

IRIS² FAQs

1. What does RDV1 completion mean for SES?

The successful completion of RDV1 confirms the program's readiness to move forward with implementation and provides greater visibility on the long-term scope, performance and economics of the MEO segment. SES's expected capital commitment for the MEO segment is up to €1.35 billion, reflecting current program scope, while maintaining the deployment of 18 MEO satellites and the targeted service entry in 2030.

As the Consortium Lead, SES remains fully committed to working with its partners to successfully deliver IRIS². The program is a significant strategic win for SES, confirming the strategic importance of the MEO orbit for government and defense applications, reinforcing our credibility and positioning in the government and defense market while supporting our long-term strategy of delivering secure, resilient and high-performance multi-orbit connectivity.

IRIS² is the first large government and defense customer for SES's next generation MEO network.

2. Why is SES's expected capital commitment of up to €1.35 billion lower than the up to €1.8 billion initially announced in December 2024?

Since the signing of the IRIS² Concession Contract in December 2024, the European Commission, the SES-led SpaceRISE consortium and the European Space Agency have worked together to validate program costs, technical requirements, delivery timelines and industrial arrangements.

RDV1 established a validated baseline for implementation, providing greater certainty on program scope and execution while strengthening the long-term value of IRIS² for customers and SES through lower capital requirements, enhanced satellite capabilities and an expanded role in program delivery.

The overall program investment has increased to support enhanced capabilities. SES's expected capital commitment for the MEO segment is up to €1.35 billion, reflecting current program scope, while maintaining the deployment of 18 MEO satellites and the targeted service entry in 2030.

Importantly, SES expects to commercialize approximately 90% of MEO capacity, and benefit from enhanced SES-developed payloads with greater capabilities and higher capacity than originally envisaged. As a result, the program delivers a stronger overall value proposition for SES. The original 2024 agreement included Ultra High Frequency (UHF) capabilities and additional LEO elements, which remain options.



3. What is the anticipated phasing for SES's expected capital commitment of up to €1.35 billion?

SES's expected capital expenditures (CapEx) of c. €200 million for the investment in IRIS² and first phase of meoSphere is included in SES's unchanged full-year 2026 CapEx outlook of around c. €700 million, with no future exceptional cash proceeds expected to be used to fund the project.

The remaining CapEx balance is expected to be spread over the three years 2027-29, with an estimated average annual spend of c. €400 million. The program is currently being baselined, and further details on the timing and phasing of CapEx will be provided at a later stage.

4. What is the total value of the MEO program and the capital expenditures (CapEx) contribution of the European Commission (EC)?

The expected total MEO segment program investment is €2.75 billion, of which the expected capital contribution is up to €1.35 billion for SES and over €1.4 billion for the EC.

5. Who is developing the MEO satellites? Is SES building the payloads?

The 18 MEO satellites for the pole-to-pole constellation will benefit from SES-developed payloads and OHB will provide the bus/platform. As lead of the MEO satellites segment, SES will design and build the payloads for the MEO satellites and perform satellite assembly, integration, and test (AIT) from its facilities in Luxembourg. Owning both, payload manufacturing and final AIT, provides SES with greater control over the value chain, enabling more effective cost management and driving a significant double-digit percentage reduction in the overall constellation cost. The upgraded payload architecture will support a wider range of secure connectivity services while further advancing SES's expertise in high-performance satellite communications and use the developments already engaged for meoSphere to fulfill its obligations on IRIS². SES will also lead user terminal development, operations and the provisioning of LEO/ MEO governmental services through IRIS² control centres.

6. How much capacity is expected from the 18 MEO constellation?

The overall capacity of the constellation depends on rollout and also the highly complementary nature of IRIS² with meoSphere, as SES is starting to look at it as an integrated constellation/network. These two projects will make the overall MEO network stronger and denser with improved coverage, also supported by technical leverage between the two. Thanks to SES developed payloads, more capacity will be available than previously anticipated. We are estimating 830 Gbps to 1.1 Tbps of usable commercial capacity for the 18 MEO constellation, equal to approximately 90% of usable commercial capacity available to SES. The available capacity also depends on



the size of the user terminals and service levels, so there is further capacity upside as well as potential access to LEO capacity at owner economics.

7. Does SES reiterate the approximately €6 billion of cumulative revenues from the IRIS² project initially announced in December 2024? Are any of these revenues guaranteed or already contracted?

IRIS² will generate significant revenue opportunities for SES over the lifetime of the satellites. SES is reiterating approximately €6 billion of cumulative revenues over the lifetime of the initial contract (2024-36) including an extension to end-life of satellites c.2040/42. SES's revenue estimates are based on forecasts of pricing and demand. As usual, these assumptions are subject to change over the life of the contract and actual revenues may differ from current estimates.

SES expects some upfront project revenues until the launch and start of commercialization of the MEO constellation. From the operational start of the constellation, SES expects revenues from commercialization of MEO, running the constellation and building the satellites

The services delivered through IRIS² will be prioritized for use by European Union member states, governmental agencies and other institutional users, which are expected to act as anchor customers with some initial capacity commitments and access to government focused services. European demand for secure satellite connectivity is also expected to be directed first to the IRIS² network before alternative commercial solutions might be considered, supporting utilization of the IRIS² constellation over time.

Approximately 90% of MEO capacity is expected to be commercially exploitable by SES, generating significant long-term revenue opportunities across Government & Defense, Mobility, Enterprise and Cloud connectivity markets over the lifetime of these satellites.

8. Are you meeting the minimum 10% Internal Rate of Return (IRR) announced in December 2024? Do you consider a minimum 10% IRR sufficient to cover the long-term risks?

SES's participation in IRIS² is consistent with our disciplined financial policy, benefiting from significant public funding, and built-in protection mechanisms. The IRR of the contract is expected to meet at least SES's minimum 10% IRR hurdle rate underpinned by a compelling commercial value proposition. This is SES's minimum requirement and comes with upside potential, mainly depending on the overall demand for this important program. The forecasted revenues do not include opportunities in hosted payload and UHF communications, which remain options.



The Public-Private-Partnership contract structure includes important risk sharing and protection mechanisms for SES and consortium partners to support IRR against delays, cost escalation, launch failures and other reductions in project returns, providing a risk-sharing framework that is not typical in commercial contracts.

9. Are the 18 MEOs owned by the EU or SES? Who owns the ground infrastructure?

The 18 MEO satellites are fully owned by the European Commission (EC). SES has exclusive contractual rights to commercialize approximately 90% of the capacity. As for the ground infrastructure, the portion deployed under the IRIS² program is owned by the EC. There is also a separate part of the ground infrastructure that is deployed outside the program to support commercial capacity, and that part is owned by the respective companies.

10. How are the different countries of the EU contributing towards European Commission funding? Is the European Commission's commitment fully funded?

The EC effectively serves as the vehicle through which the different member states' contributions are channeled into the program. The ultimate allocation of funding will depend on each country's requirements, the amount of capacity they want to access, and the respective needs of the consortium partners across satellite and ground infrastructure development.

We expect several other EU member states to bring dedicated investments forward as incremental demand grows. If individual countries require capacity beyond what is covered by the EC's share, that could also create additional commercialization opportunities for SES.

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Forward-looking Statements

This document contains certain “forward-looking statements” within the meaning of the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995. Forward-looking statements can be identified by words such as “expected,” “targeted,” “will,” “estimates,” “expects,” “could,” and similar expressions. Forward-looking statements in this document also include, without limitation, statements regarding expected program scope, capital expenditures and funding, deployment of satellites, timing of service entry, commercialization rates, anticipated revenues, expected returns, customer demand, market pricing, satellite capacity, and anticipated benefits of the IRIS² program and related MEO initiatives.

Forward-looking statements are not assurances of future performance and are subject to inherent uncertainties and risks that are difficult to predict. Factors that might cause actual results to differ materially from those expressed or implied by such forward-looking statements include those discussed in our filings with the US Securities and Exchange Commission, including our Form 20-F, such as risks relating to the development, deployment, manufacturing, and operation of satellites; risks relating to complex consortium arrangements, long development timelines, evolving regulatory and institutional requirements, and material funding and delivery obligations arising from IRIS²; costs or implementation requirements may differ from current expectations and delays or execution challenges could increase investment needs, reduce expected returns, and may not yield the expected benefits; risks relating to governmental customers and programs, and changes in procurement, priorities, budgets or contract awards and governmental funding decisions and policy changes; and risks that anticipated commercial demand, market opportunities, or commercial benefits may not meet expectations. In addition, estimates of revenue, demand, and returns are based on assumptions regarding future market conditions, customer demand, pricing, capacity utilization, and program execution, all of which are subject to significant uncertainty.



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