terminals ■ Improved stock management ■ Return of terminals from distribution partners	■ Carbon emissions Scope 3 (tCO_2e), 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

Actions

Ensuring specification of terminals compatible with solar panel energy supply

The use phase carbon emissions of the customer terminals, generated from the use of electricity, is to ensure that the terminals can take their energy supply from Solar panel Sources. This is particularly relevant in Africa where customer terminals may be supplied by Distribution partners in conjunction with solar systems. To facilitate this possibility, Eutelsat ensures in the specifications of all new customer terminals the potential for a direct current (DC) electrical source, in addition to the typical alternating current (AC) source.

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.

Procurement of refurbished terminals

Where possible, Eutelsat has prioritised the purchase — and therefore the re-use — of reconditioned terminals when available on the market. This approach has been applied to terminals used for the Konnect satellite service. In this case, reconditioned terminals were procured from the supplier Hughes as an alternative to new units, helping to reduce the environmental impact associated with raw material consumption.

Improved stock management

Eutelsat has undertaken an improvement in its stock management of customer terminals. This ensures that procurement, and therefore transportation of terminals can be anticipated and a lower impact transportation solution, which takes longer, can be used.

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.

3.2.2.6 IRO: WASTE GENERATED BY EQUIPMENT AT THEIR END OF LIFE

Description: 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.

Policies	Actions	Metrics & Targets
■ Fixed Asset Policy – Mexico ■ Environmental Waste Management Procedure – France ■ Environmental Waste Management Procedure – Italy	■ Disposal of materials with recycling partners ■ Repair & re-use of old equipments ■ Resale of old equipments to resale partners ■ Re-use of packing materials	■ Carbon impact from Scope 3 (tCO_2e), specifically the category: • 3.5 Waste generated in operations There are no targets applied for waste generated as the volume of waste generated is relatively small, primarily as Eutelsat does not operate any production facilities.

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 *via* 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.	Skylogic Mediterraneo (Italy)	Site Operations Manager	Internal use only Available *via* shared internal workspace

Actions

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, this includes a long-standing collaboration with PAPREC. This action, implemented in recent years, covers 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

Eutelsat has implemented in recent years 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 cannibalized 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, in place in recent years, 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.

Re-use of packing materials

Eutelsat also undertakes to re-use packing materials whenever possible. This includes boxes, foam, and protective wrapping materials received with incoming items. These materials are collected and stored at technical sites for reuse in shipping, storage, or internal transfers. This initiative has been implemented in recent years and continues to be applied at operational level across multiple sites. While informal in nature, it contributes to reducing single-use materials and supports resource efficiency. No dedicated financial resources are allocated to this practice, which operates within existing OPEX budgets. It has no CAPEX implication.

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

Description: 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.

Policies	Actions	Metrics & Targets
Contract for the procurement of satellites	■ Use of industry standards ■ Maximising satellite life	Due to the limited direct control available to Eutelsat, no specific metrics or targets have been defined for this IRO. However, Eutelsat does apply 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.

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 *via* shared internal workspace

Actions

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.

Maximising satellite life

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.

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

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. Although this practice is at an early stage, it represents a future opportunity to innovate and optimize the use of resources.

Policies	Actions	Metrics & Targets
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.	■ Participation in the RISE program	No metrics or targets have been defined at this stage. Performance will be assessed qualitatively based on the successful execution of the missions and future potential for operational integration, rather than through pre-defined internal targets or quantitative metrics.

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 2027/28. 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.

3.2.2.9 IRO: DEPENDENCIES ON CRITICAL ELEMENTS USED FOR MANUFACTURING SATELLITES

Description: The manufacturing of satellites and associated equipment requires the use of critical, sometimes rare, materials. These resources are difficult to recycle therefore there is a dependency on the continued supply of new raw materials. The materials are sourced globally and could be subject to disruption of supply, posing a risk to the business of Eutelsat.

Policies	Actions	Metrics & Targets
Contract for the procurement of satellites	■ Maximise the recycling of materials ■ Contractual mechanisms with suppliers	There is currently no specific metric or target in place for tracking dependency on critical elements. Due to the complexity of satellite supply chains and the evolving nature of material availability, Eutelsat continues to assess how best to structure data collection on this topic.

Actions

Eutelsat implements two main measures to mitigate dependency on critical elements used in satellite manufacturing:

- **Maximise the recycling of materials:**

  Where technically feasible, Eutelsat maximises the reuse and recycling of materials, particularly for ground-based equipment. For example, development models used in ground testing are reused across multiple satellite programs to reduce the consumption of new materials. This practice helps limit dependency on critical raw materials required for new equipment production.

- **Contractual mechanisms with suppliers:**

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

3.2.2.10 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.

Material Impact, Risk, and Opportunity (IRO) 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).

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)

Policies

Eutelsat recognises the increasing complexity and regulatory scrutiny linked to space activities and is taking steps to ensure that its operations remain responsible and forward-looking.

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 reorbiting 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

3.2.2.11 IRO: OPERATIONAL IMPACT FROM INCREASED SPACE ACTIVITY

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. Eutelsat is the second largest owner, after Starlink, of objects in space, and is therefore contributing to this negative impact.

Policies	Actions	Metrics & Targets
■ Fleet Operations Mission Rules ■ Mission Operations	■ Enhanced use of Space Traffic Management (STM) services ■ End of life operations for GEO and LEO satellites ■ Continuous monitoring of debris removal technologies ■ Flight software upgrades for LEO satellites	■ Reorbiting success rate: percentage of eligible satellites reorbited annually. ■ Target is to achieve 100% success of all re-orbiting operations undertaken during the year.

Actions

To address the growing operational risks associated with increased activity in space, Eutelsat has implemented a range of targeted measures aimed at maintaining the safety and longevity of its satellite fleet. These actions apply to both operational GEO and LEO satellites across the Group, covering global activities, and relate to upstream and own operations within the satellite lifecycle:

- **enhanced use of Space Traffic Management (STM) services:** Eutelsat has expanded its reliance on external STM service providers to access precise positional data of objects that may pose collision risks. These services enable better risk assessment and avoidance manoeuvres, reducing unnecessary satellite repositioning and thereby extending spacecraft operational life. The associated annual operational expenditure is approximately €600,000;
- **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 involves redeployment to a graveyard orbit; for LEO satellites, re-entry planning is executed in line with current space regulations. 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;
- **continuous monitoring of debris removal technologies:** Eutelsat's engineering and innovation teams actively evaluate emerging space debris mitigation technologies proposed by potential providers, assessing their technical feasibility and relevance to the company's LEO and GEO satellite operations;
- **flight software upgrades for LEO satellites:** a program to upgrade the flight software of the LEO fleet is currently underway, with completion scheduled for this year. The upgrade aims to enhance the spacecrafts' ability to de-orbit safely even in degraded operational scenarios. This effort represents a capital investment of approximately €500,000.

These actions are embedded within the company's operational risk mitigation strategy and contribute to the responsible and sustainable use of orbital resources, without constituting a formal Group-wide policy at this stage.

Metrics, Targets and Performance

Eutelsat places a high priority on the responsible disposal of its satellites at the end of their operational life. Our goal is to achieve a 100% successful reorbiting rate each year for all eligible satellites, in line with national regulations and international guidelines. This target was met in the current fiscal year, and our objective is to maintain this performance every year going forward.

Satellites are planned for reorbiting based on their operational lifespan, which depends on a combination of predefined mission duration and real-time operational factors such as technical health, fuel status, and commercial viability. Each satellite has a projected end of life date estimated during its design phase, but the actual timing for reorbiting may be adjusted according to operational conditions and unforeseen events to ensure safe disposal.

During the reported fiscal year, two GEO satellites, EUTELSAT 16 WEST A and EUTELSAT 33E, reached their end of life and were successfully reorbited according to our procedures. No LEO satellites reached end of life during this period.

The EUTELSAT 16 WEST A satellite was manoeuvred to a graveyard orbit at an altitude of 36,381 kilometers, which is 595 kilometers above the geostationary arc, in June 2025. The propulsion system was depressurised and all electrical systems were safely passivated. These end of life operations ensured the satellite was left in a fully secure, non-interfering state, in strict compliance with French Space Law, with no intentional creation of space debris in protected regions of space.

Similarly, the EUTELSAT 33E satellite was successfully reorbited as planned to a height of 369 kilometers above the GEO arc in October 2024. Its propulsion system was depressurised and electrical equipment was passivated, ensuring safe disposal consistent with regulatory requirements.

These end of life activities have put the satellites in a safe condition with an orbit and configuration fully compliant with French Space Law and in accordance with various other international recommendations and aligned with global best practices for space sustainability.

The reorbiting success metric is based on the following criteria:

- satellite propulsion and fuel availability assessments are conducted prior to decommissioning;
- a minimum altitude increase of 300 km above GEO is required, with a passivation of propulsion and electrical systems;
- compliance is verified against national law (France's *Loi sur les Opérations Spatiales*) and international standards, including the IADC guidelines and ITU (International Telecomunication Union) recommendations.

The assumption is that sufficient onboard fuel remains at End Of Life (EOL) to complete the manoeuvre and passivation. This is factored into mission planning from launch.

This metric is internally monitored and reviewed by the Flight Dynamics and Mission Operations teams. External validation is not mandatory under current regulatory frameworks, but compliance is subject to oversight by the French Space Agency (CNES), which is the competent authority for French-licensed missions.

By achieving 100% compliance in satellite reorbiting, Eutelsat significantly reduces the long-term risk of space debris in the geostationary orbit. This responsible orbital management contributes to the safety and sustainability of space operations, supporting not only our own activities but also those of the broader industry. It aligns with Eutelsat's ambition to minimise negative environmental impacts and contribute to the long-term viability of the orbital environment.

Eutelsat limits the amount of debris released in a planned manner during normal operations and minimises the probability of the satellites becoming a source of debris by collisions with small debris or meteoroids that could cause loss of control and prevent post-mission disposal. In addition, risk of collision with other satellites is minimised, and safe end of life disposal is performed in line with international recommendations on the subject.

3.2.2.12 IRO: COSTS OF REGULATION FOR MANAGEMENT OF SPACE ACTIVITIES

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.

Policies	Actions	Metrics & Targets
No specific policies are in place as the subject is covered by Eutelsat's compliance with mandatory regulations.	■ Compliance with applicable national space regulations ■ Participation in European and industry-wide initiatives ■ Proactive engagement with the upcoming EU Space Act	No specific metrics or targets are in place as the subject is adequately covered by the needs for regulatory compliance.

Actions

To address the growing regulatory expectations surrounding the management of space debris, Eutelsat has implemented a series of compliance and engagement actions designed to anticipate and adapt to evolving legal and technical requirements. These actions help reduce regulatory risk and associated costs, while reinforcing Eutelsat's role as a responsible actor in 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 and avoidance of regulatory penalties or delays.

Participation in European and industry-wide initiatives

Eutelsat engages with key stakeholders to help shape and prepare for future regulatory frameworks:

- during the year, 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.

Proactive engagement with the upcoming 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, having responded to the European Commission's 2024 public consultation and continuing to participate in working groups and industry associations involved in shaping the regulation. This proactive stance enables the Group to anticipate technical, operational, and cost implications.

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.

Following our assessment and given the nature of the Eutelsat telecommunication activities which are not covered by the taxonomy regulation, Eutelsat considers that there is currently no activity to report in terms of revenues.

For those activities deemed 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 and CAPEX is aligned to the figures report in Section 6 of this document and no significant changes have been made in the calculation of EU Taxonomy compared to the previous years' report.

However, in terms of OPEX the eligible activities identified are shown in the table below.

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	OPEX	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 ALIGNMENT ASSESSMENT

At this stage, Eutelsat is not able to assess the compliance with technical screening criteria of a non-material activity, hence we deem that the activities are not aligned. To arrive at this conclusion, we have applied the FAQ 13 published by the European Commission in October 2023. At this stage for the activities mentioned above insufficient data exists which prevents us from fully establishing the alignment of the Do Not Significant Harm (DNSH) and minimum safeguards criteria.

3.2.3.2 SUMMARY TABLE – REVENUES

Financial Year N	Year			Substancial contribution criteria						DNSH criteria (Does Not Significant Harm)									
Economic activities	Code	Turnover	Proportion of turnover, year N	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy-aligned (A.1) or eligible (A.2) turnover, year N-1	Category enabling activity	Category transitional activity
		€m	*%*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*Y/N*	*%*	*E*	*T*
A. TAXONOMY-ELIGIBLE ACTIVITIES *(%)*																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)	N/A	–	–%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
■ *of which enabling*	*N/A*	–	–%	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*E*	
■ *of which transitional*	*N/A*	–	–%	*N/A*						*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*		*T*
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Turnover of Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	N/A	–	–%	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*								N/A		
TOTAL (A.1+A.2)	**N/A**	**–**	**–%**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**								**N/A**		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES *(%)*																			
Turnover of Taxonomy-non-eligible activities	N/A	1,244	100%																
TOTAL (A+B)	**N/A**	**1,244**	**100%**																

	Proportion of turnover/Total turnover	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	–%	–%
CCA	–%	–%
WTR	–%	–%
CE	–%	–%
PPC	–%	–%
BIO	–%	–%

3.2.3.3 SUMMARY TABLE – CAPEX

Financial Year N	Year			Substancial contribution criteria						DNSH criteria (Does Not Significant Harm)								
Economic activities	Code	CAPEX	Proportion of CAPEX, year N	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy-aligned (A.1) or eligible (A.2) CAPEX, year N-1	Category enabling activity	Category transitional activity
		€m	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES *(%)*																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
CAPEX of environmentally sustainable activities (Taxonomy-aligned) (A.1)	N/A	–	–%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
■ *of which enabling*	*N/A*	–	–%	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*E*	
■ *of which transitional*	*N/A*	–	–%	*N/A*						*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*		*T*
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
CAPEX of Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	N/A	–	–%	N/A	N/A	N/A	N/A	N/A	N/A								0.2%		
TOTAL (A.1+A.2)	**N/A**	**–**	**–%**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**								**0.2%**		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES *(%)*																			
CAPEX of Taxonomy-non-eligible activities	N/A	398	100%																
TOTAL (A+B)	**N/A**	**398**	**100%**																

	Proportion of CAPEX/Total CAPEX	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	–%	–%
CCA	–%	–%
WTR	–%	–%
CE	–%	–%
PPC	–%	–%
BIO	–%	–%

3.2.3.4 SUMMARY TABLE – OPEX

Financial Year N		Year			Substancial contribution criteria						DNSH criteria (Does Not Significant Harm)									
	Economic activities	Code	OPEX	Proportion of OPEX, year N	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Climate Change Mitigation	Climate Change Adaptation	Water	Pollution	Circular Economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy-aligned (A.1) or eligible (A.2) OPEX, year N-1	Category enabling activity	Category transitional activity
			€m	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES *(%)*																				
A.1 Environmentally sustainable activities (Taxonomy-aligned)																				
OPEX of environmentally sustainable activities (Taxonomy-aligned) (A.1)		N/A	–	–%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
■ *of which enabling*		*N/A*	–	–%	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*E*	
■ *of which transitional*		*N/A*	–	–%	*N/A*						*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*	*N/A*		*T*
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																				
Operation of personal mobility devices, cycle logistics		CCM 6.4	0.05	–%	Y	N	N	N	N	N								N/A		
Transport by motorbikes, passenger cars and light commercial vehicles		CCM 6.5	0.22	0.0001%	Y	N	N	N	N	N								N/A		
Installation, maintenance and repair of renewable energy technologies		CCM 7.6	0.006	–%	Y	N	N	N	N	N								N/A		
OPEX of Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		N/A	0.28	0.001%	Y	N	N	N	N	N								N/A		
TOTAL (A.1+A.2)		**N/A**	**0.28**	**0.001%**	**Y**	**N**	**N**	**N**	**N**	**N**								**N/A**		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES *(%)*																				
OPEX of Taxonomy-non-eligible activities		N/A	241.7	100%																
TOTAL (A+B)		**N/A**	**242**	**100%**																

	Proportion of OPEX/Total OPEX	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	–%	0.001%
CCA	–%	–%
WTR	–%	–%
CE	–%	–%
PPC	–%	–%
BIO	–%	–%

3.2.3.5 NUCLEAR AND FOSSIL GAS RELATED ACTIVITIES

Description	Applicable to Eutelsat
NUCLEAR ENERGY RELATED ACTIVITIES	
The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	No
The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	No
The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	No
FOSSIL GAS RELATED ACTIVITIES	
The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	No
The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	No
The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	No

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.

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)

3.3.1.1 OUR APPROACH AND POLICIES

ESRS S1-1

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.

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").

Equality, Quality of Life at Work & Mobility Agreement

	Scope	Accountability	Availability
Aims to foster 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 *via* shared internal workspace

The Agreement on Equality, Quality of Life at Work & Mobility (France scope) aims to foster 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.

Health & Security Policy

	Scope	Accountability	Availability
Defines clear procedures and responsibilities to ensure regulatory compliance and promote consistent workplace safety practices	United Kingdom	Group General Counsel	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.

3.3.1.2 ENGAGEMENT WITH OWN WORKFORCE

ESRS S1-2

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.

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.

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

ESRS S1-3

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.

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).

3.3.1.4 CHARACTERISTICS OF EUTELSAT'S EMPLOYEES

ESRS S1-6

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 2025. 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.

Workforce Indicators

Information on employee head count by gender

Gender	Number of employees
Male	1,168
Female	471
Other	–
Not reported	–
TOTAL EMPLOYEES	**1,639**

Employee head count per countries

Country	Number of employees
France	612
Italy	220
Mexico	140
United Kingdom	406
USA & Canada	160
Rest of the world (ROW)	101

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				
(headcount/FTE)	Female	Male	Other	Not disclosed	Total
Number of employees	471	1,168	–	–	1,639
Number of permanent employees	437	1,121	–	–	1,558
Number of temporary employees	34	47	–	–	81
Number of full-time employees	459	1,166	–	–	1,625
Number of part-time employees	12	2	–	–	14

	Reporting Period						
(headcount/FTE)	France	Italy	Mexico	United Kingdom	USA & Canada	Rest of the world (ROW)	Total
Number of employees	612	220	140	406	160	101	1,639
Number of permanent employees	563	205	139	401	160	90	1,558
Number of temporary employees	49	15	1	5	–	11	81
Number of full-time employees	600	219	140	405	160	101	1,625
Number of part-time employees	12	1	–	1	–	–	14

The variation in headcount figures compared to other sections of this report, which report a figure of 1574.2, 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 Section 6.2.2 "Employee Headcount" in Chapter 6 "Financial Information".

Workforce gender balance

		2025 value	Unit	Principal Entities
France	Male	413	Persons	Eutelsat S.A & OneWeb France
	Female	199	Persons	Eutelsat S.A & OneWeb France
	TOTAL	**612**	**PERSONS**	**EUTELSAT S.A & ONEWEB FRANCE**
	Female %	32.5%	Percentage	Eutelsat S.A & OneWeb France
	% of total headcount	37.34%	Percentage	Eutelsat S.A & OneWeb France
Italy	Male	162	Persons	Skylogic & Skylogic Mediterraneo
	Female	58	Persons	Skylogic & Skylogic Mediterraneo
	TOTAL	**220**	**PERSONS**	**SKYLOGIC & SKYLOGIC MEDITERRANEO**
	Female %	26.4%	Percentage	Skylogic & Skylogic Mediterraneo
	% of total headcount	13.42%	Percentage	Skylogic & Skylogic Mediterraneo
Mexico	Male	91	Persons	Satelites Mexicanos S.A.
	Female	49	Persons	Satelites Mexicanos S.A.
	TOTAL	**140**	**PERSONS**	**SATELITES MEXICANOS S.A.**
	Female %	35.0%	Percentage	Satelites Mexicanos S.A.
	% of total headcount	8.54%	Percentage	Satelites Mexicanos S.A.
United Kingdom	Male	314	Persons	OneWeb Network Access & Eutelsat UK
	Female	92	Persons	OneWeb Network Access & Eutelsat UK
	TOTAL	**406**	**PERSONS**	**ONEWEB NETWORK ACCESS & EUTELSAT UK**
	Female %	22.7%	Percentage	OneWeb Network Access & Eutelsat UK
	% of total headcount	24.78%	Percentage	OneWeb Network Access & Eutelsat UK
USA & Canada	Male	119	Persons	OneWeb WorldVu Development, Eutelsat America Corp., Eutelsat EAS Delaware and OneWeb Technologies
	Female	41	Persons	OneWeb WorldVu Development, Eutelsat America Corp., Eutelsat EAS Delaware and OneWeb Technologies
	TOTAL	**160**	**PERSONS**	**ONEWEB WORLDVU DEVELOPMENT, EUTELSAT AMERICA CORP., EUTELSAT EAS DELAWARE, AND ONEWEB TECHNOLOGIES**
	Female %	25.6%	Percentage	OneWeb WorldVu Development, Eutelsat America Corp., Eutelsat EAS Delaware and OneWeb Technologies
	% of total headcount	9.76%	Percentage	OneWeb WorldVu Development, Eutelsat America Corp., Eutelsat EAS Delaware and OneWeb Technologies
ROW[1]	Male	69	Persons	See note [1]
	Female	32	Persons	See note [1]
	TOTAL	**101**	**PERSONS**	**SEE NOTE [1]**
	Female %	31.7%	Percentage	See note [1]
	% of total headcount	6.16%	Percentage	See note [1]

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

3.3.1.5 COLLECTIVE BARGAINING COVERAGE AND SOCIAL DIALOGUE

ESRS S1-8

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 54%.

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.

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

3.3.1.6 IRO: EMPLOYEE HEALTH AND SAFETY

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

Policies	Actions	Metrics & Targets
■ Equality, Quality of Life at Work & Mobility Agreement ■ Health & Security Policy	■ Implementation of a Group-wide tool to track Health & Security issues and metrics ■ Management reporting and visibility of key Health & Security risks and metrics	■ Health safety and security metrics for own workforce ■ Employee perception of physical safety ■ 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 specific targets set for accident-related indicators given the nature of Eutelsat's activities

Ensuring the health, safety of employees is essential to maintaining operational continuity and limiting risks of injury, absenteeism, regulatory non-compliance, and reputational harm. Eutelsat monitors and manages workplace safety through local procedures, country-specific policies, and ongoing efforts to harmonise practices across the Group. Improvements are underway to enhance incident reporting, align global policies, and strengthen visibility of key risks and metrics.

Actions

While Eutelsat does not currently have a formal Group-wide Health and Safety (H&S) management system in place, it is progressively reinforcing its H&S framework through harmonised policies, improved governance, and enhanced monitoring tools. These actions apply across all countries of operation, with targeted implementation in specific entities such as the United Kingdom. The initiatives are led by the Group H&S Officer in collaboration with Legal and HR teams, and involve both operational staff and senior management to ensure effective oversight and alignment with local regulations.

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

A centralised tool is planned for deployment during the next fiscal year 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 enable consistent data collection, facilitate reporting, and support continuous improvement in safety performance.

Management reporting and visibility of key Health & Security 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 reported quarterly to management through the ARCC, using dedicated Risk Registers for Health and Safety and facilities. This ensures greater visibility, supports informed decision-making, and reinforces accountability at all levels of the organisation.

Metrics, Targets & Performance

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. Employee perception is assessed through the annual Great Place to Work survey, based on responses to the statement "This is a physically safe place to work". In 2025, 95% of staff responded positively to this question.

Given the nature of Eutelsat's activities, which involve limited exposure to hazardous working conditions, no specific targets have been set for accident-related indicators. The physical safety perception score is a new metric and is not currently tracked against specific performance objectives. The Health, Safety and Working Conditions Commission (CSSCT), which forms part of the Works Council (CSE), is consulted every three months and actively engaged in the review of workplace safety and working conditions.

3.3.1.7 HEALTH AND SAFETY METRICS

ESRS S1-14

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

	2025
Employees	97%

Health safety and security metrics for own workforce

	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
Rate of recordable work-related accidents	0.4

Eutelsat has applied the transitional provision in ESRS 1, appendix C, which allows for the omission of certain datapoints in the first year of CSRD reporting. As such, data on occupational ill health is not included in this report.

3.3.1.8 IRO: ENHANCED RISK OF STAFF IN HIGH INTENSITY ROLES

Description: 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.

Policies	Actions	Metrics & Targets
■ Equality, Quality of Life at Work & Mobility Agreement ■ Health & Security Policy	■ Specific collective agreements for shift workers in Satellite and Communication control centres ■ Health checks, priority access to occupational health support, shift worker training, overtime controls, and vacation audits ■ On-site rest areas for shift workers ■ Health and well-being training for shift workers ■ Risk assessments for staff at construction sites	No specific metrics or quantitative 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

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.

Specific collective agreements for shift workers in Satellite and Communication 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 Communication Control 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, 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, 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.

Metrics, Targets & Performance

No specific metrics or quantitative 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.

3.3.1.9 IRO: EMPLOYEE WELLNESS AND SUPPORT

Description: Issues related to mental health and work-life balance can reduce employee motivation and ultimately increase turnover.

Policies	Actions	Metrics & Targets
Equality, Quality of Life at Work & Mobility Agreement	■ Workplace flexibility ■ Employee support mechanisms ■ Group-wide workload study ■ Well-being initiatives	Great Place to Work (GPTW) survey

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 and are driven by Human Resources in collaboration with managers.

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.

Employee support mechanisms

The Group provides several channels through which employees can raise concerns or seek support. The SpeakUp platform has been available to all employees across the Group since March 2024, following the merger that integrated the OneWeb legacy staff. This platform allows confidential reporting of any misconduct, workplace issues, or concerns and is accessible to employees and third parties *via* the Group's corporate website. It is actively promoted internally through regular communication campaigns.In addition, employees in France have access to the Stimulus Employee Assistance Programme (EAP), while in the United Kingdom, support is available through Bupa.

Group-wide workload study

To better understand workload-related stressors and improve employee well-being, Eutelsat has launched a Group-wide study on workload in June 2025. The results will help guide future initiatives aimed at improving work organisation and reducing potential sources of stress or fatigue.

Well-being initiatives

Compared to previous years, Eutelsat has strengthened its commitment to employee well-being 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.

Metrics, Targets & Performance

Employee well-being is assessed annually through the Great Place to Work (GPTW) survey, focusing on two key questions that measure perceptions of workplace health and work-life balance:

- "This is a psychologically and emotionally healthy place to work" – tracked by the percentage of positive responses;
- "People are encouraged to balance their work life and their personal life" – tracked by the percentage of positive responses.

These indicators offer valuable insight into employees' perceived well-being over time and help identify areas requiring attention or improvement.

Progress towards targets:

1. the target of over 50% positive responses for the statement *"This is a psychologically and emotionally healthy place to work"* was exceeded, rising from 48% in 2024 to 53% in 2025;
2. the target of over 59% positive responses for the statement *"People are encouraged to balance their work life and their personal life"* was also surpassed, increasing from 57% in 2024 to 62% in 2025.

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)
Talent development and retention challenges	Risk	Own operations	Short-term (1 year)

3.3.2.1 POLICIES

Eutelsat has established a set of internal policies to address critical areas such as harassment prevention, diversity and inclusion, and equitable remuneration. They reflect our zero-tolerance stance against harassment, our dedication to equal opportunities, and our aim to provide fair compensation practices. Below is an overview of these foundational policies, highlighting their scope, accountability, and accessibility.

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)

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 *via* shared internal workspace

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.

3.3.2.2 IRO: STAFF DIVERSITY

ESRS S1-9

Description: A lack of staff diversity can have the effect of limiting opportunities of those staff not represented within the majority groupings, leading to a narrow range of interests and opinions presented and weaker decision making.

Policies	Actions	Metrics & Targets
Diversity & Inclusion – Internal rules Policy	■ Gender equality index ■ Mentoring programme for women ■ Gender equality commission ■ Leadership accountability ■ Targeted support and external engagement	■ Female representation within the Eutelsat workforce ■ Female representation within top management (CEO N-1 and N-2)

Actions

Gender equality index

In accordance with French legislation, Eutelsat has published its Gender Equality Index each year since 1 March 2019 for its operations in France. The Index must be published annually before 1 March. In 2025, Eutelsat achieved a score of 91/100, reflecting its continued commitment to improving gender equality.

Mentoring programme for women

A dedicated mentoring programme is planning to be launched during 2025 to support women at all levels, improve retention, and strengthen their career development and access to leadership roles.

Gender Equality Commission

Since the outset of negotiations on gender equality matters at Eutelsat, the Gender Equality Commission has reviewed individual cases to address and reduce gender pay gaps, reinforcing fairness in compensation practices.

Leadership accountability

Actions are led by HR and supported by the Executive Committee, whose performance objectives and Long-Term Incentive Plan (LTIP) launched in FY24 include diversity-related goals, with a three-year target horizon set for 2027.

Targeted support and external engagement

Eutelsat has been a member of the Women In Aerospace (WIA) association since 2022. WIA is dedicated to enhancing women's opportunities for leadership and increasing their visibility within the aerospace community, helping to inspire and support the next generation of female leaders in the sector.

In Italy, Eutelsat has been a member of the *Valore D* association since 2019. *Valore D* brings together more than 200 companies committed to promoting gender balance and inclusive corporate culture. The association offers tools, research, and peer-learning opportunities to accelerate diversity strategies and foster inclusive working environments.

Eutelsat also joined *EllesBougent* 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.

Metrics, Targets & Performance

Female representation within the Eutelsat workforce

This metric is based on headcount data extracted from our Group HR Information Systems. It includes all employees under permanent and fixed-term contracts (both full-time and part-time), across all geographical locations This indicator measures the percentage of women employed across the entire Group. It serves as a key metric for assessing gender balance and supports ongoing efforts to promote diversity and inclusion at all levels of the organisation. Monitoring this metric enables the Group to track progress over time and identify areas where further action is needed.

Female representation within top management (CEO N-1 and N-2)

This metric is based on the same methodology as the female representation metric above at the top two levels of management (CEO N-1 and N-2), which includes all roles reporting directly to the CEO (N-1) and their direct reports (N-2), regardless of location or function.

This metric focuses on the proportion of women occupying senior leadership positions, specifically those within the two levels of management reporting directly to the CEO. It reflects the Group's commitment to fostering gender diversity in decision-making roles and strengthening the pipeline of female leadership within the organisation.

The data is not currently validated by an external assurance provider. However, it is subject to internal control processes, including regular reviews by the HR and CSR departments to ensure data accuracy, consistency, and traceability. No assumptions have been made in the calculation of these metrics.

Ultimately, these metrics help foster a more inclusive workplace culture, contributing to Eutelsat's broader social impact objectives and its attractiveness as an employer.

Metrics, Targets & Performance

Eutelsat has established clear gender diversity targets to be achieved by June 2027, aligned with its broader ambition to foster a more inclusive workplace:

- 33% of total employees to be women across the company;
- 35% female representation within the top two levels of management reporting to the CEO.

Current performance on overall female representation in the workforce is provided in ESRS S1-6 of this report. For gender distribution across management levels, refer to the table below. Progress toward these targets is regularly monitored through internal reporting mechanisms.

Gender distribution across management levels

Management		2025 value	Unit	Scope
Executive Committee	Male	7	Persons	Group
	Female	3	Persons	Group
	TOTAL	**10**	**PERSONS**	**GROUP**
	Female %	*30%*	*Percentage*	*Group*
Executive Committee N-1	Male	45	Persons	Group
	Female	20	Persons	Group
	TOTAL	**65**	**PERSONS**	**GROUP**
	Female %	*30.8%*	*Percentage*	*Group*
Total Managers (Including ExCom and ExCom N-1 Managers)	Male	52	Persons	Group
	Female	23	Persons	Group
	TOTAL	**75**	**PERSONS**	**GROUP**
	Female %	*30.7%*	*Percentage*	*Group*

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

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

		2025 value	Unit
TOTAL HEADCOUNT			**PERSONS**
Workforce by age	Under 30	15%	Percentage
	Between 30 and 50	59%	Percentage
	Over 50	26%	Percentage

3.3.2.3 IRO: FAIRNESS IN TALENT DEVELOPMENT

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.

Policies	Actions	Metrics & Targets
Eutelsat does not yet have Group-level policies on this topic, which is still at an early stage of development.	■ Ensuring accessible training offerings for the global workforce ■ Internal visibility of all job openings	■ Great Place to Work (GPTW) survey

Promoting fairness in talent development is key to fostering an inclusive work environment where all employees have equal access to growth opportunities. By ensuring visibility of training and job openings, we support professional development and employee satisfaction.

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 offer 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.

Internal visibility of all job openings

All job openings within Eutelsat are made visible across the organisation and are consistently shared on the Group website and intranet, as well as in the bi-weekly internal newsletter. This ensures equal opportunities for career development and internal mobility across all departments and levels.

Metrics, Targets & Performance

The metric tracks the percentage of employees who respond positively to the Great Place to Work (GPTW) survey question: "*I am offered training or development to further myself professionally.*" The score reflects how employees perceive the opportunities provided by the company for their personal and professional growth. This helps assess the effectiveness of Eutelsat's training programs and its commitment to supporting employee development In the 2025 GPTW survey, 37% of employees responded positively to this question. At this stage, no formal target has been set for this metric. However, it is monitored as part of ongoing efforts to improve employee engagement, strengthen talent development practices, and guide future training strategies.

3.3.2.4 IRO: FAIRNESS IN COMPENSATION

ESRS S1-16

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

Policies	Actions	Metrics & Targets
Remuneration Agreement – Compensation	■ Annual salary review for all employees ■ Systematic market benchmarking for key roles ■ Alignment of new hire salary offers with external market data	■ Gender pay gap ■ Average salary ■ Total annual remuneration ratio No quantitative targets are currently tracked due to the lack of reliable external data.

Actions

Eutelsat applies a structured and long-standing approach to ensure fair and competitive compensation practices across its operations. These practices have been in place since the implementation of collective agreements related to mandatory annual negotiations with employee representatives. The objective is to promote internal equity, retain talent, and ensure consistency with industry standards, while adapting to changing economic conditions.

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.

For key roles, systematic market benchmarking is carried out using external reference sources. This proactive approach enables the Group to identify any potential misalignment before retention risks arise.

Additionally, salaries for all new hires are reviewed against current market data to ensure offers are competitive and consistent with industry practices.

Metrics, Targets & Performance

Eutelsat monitors key indicators such as the gender pay gap, average salary, and total annual remuneration ratio. Due to the current lack of external data considered sufficiently reliable and comparable, the calculation and disclosure of adequate wage metrics by country could not be completed for this reporting year[1]. However, Eutelsat recognises the importance of these metrics and is committed to developing them during the next financial year, with the aim of disclosing results in the next reporting cycle. This work will be based on the methodology recommended under the CSRD framework.

[1] *The indicator relating to adequate wages could not be published at this stage due to certain limitations, in particular the absence of a reference methodology allowing for consistent coverage across all regions, as well as the limited maturity of the topic in the market.*

Average salary by geographical area

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

		2025 value	Unit	Principal Entities
	Male	81,798.49	Euros	Eutelsat S.A & OneWeb France
	Female	75,273.83	Euros	Eutelsat S.A & OneWeb France
	Average all staff	79,722.46	Euros	Eutelsat S.A & OneWeb France
France	Gender pay gap	8	Percentage	Eutelsat S.A & OneWeb France
	Male	48,844.55	Euros	Skylogic & Skylogic Mediterraneo
	Female	47,341.81	Euros	Skylogic & Skylogic Mediterraneo
	Average all staff	48,465.29	Euros	Skylogic & Skylogic Mediterraneo
Italy	Gender pay gap	3	Percentage	Skylogic & Skylogic Mediterraneo
	Male	35,531.25	Euros	Satelites Mexicanos S.A.
	Female	27,166.61	Euros	Satelites Mexicanos S.A.
	Average all staff	32,603.63	Euros	Satelites Mexicanos S.A.
Mexico	Gender pay gap	24	Percentage	Satelites Mexicanos S.A.
	Male	102,465.40	Euros	OneWeb Network Access & Eutelsat UK
	Female	89,174.12	Euros	OneWeb Network Access & Eutelsat UK
	Average all staff	98,858.62	Euros	OneWeb Network Access & Eutelsat UK
United Kingdom	Gender pay gap	16	Percentage	OneWeb Network Access & Eutelsat UK
	Male	142,476.51	Euros	OneWeb WorldVu Development, Eutelsat EAS Delaware, Eutelsat America Corp., and OneWeb Technologies
	Female	119,783.40	Euros	OneWeb WorldVu Development, Eutelsat EAS Delaware, Eutelsat America Corp., and OneWeb Technologies
	Average all staff	136,411.97	Euros	OneWeb WorldVu Development, Eutelsat EAS Delaware, Eutelsat America Corp., and OneWeb Technologies
USA & Canada	Gender pay gap	16	Percentage	OneWeb WorldVu Development, Eutelsat EAS Delaware, Eutelsat America Corp., and OneWeb Technologies
Group Gender Pay Gap		17	Percentage	

The gender pay gap is calculated as the difference between the average annual total gross remuneration of men and women, expressed as a percentage of the average remuneration of men. Salaries are excluding bonuses. Apprentices, interns, and external contractors are excluded.

	2025 value
Remuneration Ratio at Group level (highest paid to median employee)	22.9

The remuneration ratio is calculated as the annual total remuneration of the highest paid individual, including salary, bonuses and benefits, to the median annual total remuneration for all employees (excluding the highest-paid individual). No specific targets are currently associated with the remuneration ratio.

3.3.2.5 IRO: INCLUSIVE COMPANY CULTURE

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

Policies	Actions	Metrics & Targets
Harassment prevention policy	■ Annual "One Team Week" on culture and collaboration ■ Diversity Champions network ■ Communication on the Group "Ways of Working" charter	■ Great Place to Work (GPTW) survey

Eutelsat promotes an inclusive work environment where all employees feel they belong and can contribute. Dedicated initiatives support this goal, and progress is tracked using Great Place to Work survey results, focusing on fairness and inclusion.

Actions

Eutelsat has implemented a range of initiatives to strengthen company culture and foster a more inclusive work environment. These actions are deployed across all entities and promote collaboration, shared values, and diversity through targeted campaigns, internal events, and dedicated support networks.

Annual "One Team Week" on culture and collaboration

Launched in March 2025, Eutelsat's annual "One Team Week" is dedicated to strengthening our shared culture, encouraging cross-functional collaboration, and promoting inclusion through interactive sessions, workshops, and leadership engagement.

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.

The Group "Ways of Working" charter

Developed during the integration of OneWeb, the Group's "Ways of Working" charter serves as a practical guide outlining shared values and behaviours, encouraging inclusivity, mutual respect, and effective collaboration across teams and regions.

Metrics, Targets & Performance

Eutelsat tracks perceptions of inclusion through its annual Great Place to Work (GPTW) survey, notably *via* the statement: "*I can be myself around here.*" In 2024, 73% of employees responded positively, rising to 75% in 2025. While no formal target is set, this metric supports ongoing efforts to foster a culture of inclusion and belonging.

Incidents, complaints and severe human rights impacts

ESRS S1-17

	2025
Number of incidents of discrimination(1)	–
Number of complaints filed	–
Amount of complaints filed to National Contact Points for OECD Multination Enterprises	–
Amount of material fines, penalties, and compensation(2)	–
Number of severe human rights issues and incidents connected to own workforce	–
Amount of fines, penalties, and compensation for severe human rights issues and incidents	–

(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.

3.3.2.6 IRO: TALENT DEVELOPMENT AND RETENTION CHALLENGES

Description: A lack of focus on talent development risks employee retention and hampers the attraction of skilled talent.

Policies	Actions	Metrics & Targets
Eutelsat does not have specific policies addressing the issue, as the subject is still at an early stage of development.	■ Identification of key talents ■ Recognition program for key achievements across the company ■ Actions ongoing to increase leadership engagement	■ Workforce movements and turnover rate No specific target set for talent retention, as many departures stem from personal career choices or workforce demographics

Actions

To support talent development and reinforce leadership engagement across its global operations, Eutelsat has rolled out targeted initiatives including talent identification, succession planning, and a Group-wide recognition programme. Regular leadership meetings and the annual leadership summit aim to strengthen alignment and foster a culture of collaboration and performance.

Identification of key talents

To ensure that Eutelsat continues to attract and retain talent, a comprehensive talent identification process is in place for many years. This 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 make adjustments where needed.

Recognition Program for key achievements across the organisation

Eutelsat recognises that celebrating employee achievements fosters a positive and motivating workplace culture. The company has started the roll-out of a recognition program in 2025 to highlight individual and team accomplishments across the organisation. This program encourages employees to excel, promoting a culture of appreciation and reinforcing our dedication to recognising the contributions of our workforce.

Actions ongoing to increase leadership engagement

Leadership engagement is crucial for driving the company's culture and strategic objectives. Eutelsat is actively working to enhance leadership involvement through regular meetings and communication channels. Launched in 2024, the Annual Leadership Summit is planned to be held again in September 2025, bringing together key leaders to align on strategy and foster collaboration. In addition, quarterly leadership meetings are held and animated by the Chief Executive Officer.

Metrics, Targets & Performance

The company has not set a specific target for talent retention, as many departures result from individual career choices or are linked to the demographic structure of the workforce, particularly retirements.

The metric used is the turnover rate that measures the 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.

Workforce movements and turnover rate (as of 30 June 2025)

	Number of employees	Unit	Scope
New arrivals (Permanent Employees only)	166	Persons	Group
Departures (Permanent Employees only)	139	Persons	Group
Turnover Rate (Permanent Employees only)	8.9%	Percentage	Group

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 POLICIES

There is currently no dedicated Group-level policy, as connecting the unconnected is embedded in the Group's core commercial connectivity strategy, while global access to information forms part of the video commercial strategy.

3.3.3.2 IRO: PROVIDING CONNECTIVITY TO UNDERSERVED COMMUNITIES

Description: The societal benefits of providing connectivity and means of communication to unconnected people and communities.

Policies	Actions	Metrics & Targets
There is currently no dedicated Group-level policy, as connecting the unconnected is embedded in the Group's core commercial connectivity strategy.	■ Deployment of solar-powered satellite broadband Wi-Fi hotspots ■ Dedication of full EUTELSAT KONNECT satellite capacity to Africa ■ Use of plug-and-play model for hotspots ■ Management of hotspots *via* a dedicated digital platform ■ Targeting of areas without mobile network coverage ■ Engagement of local resellers ■ Provision of solar-powered, high-speed Internet (5–100 Mbps) ■ Coverage of equipment kit costs in ~50% of deployment locations ■ Partnerships with telcos, ISPs, and power companies ■ Use of Development Finance Institution (DFI) subsidies ■ Support for the UNICEF-ITU Giga initiative	■ Unique users connected in Sub-Saharan Africa (Konnect & OneWeb platforms) (Calculated based on the number of unique devices that connect to the service through Wi-Fi hotspots. Each device is uniquely identified by the Konnect and Eutelsat OneWeb software, and each new device is considered as one new user).

Eutelsat is committed to digital inclusion, leveraging its fleet of GEO and LEO satellites to provide connectivity to underserved communities. This combination enables faster, more reliable, and affordable connectivity, particularly in rural and remote areas where terrestrial networks are unavailable.

Actions

Eutelsat is helping to bridge the digital divide by deploying solar-powered satellite broadband Wi-Fi hotspots in unconnected communities across Africa, through its Konnect and Eutelsat OneWeb services. As part of its commercial strategy, since 2023, the entire broadband capacity of the EUTELSAT KONNECT satellite has been dedicated to meeting the growing connectivity needs in Africa.

These hotspots operate on a plug-and-play model, requiring no hardware investment from end users, and are managed *via* a dedicated digital platform. Designed to deliver fast, reliable, and affordable Internet, especially in areas without mobile network coverage, they enable users to connect using only their mobile phones.

Designed to deliver fast, reliable, and affordable Internet access, even in areas without mobile network coverage, they enable users to connect using only their mobile phones. The solution is self-sustaining and particularly well-suited for remote rural areas beyond the traditional reach of Mobile Network Operators (MNOs).

Typical local resellers of the Wi-Fi service include small shops, restaurants, bars, and mobile money outlets, which help extend the service's reach within communities.

Eutelsat's Konnect hotspots Wi-Fi services, powered by the EUTELSAT KONNECT satellite, aim to deliver affordable, high-speed Internet to rural areas in Sub-Saharan Africa, where terrestrial networks remain inaccessible. These hotspots are also powered by solar panels, providing the energy needed to operate in off-grid environments, a critical enabler for delivering connectivity in remote locations. With speeds ranging from 5 Mbps to 100 Mbps, the service helps individuals, schools, businesses, and healthcare centers access digital resources, unlocking opportunities for education, e-commerce, and essential services.

Eutelsat has expanded broadband access to approximately 1,300 rural communities in the Democratic Republic of the Congo and Côte d'Ivoire, areas that previously had no Internet connectivity. To support deployment, Eutelsat covers the cost of equipment kits (including the satellite terminal, solar power, and Wi-Fi hotspot) in about half of these villages, while local distributors finance the kits in the remaining locations.

Eutelsat partners with telcos, ISPs, and power companies to distribute managed satellite capacity. In 50% of the deployments, Eutelsat funds the entire kit (satellite terminal, solar panel, Wi-Fi router), while in the remaining 50%, distributors make the investment. Equipment subsidies from Development Finance Institutions (DFIs) support financial sustainability.

In parallel, Eutelsat supports the UNICEF-ITU Giga initiative, launched in 2019, which aims to connect every school around the world to the Internet by 2030.

Metrics, Targets & Performance

Eutelsat tracks the number of unique users connected in Africa *via* its Konnect and Eutelsat OneWeb platforms, using software that records each new device connected to a Wi-Fi hotspot. This provides a reliable measure of digital inclusion in underserved areas.

Eutelsat reached a major milestone with 1 million people connected in Sub-Saharan Africa, two years ahead of the Partner2Connect Digital Coalition pledge submitted in June 2022 and backed by the ITU. As of 30 June 2025, more than 1.3 million users have been connected. A new connectivity target is currently being defined in line with the Group's operational ramp-up and commercial strategy.

3.3.3.3 IRO: PROMOTING GLOBAL ACCESS TO INFORMATION

Description: By providing broad access to information, Eutelsat supports global awareness and intellectual independence for communities worldwide. The content carried by the Eutelsat fleet confirms all regulatory requirements thus providing levels of protection on the information carried.

Policies	Actions	Metrics & Targets
There is currently no dedicated Group-level policy, as providing access to information is embedded in the Group's core commercial connectivity strategy.	■ Global Free-to-Air (FTA) broadcasting ■ FRANSAT deployment for rural France ■ OTT Pilot for satellite streaming ■ HOTBIRD video expansion	■ Number of Free-To-Air (FTA) channels broadcast *via* the Eutelsat satellite fleet No dedicated Group-level target, as promoting global access to information is embedded in the Group's core commercial video strategy

Eutelsat enables free and reliable access to information through satellite broadcasting, supporting digital inclusion and intellectual independence worldwide. Our geostationary fleet delivers thousands of TV channels to millions of homes, even in remote areas, in full compliance with regulatory standards.

Actions

To promote universal access to information and cultural content, Eutelsat has deployed a range of satellite broadcasting initiatives. These include free-to-air services, local access platforms, and pilot projects aimed at improving coverage in underserved areas. The actions target both end users and institutional stakeholders, with a focus on removing barriers to access in regions with limited terrestrial or broadband infrastructure.

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. The Group is broadcasting more than 6,400 TV channels including more than 2,300 free-to-air channels, accessible without subscription on its satellites (*i.e.*, close to 40% of all channels broadcast), to an audience of over one billion viewers, mainly in Europe, Russia, the Middle-East and Africa. Free-to-air broadcasting has been a core part of Eutelsat's service offering for decades, forming an integral component of broadcasters' strategies to maximise audience reach without requiring end users to pay for access.

FRANSAT deployment for rural France

In France, the EUTELSAT 5 WEST B satellite enables its subsidiary FRANSAT's platform to distribute 27 national free-to-air DTT channels, along with regional France 3 channels in HD, local and thematic channels, radio stations, and connected TV services, all on a subscription-free basis. It is particularly suited for households with little or no terrestrial reception. Around two million households are equipped for individual or collective reception of the FRANSAT package. FRANSAT is also a preferred conduit for local channels to reach a wider audience across 100% of mainland France. For local authorities, small community cable networks in DTT black spots, and isolated terrestrial broadcasters, FRANSAT provides "FRANSAT PRO", a satellite-delivered free-of-charge community DTT solution. The FRANSAT service is regularly enhanced to improve the viewer experience, including HD, Ultra HD, and the "FRANSAT Connect" portal, which allows users to browse programmes and access interactive services in connected mode. The FRANSAT platform is also at the forefront of Ultra HD broadcasting, notably through its FRANSAT Ultra HD channel, which regularly features major sporting or cultural events in partnership with leading broadcasters.

OTT Pilot for satellite streaming

A pilot project for satellite-enabled streaming services targets the hospitality industry in low-connectivity regions. The initiative aims to deliver reliable, high-quality video streaming *via* satellite, improving the guest experience where traditional broadband is unavailable. In September 2024, Eutelsat showcased the solution at IBC in partnership with Sky Italia, Broadpeak, and EKT, using the HOTBIRD satellite platform. This pilot responds to the growing need for cost-effective, device-agnostic video delivery in areas where latency, limited bandwidth, and lack of affordable data packages remain key challenges. Further developments are being explored to scale the solution to other sectors and regions.

HOTBIRD video expansion

In 2025, the Group announced the expansion of its live event distribution capabilities across the EMEA region *via* the HOTBIRD satellite at 13° East. This development enhances the broadcasting of sports, entertainment, and cultural events, making them more accessible to wider audiences across Europe, the Middle-East, and Africa.

Metrics, Targets & Performance

There is currently no dedicated Group-level target, as promoting global access to information is embedded in the Group's core commercial video strategy.

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 offering is supported by data from LyngSat, with whom Eutelsat collaborates to display its TV line-up, available publicly on the Group's website. As of 30 June 2025, more than 2,300 FTA channels were broadcast *via* Eutelsat fleet, accessible without subscription (*i.e.* close to 40% of all channels broadcast).

The number of homes viewing FTA channels across Europe, the Middle-East, and Africa provides insight into the reach and societal impact of this free content offer, particularly in underserved or rural areas where satellite remains a key distribution method. Audience reach and viewership estimates are based on external studies conducted by IPSOS.

3.4 GOVERNANCE

3.4.1 CORPORATE CULTURE

This section addresses the subitopic *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, and data protection.

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)
Competitive advantage from data protection strategy	Opportunity	Own operations	Mid-term (2-5 years)

3.4.1.1 BUSINESS CONDUCT POLICIES AND CORPORATE CULTURE

ESRS G1-1

Eutelsat has implemented a comprehensive set of policies to promote ethical business conduct, strengthen corporate culture, and manage associated risks and opportunities. Unless otherwise specified, these policies apply to all employees and fall under the responsibility of the Chief Executive Officer, the Chief Compliance Officer or the General Counsel.

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)

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 *via* shared internal workspace

Whistleblowing Compliance Policy

	Scope	Accountability	Availability
Establishes a secure and confidential system for reporting concerns, accessible to both employees and external stakeholders through the SpeakUp platform. It includes clearly defined procedures for investigation and escalation and allows for anonymous reporting were permitted by local laws.	Group	■ CEO ■ General Counsel	Public (Group website)

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	■ General Counsel ■ Group Chief Compliance Officer	Internal use only Available *via* shared internal workspace

Supplier 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 *via* shared internal workspace

These policies are supported by regular employee training, leadership engagement, and governance oversight to ensure they are effectively implemented and aligned with Eutelsat's values: One Team, Customer Centricity, and Respect.

Corporate culture is supported and developed through a mix of internal communication, and team workshops. These initiatives help embed the Group's values into recruitment, employee development, and performance management processes, promoting cohesion and a strong sense of belonging.

3.4.1.2 IRO: BUSINESS TRANSPARENCY

Description: A lack of transparency in the business activity of the company erodes trust and confidence in many key stakeholders including customers, investors, and employees. This negative impact can be mitigated by the implementation of a strong corporate culture towards ethical business practices.

Policies	Actions	Metrics & Targets
■ Whistleblowing Compliance Policy	■ Group whistleblowing platform and safeguards for reporting irregularities and whistleblower protection ■ Awareness and accessibility of whistleblowing channels	■ Number of alerts made through whistleblowing platform ■ Percentage of positive responses on management honesty and ethics (GPTW survey)
	■ External support for case management	■ No metrics and targets; topic covered by mandatory compliance (Sapin II law, EU Whistleblower Directive 2019/1937, anti-corruption laws); no measurable KPI at this stage
■ Code of Ethics	■ Customer due diligence in high-risk categories	

Actions

During the fiscal year, Eutelsat undertook targeted measures to enhance transparency and reinforce trust across its value chain. These actions focused on strengthening internal governance mechanisms and promoting ethical conduct among employees, partners, and customers. Activities covered all Group entities, extending to upstream and downstream stakeholders. They applied globally, with an emphasis on areas identified as high risk. Employees, customers, and third-party compliance specialists were among the main stakeholder groups involved or impacted.

Group whistleblowing platform and safeguards for reporting irregularities and whistleblower protection

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

The Group is protecting whistleblowers from retaliation by ensuring strict confidentiality of all disclosures, including the whistleblower's identity (if known), 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 does 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 3.4.2.2.

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.

Retaliation is explicitly prohibited by internal procedures, and any attempt to intimidate or retaliate may lead to disciplinary action. These safeguards help foster 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.

Awareness and accessibility of whistleblowing channels

To support the implementation of the whistleblowing framework, a dedicated fact sheet outlining key procedures and contacts was made available on both the intranet and the company's website.

External support for case management

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.

Customer due diligence in high-risk categories

As part of its client due diligence procedure, the Group began distributing questionnaires to customers identified as high-risk in 2024 and continued doing so throughout the year. The objective is to better understand service usage and assess potential risks associated with these business relationships.

Metrics, Targets and Performance

As of 30 June 2025, the whistleblowing system had registered 42 alerts, all of which have been followed up with appropriate actions as necessary.

The Group tracks employee perceptions of ethical conduct through the annual Great Place to Work (GPTW) survey. During the financial year, 73% of employees responded positively ("Often true" or "Almost often true") to the statement: "Management is honest and ethical in its business practices."

3.4.1.3 IRO: ETHICAL CONDUCT IN BUSINESS OPERATIONS

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

Policies	Actions	Metrics & Targets
■ Eutelsat Code of Ethics ■ Conflict of Interest Procedure ■ Supplier Code of Ethics. ■ International sanctions policy	■ Third-party due diligence *via* screening system ■ Group Modern Slavery Statement published	■ World-Check verifications ■ Financial penalties – business compliance ■ Incidents likely to harm Group reputation

Actions

Eutelsat implements due diligence and ethics training to promote responsible business conduct. These actions cover internal operations and third-party relationships across the global value chain. Stakeholders involved include employees, suppliers, and business partners.

Use of screening system to undertake due diligence on third parties

During the financial year, the Group maintained its efforts on precontractual due diligence with respect to third parties. To ensure we engage with trustworthy partners, we use the World-Check system and have introduced the IndueDi screening tool to enhance our due diligence processes. These proactive steps allow us to thoroughly assess and mitigate risks, ensuring compliance with our ethical standards and strengthening our ability to maintain business integrity in all our partnerships.

Group Modern Slavery Act statement published

In line with our commitment to human rights and ethical business practices, we have published on the website our Group Modern Slavery Act statement during the year. This demonstrates our ongoing efforts to prevent and address modern slavery within our operations and supply chains.

Metrics, Targets and Performance

During the current financial year, 1,733 World-Check verifications were conducted using these systems.

Eutelsat has set two key targets: (i) no financial penalties related to business compliance, and (ii) no incidents likely to harm the Group's reputation. While reputation is not directly measurable, the Group monitors media coverage, stakeholder feedback, and external alerts to detect potential issues.

During the financial year, both targets were met. No financial penalties were incurred, and no significant reputational concerns were identified. No performance on this aspect can be quantitatively measured at this stage.

Management of relationships with suppliers & Payment practices

ESRS G1-2 & G1-6

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	–

Note on indicators: Due to the current insufficient availability of data across the entire Group perimeter, Eutelsat has not reported the two indicators above. Efforts will be made in the coming years to address this issue and enable future reporting. For more information, please refer to Section 7.2.5 "Timing of payments to suppliers and from customers".

Political influence & Lobbying activities

ESRS G1-5

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.

3.4.1.4 IRO: COMPETITIVE ADVANTAGE FROM DATA PROTECTION STRATEGY

Description: A transparent, reliable data protection strategy can attract customers and differentiate Eutelsat as a secure service provider.

Policies	Actions	Metrics & Targets
■ Eutelsat Global Privacy Framework ■ Internal Data Protection Group Policy ■ Code of Conduct for the prevention of corruption and influence peddling	■ Tool enhancements ■ Customer feedback monitoring ■ Training and awareness	No quantitative metrics established at this stage due to complexity of accurate measurement. Potential for initial metric to be explored next financial year

Policies

Eutelsat has established a comprehensive data protection policy framework to ensure compliance with international regulations and maintain stakeholder trust. These policies collectively guide the responsible handling of personal data, embed privacy-by-design principles, and support the Group's competitive positioning through transparent, secure, and accountable data practices.

Eutelsat Global Privacy Framework

	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 ■ 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.	Group	Data Protection Officer	Internal use only Available *via* shared internal workspace

Code of Conduct for the prevention of corruption and influence peddling

	Scope	Accountability	Availability
Defines the rules for responsible use of the Group's IT Systems and resources, including data access, information security, acceptable use, and digital communication protocols. The Charter supports the protection of business-critical data and compliance with privacy and cybersecurity regulations. It applies to all employees and contractors and contributes to strengthening the Group's digital trust and operational resilience.	Group	■ Chief Data & Information Officer ■ Data Protection Officer	Internal use only Available *via* shared internal workspace

Actions

During the fiscal year, Eutelsat strengthened its approach to personal data protection by enhancing internal tools, processes, and staff capabilities. These efforts covered all entities managing personal data, including customer-facing platforms and internal systems. The measures applied across the Group's global operations and extended to the broader value chain, particularly where customer data and compliance risks are involved. Key stakeholder groups included end users, employees, compliance officers, and IT and operational teams.

Tool enhancements

The Group improved its digital tools related to personal data management. In particular, a new cookie consent management system was deployed on all corporate websites during the year, providing enhanced transparency and control to end users regarding the use of tracking technologies.

Customer feedback monitoring

Mechanisms for collecting and monitoring customer feedback and complaints related to data protection were reinforced.This includes the establishment of dedicated tracking in the Group's compliance reporting system, enabling the early identification of recurring issues and the continuous improvement of related processes.

Training and awareness

During the year, targeted training sessions on personal data protection and GDPR principles were organised for key employee groups, with a focus on operational teams handling user data. These training sessions, complement the ongoing knowledge-sharing activities conducted by the Data Protection Officer (DPO) network.

The DPO continues to coordinate a network of data protection correspondents across subsidiaries and operational divisions, ensuring local deployment of the Group's data protection policy. Regular updates and resources, including fact sheets and model clauses for contracts, are provided to support operational teams in managing compliance risks.

The internal policy on personal data protection is regularly updated and remains accessible *via* the corporate intranet. In addition, breach management procedures have been reviewed and remain 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.

3.4.2 BRIBERY & CORRUPTION

ESRS G1-3

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 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.

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	Public (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

Communication and accessibility of anti-corruption policies

Eutelsat 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.

3.4.2.2 IRO: REPUTATIONAL DAMAGE FROM BRIBERY AND CORRUPTION

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

Policies	Actions	Metrics & Targets
■ Code of Conduct for the prevention of corruption and influence peddling ■ The Gifts and Invitations Policy	■ Anti-corruption and bribery training ■ Contractual safeguards	■ Anti-corruption training coverage
	■ Anti-bribery and anti-corruption (ABAC) risk assessments ■ Conflict of interest register	■ Convictions, fines, or confirmed incidents of corruption or bribery
	■ Response to the Anti-Corruption Agency (AFA) questionnaire ■ Internal audits and controls	■ No quantitative metrics established at this stage

Actions

At Eutelsat, investigations into potential corruption or bribery incidents are handled independently from the operational teams responsible for prevention and detection. Reports are managed confidentially by the Group Chief Compliance Officer, the General Counsel, and the Legal Department. Local Compliance Officers may also be informed when appropriate. These functions operate outside the operational chain of command, ensuring impartiality and integrity.

Upon receiving a whistleblowing report, the Group Chief Compliance Officer and the General Counsel assess its credibility and, if warranted, establish an Investigation Unit. This *Ad hoc* committee verifies the facts and determines follow-up actions. Depending on the case, relevant Executive Committee members may be involved. An acknowledgment of receipt is provided within seven days. An initial assessment follows, and, if necessary, a full investigation is conducted. A final decision is generally communicated within three months, depending on complexity.

Investigation outcomes, including conclusions and recommended actions, are reported to the relevant Executive Committee member(s) and, if applicable, to other governance bodies to ensure appropriate oversight.

Anti-corruption and bribery training

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

The programme includes mandatory training for employees in functions defined as areas of risk, which are identified *via* the company risk mapping and which currently include the functions of sales, Sales Operations, Supply chain and Market Access. Training content is reviewed and updated to reflect the Group's risk mapping and compliance priorities, incorporating practical guidance and real-life examples. Anti-corruption and anti-bribery annual training is available for all employees of the Group, including management, supervision and Board Members. This approach ensures consistent application across all Eutelsat entities.

The form and content of the Group's training is based on the Sapin 2 Law, the recommendation of the French anti-corruption agency, and in addition to the topics suggested there, each year the department includes a topic related to international sanctions and tax evasion.

Contractual safeguards

To mitigate risks associated with third parties, Eutelsat strengthened its contractual framework by incorporating anti-bribery and anti-corruption clauses in agreements with all third-party partners. This ensures that external partners are held to the same ethical standards as the Group, fostering a shared commitment to integrity and compliance.

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

Dedicated ABAC risk assessments were conducted across the Group. These assessments identified areas of exposure and allowed 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.

Conflict of Interest Register

A conflict-of-interest register was made available to all staff, providing a formal mechanism for employees to declare and address any potential conflicts. This register promotes transparency, helping to prevent situations where personal interests could interfere with professional responsibilities and ensuring that ethical standards are upheld across the Group.

Response to the Anti-Corruption Agency (AFA) questionnaire

The Group responded to the AFA questionnaire, a key step in demonstrating compliance with national anti-corruption regulations. This exercise not only highlights the Group's commitment to maintaining a rigorous compliance programme but also helps ensure that Eutelsat meets the legal and regulatory expectations set by local authorities.

Internal Audits and Controls

Internal audits and control mechanisms were implemented to assess the effectiveness of the Group's anti-bribery and anti-corruption measures. The internal control system operates on three levels: operational controls within business units, compliance oversight managed by the Group Chief Compliance Officer, and independent reviews conducted by the Internal Audit department. This multi-layered approach ensures that the Group's anti-bribery efforts are continuously monitored, evaluated, and refined.

Metrics, Targets and Performance

Eutelsat upholds a strong commitment to anti-corruption and anti-bribery standards. During the fiscal year, 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.

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.

Incidents of corruption or bribery

ESRS G1-4[1]

	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	–

Anti-corruption and Bribery training metrics

	2025
Percentage of staff occupying positions identified as high risk who completed training programmes	80.1%
Number of staff who completed anti-corruption & bribery training within the current financial year. This applies to all staff worldwide on permanent contracts and fixed-term contracts, on a full-time or part-time basis and includes individuals on apprenticeships, internships and those employed as consultants.	1,411

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

Description: Eutelsat's satellites, particularly the OneWeb LEO constellation, create a level of optical interference with Earth-based astronomy and astronomical research.

Policies	Actions	Metrics & Targets
There is currently no dedicated Group-level policy; optical interference managed *via* operations practices, design standards, and engagement with international initiatives as part of its broader space sustainability approach.	■ Establishment of the Dark and Quiet Skies sub-group	Mitigate optical magnitude of LEO satellites
	■ Participation in UN COPUOS Working Groups	No quantitative metrics established at this stage

Eutelsat takes active steps to minimise the impact of its satellite operations on astronomical observations. As part of its approach to space sustainability, the company monitors and manages optical interference from its constellation, aligns with international standards, and engages with the astronomical community. Through targeted measures and design choices, Eutelsat works to reduce visual impacts on the night sky and help protect the conditions necessary for ground-based scientific research.

Actions

Eutelsat has implemented a range of actions to address the optical interference caused by its satellite constellations, particularly in low-Earth orbit (LEO). These efforts span the full value chain, from satellite design and specifications to operational practices and industry collaboration, and reflect a global approach given the universal visibility of satellites in the night sky. The Group engages proactively with international stakeholders, including the astronomical research community, scientific institutions, satellite manufacturers, and regulatory bodies such as the United Nations Committee on the Peaceful Uses of Outer Space (UN COPUOS). 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 of the *Dark and Quiet Skies* sub-group

Eutelsat has established a dedicated Dark and Quiet Skies sub-group within its internal Space Sustainability Taskforce, underscoring the Group's strong commitment to understanding and mitigating the impact of space activities on astronomical observations. The sub-group is tasked with closely monitoring emerging issues related to optical impacts and identify 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.

A significant achievement of the sub-group is the development of a satellite brightness prediction tool designed to estimate satellite reflectivity before launch. Initial results have been promising, validated through four dedicated observation campaigns conducted by the GAL Gassin Observatory in Sicily. This tool is currently being enhanced within the framework of the ESA Sunrise partnership project. Our objective is to provide satellite operators and manufacturers with a practical resource to evaluate design decisions that minimise optical impact, while also equipping astronomers with predictive capabilities to anticipate satellite trails during observations.

Eutelsat also plays an active leadership role in the broader space sustainability community:

- Eutelsat co-chairs the Focus Group of the Group of Friends of Dark and Quiet Skies;
- Eutelsat is an engaged member of the International Astronomical Union Centre for the Protection of the Dark and Quiet Sky (IAU CPS);
- Eutelsat participates in several collaborative studies, including initiatives with the UK Space Agency.

Through these collaborative efforts, Eutelsat fosters transparency and the widespread adoption of effective best practices across the satellite industry.

Participation in UN COPUOS Working Groups

Eutelsat is actively involved in the United Nations Committee on the Peaceful Uses of Outer Space (COPUOS) working groups, collaborating with stakeholders such as other satellite operators, space agencies, academic institutions, and scientific communities. 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.

Metrics, Targets and Performance

The metric used is the optical magnitude of Eutelsat's low-Earth orbit (LEO) satellites, which quantifies their apparent brightness as seen from Earth.

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. 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. This target directly supports the Group's commitment to responsible space operations and aligns with international recommendations on space sustainability.

The target applies to all new LEO satellites deployed globally. A formal baseline year has not yet been established, but the company is currently assessing available data to define a reference point for comparison. Progress will be evaluated through modelling tools and observational data, with the first milestone assessment expected during this year. As a result, performance on this aspect cannot be quantitatively measured at this stage.

Eutelsat will continue to refine its approach in line with evolving scientific standards, ensuring transparency and ongoing alignment with best practices.

3.4.3.2 IRO: MINIMISATION OF RADIO INTERFERENCE

Description: To minimise the impacts of radio interference from the OneWeb LEO constellation for Earth-based astronomy, specific Radio Frequency (RF) filters and guard bands are implemented which restrict the bandwidth that can be exploited by Eutelsat. This imposes a financial cost and a commercial restriction on the bandwidth that can be commercialised.

Policies	Actions	Metrics & Targets
There is currently no dedicated Group-level policy; radio interference addressed *via* operations, design standards, and international collaboration.	■ Implementation of RF filters and guard bands on GEN 1 LEO satellites ■ Consistent approach for future constellations ■ Ongoing collaboration with independent organisations ■ Application of frequency coordination/ spectrum-sharing procedures to prevent interference with protected radio astronomy bands per international standards when relevant	■ Number of complaints from authorities/ scientific bodies ■ Formal complaints from regulatory bodies (*e.g.* Ofcom, ITU, CEPT, radio astronomy representatives)

Eutelsat is dedicated to ensuring that its satellite operations do not interfere with scientific activities, particularly 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.

Actions

Eutelsat has implemented a global strategy to mitigate Radio Frequency interference from its low-Earth orbit (LEO) satellite systems, with a particular focus on protecting scientific activities such as ground-based radio astronomy. This approach covers the entire value chain, from design and manufacturing to in-orbit operations, ensuring that interference prevention is integrated into each stage. These measures are designed to comply with international regulations, notably those set by the International Telecommunication Union (ITU), and reflect Eutelsat's dedication to responsible satellite design. Geographically, the strategy applies globally and is reinforced by continuous collaboration with external stakeholders, including scientific institutions, regulators, and independent organisations. This includes third-party performance assessments and upcoming transparency through a CEPT (European Conference of Postal and Telecommunications Administrations) report, further demonstrating the Group's accountability. Eutelsat also ensures that similar mitigation strategies will be embedded in future satellite generations, promoting long-term alignment with evolving global standards and scientific needs.

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.

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 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.

The World Radiocommunication Conference (WRC 23) addressed this topic without requiring modifications to the existing regulatory framework, confirming Eutelsat's alignment with current international requirements.

Consistent approach for future constellations

Eutelsat anticipates applying similar RF interference mitigation strategies to future generations of its LEO satellite systems. These precautions will be embedded during the early design and development phases to ensure continued alignment with international norms and support scientific activities that rely on interference-free frequency bands.

Ongoing collaboration with independent organisations

Throughout the operational lifetime of its satellite systems, Eutelsat partners 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.

Application of frequency coordination and spectrum-sharing procedures

Application of frequency coordination and spectrum-sharing procedures to prevent harmful interference with protected radio astronomy bands, in accordance with applicable international regulations and standards, when relevant.

Metrics, Targets and Performance

Eutelsat is ensuring full compliance with radio frequency regulations throughout the design and operation of its satellite systems. During the design phase, the Group has maintained a perfect record, with zero instances of non-compliance with radio frequency requirements. Additionally, Eutelsat has not received any complaints from regulatory authorities or stakeholders regarding radio interference, reinforcing its dedication to minimising the impact of its operations on sensitive areas like Earth-based astronomy.

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 POLICIES

To address the two cybersecurity IROs identified as material, Eutelsat has implemented a Satellite Control Security Policy to safeguard the availability, integrity, and confidentiality of its satellite control and ground systems. This policy ensures the secure operation of Eutelsat's fleet and defines mandatory controls to protect critical infrastructure and data. The policy sets out clear directives for information and physical security across satellite operations and has been developed by key internal stakeholders in operations, security and compliance departments.

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 Level	Chief Engineering Officer	Internal use only Available *via* shared internal workspace

3.4.4.2 IRO: CYBERSECURITY SAFEGUARDS PROTECTING CRITICAL OPERATIONS

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

Policies	Actions	Metrics & Targets
Satellite control security policy	■ Resilient infrastructure and network design ■ Certification and standards for critical operations	■ ISO 27000-certified operations/entities ■ Maintain all accredited sites with ISO 27000 certifications

Actions

Our 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. Stakeholders involved or impacted include internal cybersecurity, operations, and IT teams, as well as external certification bodies and institutional and commercial partners who rely on the Group's infrastructure.

Resilient infrastructure and network design

Eutelsat operates in a highly regulated environment, where satellite infrastructure is considered part of national critical infrastructure. As such, the resilience of our operations is paramount. We have developed and implemented a robust infrastructure and network architecture designed to maintain continuous service availability and mitigate the risk of cyber threats. This includes specific satellite control centres and supporting ground infrastructure tailored to both our GEO and LEO fleets, ensuring secure and reliable command and telemetry operations.

Certification and standards for critical operations

Eutelsat has implemented a comprehensive quality and security management framework to protect its critical operations, supported by internationally recognised certifications. Our Quality Management Systems are certified ISO 9001, while our Information Security Management Systems are certified ISO/IEC 27001 for critical activities. The certification of the Information Security Management Systems (ISMS) and Quality Management Systems (QMS) are undertaken annual by an accredited external agency.

Metrics, Targets and Performance

The principal metric is the number of entities and operations within Eutelsat with accredited ISO 27000 Information Security Management Systems (ISMS) systems with a target to maintain all accreditations on an annual basis. The baseline year is FY24, with a total of six certifications. As of 30 June 25, the list of ISO 27000 accreditations within the Group is shown 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 or 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 or 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

3.4.4.3 IRO: INCREASED THREAT FROM CYBER ATTACK

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

Policies	Actions	Metrics & Targets
Satellite control security policy	■ Cybersecurity training ■ Risk assessment & regulatory compliance ■ Audit program & controls ■ Business continuity & disaster recovery ■ Governance & Board engagement	■ Personnel trained in cybersecurity ■ No quantitative metrics established at this stage

Actions

Eutelsat's cybersecurity actions focus on protecting the availability, integrity, and resilience of its satellite control infrastructure, a critical component of its operations. These measures apply across all sites and are designed to safeguard both space and ground systems. They involve internal teams, cybersecurity, operations, and executive leadership, and impact institutional and commercial clients who rely on secure connectivity. 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.

Ongoing 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.

Audit program and control mechanisms

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. The audits evaluate not only technical controls but also procedural and governance practices, ensuring a global approach to cybersecurity risk management. Audit outcomes feed into broader risk and compliance reporting processes, with recommendations followed up through structured action plans.

Business continuity and disaster recovery

To safeguard critical operations in the event of a cyber incident or system failure, the Group maintains an up-to-date disaster recovery and business continuity plans. These plans are periodically tested and reviewed to ensure their effectiveness under real-world conditions. They provide a structured response mechanism to minimise service disruption and protect stakeholders' interests in the face of unforeseen cyber threats.

Governance and Board-level engagement

Cybersecurity risks and issues are governed through a formal system of oversight involving both the Executive Committee and the Board of Directors. This governance structure ensures that cybersecurity remains a strategic priority and that decisions regarding risk appetite, incident response, and investment are made at the highest level. Regular reporting mechanisms ensure senior leadership is continuously informed of the risk environment, the status of mitigation plans, and the progress of remediation activities.

Metrics, Targets and Performance

During the current fiscal year Eutelsat has trained a total of 241 personnel in cybersecurity, this figure includes both internal staff and consultants, measured and controlled by internal corporate training and cybersecurity teams. No targets has been fixed for staff training coverage as the company is currently rolling out a new group wide on-line training package, due for completion in the next financial year. As a result, performance on this aspect cannot be quantitatively measured at this stage.

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)

3.4.5.1 POLICIES

Information Protection and Information Systems Security Policy (PPI-SSI)

Eutelsat S.A. has implemented a robust Information Protection and Information Systems Security Policy (PPI-SSI), approved at CEO level, to secure critical information assets and meet national security requirements as an Operator of Vital Importance (OIV) in France. The policy defines governance and technical measures to ensure confidentiality, integrity, and availability of information. Several departments are already ISO/IEC 27001 certified.

This policy directly supports the opportunity of securing revenue from government contracts, by demonstrating Eutelsat's ability to meet stringent security expectations from public authorities. At the same time, it helps manage the risk of increased compliance costs and regulatory requirements associated with these contracts. A unified Group-wide policy is currently under review to harmonise practices across all entities.

[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.*

Group General Security Policy

To meet stringent national security requirements linked to government service delivery, Eutelsat has adopted a structured and proactive approach to security governance. The Group General Security Policy, approved at CEO level, provides a comprehensive framework for protecting personnel, infrastructure, and information systems. It is based on continuous risk assessment, preventive and protective measures, and regular incident reporting.

This policy supports the opportunity of reinforcing Eutelsat's positioning as a trusted provider for sovereign and government services, while addressing the risk of operational and compliance costs related to evolving security requirements. Security is treated as a key corporate function, supported by cross-functional coordination, training, and internal awareness. A dedicated governance structure is in place to ensure alignment across all entities and geographies.

A strong emphasis is placed on training, internal awareness, and cross-functional coordination, with security recognised as a key corporate function. In line with this, the first Group Security Steering Committee is scheduled to take place during the year, bringing together more than 30 designated security stakeholders from across Eutelsat's operational sites and activities.

Stakeholder considerations

Both policies reflect the interests of key stakeholders. They comply with strict regulatory requirements applicable to Eutelsat S.A. as an OIV, including French national security laws and, where relevant, the EU Programme for Secure Connectivity. These requirements are developed in consultation with public authorities and regularly updated. Internally, the policies were shaped by operational, legal, technical, and risk teams, ensuring practical alignment. Training and awareness initiatives incorporate staff feedback. The Security Steering Committee, reporting to the Board, ensures alignment with national and EU expectations in governance, with members including internal decision-makers and a government representative, balancing internal priorities and external obligations.

Information Protection and Information Systems Security Policy (PPI-SSI)

	Scope	Accountability	Availability
Legacy information security policy (PPI-SSI) in place at Eutelsat S.A.	Eutelsat S.A.	CEO level	Internal use only Available *via* shared internal workspace

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 *via* shared internal workspace

3.4.5.2 IRO: REVENUE POTENTIAL FROM GOVERNMENT CONTRACTS

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

Policies	Actions	Metrics & Targets
■ Group General Security Policy ■ Information Protection and Information Systems Security Policy (PPI-SSI)	■ Secure and sustainable government communications ■ Development of government service offers ■ Participation in IRIS² consortium	■ Annual revenue from government and institutional contracts No specific quantitative targets are disclosed

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 defense 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 defense 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 we design, operate, and manage space assets. National policies and international frameworks, including space law, emphasize 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.

Development of government-focused service offers

In June 2025, Eutelsat and the French Ministry of the Armed Forces *(Direction générale de l'armement – DGA)* announced a framework agreement as part of the NEXUS *(Neo-Espace pour de multiples Usages Sécurisés)* programme. This programme, launched by the French Ministry of Defence, aims to strengthen the French model for military satellite telecommunications by combining military and commercial space resources.

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. 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.

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. 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, 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, 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.

Metrics, Targets and Performance

Annual revenue from government business reflects targeted commercial activities and strategic efforts to meet institutional needs, reinforcing Eutelsat's positioning in the secure connectivity segment. This metric is based on internal financial reporting, using revenue recognised from contracts signed with public institutions, government agencies, and defence-related clients. The metric is not subject to external validation but is covered as part of the Group's overall financial audit. As these revenues form part of the Group's broader commercial activities, no specific quantitative targets are disclosed in this document. No performance on this aspect can be quantitatively measured.

3.4.5.3 IRO: COSTS ASSOCIATED WITH GOVERNMENT CONTRACTS

Description: Meeting stringent national security requirements for government services involves substantial investment, impacting operational costs.

Policies	Actions	Metrics & Targets
■ Group General Security Policy ■ Information Protection and Information Systems Security Policy (PPI-SSI)	■ Enhancing information systems ■ Aligning with national and international standards ■ Pursuing additional security certifications ■ Strengthening cybersecurity capabilities ■ Group-wide implementation ■ Allocating dedicated resources	No quantitative metrics or targets have been established at this stage.

Actions

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. Cybersecurity capabilities are being reinforced by improving internal security controls and ensuring compliance with relevant European and U.S. cybersecurity regulations. 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, certifications, and staff training.

Metrics, Targets and Performance

No specific metric or target had been established related to the costs associated with government contracts as it is practically not possible with a reasonable degree of accuracy to isolate such expenditures within the overall operational costs of the Group. However, as the business further develops this aspect will be further assessed in the coming years. As a result, performance on this aspect cannot be quantitatively measured at this stage.

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 characterization 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
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Regulation (EU) 2021/1119, Article 2(1)	3.2.1.1

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Section
ESRS E1-1 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, Article12.1 (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 2025 due to phase-in provisions
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a) ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c)		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 2025 due to phase-in provisions
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 2025 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 2025 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 2025 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

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 statutory auditors' 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, 2025

To the Annual General Meeting Eutelsat Communications S.A.

This report is issued in our capacity as statutory auditors of Eutelsat Communications S.A. It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the year ended June 30, 2025 and included in the management report and presented in section 3 of the Universal Registration Document (hereafter the "Sustainability Statement").

Pursuant to Article L. 233-28-4 of the French Commercial Code, Eutelsat Communications S.A. is required to include the above-mentioned information in a separate section of its management report. This information has been prepared in the context of the first-time application of the aforementioned Articles, a context characterized by uncertainties regarding the interpretation of the laws and regulations, the use of significant estimates, the absence of established practices and frameworks in particular for the double-materiality assessment, and an evolving internal control system. 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 sustainability reporting standards adopted pursuant to Article 29 b of Directive (EU) 2013/34 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 S.A. to determine the information reported, and compliance with the requirement 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 requirements 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 S.A. in the Sustainability Statement, we have included an emphasis of matter(s) paragraph hereafter.

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.

Furthermore, this engagement does not provide guarantee regarding the viability or the quality of the management of Eutelsat Communications S.A., in particular it does not provide an assessment of the relevance of the choices made by Eutelsat Communications S.A. in terms of action plans, targets, policies, scenario analyses and transition plans, which would go beyond compliance with the ESRS reporting requirements.

It 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.

Any comparative information that would be included in the Group management report is not covered by our engagement.

COMPLIANCE WITH THE ESRS OF THE PROCESS IMPLEMENTED BY EUTELSAT COMMUNICATIONS S.A. TO DETERMINE THE INFORMATION REPORTED, AND COMPLIANCE WITH THE REQUIREMENT 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 S.A. 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 sustainability information in the Sustainability Statement; and
- the information provided on this process also complies with the ESRS.

We also checked the compliance with the requirement to consult the social and economic committee.

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 S.A. with the ESRS.

We inform you that the consultation of the social and economic committee provided for in the sixth paragraph of Article L.2312-17 of the French Labor Code has not yet been performed as of the date of this report.

ELEMENTS THAT RECEIVED PARTICULAR ATTENTION

Concerning the identification of stakeholders

Stakeholder information is mentioned in section 3.1.3.2. "Interests and views of stakeholders" of the Sustainability Statement.

We obtained an understanding of the analysis carried out by the Entity to identify:

- the stakeholders, who may affect or be affected by the entities within the scope of the information, by their direct or indirect business activities and relationships in the value chain;
- the primary users of the Sustainability Statement (including the primary users of the financial statements).

We interviewed the persons we deemed appropriate and inspected available documentation. Our work consisted primarily of:

- assessing the consistency of the primary stakeholders identified by the Entity in view of the nature of its activities and its geographical location, taking into account its business relationships and value chain;
- assessing the appropriateness of the description given in section 3.1.3.2. "Interests and views of stakeholders" of the Sustainability Statement.

Concerning the identification of impacts, risks and opportunities

Information on the identification of impacts, risks and opportunities is mentioned in section 3.1.4.1. “Description of the processes to identify and assess material impacts, risks and opportunities” of the Sustainability Statement.

We obtained an understanding of the process implemented by the Entity regarding the identification of impacts (negative or positive), risks and opportunities (“IROs”), actual or potential, in connection with the sustainability matters mentioned in paragraph AR 16 of the "Application Requirements" of ESRS 1, and those specific to the Entity, as presented in the aforementioned section of the Sustainability Statement.

In particular, we assessed the approach implemented by the Entity to identify its impacts and dependencies, which can be sources of risks or opportunities.

We also assessed the completeness of the activities included in the scope used to identify the IROs.

We obtained an understanding of the mapping carried out by the Entity of the identified IROs, including in particular the description of their distribution in the Company's own activities and the value chain, as well as their time horizon (short, medium or long term), and assessed the consistency of this mapping with our knowledge of the Entity.

Our procedures consisted in:

- assessing the consistency of the current and potential IROs identified by the Entity, especially the ones that are entity-specific, as they are not covered or insufficiently covered by the ESRS, with our knowledge of the Entity;
- assessing the way in which the Entity has taken into account the different time horizons, particularly with regard to climate issues.

Concerning the assessment of impact materiality and financial materiality

Information related to the assessment of impact materiality and financial materiality is mentioned in section 3.1.4.1. “Description of the processes to identify and assess material impacts, risks and opportunities” of the Sustainability Statement.

Through interviews with Management and inspection of the available documentation, we obtained an understanding of the process implemented by the Entity to assess impact materiality and financial materiality, and assessed its compliance with the criteria defined by ESRS 1.

In particular, we assessed the way in which the Entity established and applied the materiality criteria set out in ESRS 1, including those relating to the setting of thresholds, in order to determine the following material information reported:

- metrics related to material IROs identified in accordance with the relevant ESRS;
- entity-specific disclosures.

COMPLIANCE OF THE SUSTAINABILITY INFORMATION INCLUDED IN THE SUSTAINABILITY STATEMENT WITH THE REQUIREMENTS 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 S.A. 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 or 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 requirements 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", 3.3.2.4. "IRO : Fairness in compensation" and 3.2.2.3. "Resource inflows" of the Sustainability Statement which describe the uncertainties and limits the Group faced within the general context of the first application of the CSRD; and more specifically, due to the lack of external data considered sufficiently reliable and comparable with respect to information on adequate wages (ESRS S1-10), and the often unavailable and imprecise nature of information related to resource inflows (ESRS E5-4) from the upstream value chain;
- the insufficient availability of underlying data for some indicators related to suppliers' payment terms across the entire Group perimeter, as specified in section 3.4.1.3 "IRO: Ethical conduct in business operations".

ELEMENTS THAT RECEIVED PARTICULAR ATTENTION

Information provided in application of environmental standard ESRS E1

Information reported 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 with the ESRS.

Our procedures consisted in particular of:

- conducting interviews with the CSR Department to inquire about the process implemented to produce the information reported, and assessing the relevance of the policies, actions and targets presented;
- assessing the consistency and relevance of the information included in section "Climate change", in light of our knowledge and understanding 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 the information considered material in the Sustainability Statement;
- examining the underlying documentation related to the decarbonization plan, greenhouse gas emissions, and available energy consumption data.

Regarding the information published concerning greenhouse gas emissions:

- obtaining an understanding of the process for assessing greenhouse gas ("GHG") emissions used by the Entity, specifically:
  - assessing the consistency of the scope used for assessing emissions 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, based on a selection, the emission factors used, associated conversions, and calculation and extrapolation assumptions, considering the uncertainties linked to the state of scientific or economic knowledge and the quality of external data;
- 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.

Information provided in application of social standard ESRS S1

Information published concerning the Company's workforce (ESRS S1) is disclosed in section 3.3 "Social" of the Sustainability Statement.

Based on interviews conducted with the CSR Department and the Human Resources Department, our procedures mainly 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 review the consolidation of these data;
- assessing 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 S.A. 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 or 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 or 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 were no such items to disclose in our report.

The Statutory Auditors

Forvis Mazars	ERNST & YOUNG et Autres
Levallois-Perret, September 9, 2025	Paris-La Défense, September 9, 2025
Erwan Candau Partner	Nicolas Macé Partner