



The view from here

Celebrating 40 years of Viasat

Environmental, Social, and Governance
Impact Report 2026



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A letter from our Chief People Officer

At Viasat, our success has always been rooted in our people and our purpose. As we reflect on 40 years of innovation and impact, we are equally focused on what lies ahead – how we continue to evolve as a global organization and strengthen the way we work to deliver lasting value for our employees, customers, communities, and shareholders.

The “view from here” is one of momentum and opportunity. We are building on a strong foundation to become a more performance-driven, globally aligned organization, one that is better positioned to lead in an increasingly dynamic and connected world. Central to this evolution is a clear and consistent approach to how work gets done. By standardizing our working styles, we are bringing greater clarity to where and how we work – enabling stronger collaboration, more effective decision-making, and a more consistent employee experience across teams and geographies.

This clarity is foundational to performance. It empowers our leaders to align working approaches with business priorities while maintaining the flexibility and trust at the core of our culture. In doing so, we are strengthening engagement, supporting wellbeing and psychological safety, and creating the conditions for high-performing teams to thrive. These changes are not simply operational; they reflect our broader commitment to building an inclusive, resilient workplace where employees can do their best work and grow their careers.

At the same time, we are continuing to transform how work is done through technology. Artificial intelligence is playing an increasingly important role in enabling our teams – helping employees work more efficiently, generate insights, and focus on higher-value activities. We are expanding access to AI tools and embedding responsible AI practices into our operations, ensuring that innovation is balanced with governance, security, and trust. In parallel, we are leveraging AI and advanced technologies to enhance the safety, quality, and performance of our products and services.

This focus on people and technology is deeply connected to our broader ESG commitments. By enabling more flexible and inclusive ways of working, we are reducing barriers to participation and supporting a globally diverse workforce. Through innovation, we are extending our impact beyond our organization: advancing digital inclusion, strengthening global connectivity, and supporting critical efforts such as disaster response and humanitarian relief through trusted partnerships.

We continue to integrate ESG across our business, focusing on the topics that matter most, from environmental stewardship and sustainable product design to ethical governance, risk management, and responsible sourcing. At the same time, we are enhancing how we measure and communicate performance, improving transparency for our stakeholders and reinforcing accountability across the organization.

As we look ahead, we are guided by both our history and our ambition. We are proud of the impact we have created over the past four decades, and we are energized by the role we can play in shaping the future on Earth and in space. By continuing to align our people, our ways of working, and our technology, we are building a more resilient, responsible, and impactful Viasat for the years ahead.

Rebecca Grattan | Chief People Officer

The view from here



A journey through 40 years of impact

Viasat was founded on a simple belief that communications technology innovation could solve hard problems.

Problems like connecting people securely and affordably around the world. Improving national security. Even creating new business models that didn't previously exist.

Standing here 40 years later is more than an opportunity to reflect on the achievements we've made along the way. It's a chance to look forward at where we're going and how we will continue to evolve as a company.

Our willingness to pursue ambitious ideas, challenge accepted limitations, and defy convention has brought us to where we are today – and it's what will carry us into tomorrow.

Looking ahead to the next 40 years, the world will continue to be more connected, more mobile, more data-intensive, and more dependent on resilient communications – and Viasat will continue to evolve to serve the world's need for mission-critical connectivity, bringing customers more value, performance, resilience, reliability, security, and flexibility.

Company overview

We connect what matters. Everywhere.

For 40 years, Viasat has been turning connectivity into something more powerful than a signal – a catalyst for real-world impact.

We don’t see connectivity as a commodity. We see it as a force that transforms operations, fuels innovation, and creates entirely new experiences for our customers. By combining advanced satellite technologies, digital platforms, and deep customer expertise, we enable smarter, safer, and more efficient outcomes across land, sea, air, and space.

Every connection is an opportunity

Every connection we deliver is designed to do more – improve performance, expand access, and create lasting value. Whether supporting mission-critical government operations, powering global mobility, or enabling enterprise transformation, we help our customers move beyond basic connectivity to achieve meaningful outcomes.

Our solutions are built on decades of experience and a deep understanding of the environments in which our customers operate, which are often remote, complex, and high stakes. This insight allows us to deliver connectivity that is not only reliable and secure, but also adaptable and ready for the future.

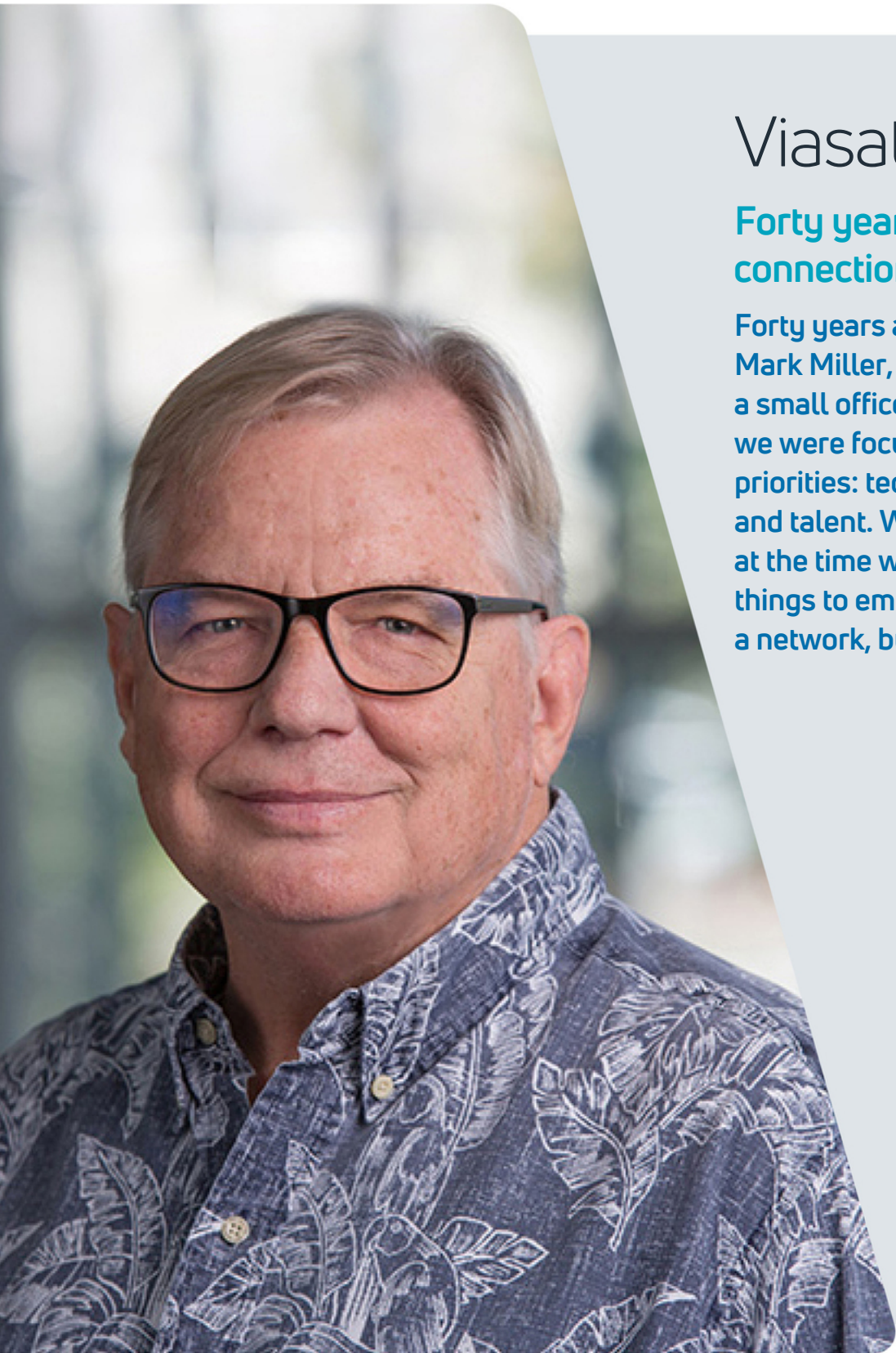
A network built for what’s next

The world is becoming more connected, more mobile, more data intensive, and more dependent on resilient communications infrastructure. And at Viasat, we’ve met that shift by never following convention. At the core of our approach is one of the world’s most advanced multi-orbit, multi-network ecosystems. By integrating space and ground infrastructure with a scalable architecture, we bring together our own innovations with leading partner technologies to deliver a seamless, resilient, and future-ready service.

This model allows us to provide high-quality, secure connectivity wherever it’s needed most, across a global footprint that spans 90 offices and connects customers in more than 70 countries.



Company overview continued



Viasat Giving

Forty years of culture, connection, and giving back

Forty years ago, when Mark Dankberg, Mark Miller, and I started Viasat out of a small office in Carlsbad, California, we were focused on the usual founders' priorities: technology, customers, capital, and talent. What I didn't fully appreciate at the time was that one of the most lasting things to emerge wouldn't be a satellite or a network, but a culture of giving.

In those early days, giving wasn't something we set out to build in any formal way. It was simply happening. My wife, Sue, and I were active in our community in education and philanthropy, and, as the company grew, it became clear that many of our employees were doing the same. Across our locations, people were already volunteering and supporting causes they cared about. The instinct to give back was already present.

This realization helped guide what came next. Rather than trying to design something from the top down, we focused on supporting what employees were already doing and creating more opportunities for others to participate.

When we eventually formalized what became the Viasat Giving program, it wasn't in response to a single need or moment. It was part of a broader effort to build the kind of company that people would want to be part of. At a time of intense competition for talent, we believed, and still do believe, that good people are drawn to organizations that reflect their values. An employee-focused giving program became one way to express that.

Over time, that approach has proven adaptable. Because the program was built around individual engagement and local initiative, it has continued to work as the company has grown and become more global.

A simple idea has guided Viasat through many decisions: do the right thing. When I see employees volunteering their time, supporting their communities, or introducing young people to new opportunities, it feels like a reflection of that idea in action with individuals choosing to contribute, and the company doing its part to support them.

Some of our earlier efforts, such as the Atlanta office's work with Habitat for Humanity, ongoing since 2005, helped illustrate what this could look like. These experiences showed that volunteering can strengthen connections as well as communities. People weren't just contributing their time; they were building relationships with each other. That sense of connection remains an important part of the program.

Looking back from this point, what stands out most is the program's reach. Viasat Giving is now present in many of the places where we operate, with employees across different regions participating in ways that reflect their local communities. Social impact initiatives like Viasat: Space for Good have expanded that impact even further. It has grown well beyond what I might have envisioned in those early days.

I'm also grateful that, even as the company has grown, there is still a sense of personal connection within the program. Continuing to support causes that matter to individuals has helped us maintain a sense of belonging that might have been harder to sustain as the company has scaled. That was always the hope.

As for the next forty years, I hope the program continues to evolve and that its impact, both for communities and for Viasat, becomes more visible over time. More than anything, though, I hope the underlying instinct remains: a belief that a company can try to do some good along the way, not just succeed.

That instinct is what made all this possible. It's something worth holding onto as we look forward to the next 40 years.

Steve Hart | Co-founder

Mission & values

Our mission

Viasat is a global technology company operating at the intersection of communications, networking, cybersecurity, and space, to deliver governments, enterprises, and commercial customers integrated and resilient solutions that address some of the world's most complex connectivity and mission challenges – and provide a superior customer experience.

Our values

At Viasat, our culture is a key driver of innovation and performance. We foster an environment grounded in trust, safety, and accountability, where employees are empowered to contribute ideas, challenge thinking, and do their best work.

We believe that diverse perspectives strengthen our ability to innovate and solve complex challenges. By encouraging new ideas and supporting a range of viewpoints, we create a culture that fuels continuous improvement and long-term success.

This commitment is reflected across our organization, from how we attract and develop talent to how we operate and make decisions. We strive for fairness and consistency in our processes, to broaden access to opportunity, and continuously improve how we measure and understand our progress.



- >

One Viasat
We have high expectations for ourselves and our team
- >

Play to Win
We focus on growth, not just on preserving the past
- >

Push Boundaries
We are curious and challenge conventional wisdom
- >

Step Up
We embrace change and tough challenges

Recognition and awards



**10 Hottest Companies
in Satellite**
— 2026 —



**Disability Equality
Index**
— 2026 —



**Satellite Mobile
Innovation Award**
— 2026 —



**U.S. Veterans Magazine
Top Employer for Veterans**
— 2026 —



**VETS Indexes Employer
Awards**
— 2026 —



**Workhuman Award Winner:
Culture**
— 2026 —



**AAM Global Awards
with eVTOL Insights**
— 2025 —



**Defense News
Top 100**
— 2025 —



**Handshake Early Talent
Award**
— 2025 —



**HIRE Vets Gold Medallion
Award**
— 2025 —



**Military Times Best
for VETS**
— 2025 —



**Silver Anthem
Award**
— 2025 —

Our commitment to driving impact

As the needs of our customers continue to evolve, so does our focus.

We work to enable more efficient operations, expand access to connectivity, and support critical infrastructure in environments that demand reliability and performance.

At the same time, we remain committed to minimizing our environmental footprint, safeguarding resources, and operating with transparency and integrity. This impact is integral to how we operate – grounded in our belief that access to opportunity can help people reach their full potential – and is a direct result of how we design our technologies, support our customers, and run our business every day.

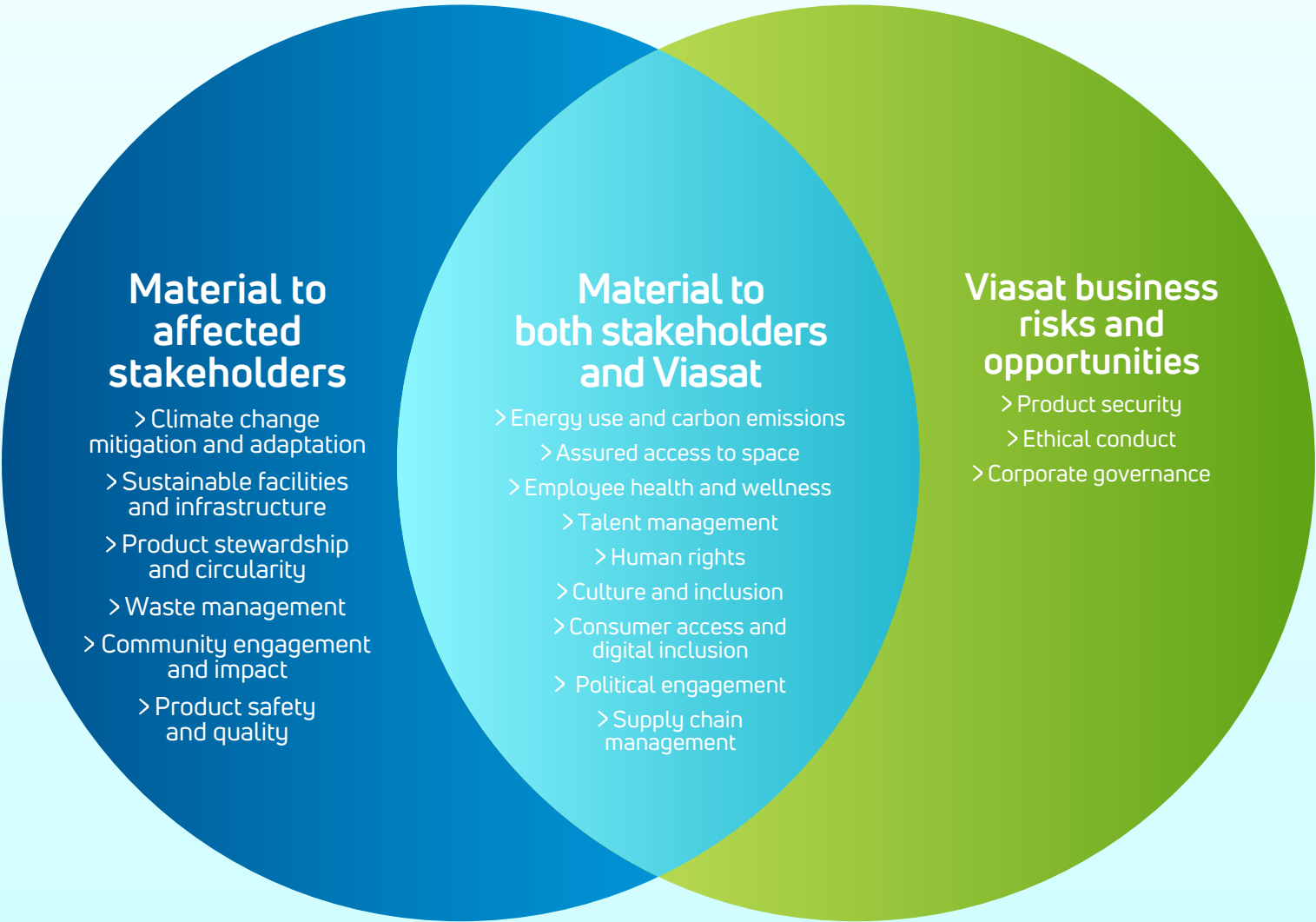
Our approach to ESG is embedded across our operations. From engineering more efficient and resilient systems, to managing environmental impacts across our global footprint, to maintaining strong governance and ethical practices, these priorities are integrated into decision-making at every level of the organization.

Building on this foundation, we continue to strengthen how we measure performance, enhance accountability, and deliver solutions that create lasting value. By aligning our capabilities with the evolving expectations of our stakeholders, we aim to extend the impact we have delivered over the past four decades across everything we do – now and in the future.

Our ESG priorities

In FY25, Viasat conducted a double materiality assessment (DMA) to identify the sustainability topics most relevant to our business and stakeholders. The results form the foundation of our ESG priorities and guide how we manage impacts, risks, and opportunities across our operations and value chain.

These priorities reflect where Viasat can have the greatest impact, both through how we operate and through the solutions we deliver to customers. They also inform how we focus our efforts, allocate resources, and measure progress over time.





People

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Putting people first

At Viasat, our people are central to the innovation, collaboration, and purpose that define our business. Our competitive advantage has been our ability to attract people who want to do the hard work to connect communities, support critical government missions, strengthen national security, and make information more accessible to everyone around the world. We believe that when employees feel supported and empowered to grow, the business grows with them.

We manage our people-related priorities through programs and policies organized around several interconnected focus areas: culture and inclusion, talent and career development, employee engagement, health, safety, well-being, and community empowerment.

We are committed to fostering an environment of trust, belonging, and safety where diverse perspectives and new ideas can thrive. To support employee growth at every stage, we provide manager support and encourage a culture of ongoing feedback – alongside investments in onboarding, professional development, and essential skills training that help shape our culture and strengthen our workforce over time.

Employee health, safety, and well-being remain core priorities. Through ongoing communication, training, and access to resources, we aim to keep employees informed and engaged in maintaining their physical, mental, and emotional health.

Beyond our workforce, we aim to extend our impact through community empowerment, harnessing the passion and talents of our employees through partnerships, employee giving, and skills-based volunteering to support opportunities and resources in communities worldwide.

Supporting employees through global disruption

As geopolitical tensions escalated in the Middle East in 2026, we activated a coordinated, enterprise-wide response to protect our employees, support their well-being, and maintain business continuity.

Guided by our Global Security Operations team, we continuously monitored evolving risks and rapidly assessed potential impacts on our people, facilities, and business operations. This enabled early, proactive measures, including restricting travel, enhancing physical security protocols, and maintaining real-time visibility into employee locations and movements.

In parallel, cross-functional teams across Security, People, Brand & Culture, and Legal departments, as well as tax and communications personnel, worked in close alignment to ensure timely decision-making and clear communication. Daily coordination and direct outreach to employees helped ensure that individuals had access to support, understood the available resources, and could make informed decisions based on their personal circumstances. Regional business leaders also played a critical role in providing on-the-ground leadership and guidance, helping to navigate evolving conditions and support employees with clarity and confidence.



To provide flexibility and reassurance, we introduced a voluntary temporary relocation program for employees in affected areas. Recognizing the uniqueness of each situation, we tailored support to individual needs, including assisting with family relocation, maintaining continuity for those who remained in region, and ensuring ongoing access to global well-being and employee assistance resources.

Through this integrated, risk-based approach, we were able to prioritize employee safety while sustaining operations – reinforcing our commitment to supporting our people wherever they are located.

Community empowerment

Our employees have helped shape how Viasat shows up in communities around the world. From mentoring future engineers and supporting STEM education programs to volunteering their time and expanding access to connectivity, our people continue to find meaningful ways to create an impact beyond their day-to-day roles.



Viasat Giving

Viasat Giving helps our employees turn their passion for giving back into meaningful community impact. Through the program, we provide a 1:1 match for employee donations up to \$2,000 per employee annually to eligible organizations and causes. We also support employees who give their time and expertise by offering a volunteer match program for those serving community organizations.

Over the past year:

2,000
organizations received support from Viasat Giving

More than

12,000
hours were volunteered by our employees

1 in 5
employees participated in Viasat Giving

Powered by our people

When employees bring their skills and passions into the communities where they live and work, the impact can extend far beyond the workplace.

Guided by our belief that access to opportunity can help people reach their full potential, employees support initiatives that expand STEM education, inspire future innovators, and create meaningful local impact. In addition to supporting communities, employees report that these experiences help strengthen leadership skills, build stronger connections to our mission, and connect with each other.

As we continue to harmonize and expand our community engagement efforts globally, we have increased community-focused activities in and around our international headquarters in London during FY26, creating new opportunities for employees and local partners to engage with students, educators, and community organizations.



 Community empowerment continued

Organizations supported



[See more](#)



[See more](#)



[See more](#)



[See more](#)



[See more](#)



[See more](#)

**Royal Institution
Christmas lectures**

In 2025, we proudly sponsored the Royal Institution Christmas Lectures for the first time, as the renowned science series celebrated its 200th anniversary. Focused on the theme of “Space,” the lectures were led by space scientist Dr. Dame Maggie Aderin and explored humanity’s evolving understanding of the the universe – from ancient astronomy to the James Webb Space Telescope and the search for life beyond Earth. Employees and their families joined a special livestream event hosted from our London office as part of the celebration.

**European Space Agency
Moon Camp**

Through our collaboration with the European Space Agency and our role in the Moonlight program, we hosted STEM initiatives that enabled employees to bring space education to life for students across the U.K. In 2025, more than 200 students participated in hands-on learning experiences connected to the European Space Agency’s Moonlight program, which aims to create a communications and navigation “data highway” on and around the moon. Students worked alongside industry experts and future astronaut, Meganne Christian, to explore real-world space challenges, while employees helped inspire curiosity about STEM careers and the future of space exploration.

FIRST Robotics

For more than a decade, Viasat and FIRST Robotics have shared a commitment to inspiring the next generation of innovators through hands-on STEM learning. Through ongoing sponsorships, mentoring, and volunteer support, employees help students build technical, teamwork, and problem-solving skills while gaining exposure to real-world engineering concepts and careers in technology. Across global FIRST Robotics programs and competitions, employees support students as they design, build, and program robots, helping to foster confidence, creativity, leadership, and a lifelong interest in STEM fields.

**Bro-Am Beach Fest
and Benefit Party**

We continued supporting the Bro-Am Beach Fest and Benefit Party, which raises funds and awareness for homeless, at-risk, and disadvantaged youth in the San Diego community. Viasat has supported the event since 2008 and began hosting the Benefit Party in 2016, with employees volunteering throughout the event activities. The event creates opportunities for employees, community partners, and local organizations to come together in support of youth-focused programs and services across the region.

Global Earth Day

Across our global offices, employees participated in Earth Day initiatives focused on environmental stewardship, sustainability awareness, and community engagement. Activities included local clean-up efforts, educational programming, recycling and waste reduction initiatives, and employee-led events designed to encourage more sustainable everyday practices. These efforts created opportunities for employees to come together around shared environmental goals while supporting the communities where they live and work.

**Girls’ Day School Trust Space
Technology Diploma Program**

In June 2025, Viasat hosted the Girls’ Day School Trust (GDST) Space Technology Diploma Program Viva Voce Day at our international headquarters in London. Coinciding with International Women in Engineering Day, the event brought together more than 50 students for immersive STEM experiences including satellite control center tours, virtual reality satellite-building activities, and coding challenges focused on managing data congestion alongside Viasat and Space Store experts.



Community and inclusion

Innovation at Viasat has always been shaped by people with varied experiences and perspectives coming together to solve complex challenges. As our company has grown, we have continued to foster a culture where employees feel empowered to contribute and encouraged to bring their authentic selves to work. Through our employee engagement programs, we aim to create an environment where our people can grow together.

Employee resource groups

Employee Resource Groups (ERGs) continue to play an important role in fostering connection, inclusion, belonging, and engagement across Viasat. Our ERGs help create spaces for employees to share experiences, build community, support professional development, and provide insight that helps strengthen our culture and business. Through mentorship, networking, local and global events, and collaboration across teams, ERGs support employee growth while helping advance awareness, engagement, and connection throughout the organization.

Viasat’s 10 ERGs – Ability Alliance, Black Professional Alliance, Ethnic Diversity Empowerment Network, Families Helping Families, Hispanic/Latino Leadership Alliance, NextGen Alliance, Pride Alliance, South Asian Alliance, Veteran’s Alliance, and Women’s Alliance – continued to drive engagement across the company and strengthen global employee connections.

Now aligned within our community and inclusion efforts, ERGs play a greater role in extending our impact beyond the workplace. This integration connects employee passions and lived experiences with our social impact priorities, enabling stronger partnerships, expanding opportunities for volunteerism and giving, and amplifying employee-led initiatives.

Throughout the year, our ERGs hosted events and initiatives designed to strengthen community and support employee development. Highlights included Diwali celebrations hosted by the South Asian Alliance in Carlsbad and Disability Pride Month programming hosted by the Ability Alliance focused on topics including invisible disabilities, autism, ADHD, and mental health.





 Community and inclusion continued

Viasat Women’s Alliance Summit

Building community, connection, and career growth

I joined Viasat right out of college, which means I’ve watched this company from a few different angles. There’s the one where you’re still finding your footing and the one where you start building things for other people to stand on. Leading the Viasat Women’s Alliance has opened up a third: the chance to help shape a space where people across the world can show up as themselves, even when “the room” is really just a screen.

We just wrapped our third summit, the first one under my leadership, building on the foundation our previous Global Lead established over the first two years. The vision has really evolved. We started closely tied to International Women’s Day, which gave us natural momentum. As we grew, we found our own voice. This year, under "Strength in Connection" and our pillars of Grow, Lead, and Give, the conversations shifted from naming what needs to change to asking how we rise together to make it happen. None of this happens without the dedicated volunteer team who plans and executes the Summit together each year. It is truly a collective effort. Viasat Board member Barbara Frenkel said something that’s stayed with me: “Leadership is not a role, it is a decision to be visible”. People were showing up to contribute and hold space for one another across every time zone.

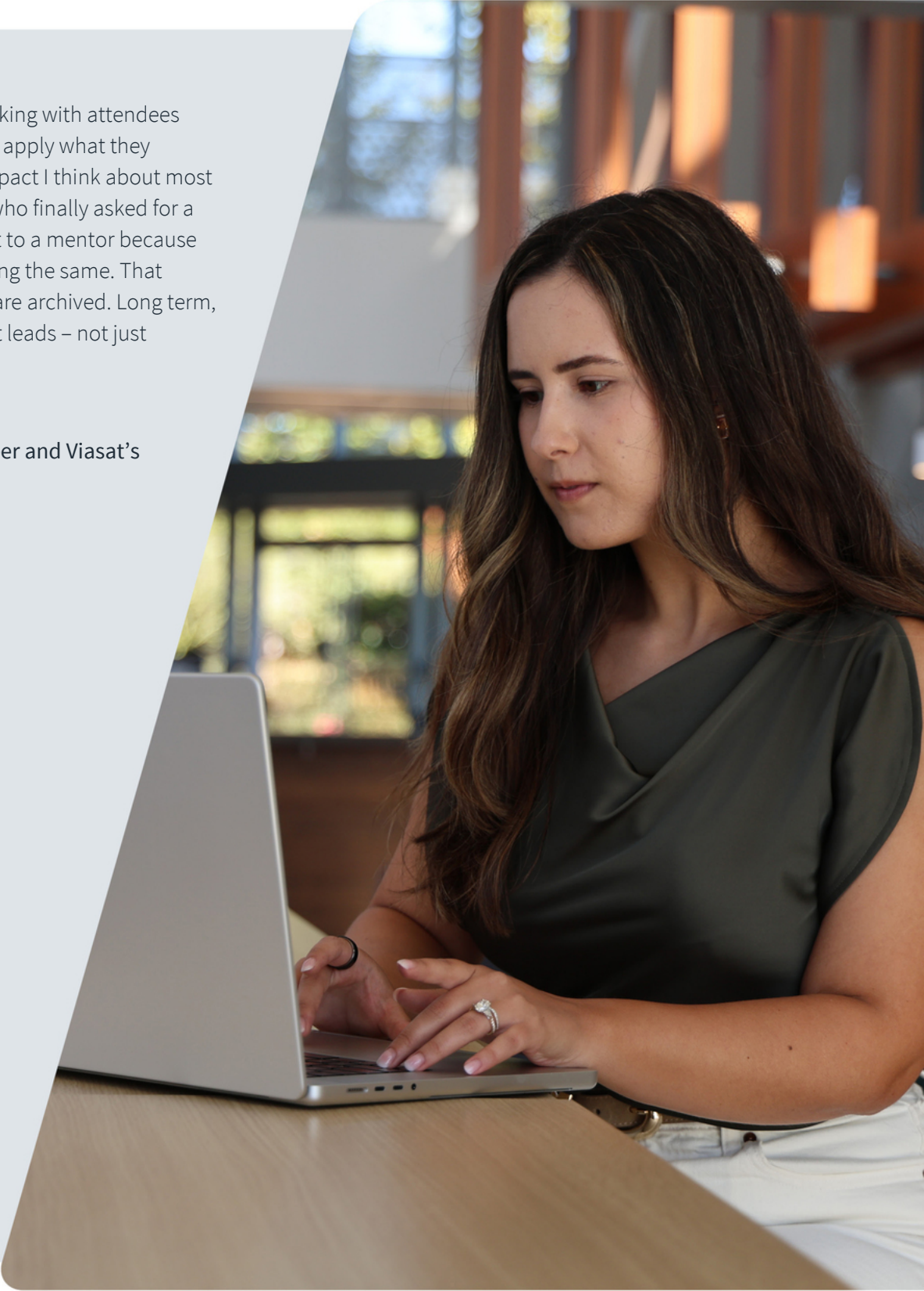
One of the things I’m proudest of this year is that we dedicated an entire day to our Asia-Pacific colleagues, built around their schedules, with speakers who reflected their experiences. The fireside chat with Sathya Narayanaswamy, our VP of Access Engineering, opened up dialogue about the unspoken cultural dynamics that shape how people lead across geographies. That energy is now turning into action. Colleagues there are championing Viasat: Space for Good and a new skills partnership with the Learning Links Foundation reaching students in remote parts of India.

The agenda met people where they are. Bridgett McGowen gave concrete tools for owning your presence that attendees said they used in their very next meeting. Viasat’s Lisa Curran’s reminder that everything you need has always already been there landed quietly but powerfully. The allyship sessions pushed past inspiration into accountability. And the AI conversation took on its own life. During Rebecca Grattan’s keynote, someone from Data and AI Engineering started dropping fluency resources into the chat, unprompted, and the response was immediate.

If I had to pick one moment, it’s the chat during our keynote with astronaut Nicole Stott, when an attendee shared that she was watching with her daughter beside her, proud to show her what working in space looked like. Nicole’s line, “lead with why you can, never why you can’t,” seemed to unlock something in the room. I think too about Yasrine Ibnayahya, then our VP of Innovation, talking honestly about how to keep reinventing yourself and get clear on what actually matters.

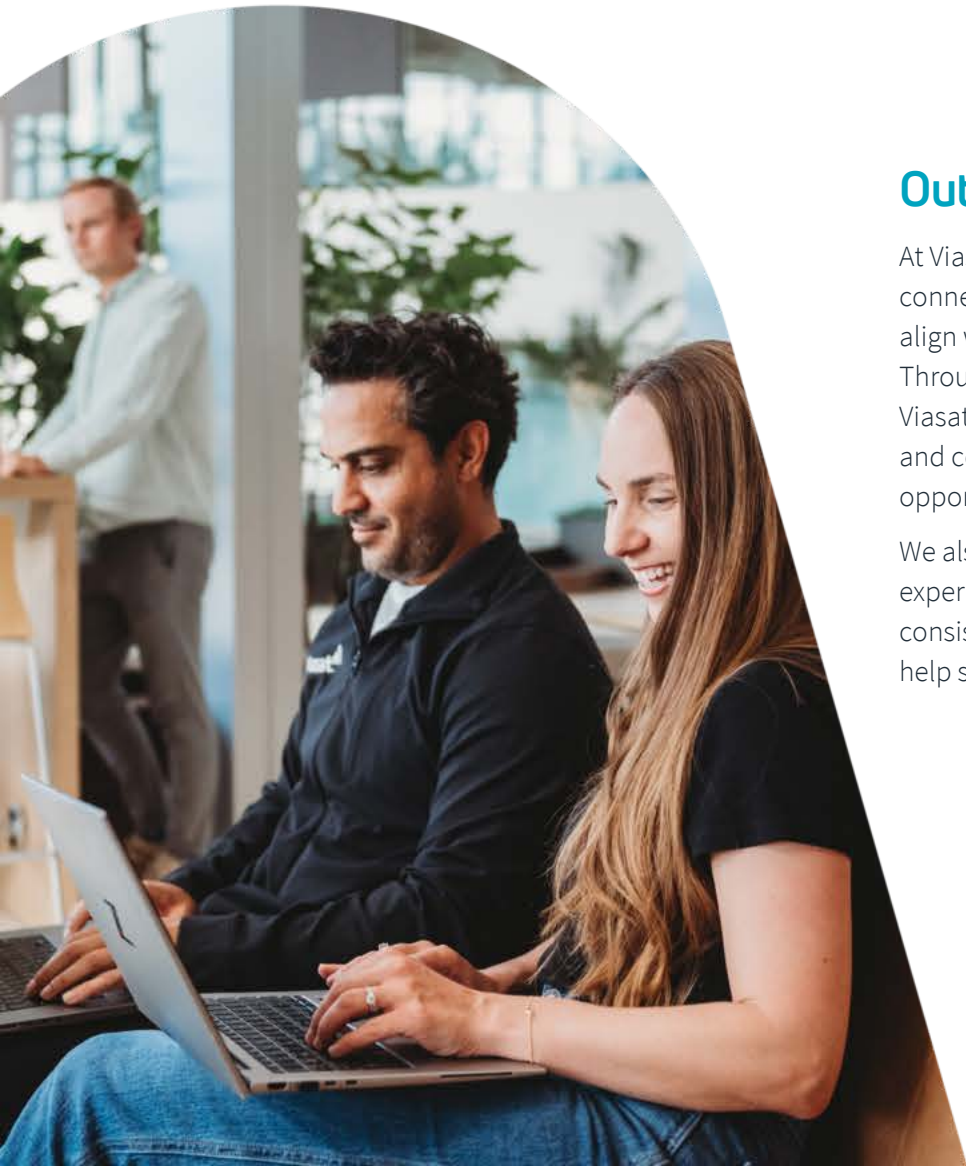
The data tells us something is working with attendees indicating near-universal intent to apply what they learned within 30 days. But the impact I think about most is harder to measure: the person who finally asked for a stretch assignment or reached out to a mentor because they heard a leader talk about doing the same. That doesn’t end when the recordings are archived. Long term, I want this to be part of how Viasat leads – not just something we do once a year.

Anca Scarlat | Software Engineer and Viasat’s Women’s Alliance Global Lead



Talent and careers

Our success depends on attracting, developing, and engaging talented employees across a global and increasingly connected business who are up to the challenge of making the world a safer, more secure, and more connected place. As our workforce and organization continue to evolve, we are focused on creating development opportunities that help employees grow throughout their careers.



Outreach and recruitment

At Viasat, our recruitment approach is focused on connecting with candidates whose skills and experiences align with the needs of our business and customers. Through outreach partnerships and recruiting networks, Viasat roles are shared across thousands of organizations and communities globally to help broaden access to opportunities and support a strong candidate pipeline.

We also continue to focus on improving the candidate experience through clearer job information, more consistent recruiting practices, and tools designed to help support inclusive and effective hiring processes.

Viasat also hosts Veteran Transition Workshops in the U.S. and the U.K. These workshops, open to active duty, reservists, veterans, and military spouses, aim to help with the skills needed to find a successful career in the corporate world.

The event includes a full day of interactive sessions, from discussing compensation and benefits and updating an online profile to building a resume and honing interview skills. Attendees also hear from Viasat employees and veterans who successfully made the change.

Viasat also works with other partners in its corporate fellowship program including Hiring our Heroes, Wounded Warriors, CSP SkillBridge, US Airforce Cooperative Research & Development, WorkEx, and the Honor Foundation.

Expanding access to opportunity

Creating a positive and accessible candidate experience starts with how opportunities are shared and communicated. We use several tools and external partnerships throughout the hiring process. These help to expand visibility of open roles and connect candidates across a wide range of communities and experiences with open opportunities. We also use a platform to help Viasat recruiting and hiring teams review job descriptions for potentially biased or exclusionary language to create clearer and more inclusive job postings.¹

139

internships hosted in FY26

Early careers program

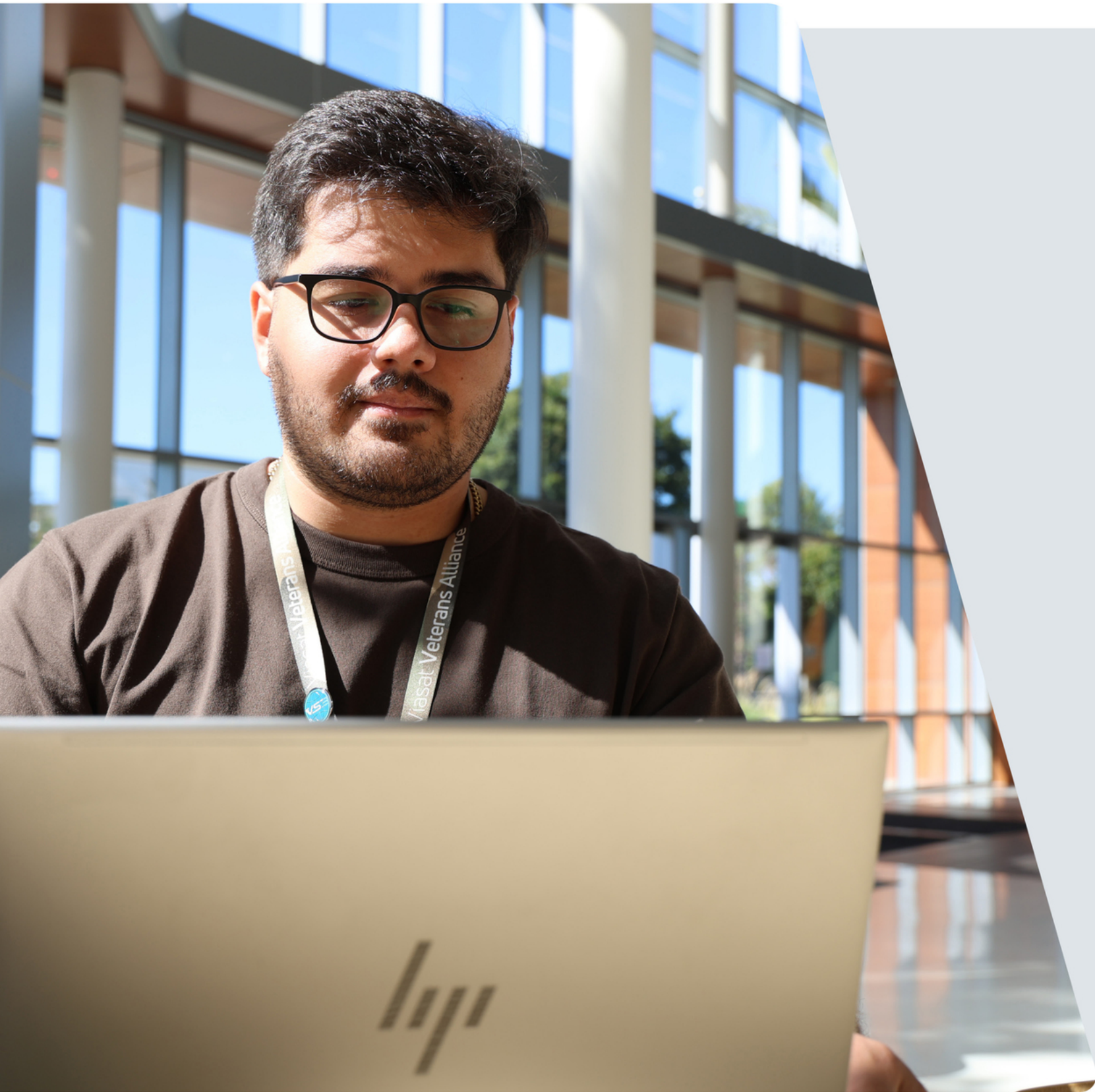
Many employees across Viasat began their careers as interns or early-career hires, gaining hands-on experience and growing into long-term roles across the business. Early-career programs continue to play an important role in how we invest in the future of Viasat, helping interns and recent graduates contribute to real projects while building technical and professional skills across the company.

In 2025, we continued expanding our global early-career efforts, with more than 139 students participating in internships across three countries, the U.S., India, and the U.K., contributing to projects across business and technical functions while gaining exposure to Viasat’s technology, culture, and ways of working.

To help strengthen this experience, we launched our first global Intern Bootcamp Week, bringing interns together through virtual and live sessions featuring leaders from across the company. The program was designed to help interns better understand how their work contributes to Viasat’s broader mission while creating opportunities for connection, learning, and community. We also continued the Intern Buddy Program, which pairs interns with employees for mentorship and networking throughout the internship experience.

Looking ahead, we are preparing to pilot a new global Graduate Development Program in FY27 focused on strengthening onboarding, mentorship, and career development opportunities for early-career hires.

 Talent and careers continued



From intern to engineer

Real ownership, real growth, from day one

I first heard about Viasat through its reputation. A company founded by engineers, for engineers, with a culture that trusted people early on, instead of making them wait years to prove themselves, sounded like the kind of place where an intern could get real work. It turned out to be true, and the early career program is where I felt it most.

From the start, my internship wasn't a side project. It was the job. I was given a project that involved gathering and parsing large volumes of field data and building a dashboard to present it. The scope kept growing, and I ended up coordinating with teams out of state, even overseas. That's not something most interns get to touch. Watching that kind of collaboration work, as an intern, told me everything about what kind of company this was.

What surprised me was the scale of responsibility that came with it. I didn't expect to be trusted with systems used on thousands of aircraft while I was still technically learning the ropes. But that's the model here – give people real ownership early, and they rise to it.

If I could tell my first-day self one thing, it's to ask for help and for feedback early. The early career culture is built for that. Nobody makes you feel behind for not knowing something yet, and the people mentoring you give honest, constructive input without ever being condescending. That made it easy to grow fast.

The mentorship is really what made the leap from intern to full time feel seamless. I was given real responsibility from day one of my internship. It was a genuine taste of day-to-day work life, not a watered-down version of it. By the time I started full time, I already knew the systems, the software, and the team's rhythms. The hardest part of starting a new job was already behind me.

That foundation is what let me take on my first big solo project early in my full-time career: a full reliability analysis of a complex system, presented to a customer. I had to learn fast and work harder than I ever had, but it landed well – and it felt like proof that the early-career program had done its job. I wasn't an entry-level engineer anymore.

The program also showed me how wide this industry really is. I've worked alongside people from dozens of backgrounds and nationalities, on projects that touch nearly every part of the world. That's not something you'd guess from the outside, where people assume this industry is just engineers and astronauts. I also love when our ERGs host cultural events on campus where people share where they come from. It's a reminder of how many kinds of people it takes to make this mission work.

Julian Quevedo | Reliability Engineer

Talent and careers continued

Learning and development

As Viasat continues to evolve as a global organization, we have been rethinking how we support employee development and performance across the company. In recent years, we have refined our global approach to talent, learning, and development to better connect employee growth opportunities with business priorities while creating a more consistent experience across teams and regions. Employee feedback continues to play an important role in shaping these efforts and helping us improve how we support career development and long-term growth.

An evolving approach to performance, development, and rewards

The conversations employees and managers have throughout the year can play an important role in shaping growth, development, and connection across an organization. As Viasat continues to evolve as a global organization, we have been working to create a more structured and consistent approach to employee development and performance conversations across the company. This effort is part of a broader strategy to foster an even stronger performance-driven culture while helping employees better understand how their work connects to team and organizational priorities.

As we proceed with the rollout of this approach, Viasat’s updated Performance, Development, and Rewards (PDR) program was designed to encourage more regular and meaningful conversations between employees and managers throughout the year. The program includes formal goal setting at the beginning of the fiscal year, mid-year manager check-ins, opportunities for 360-degree feedback, focused career development discussions, and enhanced performance assessment processes.

A more structured approach to employee goal-setting and the introduction of corporate and team objectives and key results (OKRs) represent an important shift for Viasat and reflect the company’s continued focus on building additional process, rigor, and alignment into how performance and development are supported across the organization. The updated approach is intended to create greater clarity around expectations, encourage ongoing feedback and development, and support stronger alignment between individual contributions and broader business objectives.

Looking ahead, Viasat plans to continue refining the program and incorporating additional enhancements based on employee feedback, leadership input, and evolving business needs.

92%

of employees completed a self-evaluation, and 94% of management population completed employee evaluations.

Training programs

Training programs across Viasat are designed to help employees strengthen technical, professional, and leadership capabilities while supporting continuous learning across the organization. Through online learning platforms, certification resources, and technical training, employees have access to tools and experiences designed to support skill-building and evolving business needs at different stages of their careers.

Udemy remains an important part of Viasat’s broader learning and development approach, providing employees with enterprise-wide access to thousands of online courses across business, technical, and professional skill areas. Employees continue using the platform to support career development goals and build skills aligned with workforce priorities and emerging technologies.

This past fiscal year, approximately 90% of learners reported that Udemy helped improve productivity, supported skill development, and assisted with certification preparation. Employees most frequently engaged with business and technology-related learning topics including Microsoft Excel, goal setting, project management, and Python. The platform has also supported workforce readiness in priority areas such as cloud, cybersecurity, and IT infrastructure, contributing to approximately \$910,000 in certification preparation savings.



 Talent and careers continued

Leadership development

We continue evolving our approach to leadership development to maintain clear expectations, strengthen leadership capabilities, and support a performance-driven culture across the organization. Our evolving enterprise-wide strategy is designed to continue to align leadership behaviors with business priorities while helping leaders support teams effectively across key employee lifecycle moments. During FY26, Viasat further defined leadership expectations, leadership competencies, and people leader accountabilities while expanding centralized tools and development resources designed to provide leaders with more accessible, just-in-time support.

Looking ahead to FY27, Viasat plans to roll out a new leadership development framework that will include expanded learning pathways, leadership assessments, high-potential development experiences, and additional resources focused on strengthening accountability, communication, collaboration, and leadership effectiveness across the organization.



Leadership Summit

Strong leadership often starts with creating opportunities for people to come together, share experiences, and build a common understanding of where an organization is headed. In FY26, Viasat brought together approximately 400 senior leaders through a series of 10 leadership summits held across the globe in both virtual and in-person formats, including sessions in London, Singapore, and California. The gatherings created opportunities for leaders across teams and regions to connect around the priorities, challenges, and expectations shaping the future of the business.

Throughout the summits, leaders explored topics including business performance, objectives and key results, people performance, and the evolving role of the Viasat people leader. The sessions also introduced Viasat’s new leadership framework and competencies, helping establish a more consistent understanding of leadership expectations across the organization while laying the foundation for broader leadership development programs planned for FY27.

Employee engagement

Employee feedback continues to play an important role in shaping Viasat’s culture and employee experience as the organization continues to evolve as one global team. Insights gathered through employee focus groups, leadership discussions, and broader engagement efforts have helped inform how we can support a more connected and unified organization.

Stars program

The Viasat Stars peer recognition program helps celebrate employees whose work reflects the company’s values and the behaviors that support collaboration, innovation, accountability, and growth across the organization. Integrated into performance evaluations and broader employee recognition efforts, the program reinforces not only what employees achieve, but also how they support teams, collaborate with colleagues, and contribute to Viasat’s culture.

In FY26, the program continued evolving as Viasat further integrated legacy Inmarsat employees into the Stars platform, including service milestone recognition programs. During the year, the program recognized employees through over 13,000 awards including for years of service and from referrals.

The Viasat Stars program received the Culture Award from Workhuman, reflecting Viasat’s continued efforts to strengthen employee engagement and recognition across the organization.

Good Ideas program

Sometimes small ideas can lead to meaningful changes across an organization when employees are given the space to speak up and be heard. Launched in May 2025 as part of the One Viasat integration program, Good Ideas was designed to encourage employees across the company to share ideas that could help improve performance, strengthen culture, enhance customer satisfaction, and support new ways of working.

Open to all full-time and part-time employees, the program allows employees to submit ideas directly, including anonymously, helping to create additional opportunities for feedback and engagement across teams. Since its launch, the program has received 249 submissions spanning a wide range of ideas and opportunities for improvement. To date, 27 ideas have been implemented or advanced for further action, with employees recognized through the Viasat Stars program for their contributions. Additional ideas remain under review as Viasat continues evaluating opportunities to incorporate employee feedback and innovation into the business.

Enhancing our safety culture

Supporting the health and safety of employees remains an important part of how we operate across our global organization. Our Environmental, Health & Safety (EHS) teams work closely with employees and business functions to help strengthen safety awareness, identify and address risks, respond to incidents, and support continuous improvement across our operations.

In FY26, 99.8% of employees completed EHS training. We maintain a strong, global EHS policy, which acts as the foundation for tracking, managing, and improving EHS objectives across the organization. In addition, Viasat continues to manage a global EHS incident reporting system designed to streamline and unify legacy Viasat and Inmarsat processes, helping to improve consistency, visibility, and incident management capabilities across the combined company.

Viasat also maintains dedicated Emergency Response Teams (VERTs), made up of trained employee volunteers who provide immediate support while awaiting professional medical services. In FY26, VERT teams were active across eight U.S. locations. Separately, 17 locations maintain employee health and safety committees that meet regularly to discuss workplace safety, identify opportunities for improvement, and support local EHS initiatives.

Viasat pursues ISO 45001 certification for occupational health and safety management systems at sites where customers request it. To date, eight sites have achieved this certification.

99.8%

Completion of EHS training
in FY26

8x

Sites achieved ISO 45001
certification





 Enhancing our safety culture continued

Well-being matters

Supporting employee well-being remains an important part of creating a healthy and resilient workplace across Viasat’s global organization. Our approach continues evolving to support employees across multiple dimensions of well-being, including physical, mental, financial, and social.

During FY26, elements of this framework were incorporated into ongoing communications and program design with a focus on creating a more consistent and holistic employee experience across regions. Building on this foundation, we are continuing to evolve and expand our well-being approach through scaling programs globally and enhancing our focus in this area.

To support the mental health and well-being of employees and their families, all employees globally have access to an Employee Assistance Program (EAP) that provides confidential counseling, referral services, and additional support resources related to challenges such as anxiety, depression, stress, and burnout. To further support employee awareness and engagement, Viasat also distributes local wellness newsletters through email and the company intranet that feature well-being resources, information, and support tools.

We also continue evaluating employee benefits and well-being offerings to help ensure that programs remain competitive, responsive to employee needs, and aligned with regulatory requirements across the regions in which we operate. Employee feedback gathered through engagement surveys, employee forums, and representative groups continues to help shape decisions related to rewards, benefits, and employee support programs across the organization.



World Mental Health Day

Sometimes the most meaningful support starts with creating space for people to connect, ask for help, and know they are not alone. For World Mental Health Day 2025, Viasat launched a global mental health awareness and well-being campaign designed to promote psychological safety, reduce stigma, and expand access to mental health resources for employees and their families worldwide. The campaign was built around the theme “Stronger connections, across every space.”

Throughout the campaign, Viasat highlighted access to resources and offered global and regional webinars, resilience and burnout prevention seminars, live speaker sessions, mindfulness and meditation activities, digital wellness engagement opportunities, and EAP resources. Several locations also hosted local activities designed to encourage open conversations around mental health and well-being.

Viasat also partnered with Anthem EAP to launch a globally accessible mini-podcast series focused on mental well-being, connection, and recognizing when to seek support. Furthermore, the campaign expanded access to digital well-being resources by integrating Inmarsat employees into Headspace, a mindfulness and meditation platform, ahead of benefits harmonization, contributing to the highest level of Headspace engagement during the 12-month period and a significant increase in new enrollments during October 2025.



Headspace, an app featuring guided meditations and mindfulness courses, is now available to 100% of Viasat employees globally. As of FY26, employees have logged 3.4 million minutes with Headspace, with an average of 31 meditation sessions per engaged member. Employees reported a 63% reduction in stress after using Headspace for self-guided care.

 Enhancing our safety culture continued

Viasat’s Employee Relief Fund

In times of crisis, employees often face significant financial strain. An Employee Relief Fund (ERF) serves as a vital safety net, providing tax-free grants to those in need. This not only helps alleviate financial burdens but also demonstrates Viasat’s commitment to supporting its employees during difficult times. By partnering with E4E Relief, we ensure that our employees receive the help they need with confidentiality and impartiality.

Our ERF is more than just a financial assistance program; it's a testament to Viasat’s values of compassion and support. Primarily funded by Viasat, with additional support from our generous employees, this fund demonstrates our collective commitment to caring for one another. By providing this resource, ERF is more than just a financial assistance program; it underpins our aim to foster a sense of community and unity among our employees, ensuring that they know they are not alone in times of need.

This year, emergency funds were granted to employee applicants for the following qualifying events:

- Unexpected medical condition
- Earthquake
- House fire
- Wildfire
- Death of immediate family member



“

During a very difficult time for my family, I felt deeply supported by Viasat and the Employee Relief Fund. It gave me the peace of mind to be fully present with my loved ones without the added burden of financial stress, which made a meaningful difference as we navigated our loss.”

Viasat Employee Relief Fund Recipient





Innovation for impact

Access to reliable connectivity is increasingly essential to economic opportunity, education, healthcare, safety, and participation in modern society. We believe that connectivity can transform communities, unlock new opportunities, and support economic growth.

As digital technologies continue to reshape how people learn, work, communicate, and access critical services, bridging the digital divide remains an important opportunity to strengthen communities and improve quality of life around the world.

Connectivity enables students and educators to access online learning resources and educational opportunities, while supporting skills development for adults in an increasingly digital economy. We also invest in the next generation through STEM education and mentorship programs focused on pressing sustainable development issues, including food security and climate change, ensuring that the pipeline of future innovators remains strong and inspired.

Reliable communication networks play an important role in public safety and disaster response, supporting early warning systems, crisis communications, and access to critical information during emergencies. With a heritage extending back decades, we help make the world a safer place on land, at sea, and in the air. Our maritime safety communications are relied upon by 1.9 million seafarers globally, while our voice, data, and software services help keep more than 12,000 aircraft safe for major airlines, jet operators, and government agencies.

Through our technologies, global network capabilities, and collaboration with employee volunteers and partners worldwide, Viasat fosters digital inclusion by delivering connectivity solutions designed to provide seamless communications where they are needed most, including in remote and difficult-to-connect environments around the world.



 Innovation for impact continued



Viasat: Space for Good
Inspiring the next generation through space innovation

What if the next breakthrough idea for protecting our planet came from a student classroom or university lab? In 2025, Viasat expanded its Viasat: Space for Good STEM innovation challenge across the U.S., U.K., and India, inviting university students and A-level students in the U.K. to develop bold ideas focused on innovation in space.

Designed to connect education, innovation, and global impact, the challenge encourages students to think critically about how space technologies can help solve real-world challenges and improve life on Earth.

Building on the success of the 2024 program, the 2025 challenge introduced a three-stage competition in which students interactively developed their space technology concepts, refining them through multiple submission stages, before pitching their ideas to a panel of industry leaders. The concepts were evaluated across technical, design, policy, and implementation criteria, with finalists competing for university scholarships to support future education and careers in space technology.

More than 9,000 students across the three countries participated in the challenge, with 88% reporting that they were now more likely to pursue a career in the space sector and 74% reporting an increased awareness of careers in space and telecommunications. In addition, 86% of participants said that the experience increased their confidence in finding a future job.

Employees across Viasat also played an important role in bringing the program to life. More than 400 employees supported the initiative, with mentors contributing over 2,600 volunteer hours to guide and support the student finalists. The experience created meaningful engagement opportunities for employees themselves, with 88% of mentors reporting that the program strengthened their connection to Viasat’s purpose and mission. Nearly all participating mentors said they would recommend the experience to others and would participate again.

The challenge also helped strengthen relationships with external stakeholders, with participation from more than 125 government organizations, industry partners, and customers globally. In the U.K., Viasat collaborated with sponsors including Lockheed Martin and Astroscale, while in India the program was supported through relationships with BSNL and Indian government agencies.

Innovation for impact continued

Viasat’s approach to disaster response and humanitarian relief

In FY26, Viasat was proud to launch a new strategy for disaster response and humanitarian relief, emphasizing a proactive and multi-faceted approach to supporting affected employees and communities. This commitment enables external frontline organizations to act swiftly and effectively, reaffirming our dedication to helping employees, customers, and communities impacted by these crises. At the heart of this strategy is a commitment, through collaborative partnerships, to provide timely and ongoing support during disaster events, humanitarian crises, and their aftermath, fostering both short- and longer-term resilience for those affected.

At Viasat, we view connectivity as a fundamental tool for global resilience.

- As one team: We leverage our global footprint and employee innovation to tackle the world’s most pressing development issues.
- Partnership first: True disaster response is built on the strength of our impact partnerships. By integrating our high-capacity satellite technology with the specialized expertise of global relief organizations, we build the resilient infrastructure today that ensures communities are better prepared for tomorrow.
- Transformational results: We don’t just “fix” a connection; we empower communities, making the world a safer, more resilient place for everyone.

Télécoms Sans Frontières (TSF)

A Viasat partner since 2000, TSF provides emergency connectivity to communities affected by natural disasters, conflict, and migratory crises. As the principal communications provider to the United Nations (UN) in disaster situations, TSF enables governments, UN agencies, and NGOs to coordinate response efforts, distribute aid, and rebuild communities, including offering free satellite phone calls and Wi-Fi to victims of natural disasters or human conflicts to help reconnect families.

2025 marked 25 years of partnership between Viasat and TSF – a collaboration that has delivered critical connectivity across:

- 83+ countries
- 194+ missions
- 850+ NGOs



Information Technology Disaster Resource Center (ITDRC)

A Viasat partner since FY26, ITDRC is a volunteer-powered nonprofit with more than 5,000 volunteers worldwide. Operating across North America and the Caribbean, ITDRC equips disaster response organizations with the tools and connectivity needed to accelerate community recovery. In 2024, ITDRC was deployed across 1,970 sites.



 Innovation for impact continued

Maritime safety

Since 1979 when Inmarsat (part of Viasat) was established by the International Maritime Organization (IMO) to deliver dependable satellite safety communications, we have helped support maritime safety communications around the world. We're not exaggerating when we say that saving lives at sea is the reason Inmarsat exists.

Central to this mission has been our long-standing, responsible management of satellite spectrum, ensuring resilient, life-critical connectivity when and where mariners need it most.

For many years, our global satellite messaging and distress communications service, Inmarsat-C, served as the sole satellite safety communications provider supporting IMO requirements for vessels operating offshore. Today, approximately 121,000 Inmarsat-C terminals remain active across global fleets, reflecting the long-standing reliability and trust associated with the service.

Beyond distress communications, Inmarsat Maritime also supports critical day-to-day operations by enabling weather forecasts, navigational warnings, piracy alerts, and communications between vessels and rescue coordination centers worldwide.

The Inmarsat Safety team works closely with Rescue Coordination Centers (RCCs) globally, providing the systems that enable broadcast communications and stand ready to support active search and rescue operations when needed. Inmarsat also actively participates in IMO forums, engages with regulatory bodies and works with seafarers to help shape the future of maritime safety standards.

Looking ahead, Inmarsat is developing its next-generation of maritime safety services, informed by direct feedback from crew members, rescue centers, training academies, and IMO representatives. The aim is to deliver a more capable and intuitive safety experience for the seafarers who depend on it most. Inmarsat also continues to work with industry partners to use data insights to prevent distress scenarios and protect lives at sea.



 Innovation for impact continued

The evolution of maritime safety

Connecting seafarers, rescue teams, and lifesaving response at sea

When I think about maritime safety, I think about people experiencing the worst day of their lives in a maritime distress and the profound impact it has on their families and friends. At sea, safety has always depended on reliable communications: how quickly a crew can call for help, and how effectively that help can respond.

Early systems, from Morse code to radio, were limited in both reach and reliability. Following major maritime tragedies, the global community, led by the United Nations’ International Maritime Organization (IMO), recognized the need for a more dependable, long-range solution. This vision led to the creation of Inmarsat and the Global Maritime Distress and Safety System (GMDSS).

Having spent thirteen years as part of the Maritime Safety team at Inmarsat/Viasat, I am immensely proud to have contributed to the organization that pioneered global life-saving services for mariners. By leveraging satellite technology, we have connected vessels and seafarers in distress to a worldwide network of Rescue Coordination Centers (RCCs). Over time, GMDSS has established two critical capabilities: immediate distress alerting and the proactive broadcast of Maritime Safety Information, together forming a global safety net for seafarers everywhere.

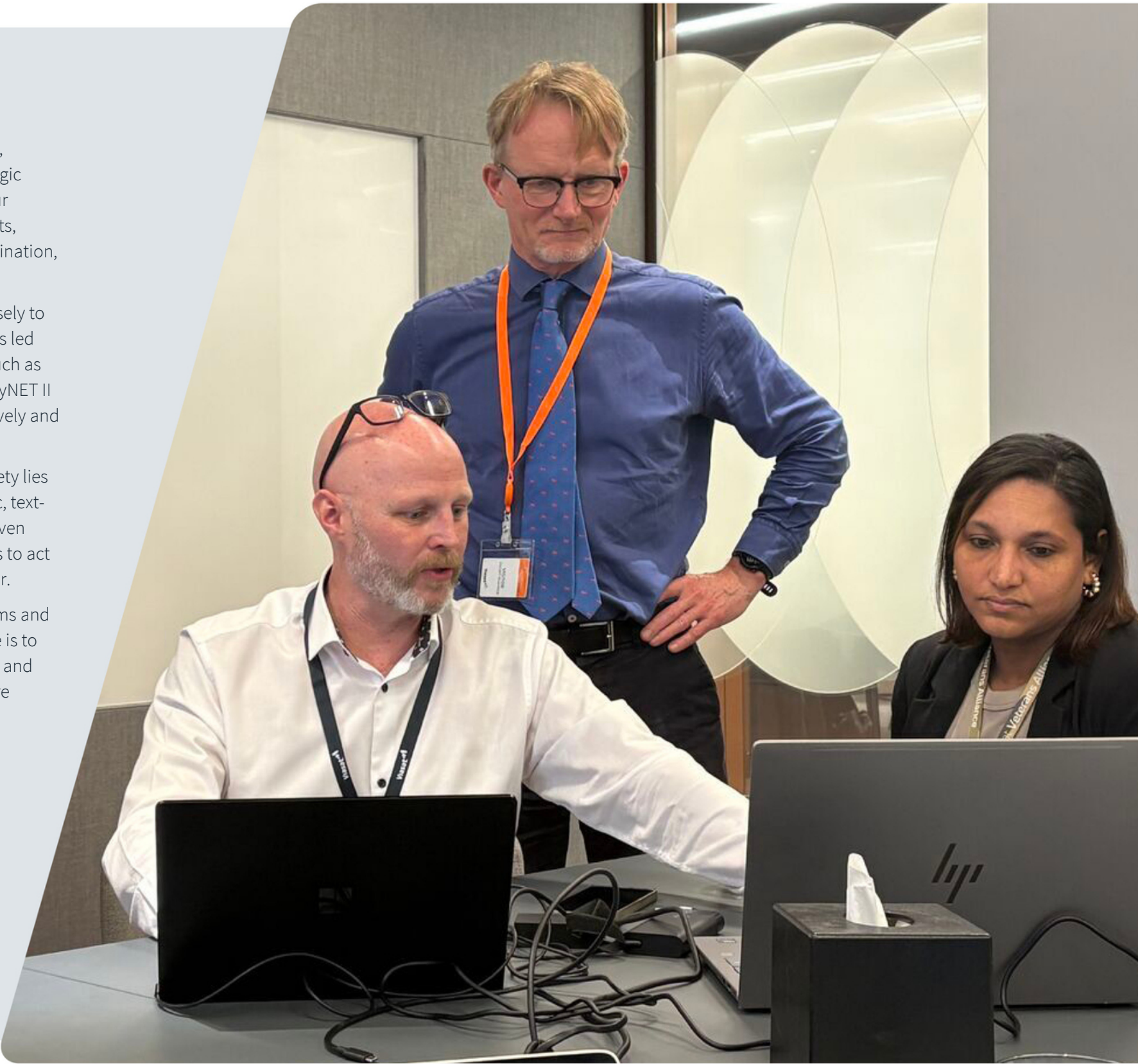
However, technology alone does not save lives. I have seen how quickly routine voyages can turn into emergencies, and how delays in coordination, or the absence of GMDSS equipment, can have tragic consequences. These experiences have shaped our commitment to go beyond regulatory requirements, continuously improving real-time response, coordination, and support for both seafarers and RCCs.

As part of this ongoing effort, we have listened closely to the needs of mariners and rescue services. This has led to the development of award-winning solutions such as RescueNET, alongside enhancements to our SafetyNET II service, enabling RCCs to collaborate more effectively and coordinate live search and rescue operations.

Looking ahead, the next evolution of maritime safety lies in transforming information, moving beyond static, text-based alerts toward real-time, visual, and data-driven insights. These advancements will empower crews to act faster and help prevent incidents before they occur.

Ultimately, maritime safety is not just about systems and services, it is about protecting lives at sea. Our role is to continue advancing the technology, coordination, and accessibility required to make that protection more effective for every seafarer, everywhere.

John Dodd | Head of Maritime Safety Services





Planet

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Protecting the planet

Delivering a secure, resilient, and reliable global network depends on the same practices that environmental stewardship demands: using energy and materials efficiently, designing for the long term, and managing operations with discipline.

That alignment shapes our philosophy. We treat environmental performance not as a parallel initiative, but as a lens we can apply to operational decisions across our ground and space-based footprint and throughout our value chain.

We put this philosophy into practice through a set of connected management approaches. In product development, we design so that systems work well together, can be updated in parts rather than replaced wholesale, and can be repaired rather than discarded – engineering and manufacturing decisions that together, extend the life of what we build. Across our facilities, and woven into our everyday decisions, we look for ways to consume less, operate more efficiently, and move closer to our sustainability goals worldwide.

Connecting Taiwan’s remote forests with real-time monitoring

Safeguarding biodiversity through satellite IoT

Taiwan’s forests cover more than half the island, spanning coastal lowlands to high mountain ranges and forming one of the most ecologically varied forest systems in the region that shelter wildlife, anchor watersheds, and act as a natural shield against flooding for the communities that live alongside them. But as wildfires and floods grow more frequent and severe, these ecosystems, and the species and people they support, are increasingly at risk. Dense mountains and limited infrastructure make real-time monitoring almost impossible, leaving forest managers without the early warnings they need to protect what is in their care.

Working with Creative5, the National Ilan University, and Taiwan’s Forestry and Nature Conservation Agency, Viasat is helping to bring real-time visibility to these forests.

Creative5’s Hestia satellite IoT solution, powered by Viasat’s network, allows remote sensors across rugged mountain terrain to transmit environmental data continuously, detecting early signs of fire or flood in places where terrestrial networks cannot reach. This early awareness enables forest managers to intervene before damage spreads, protecting habitats, wildlife, and the people who depend on them.

The Taiwan project shows how satellite connectivity can benefit nature itself, reaching the remote places where biodiversity is the most concentrated and most exposed. As climate volatility intensifies, satellite IoT gives conservation agencies continuous visibility into the ecosystems they manage, using data from previously inaccessible areas to enable faster action.



Carbon and energy

Following the acquisition of Inmarsat in 2023, Viasat continued enhancing and integrating its greenhouse gas (GHG) inventory processes.

Addressing our carbon footprint

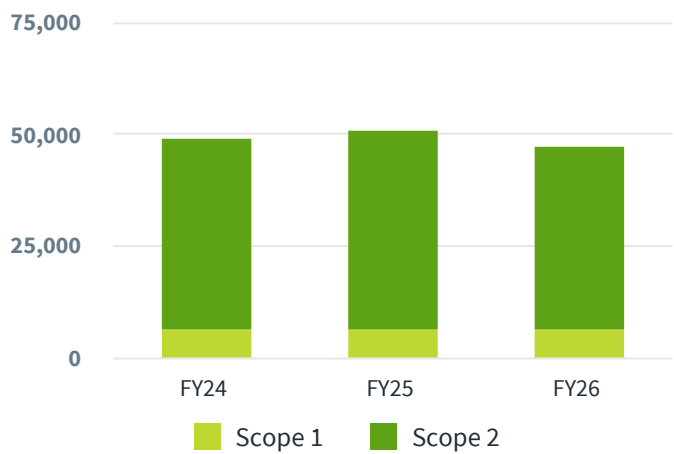
FY26 marked the first year that Viasat Inc. and Inmarsat Group Holdings Limited (IGHL) aligned under the same fiscal reporting period, supporting greater consistency and comparability across emissions reporting.

Our GHG reporting methodologies align with recognized frameworks and standards, including the GHG Protocol Corporate Standard, Global Reporting Initiative (GRI), and Sustainability Accounting Standards Board (SASB). We also verify Scope 1, 2, and 3 emissions in accordance with ISO 14064-1:2018 standards.

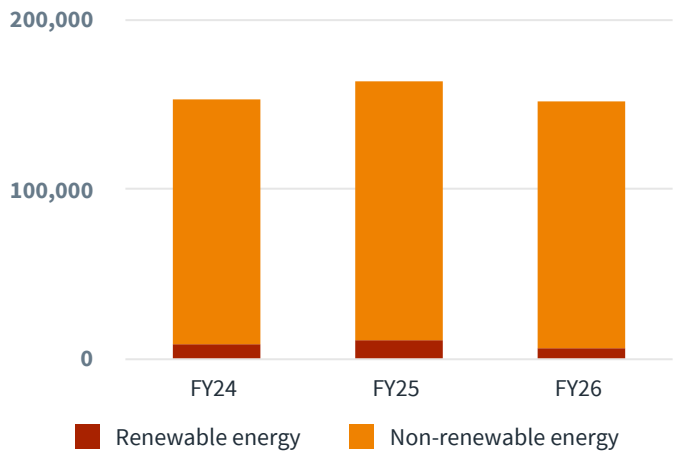
Maintaining a robust GHG inventory allows Viasat to better understand where emissions occur across our operations and value chain, evaluate how emissions profiles may evolve over time, and identify opportunities for improvement. These insights help inform both operational initiatives and longer-term innovation strategies.

We also believe that innovation and product design improvements can play an important role in supporting emissions reductions over time. As part of our broader research and development efforts, we continue evaluating opportunities to make our products more efficient and our systems perform better, including by reducing the impact of equipment after installation. For example, our development of next-generation terminal technologies, such as our AERA aero-mobile electronically steered phased-array antenna, is expected to contribute to reductions in emissions associated with reduced aircraft fuel consumption.

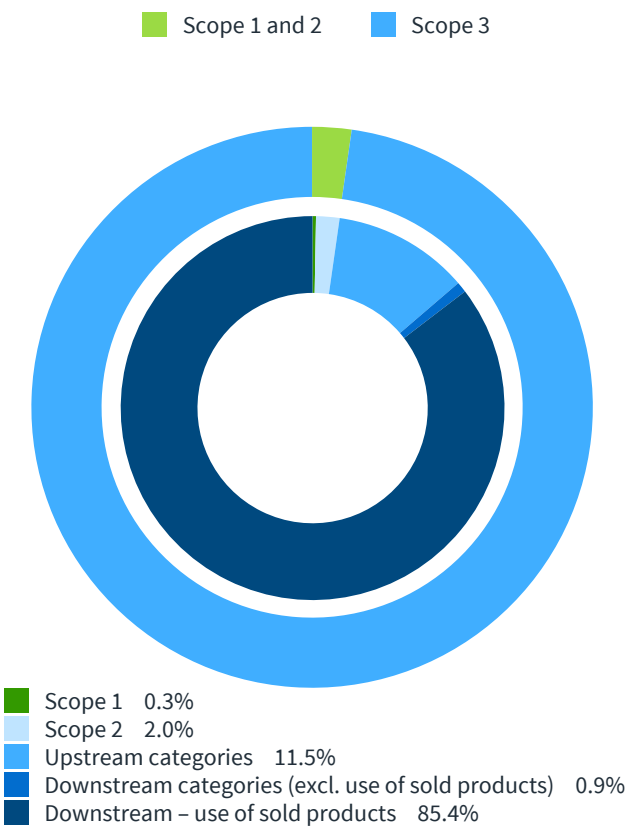
Scope 1 and 2 emissions trend (MT CO₂e)



Total energy consumption (MWh)



Emissions by Scope and category¹



¹ More information on the methodology used to calculate our emissions and energy data can be found in the Performance Data Tables.

Reducing our operational footprint

We regularly monitor energy consumption and on-site energy generation across our operations to help identify efficiency opportunities, detect potential energy losses, and support more informed operational decision-making. As our energy procurement strategy continues evolving to prioritize lower-emission energy sources, we maintain renewable energy procurement and generation initiatives at select locations. For example, our London facility purchased approximately 3.7 million kWh of renewable electricity in FY26, accounting for 100% of the site’s total electricity consumption. In addition, facilities in Sydney, Australia and The Hague, Netherlands operate using 100% renewable energy sources.

We have invested in on-site energy technologies that expand access to lower-emission power generation. We have an on-site solar installation at our Carlsbad campus which generates up to a daily peak of 2,800 kWh. Three buildings utilize natural gas fuel cell installations which collectively generate approximately 800,000 kWh of electricity each month.

Additional efficiency initiatives across our operations include smart lighting systems, intelligent thermostats, retrofitted HVAC systems, and power-saving device settings.

695,000 kWh
of energy from our solar installations
at the Carlsbad East Campus this year

800,000 kWh
produced monthly from natural gas
fuel cell installations

 Carbon and energy continued

Biodiversity

Viasat’s connection to nature is shaped both by how we manage our environmental footprint and by how our technology can help support conservation efforts around the world. We recognize that our operations, the infrastructure, and the supply chains behind them affect the natural environment, and we work to reduce those impacts – managing land responsibly as networks transition, reusing and recycling equipment rather than discarding it, and restoring sites as required by property owners and governing jurisdictions.

At the same time, we believe our network can help support the ecosystems on which communities depend. Satellite connectivity can expand the reach and visibility of organizations and individuals working to protect biodiversity, complementing the tools and expertise they already use on the ground. Through partnerships with conservation organizations and technology providers, we put that capability into practice.

Climate change mitigation and adaptation

As climate-related risks evolve alongside the regulations and expectations that surround them, we are working to strengthen our understanding of how these factors may affect our business – impacting our day-to-day operations, the customers we serve, and the long-term strategy that guides us.

In FY26, Viasat completed its first climate-related physical risk assessment across our facility portfolio, working with a third-party specialist and using the SSP5/RCP 8.5 scenario. The assessment evaluated current and potential exposure to adverse climate-related events such as inland flooding, tropical cyclones, sea level rise, land subsidence, and wildfires, sharpening our view of where our operations face climate risk and informing our risk financing and risk transfer strategies as climate volatility increases.

Insights from the assessment inform adaptation planning, operational resiliency efforts, sustainability initiatives, and broader enterprise risk management activities while supporting more informed, data-driven decision-making across the organization.

Enabling decarbonization through our products

Our approach to decarbonization extends beyond just reducing emissions within our own operations. Through continued innovation and next-generation product development, Viasat is helping customers across industries operate more efficiently and consume fewer resources, supporting their broader sustainability and decarbonization efforts.

Satellite connectivity alone has the power to help industries navigate and overcome complex sustainability challenges. Industry estimates suggest that satellite technologies already avoid roughly 1.5 gigatons of CO₂ emissions² per year by improving operational efficiency, optimizing transportation, supporting renewable energy integration, and enabling smarter resource management.

Aviation

Route optimization, airspace management, and 4D trajectory tools reduce fuel consumption and delays.

Maritime

The NexusWave bonded connectivity solution delivers fast, reliable, global, and secure connectivity, allowing onboard systems to optimize fuel usage, improve voyage planning, and enhance weather routing.

Agriculture & environment

Satellite IoT supports precision farming, efficient water use, and conservation monitoring beyond terrestrial networks.

Transportation & logistics

Real-time operational data and smarter routing reduce unnecessary fuel and resource use.

By 2040, satellite technologies are projected to help the aviation-sector cut carbon emissions by approximately 6.5 million tons annually, and our internal estimates suggest that Viasat air traffic management technologies could drive operational efficiencies of up to 10%.



Circularity and waste

At Viasat, we continue working to strengthen circularity practices and improve how materials, equipment, and waste streams are managed across our operations and value chain. Our efforts focus on managing products responsibly at end of life, reducing the waste we generate, and using resources more efficiently.

Electronic waste

As a technology and communications company, Viasat relies on electronic equipment across our products, operations, and network infrastructure. Therefore, we prioritize the responsible management of waste from electrical and electronic equipment (WEEE) and continue working to reduce environmental impacts associated with electronic waste throughout the product lifecycle.

Where practical, we seek opportunities to reuse, refurbish, redeploy, repair, recycle, or recover equipment and components before disposal is considered. We partner with certified refurbishment, recycling, and electronics disposal providers that support the environmentally responsible handling of retired equipment and materials.

Because electronic devices may contain sensitive or proprietary information, Viasat also prioritizes secure disposal practices and works with providers that certify the proper destruction, recycling, and handling of electronic waste to help reduce the risks associated with intellectual property exposure and improper disposal.

In the U.S., Viasat continues to partner with Transpere to support the responsible reuse and recycling of electronic equipment. Outside the U.S., we utilize location-specific vendors aligned with applicable regional requirements and operational needs. In FY26, our partnership with Transpere contributed to the reuse or recycling of more than 153,824 pounds of electronic waste.

Reducing hazardous waste and associated risks

Viasat operates in accordance with applicable global hazardous substance and waste regulations, including Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH) and Restriction of Hazardous Substances (RoHS) requirements. Our approach focuses on helping reduce risks to human health and the environment through the responsible management of hazardous materials.

To support regulatory compliance and responsible materials management, our procurement processes require suppliers to disclose hazardous substances present in products and components supplied to Viasat. Internal regulatory compliance teams maintain systems designed to help track these materials throughout product development and manufacturing activities.

We also continue to strengthen the oversight of waste streams and material management practices across our facilities and supply chain operations. In FY26, Viasat further enhanced our waste-related data collection and reporting processes to support improved visibility into recycling activities, hazardous waste management, landfill diversion efforts, and broader resource management initiatives.

Waste by the numbers across Viasat in FY26



106,245 lbs
of recycled paper



235,332 lbs
of e-waste reclaimed



3,776 lbs
of food donated



873 lbs
of metal recycled from batteries

Circularity and waste continued

Product circularity

Operational programs across Viasat support product recovery, refurbishment, redeployment, and responsible end-of-life management throughout parts of the business. These efforts help reduce waste, lower transportation impacts, improve resource efficiency, and extend the useful life of products and equipment where practical.

Enhanced diagnostic and support capabilities also help improve product reliability and reduce unnecessary equipment replacement or removal. In certain cases, these capabilities help determine whether equipment can continue operating effectively without requiring physical replacement, helping to reduce waste generation and the environmental impacts associated with product returns and transportation.

In 2025, our residential take-back program ensured that more than 99% of customer-returned products were refurbished, repaired, or responsibly recycled.

Across supply chain and logistics operations, our efforts remain focused on improving packaging efficiency, optimizing warehousing operations, consolidating facilities where appropriate, and redeploying equipment and infrastructure where practical. Viasat also works with suppliers and logistics providers to support more efficient resource management practices across the entire value chain.

In parallel, customers are provided with guidance on environmentally responsible reuse, recycling, and disposal practices to support more sustainable resource management throughout the broader product lifecycle.



Extending the life of critical connectivity

Extending the life of mission-critical communications equipment is an important part of Viasat’s broader approach to product stewardship and circularity. Across our aviation and maritime businesses, programs focused on proactive maintenance, refurbishment, equipment recovery, and redeployment help reduce waste, improve resource efficiency, and support long-term operational performance for customers.

VCare

Through VCare, our aviation support and maintenance program, airline customers receive 24x7x365 service monitoring, operational support, service launch assistance, and enhanced visibility into system performance. The program also supports refurbishment and redeployment efforts that help extend the useful life of aviation hardware. Rather than manufacturing entirely new terminals in certain cases, serviceable equipment recovered through VCare can be refurbished and redeployed across our airline portfolio. Today, 100% of serviceable aviation hardware recovered through the program is returned to service.

Fleet Care and Care Programme

Across our maritime business, Fleet Care and the more recently introduced Care Programme support a similarly proactive approach to equipment maintenance and lifecycle management. Viasat currently supports more than 4,000 customers through the Fleet Care and Care Programme services which

combine remote monitoring with scheduled maintenance support to help optimize onboard equipment performance, reduce downtime, and identify potential issues before failures occur.

Fleet Edge refurbishment

In support of our recycling initiative, we have implemented a refurbishment program for Fleet Edge server hardware as part of the transition to NexusWave, our next-generation multi-orbit, multi-band service evolving from Fleet Xpress. Servers recovered from vessels that are decommissioning or upgrading their services are assessed, refurbished, and redeployed where suitable. To date, more than 120 systems have been successfully recycled and are being reused both as replacements for faulty hardware and in NexusWave upgrade installations. This approach supports the rollout of NexusWave while reducing the need for new equipment and helping to minimize electronic waste.

In addition, as customers migrate from Fleet Xpress to the NexusWave service, we prioritize the reuse of existing onboard equipment wherever possible. This includes antennas and communications cabinet components, further supporting a lower-impact transition by reducing material consumption and limiting the environmental footprint associated with new installations.

Sustainable facilities

Our Quality, Health, Safety, and Environmental (QHSE) Policy and Management Systems guide how we manage environmental performance across our global facilities and operations.

All Viasat facilities operate under the QHSE framework, which supports standardized environmental management practices, pollution prevention efforts, regulatory compliance, and ongoing performance monitoring across our operations.

In FY26, nine Viasat sites maintained ISO 14001 certification, reflecting our continued commitment to structured environmental management and continuous improvement across our facilities portfolio.



Improving efficiency across our global facilities

London, U.K., Viasat’s international business headquarters

Viasat’s international business headquarters in London reflects our focus on creating efficient, high-performing workplaces that support both operational needs and broader sustainability objectives. The move to the approximately 120,000-square-foot facility consolidated our footprint into a more efficient workspace designed to support collaboration, innovation, and environmental performance.

The facility achieved a Building Research Establishment Environmental Assessment Method (BREEAM) Excellent certification with a final score of 82.9%, placing it among the top-performing certified buildings in the U.K. The campus also achieved particularly strong scores across Transport, Water, Waste Management, Materials, and Land Use and Ecology categories.

The office incorporates a range of energy- and resource-efficiency features, including 100% LED lighting with occupancy and daylight sensors, Energy Star-rated IT and catering equipment, water-efficient fixtures, and automated leak prevention systems. Sustainability considerations were also integrated into the design and fit-out process through the use of resilient, reusable, and recycled materials supported by a Life Cycle Assessment (LCA) evaluating embodied carbon impacts.

The campus also supports more sustainable commuting through dedicated cycling infrastructure and employee amenities, while indoor air quality measures, low-VOC materials, dynamic thermal modeling, and collaborative workspaces help support employee well-being and workplace experience.

Carlsbad, California, USA headquarters²

Viasat continues to invest in improvements across our Carlsbad headquarters campus to support greater operational efficiency, resource conservation, and long-term sustainability objectives. In FY26, the campus footprint was reduced from 16 buildings to 11 as part of broader facility optimization efforts, with additional consolidation planned for 2027.

Throughout the year, Viasat completed a number of facility refresh and infrastructure improvement projects across the west campus, including continued LED lighting upgrades designed to improve energy efficiency and reduce overall electricity consumption. These efforts build on broader sustainability initiatives already in place across the campus, including composting and recycling programs, on-site solar generation, free employee EV charging stations, water-efficiency measures, and fuel cell technology that provides cleaner energy alternatives relative to traditional grid electricity. The campus also features an on-site herb garden used by the company café.

Across the Carlsbad operations, Viasat continues working to identify opportunities for improvement while maintaining and expanding programs that support more responsible resource management and environmental stewardship over the long term.

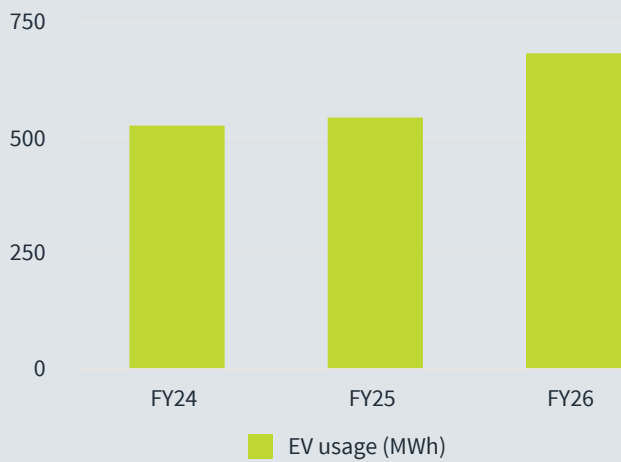
 Sustainable facilities continued

EV charging stations

Viasat continues to expand access to workplace EV charging across its U.S. operations, offering 139 charging connections at five locations as an employee benefit. Our Carlsbad, California campus remains one of the largest workplace charging hubs in North County, San Diego.

Employee use of the network grew significantly in FY26, with total consumption rising 23% year-over-year to more than 681 MWh – equivalent to over 2 million miles of electric driving. That level of charging activity helped avoid an estimated 518 metric tons of CO₂ emissions compared to conventional vehicle use.

EV charger usage (MWh)



To ensure its EV charging network is backed by clean energy, Viasat purchases renewable energy certificates to offset a significant portion of its charging consumption. In FY26, renewable energy certificates covered approximately 72% of total EV charging energy use.

As EV adoption among employees continues to grow, Viasat expects both charging demand and associated emissions benefits to increase in the years ahead.



Decommissioning and reuse of European infrastructure in the U.S.

As Viasat continued evolving and optimizing its global ground network infrastructure in FY26, teams across the business worked to maximize opportunities for equipment reuse, responsible material recovery, and land restoration during the decommissioning of portions of the European Satellite Access Node (SAN) network – a series of ground-based communications sites supporting satellite connectivity operations.

Throughout the decommissioning process, Viasat prioritized recovering equipment that could be reused to support future satellite communications infrastructure and network capacity needs in the U.S. and Australia. Reusable equipment was cleaned, individually repackaged, and stored for potential future deployment. Certain defective units were also returned to manufacturers for repair and eventual reuse, helping to reduce unnecessary material consumption, lower costs, and support the continued expansion of Viasat’s next-generation satellite network.

Where equipment could not be reused internally, Viasat pursued alternative recovery pathways before disposal. Some equipment was sold into the secondary market, while the remaining non-reusable components were recycled through local partners in each country.

At sites no longer in operation, restoration activities are underway to return the land as closely as practical to its original condition, including grass seeding and vegetation planting efforts where appropriate.



Governance

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Leading with integrity

Strong governance is central to how we operate and grow. It shapes how we make decisions, manage risk, and deliver on our commitments to our stakeholders. Our governance framework is designed to support accountability, transparency, and long-term value creation across a dynamic and evolving business environment.

Board of directors

Our board of directors (“Board”) provides oversight of our strategy, performance, and risk management. Through regular meetings and committee-level engagement, the Board reviews key areas of the business, including capital allocation, major transactions, and enterprise risks. These discussions are closely tied to our long-term priorities, helping ensure that growth is supported by disciplined decision-making and strong operational oversight.

At the end of FY26, six of eight directors were independent, including a lead independent director who presides over meetings when the chair is absent. Subsequent to fiscal year end, we added two new independent directors to the Board.

Board appointments

The Nomination, Evaluation, and Corporate Governance Committee oversees ongoing Board effectiveness, including regular assessments of individual directors and overall Board performance. Benchmarking against peer companies and broader governance standards provide additional perspectives on where we stand and where we can continue to improve.

The committee also leads the evaluation and refreshment of Board composition. Director selection and succession planning are guided by a focus on experience, expertise, independence, and integrity. This approach helps ensure that the Board maintains the right mix of skills and perspectives to support Viasat’s strategy and navigate an evolving business and regulatory environment.

Board committees

The Board’s work is supported by four standing committees:

- Audit Committee
- Nomination, Evaluation, and Corporate Governance Committee
- Compensation and Human Resources Committee
- Banking and Finance Committee

Each committee plays a defined role in overseeing key aspects of the business, with a focus on risk, performance, and accountability.

Sustainability-related risks and opportunities are reviewed periodically by Viasat’s ESG Steering Committee, which includes members of the executive leadership team. As appropriate, these topics are elevated to the Board for further discussion and input.

Board diversity

We are committed to maintaining a Board that reflects a broad range of perspectives and a balanced mix of skills, experience, and tenure. The Nomination, Evaluation, and Corporate Governance Committee incorporates these considerations into its evaluation of director candidates. As of March 31, 2026, 38% of directors identified as part of underrepresented communities.

Board integrity

We expect our directors, like all employees, to uphold the highest standards of ethical conduct in line with our Guide to Business Conduct. Directors are required to avoid any situations that could create, or appear to create, a conflict with the company’s interests. Any potential or actual conflicts must be disclosed promptly to the Board chair. In such cases, directors are expected to declare any personal interest and recuse themselves from related discussions and decisions to maintain objectivity and trust.

Executive leadership team

At Viasat, we are focused on maintaining the right executive and Board composition to support long-term success. By regularly evaluating leadership capabilities and alignment, we position the organization to navigate evolving strategic challenges and capture opportunities across our global operations and innovation efforts.

Executive compensation

In FY26, the Compensation and Human Resources Committee approved updates to the performance-based portion of our long-term incentive program for the executive leadership team. The revised design applies to the three-year performance period beginning April 1, 2025, and reflects a continued focus on aligning executive compensation with our strategic priorities and long-term performance.

The updated structure emphasizes financial metrics that support value creation, including adjusted EBITDA and Free Cash Flow, alongside a relative total shareholder return modifier. Together, these measures reinforce accountability for delivering sustained operational performance while aligning executive outcomes with shareholder experience over time.

Additional details on our executive compensation program, including these updates, are available in the Compensation Discussion & Analysis section of the 2026 Proxy Statement.

Risk management

Our risk management approach enables us to identify, assess, and address ESG-related risks and opportunities, supporting the resilience of our operations and the continuity of our services.

In FY25, we conducted Viasat’s first double materiality assessment, which helped to identify and prioritize the ESG topics most relevant to our business and stakeholders. We are integrating these findings into our broader risk management framework, including the development of a corporate ESG risk register. This process defines risk ownership, outlines mitigation actions, and supports consistent tracking and management of ESG-related risks across the organization.

In FY26, Viasat conducted a physical climate risk assessment to better understand the potential impacts across our operations and infrastructure. We continue to expand our analysis of climate-related risks in line with evolving regulatory requirements, including U.K. and California climate-related financial disclosures. Additional information is available in the Climate change mitigation and adaption section.

Governance of climate-related risks and opportunities is overseen by members of Viasat’s executive management team through the ESG Steering Committee, which includes senior leaders such as our chief financial officer, general counsel, and chief people officer. The ESG Steering Committee reviews climate-related strategies, risks, and opportunities, while our Sustainability and Social Impact team coordinates climate-related assessments, implementation efforts, and cross-functional engagement across the business. Members of the ESG Steering Committee and executive leadership also engage with the Board on climate-related matters, including risk management, strategy, business planning, and sustainability priorities.



Enterprise Central Compliance Risk Alignment Forum

In FY26, Viasat launched a pilot enterprise-wide Central Compliance Risk Alignment Forum to strengthen visibility and coordination across our key compliance domains. This cross-functional group brings together representatives from Sustainability, Conflict Minerals Regulatory Compliance, Global Trade Compliance, IT/Cybersecurity, Global Physical Security, and Human Resources. The forum provides a structured opportunity for specialist functions to share emerging regulatory, legal, and client-driven developments; identify compliance risks that may impact multiple parts of the organization; and align where compliance obligations intersect.

The goal is not to centralize compliance ownership, but to enhance enterprise-wide awareness and coordination. Key objectives include sharing significant compliance developments, identifying cross-functional risks, clarifying ownership and coordination, promoting alignment in how controls are implemented and monitored, and elevating enterprise-level themes that may warrant leadership attention. Discussions may cover topics such as emerging regulatory changes, client-driven requirements, cross-functional control dependencies, audit insights, and broader enterprise compliance risk trends.



 Risk management continued

Protecting Viasat employees and physical assets

We are committed to protecting the safety of our employees and the security of our physical assets across all our operations. Our physical security framework supports consistent procedures, controlled access, and effective risk management at sites worldwide. These measures help us anticipate, detect, and respond to events that could impact our people, facilities, or business continuity.

Our Global Security Operations Center plays a central role in this effort, with established processes to manage security risks. The center is equipped to coordinate response actions in the event of a disruption, helping to maintain operational resilience. We continue to evaluate and strengthen our physical security practices to address evolving risks and support end-to-end lifecycle requirements.

Managing geopolitical risk

We maintain robust physical security and critical event management protocols to protect our people and assets globally. In FY26, we further strengthened these capabilities by adopting a more integrated, enterprise-wide approach to managing geopolitical risks. Cross-functional teams, including Security, People & Culture, Finance, Supply Chain, regional site leadership, and business units, work together to assess potential impacts on employee safety, operations, and continuity. This coordinated model enhances visibility across the organization, supports consistent responses, and enables proactive monitoring of evolving conditions to help anticipate and mitigate risks.

Business continuity

Our customers rely on us to deliver reliable, uninterrupted service, making resilience a core focus across our operations. We invest in the strength and reliability of our infrastructure, using tools such as root cause analysis, anomaly detection, and self-healing capabilities to identify issues quickly and minimize disruption.

We maintain comprehensive disaster recovery plans designed to restore critical systems and services as efficiently as possible in the event of an incident. Business continuity is embedded in how we operate, supported by ongoing employee awareness, communication, and training to reinforce its importance across the organization.



Ethics

At Viasat, we place the highest priority on how we conduct business ethically, transparently, and with integrity.

Our Guide to Business Conduct defines this commitment and applies to our global workforce, executive leadership team, and board of directors. All employees are expected to uphold these standards and report any suspected violations.

Our ethics committee meets regularly to support this effort, developing employee training and addressing ethical considerations as they relate to our operations and governance. The committee includes representatives from Legal, People, Brand & Culture, Security, and Finance, bringing a cross-functional perspective to ethics oversight and decision-making.

We require all permanent and temporary employees to complete the Viasat Workplace Ethics course each year. In FY26, 97.7% of employees completed this training, exceeding the legal requirements for those working on U.S. government contracts.

Confidential hotline

Our independently operated ethics and compliance hotline, the Viasat Values Line, is available 24 hours a day, seven days a week. Employees, contractors, and partners can access the helpline by phone, website, or mobile app to raise concerns or report suspected violations of our Code of Conduct.

Reports may be made anonymously, and all concerns are handled in accordance with established review processes. We are committed to fostering a speak-up culture, and Viasat policy strictly prohibits retaliation against anyone who raises a concern in good faith.

Political engagement

Viasat honors our responsibility to effectively communicate our position at all levels of government on behalf of our customers, shareholders, employees, and the public. Moreover, we express our views to governments on subjects that could affect the company's welfare and may contribute funds for or against public initiatives that could substantially affect our business. We also engage non-governmental organizations to advocate for assured access to space.

Purple Certification: supporting safer, more inclusive workplaces

Viasat participates in Purple Certification, a third-party program designed to help companies benchmark and strengthen workplace policies, training, and practices that support safer, more inclusive environments. The certification evaluates organizational approaches against defined criteria and industry peers, helping companies improve transparency, accountability, and overall employee experience.

Viasat was one of the first five companies to enroll in the program. We re-certified this year, reflecting a continued commitment to maintaining and enhancing these practices.

- The Purple Certification method is built around four core pillars:
- Reduce: Focus on prevention through transparency and training
 - Respond: Strengthen reporting channels and response processes
 - Rethink: Evolve policies and programs to reflect diverse employee experiences
 - Rebuild: Continuously improve programs based on employee feedback
- These pillars provide a structured framework to guide how organizations assess, implement, and continuously improve their workplace programs.





Working toward a sustainable supply chain

The environmental and social impacts of our supply chain extend beyond those of our core operations and can present risks to our business and reputation. While these impacts are not fully within our control, they are within our sphere of influence.

We take a comprehensive approach to managing these risks by promoting responsible practices through managing supplier expectations, oversight, and ongoing engagement.

In FY26, we introduced Viasat’s Supplier Code of Conduct, which is grounded in industry best practices and reinforces our expectations regarding ethical and responsible business conduct with all Viasat suppliers and subcontractors. Suppliers are also encouraged to raise concerns through Viasat’s Ethics and Compliance Helpline.

To support due diligence, we train key procurement personnel to identify and escalate potential risks related to labor practices, health and safety, and indicators of forced labor. While we reserve the right to audit suppliers, our approach enables our teams to monitor supplier practices, investigate concerns, and initiate corrective actions where appropriate. We are also working to embed human rights expectations directly into our standard purchase order terms and conditions, establishing clear expectations for our suppliers.

Together, these measures form the foundation of our approach to responsibly managing supply chain risks and advancing continuous improvement.

Supplier engagement

Our annual supplier sustainability survey evaluates the program maturity of our largest and most strategic suppliers. It also supports our transition from spend-based emissions estimates to supplier-specific emissions data within our GHG inventory (scope 3, Categories

1 and 2). This baseline enables us to set appropriate improvement targets and provide the necessary resources to support both our suppliers’ sustainability progress and our own.

Beyond the survey, we engage suppliers through a combination of structured tools and direct collaboration. Supplier scorecards provide baseline measurements across safety, quality, GHG emissions, human rights, and other key ESG topics, informing ongoing performance oversight and engagement efforts. ESG-focused discussions are also incorporated into Supplier Business Reviews with our strategic partners, providing a forum to review performance, track progress against targets, and identify areas for continued collaboration.

To support suppliers at earlier stages of their sustainability journey, we partner with Persefoni to offer a tool that allows suppliers to calculate scope 1 and scope 2 GHG emissions, free of charge. Piloted in support of our FY25 GHG inventory, we aim to leverage this technology to improve accessibility, actionability and supplier engagement over time.

Human rights

Our supply chain due diligence efforts include a focus on social and human rights considerations. We engage with local counsel across the regions in which we operate to help ensure alignment with applicable regulatory requirements and evolving expectations.

Our Modern Slavery and Human Trafficking Statement outlines the standards we expect from suppliers, with the goal of reducing the risk of inadvertently enabling modern slavery or human rights violations within our supply chain.

We are committed to responsible sourcing and to working toward eliminating conflict minerals from our products that may support armed groups in the Democratic Republic of the Congo (DRC) and surrounding regions, while also seeking to minimize unintended consequences for legitimate subsistence miners and their dependents. We expect suppliers to assess their own supply chains to determine whether sourced minerals originate from the DRC or from neighboring countries where human rights risks may be present.

As a member of the Responsible Minerals Initiative (RMI), we support industry-wide efforts to address these risks and contribute data to advance transparency. We regularly collect and report supplier information using the RMI’s Conflict Minerals Reporting Template, helping to meet the expectations of our customers and shareholders.



Product safety and quality

Product safety and quality are fundamental to how we design, build, and deliver our technologies, particularly in the high-stakes environments in which our solutions operate.

Our approach is supported by a centralized Quality Management System (QMS) certified to the AS9100 international standard for aviation, space, and defense (AS&D) industries. Following the acquisition of Inmarsat, we have continued to extend this framework across new locations and product lines as we work toward a fully integrated global QMS.

A key priority has been aligning product safety processes across legacy organizations through system safety engineering best practices. Our approach brings greater consistency to how we identify and manage product safety risk across the business while supporting our broader quality and certification objectives.

Our vertically integrated, multidisciplinary teams enable the sharing of best practices and support the diverse requirements of the industries we serve, including space, aviation, and residential. We develop product-specific quality management plans that guide each stage of the lifecycle, from design and development through deployment and ongoing operation, while supporting close collaboration between engineering and operations teams.

The strength of our QMS is reinforced through customer, internal, and third-party audits, including those conducted by the Federal Aviation Administration (FAA) and other leading organizations. These standards extend to our supply chain, where we expect suppliers to meet the same high levels of quality and compliance.

Our priority remains to meet or exceed safety and quality requirements in every market in which we operate, supporting both the reliability of our products and the trust placed in us by our customers.

Leveraging AI to enhance product development

Viasat’s product team continues to explore how artificial intelligence (AI) can support more efficient and effective ways of working. Through a recent workshop, the team assessed how AI is currently being used, participated in targeted training, and identified practical use cases for broader implementation. This ongoing effort reflects a focus on evolving and refining how AI is applied – streamlining routine tasks and enabling teams to dedicate more time to higher-value, strategic work.





Data and privacy

As a technology-driven company, we recognize the critical importance of protecting data and individual privacy, for both our business and our customers.

We align with leading industry security frameworks and continuously evolve our internal controls, known as our Foundational Security Principles, to meet regulatory requirements across the regions in which we operate.

As our business expands, we continue to integrate technologies and processes that support growth while maintaining strong data protection standards. We have adopted the latest version of the Payment Card Industry (PCI) standard and maintain annual certification as both a PCI-DSS Level 1 merchant and a Level 1 service provider through an independent qualified security assessor (QSA). We are also progressing toward Level 2 certification under the Cybersecurity Maturity Model Certification (CMMC) framework.

We maintain ISO 27001 certification across key parts of the business, including legacy Viasat aviation services and legacy Inmarsat Global Limited. In FY26, Viasat's and Inmarsat's legacy global Information Security Management Systems were certified together under one certification, finalizing efforts to merge the two programs. These independently audited certifications demonstrate the strength of our security program and reinforce trust with our customers.

To help ensure that third-party technologies meet our standards, Viasat's Solutions Hub evaluates new software and application providers for potential data security and privacy risks prior to onboarding.

Alignment with best practices

To support the secure and compliant transfer of personal data from the U.K. and EU to the United States, key Viasat entities have self-certified to the EU-U.S. Data Privacy Framework (DPF) and the U.K. Extension to the EU-U.S. DPF.

Customers and visitors to our website can access our external online Privacy Center to understand our data processing practices and exercise their rights related to personal data.

AI governance and data stewardship

AI is expanding how we operate, innovate, and deliver value. It is also introducing new considerations around data protection, product security, and responsible use. At Viasat, the governance of AI and data is anchored in two complementary, cross-functional committees that provide oversight, structure, and accountability across the enterprise.

The AI Governance Committee brings together accountable stakeholders from Legal, Global IT, Engineering, Operations, Machine Learning, and Security, with advisory input from business segments and the company's AI Community of Practitioners. The committee meets weekly and includes executive-level oversight. Its operations are informed by the National Institute of Standards and Technology AI Risk Management Framework, and it serves as the central governance body for evaluating AI-related risks and opportunities.

Through regular sessions and targeted working groups, the committee evaluates ethical and legal considerations tied to AI model training, data usage, and decision-making based on AI outputs. It reviews new or materially modified AI systems proposed for use at Viasat, collaborates with business teams to support responsible adoption, and advises on procedures and recordkeeping to demonstrate compliance with internal policies and external requirements. The committee also plays a strategic role by advising on AI-related initiatives, reviewing internally developed AI-enabled products, and developing companywide policies, training programs, and compliance documentation.

Complementing this work, our Data Access Steering Committee focuses on data governance and control. This cross-functional group includes representatives from Legal, Security, Engineering, and Global IT, with additional participation from business segments based on specific initiatives. Meeting weekly, the committee oversees programs that strengthen data visibility, accountability, and protection across the organization.

Key efforts include implementing a robust data attestation program, in which application administrators and data owners validate the data within the systems they manage, and advance data labeling and classification practices to better identify and protect sensitive information. These initiatives reduce ambiguity, streamline processes, and allow teams to work more efficiently while maintaining strong safeguards around data access and usage.

Together, these governance structures reinforce a disciplined approach to product security – enabling the company to scale AI capabilities while maintaining rigorous oversight of data, compliance, and risk.

Strengthening security

Security governance at Viasat is managed collaboratively across the engineering organization and business segments, with security professionals embedded directly within teams and operational units. This integrated approach enables closer alignment between security priorities, product development, and day-to-day business operations while supporting more consistent risk identification and mitigation across the enterprise.

We also provide employees with resources and education to help them understand how security factors into their daily roles and responsibilities. Through security engineering and related programs, our teams build a stronger understanding of how to incorporate our security principles into Viasat's products, services, and operational processes.

Our mandatory annual Privacy Basics course includes content on data governance, AI, and evolving data protection requirements across the markets in which we operate. In FY26, we conducted multiple company-wide AI sessions focused on end-to-end AI processes, risk management considerations, and best-practice use cases, with recordings made available to employees across the organization.

In addition, we introduced an annual refresher training program covering our AI policies and practical guidance around the appropriate use of AI tools and technologies and rolled out a dedicated AI-focused training module to all employees in April 2026.



ESG performance

This report references the standards established by the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) standards for the following industries: Technology & Communications, Hardware (TC-HW), Telecommunication Services (TC-TL), and Electronic Manufacturing Services & Original Design Manufacturing (TC-ES). Additionally, Viasat received external verification of our FY26 GHG emissions (scope 1, 2, and 3) to the ISO 14064-1 standard in partnership with the British Standards Institution (BSI).

GRI content index

General disclosures 2021

Statement of use	Viasat Inc. has reported with reference to the GRI standards for the period starting April 1, 2025 and ending March 31, 2026.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

Disclosure	Description	Cross-reference, omissions, explanations
General disclosures		
2-1	Organizational details	FY26 10-K, pp. 2-3
2-2	Entities included in the organization’s sustainability reporting	Viasat’s FY26 ESG Impact Report addresses all of the entities included in its consolidated financial reporting. Inmarsat Group Holdings Limited, Inmarsat Global Ltd, RigNet, Inc. (RigNet), and Euro Broadband Infrastructure Sàrl (EBI) data is included in Viasat’s sustainability reporting unless otherwise noted. TrellisWare data has not been included as Viasat does not have operational control.
2-3	Reporting period, frequency and contact point	Sustainability reporting for Viasat is in line with its fiscal reporting period, April 1, 2025 through March 31, 2026, unless otherwise noted. The publication date of the report is September 2, 2026. Questions should be directed to SocialImpact@Viasat.com. About this Report, p. 56
2-4	Restatements of information	Viasat’s reported FY25 electricity consumption, renewable energy, and Scope 2 GHG emissions have been restated to correct a previous calculation error that had significantly overestimated prior figures. See the Environmental Performance Data tables for additional context.
2-5	External assurance	Viasat hires an independent third party (BSI) to verify its scope 1, 2, and 3 emissions to the ISO 14064-1 : 2018 standard. Please see our verification statement for more detail.
2-6	Activities, value chain and other business relationships	FY26 10-K, pp. 3-14
2-7	Employees	Putting people first, p. 10 Workforce performance data tables, p. 54
2-8	Workers who are not employees	Workforce performance data tables, p. 54
2-9	Governance structure and composition	Leading with integrity, p.37 Workforce performance data tables, p. 54 FY26 Proxy, pp. 6-14 Viasat Board composition

Disclosure	Description	Cross-reference, omissions, explanations
2-10	Nomination and selection of the highest governance body	FY26 Proxy, pp. 11-12 Viasat Corporate Governance Guidelines
2-11	Chair of the highest governance body	Mark Dankberg is a founder of Viasat and serves as its Chairman of the Board and Chief Executive Officer. Sean Pak serves as Viasat’s Lead Independent Director. FY26 Proxy, p. 7, 11 Viasat Corporate Governance Guidelines, p. 2
2-12	Role of the highest governance body in overseeing the management of impacts	Leading with integrity, p.37 FY26 Proxy, pp. 5-11
2-13	Delegation of responsibility for managing impacts	Leading with integrity, p.37
2-14	Role of the highest governance body in sustainability reporting	Our commitment to driving impact, p. 9
2-15	Conflicts of interest	Leading with integrity, p.37 Corporate Governance Guidelines, pp. 2-3
2-16	Communication of critical concerns	Viasat has a hotline grievance mechanism, outlined within our Guide to Business Conduct, to make sure issues are appropriately reported, shared, and addressed at the highest levels of the organization. Viasat does not disclose the total number or nature of critical concerns that were communicated. FY26 Proxy, pp. 6-10 Guide to Business Conduct, p. 6
2-17	Collective knowledge of the highest governance body	Our commitment to driving impact, p. 9 Leading with integrity, p.37 FY26 Proxy, pp. 11-14
2-18	Evaluation of the performance of the highest governance body	FY26 Proxy, pp. 6-10
2-19	Remuneration policies	The Compensation and Human Resources Committee of the board of directors continually assesses the components and design of executive compensation to ensure alignment with stockholder interests and promote long-term value creation. As a result, they may in the future consider incorporating ESG-related components into executive compensation programs. FY26 Proxy, pp. 20-60
2-20	Process to determine remuneration	FY26 Proxy, pp. 20-39
2-21	Annual total compensation ratio	FY26 Proxy, p. 52
2-22	Statement on sustainable development strategy	A letter from our Chief Human Resources Officer, p. 2

GRI content index

General disclosures 2021

Disclosure	Description	Cross-reference, omissions, explanations
2-23	Policy commitments	Doing business the right way, p. 36 Protecting the planet, p. 30 Leading with integrity, p.37 Modern Slavery legal statement Guide to Business Conduct
2-24	Embedding policy commitments	Viasat operates a corporate-wide program to coordinate, implement, and monitor compliance with corporate values, laws and regulations, and policies. Oversight of the ethics and compliance program is the responsibility of the ethics committee, which is comprised of representatives from Viasat’s security, legal, finance, government contracts, and People and Culture (P&C) departments. The ethics committee reports to Viasat’s vice president of P&C, chief financial officer, and general counsel. Our goal is to ensure that every employee acts ethically in all aspects of their roles. Leading with integrity, p.37 Modern Slavery legal statement Guide to Business Conduct
2-25	Processes to remediate negative impacts	Leading with integrity, p.37 Guide to Business Conduct
2-26	Mechanisms for seeking advice and raising concerns	Guide to Business Conduct Viasat Corporate Governance Guidelines
2-27	Compliance with laws and regulations	Significant instances of non-compliance with laws and regulations would be listed in our 10-K, as required by the SEC. No such events occurred in FY26.
2-28	Membership associations	Viasat is a member of numerous associations and are highlighting the following significant memberships (in alphabetical order): European Telecommunications Standards Institute (ETSI), Global Satellite Operators Association (GSOA), International Air Transport Association (IATA), International Telecommunication Union (ITU), Mobile Satellite Services Association (MSSA), Satellite Industry Association (SIA), Space Foundation, UK Space, U.S. Chamber of Commerce, US-India Business Council (USIBC), Wireless Broadband Alliance (WBA), 5G Automotive Association (5GAA).

Disclosure	Description	Cross-reference, omissions, explanations
2-29	Approach to stakeholder engagement	Viasat’s stakeholders include those who impact or are impacted by Viasat and its operations. These individuals and entities may be connected to, and interested in, the company from an employment, business, investment, regulatory, legal, and/or reputational perspective. Viasat engages with all stakeholders through different channels and with varying frequency. Perspectives for our key stakeholder groups were included in our first priority issues analysis, and will continue to be taken into account in future double materiality assessments. Specific examples are detailed in the narrative of the report. Our commitment to driving impact, p. 9
2-30	Collective bargaining agreements	The majority of our employees are not represented by a labor union and are not party to any collective bargaining agreement (CBA) in connection with their employment with us. The applicable CBA depends on the location and industry. Our employees in Brazil are subject to CBAs, which is the country's standard. Our employees in Spain, France, Norway, and Italy are also subject to industry-specific CBAs, which is common in those countries. Legacy Inmarsat has a works council for part of our employee population in the Netherlands, France, and Australia and also an Employee Forum in the UK and Indonesia. As a company, we evaluate benefits for all employees, including those not covered by a union, based on a review of market data, statutory requirements, and internal evaluation, and we strive to offer competitive benefits accordingly.

GRI content index

General disclosures 2021

Disclosure		Cross-reference, omissions, explanations
Material Topics		
3-1	Process to determine material topics	Our commitment to driving impact, p. 9
3-2	List of material topics	Our commitment to driving impact, p. 9
Economic disclosure		
201-1	Direct economic value generated and distributed	Putting people first, p. 10 Economic performance data table, p. 52
Climate change		
3-3	Management of material topics	Our commitment to driving impact, p. 9 Protecting the planet, p. 30
302-1	Energy consumption within the organization	Environmental performance data tables, p. 52
302-3	Energy intensity	Environmental performance data tables, p. 52
302-4	Reduction of energy consumption	Protecting the planet, p. 30
305-1	Direct (scope 1) GHG emissions	Environmental performance data tables, p. 52
305-2	Energy indirect (scope 2) GHG emissions	Environmental performance data tables, p. 52
305-3	Other indirect (scope 3) GHG emissions	Environmental performance data tables, p. 52
305-4	GHG emissions intensity	Environmental performance data tables, p. 52
305-5	Reduction of GHG emissions	Protecting the planet, p. 30
Circular economy		
3-3	Management of material topics	Our commitment to driving impact, p. 9 Protecting the planet, p. 30
306-2	Management of significant waste-related impacts	Protecting the planet, p. 30 Environmental performance data tables, p. 52
306-3	Waste generated	Environmental performance data tables, p. 52
306-4	Waste diverted from disposal	Protecting the planet, p. 30 Environmental performance data tables, p. 52
306-5	Waste directed to disposal	Environmental performance data tables, p. 52

Disclosure		Cross-reference, omissions, explanations
Own workforce		
3-3	Management of material topics – Talent management	Our commitment to driving impact, p. 9 Putting people first, p. 10
401-1	New employee hires and employee turnover	Workforce performance data tables, p. 54
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Putting people first, p. 10 Employee benefits
401-1	New employee hires and employee turnover	Workforce performance data tables, p. 54
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	A Global Occupational Health & Safety Management System has been implemented at Viasat to address legal requirements as well as to uphold our high standards. All workers and business entities are covered by the program. Putting people first, p. 10 Health and safety policy
403-1	Occupational health and safety management system	A Global Occupational Health & Safety Management System has been implemented at Viasat to address legal requirements as well as to uphold our high standards. All workers and business entities are covered by the program. Enhancing our safety culture, p. 20
403-2	Hazard identification, risk assessment, and incident investigation	Viasat manages workplace health and safety risks through a structured EHS risk management program applicable to all employees, contractors, and subcontractors. All personnel are expected to participate in risk identification, report hazards, and complete assigned corrective actions. Hazards are assessed using a risk matrix and reviewed routinely. All workers are empowered to halt work immediately if an unsafe condition is identified, with explicit protection from retribution, and incidents and near hits are investigated using root cause analysis, with corrective actions tracked to closure. Enhancing our safety culture, p. 20 Guide to Business Conduct, p. 6

GRI content index

General disclosures 2021

Disclosure		Cross-reference, omissions, explanations
403-3	Occupational health services	Viasat's EHS program is designed to prevent and minimize harm to all employees, contractors, and subcontractors across all managed locations. Following a work-related incident, a dedicated Injury Management Coordinator supports affected workers in accessing medical treatment, managing workers' compensation, and coordinating return-to-work screening. The EHS team proactively identifies applicable legal requirements, provides consultation to workers, and maintains records in accordance with Viasat's record retention policy. Enhancing our safety culture, p. 20
403-5	Worker training on occupational health and safety	Enhancing our safety culture, p. 20
403-6	Promotion of worker health	Enhancing our safety culture, p. 20
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Enhancing our safety culture, p. 20
403-8	Workers covered by an occupational health and safety management system	Health and safety performance data tables, p. 55 Health and safety policy
403-9	Work-related injuries	Health and safety performance data tables, p. 55
404-2	Programs for upgrading employee skills and transition assistance programs	Putting people first, p. 10
405-1	Diversity of governance bodies and employees	Putting people first, p. 10 Workforce performance data tables, p. 54
Affected communities		
3-3	Management of material topics	Putting people first, p. 10
413-1	Operations with local community engagement, impact assessments, and development programs	Putting people first, p. 10
Consumers and end users		
3-3	Management of material topics	Innovation for Impact, p. 23 Product quality and safety, p. 42
203-1	Infrastructure investments and services supported	Innovation for impact, p. 23
203-2	Significant indirect economic impacts	Innovation for impact, p. 23

Disclosure		Cross-reference, omissions, explanations
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Viasat did not experience incidents of material non-compliance concerning the health and safety impacts of products and services.
Business conduct		
3-3	Management of material topics	Doing business the right way, p. 36
205-1	Operations assessed for risks related to corruption	Leading with integrity, p.37 Guide to Business Conduct
205-2	Communication and training about anti-corruption policies and procedures	Leading with integrity, p. 37 Ethics performance data tables, p. 52 Guide to Business Conduct
205-3	Confirmed incidents of corruption and actions taken	Ethics performance data tables, p. 52
308-2	Negative environmental impacts in the supply chain and actions taken	Environmental performance data tables, p. 52
408-1	Operations and suppliers at significant risk for incidents of child labor	Working toward a sustainable supply chain, p. 41
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Working toward a sustainable supply chain, p. 41
415-1	Total monetary value of financial and in-kind political contributions made	Ethics, p. 40 Viasat does not yet publicly report this information.
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Viasat did not experience substantiated complaints concerning material breaches of customer privacy and losses of customer data in FY26.
Assured access to space		
3-3	Management of material topics	Viasat recognizes the importance of assured access to space for all people and nations and is committed to collaborative efforts to protect these resources into the future.

SASB index

SASB Code	Accounting or activity metric	Answer, cross-reference, omissions, explanations
Hardware		
Product security		
TC-HW-230a.1	Description of approach to identifying and addressing data security risks in products	Functionally, our cybersecurity team performs internal and external risk assessments and testing on both internally and externally developed systems, as well as certain third-party and supply chain partner ecosystems based on our assessment of their respective operational criticality and risk profile. Depending on the risks presented, this may include some combination of manual and automation-driven testing methods and supply chain risk management activities such as hardware and software assurance assessments, anti-counterfeit measures, and the use of trusted suppliers. Compliance with security policies, procedures, and standards are assessed, and depending on the potential risks posed to us, third-party assessments may be performed, including penetration tests, red team engagements, gap assessments, and compliance certification assessments. We also conduct several 3rd party compliance and audit assessments, including PCI DSS Tier 1 Merchant and Service Provider, ISO27001, UK Cyber Essentials Plus, and DFARS 252.204-7012 High Assurance assessments.
Employee diversity & inclusion		
TC-HW-330a.1	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Workforce performance data tables, p. 54

SASB Code	Accounting or activity metric	Answer, cross-reference, omissions, explanations
Product lifecycle management		
TC-HW-410a.1	Percentage of products by revenue that contain IEC 62474 declarable substances	100% of Viasat's products contain IEC 62474 declarable substances.
TC-HW-410a.2	Percentage of eligible products, by revenue, meeting the requirements for EPEAT registration or equivalent	Network equipment is a new category not yet defined by EPEAT. As such, this metric is currently not applicable to Viasat's revenue generating product lines.
TC-HW-410a.3	Percentage of eligible products, by revenue, certified to an energy efficiency certification	ENERGY STAR requirements are not applicable to Viasat's network products. As such, Viasat did not receive any FY26 revenue from products that meet this requirement.
TC-HW-410a.4	Weight of end-of-life products and e-waste recovered, percentage recycled	Protecting the planet, p. 30 Environmental performance data tables, p. 52
Supply Chain Management		
TC-HW-430a.1	Percentage of Tier 1 supplier facilities audited in the RBA Validated Audit Process (VAP) or equivalent, by (a) all facilities and (b) high-risk facilities	Viasat is not a member of the RBA and at this time does not collect this information. See the report sections below for details on how we manage our supply chain. Working towards a sustainable supply chain, p. 41
TC-HW-430a.2	Tier 1 suppliers' (1) non-conformance rate with the RBA Validated Audit Process (VAP) or equivalent, and (2) associated corrective action rate for (a) priority nonconformances and (b) other nonconformances	Viasat is not a member of the RBA and at this time does not collect this information. See the report sections below for details on how we manage our supply chain. Working towards a sustainable supply chain, p. 41
Materials sourcing		
TC-HW-440a.1	Description of the management of risks associated with the use of critical materials	FY26 10-K, pp. 14-15
TC-HW-000.A1	Number of units produced by product category	Viasat does not report on number of units produced by product category. Details on product revenues can be found in Viasat's Annual Report.
TC-HW-000.B	Area of manufacturing facilities	Viasat does not own manufacturing facilities.
TC-HW-000.C	Percentage of production from owned facilities	Viasat does not own manufacturing facilities.

SASB index

SASB Code	Activity metric	Answer, cross-reference, omissions, explanations
Telecommunications services		
Environmental footprint of operations		
TC-TL-130a.1	(1) Total energy consumed, (2) percentage grid electricity, and (3) percentage renewable	(1) 151,501 MWh, (2) 77% and (3) 4%
Data Privacy		
TC-TL-220a.1	Description of policies and practices relating to behavioral advertising and customer privacy	We collect personal data that is necessary to deliver our services to the user, and we only use personal data as disclosed to the user at the time of collection. We process three general categories of personal data: (1) data provided to Viasat by the user, (2) data that Viasat collects automatically from the user, and (3) data that we collect from third parties. Where required by applicable law, Viasat obtains consent prior to collecting personal data and honors users’ rights with respect to their personal data. Viasat maintains internal and external-facing privacy policies and notices that govern Viasat’s processing of personal data. Viasat did not collect or disclose personal data of users or visitors to Viasat’s digital properties for online behavioral advertising purposes (as such term is defined in the DAA Self-Regulatory Principles) in FY26. To the extent that Viasat engages in targeted advertising, Viasat partners with third-party companies to reach segments of consumers who may be interested in Viasat service offerings.
TC-TL-220a.2	Number of customers whose information is used for secondary purposes	Viasat uses customer information that has been appropriately aggregated or anonymized for the secondary purpose of improving Viasat’s product and service offerings, in which case the data remains internal to Viasat. Viasat will only process customer information in identifiable form for the purposes for which the personal data was collected, to fulfill legal recordkeeping obligations or other legitimate business purposes, and as communicated to customers at or before the time of data collection. In the event that Viasat were to seek to use a customer's information for a secondary purpose, Viasat would provide the appropriate notice and choice to the customer.
TC-TL-220a.3	Total amount of monetary losses as a result of legal proceedings associated with customer privacy.	Viasat was not subject to legal proceedings associated with customer privacy in FY26.

SASB Code	Activity metric	Answer, cross-reference, omissions, explanations
TC-TL-220a.4	(1) Number of law enforcement requests for customer information, (2) number of customers whose information was requested, and (3) percentage resulting in disclosure	Global: (1) 271 (2) 473 (3) 20% These figures represent U.S., Brazil, Europe, and Australia operations, and requests represent the business areas where Viasat is the service provider direct to the consumer (as opposed to where Viasat operates as a wholesale or B-to-B services provider).
Data Security		
TC-TL-230a.1	(1) Number of data breaches, (2) percentage involving personal identifiable information (PII), and (3) number of customers affected	During fiscal year 2026, Viasat did not experience any material data breach requiring SEC disclosure. For information regarding Viasat’s cybersecurity risks, please see the company’s various relevant SEC filings, available at investors.viasat.com, and particularly Item 1C of Viasat’s most recent Form 10-K.
TC-TL-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	The cybersecurity risk management program at Viasat is centered around an internally developed set of security principles and requirements, known as the “Foundational Security Principles”. The Foundational Security Principles, which we seek to apply across our products and services to promote security resiliency and repeatability, represents a minimum baseline of information security requirements. These principles have a focus on secure-by-design approaches for new products and services, and provide the basis for risk-informed control implementations for legacy networks and systems. Our Foundational Security Principals are designed with reference to the current published version of industry frameworks including, but not limited to, NIST Cybersecurity Framework, International Standards Organization (ISO) 27001, Payment Card Industry (PCI) Data Security Standard (DSS), National Institute of Standards and Technology (NIST) 800-171, and tailored baselines of NIST 800-53. This does not imply that we have implemented each, or any specific, technical standard, specification or configuration embedded in these frameworks but rather that they collectively inform and guide our identification, assessment and management of cybersecurity risks relevant to our businesses.

SASB index

SASB Code	Activity metric	Answer, cross-reference, omissions, explanations
Product end of life management		
TC-TL-440a.1	(1) Materials recovered through take-back programs, percentage of recovered materials that were (2) reused, (3) recycled, and (4) landfilled	(1) Materials recovered through take-back programs: 88.5255 (2) Percentage reused: 79% (3) Percentage recycled: 20% (4) Percentage landfilled: 1%
Competitive behavior & open internet		
TC-TL-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Viasat was not subject to any legal proceedings associated with anticompetitive behavior in FY26.
TC-TL-520a.2	Average actual sustained download speed of (1) owned and commercially associated content and (2) non-associated content	Viasat does not provide any owned or commercially associated content. Viasat provides service to a broad array of markets, from dense urban areas to remote rural areas. Available speeds vary by geography.
TC-TL-520a.3	Description of risks and opportunities associated with net neutrality, paid peering, zero rating, and related practices.	Requirements related to net neutrality and associated practices vary in the jurisdictions and markets in which Viasat operates. Viasat complies with any and all applicable requirements. Please see Viasat’s SEC reports for any disclosures relating to material risks and opportunities associated with laws and regulations addressing net neutrality.
Managing systemic risks from technology disruptions		
TC-TL-550a.1	(1) System average interruption frequency and (2) Customer average interruption duration	(1) System average interruption frequency: 13.9 interruptions per year (2) Customer average interruption duration: 36 minutes This data excludes outages due to rain on the end user terminal since adequate metrics are not available.
TC-TL-550a.2	Discussion of systems to provide unimpeded service during service interruptions	The reliability and performance of our networks may be disrupted by environmental and/or social events such as the loss of a satellite, weather events, software or hardware failures, and cyberattacks. As such, it is critical for Viasat to continually monitor our network for outages and interruptions. We invest in technology intended to help mitigate and respond to network disruptions and follow advanced procedures to minimize outages.

SASB Code	Activity metric	Answer, cross-reference, omissions, explanations
TC-TL-000.A	Number of wireless subscribers	This disclosure is not applicable as Viasat does not have wireless subscribers.
TC-TL-000.B	Number of wireline subscribers	This disclosure is not applicable as Viasat does not have wireline subscribers.
TC-TL-000.C	Number of broadband subscribers	This information is considered to be competitively sensitive and is therefore not disclosed.
TC-TL-000.D	Network traffic	This information is considered to be competitively sensitive and is therefore not disclosed.
Electronic manufacturing services & original design manufacturing		
Water management		
TC-ES-140a.1	(1) Total water withdrawn and (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	(1) 10.65 million gallons withdrawn and (2) Viasat does not collect total water consumed. ¹
Waste management		
TC-ES-150a.1	(1) Amount of hazardous waste from manufacturing, (2) percentage of hazardous waste recycled	(1) 2.34 tons, (2) 8%
Labor practices		
TC-ES-310a.1	(1) Number of work stoppages and (2) total days idle	(1) 3 and (2) 0
Workforce conditions, health & safety		
TC-ES-320a.1	(1) Total recordable incident rate (TRIR) and (2) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	(1) 19% and (2a) 41% and (2b) N/A
TC-ES-000.A	Number of manufacturing facilities	Viasat does not own manufacturing facilities.
TC-ES-000.C	Number of employees	6,854

1 Water withdrawn is only tracked for Viasat’s Carlsbad, Duluth, Tempe and 50 Finsbury (London) facilities.

Performance data

Economic Performance

Financial performance (in millions USD)	FY26	FY25	FY24
Revenue			
Total revenue	4,640	4,520	4,284
Service revenues	3,274	3,226	3,005
Product revenues	1,366	1,294	1,279
Revenue by segment			
Communication services	3,300	3,298	3,142
Defense and advanced technologies	1,341	1,221	1,142
Costs and operating expenses			
Cost of service revenues	2,126	2,092	1,929
Cost of product revenues	981	938	973
Selling, general and administrative (including ground network (FY25), satellite (FY24) impairment and related charges, net)	999	1,181	1,894
Independent research and development	165	142	151
Amortization of acquired intangible assets	261	264	227
Income tax			
(Provision for) benefit from income taxes from continuing operations	(116)	1	139
Net income			
Net income (loss) from continuing operations	4	(531)	(1,047)
Net income (loss) attributable to Viasat, Inc.	(34)	(575)	(1,069)

1 Reported FY25 electricity consumption, renewable energy, and Scope 2 GHG emissions figures have been restated. Previously reported data was significantly overestimated due to an error in electricity use calculations. This correction has resulted in significant decreases in reported electricity consumption and Scope 2 emissions, and a corresponding reduction in reported renewable energy, for affected sites.

2 As part of the emissions estimation process, prior-year emissions calculations were reviewed, and two significant errors (each with a greater than 5% impact) were identified and corrected in the data presented in this report: (1) Green-E Factors — market-based purchased electricity emission factors for United States sites had previously relied on outdated EPA eGRID emission factors rather than Residual Mix factors, and the eGRID year has been updated to match the applicable fiscal year, resulting in both increases and decreases to reported market-based emissions; and (2) Inmarsat United Kingdom electricity use — electricity use for certain UK sites was significantly overestimated in FY25 due to an error, and this correction has resulted in significant decreases in reported emissions and electricity use for those sites. Additionally, an error in reported FY25 renewable energy was corrected, which reduced FY25 renewable energy and increased FY25 Scope 2 market-based emissions.

Ethics performance

Anti-corruption and anti-competitive behavior	FY26	FY25	FY24
Ethics training			
Total number of employees that the anti-corruption policies and procedures have been communicated to	98 %	98 %	97 %
Total number of governance body members that the anti-corruption policies and procedures have been communicated to	100 %	100 %	100 %
Confirmed incidents of corruption			
Total number of confirmed incidents of corruption	0	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	0	0	0
Public legal cases regarding corruption brought against the organization	0	0	0

Environmental performance¹

Energy consumption within the organization (MWh) ²	FY26	FY25	FY24
Total energy consumption			
151,501	163,099	152,108	
Percentage non-renewable	96 %	94 %	95 %
Percentage renewable	4 %	6 %	5 %
Non-renewable energy consumption			
145,910	152,858	144,004	
Gasoline	273	414	648
Diesel	405	172	609
Electricity	116,765	121,124	113,546
Natural Gas	28,399	31,055	29,117
Renewable energy consumption			
5,591	10,241	8,104	
Electricity	5,591	10,241	8,104
Energy intensity (MWh per million dollars of revenue)			
33	36	36	

Performance data

Greenhouse gas emissions (tCO2e)	FY26	FY25	FY24
Total absolute emissions – Scope 1	6,082	6,247	6,150
Total absolute emissions – Scope 2 – location based	41,269	44,623	42,982
Total absolute emissions – Scope 2 – market based	42,238	45,037	43,959
Total absolute emissions – Scope 3	2,057,225	2,130,964	2,416,320
Total absolute emissions – Total – location based	2,104,576	2,181,834	2,465,451
Total absolute emissions – Total – market based	2,105,545	2,182,248	2,466,429
Scope 1 and 2 market based emissions intensity (tCO2e / million USD revenue)	10	11	12
Scope 1 , 2, and 3 market based emissions intensity (tCO2e / million USD revenue)	454	483	576
Scope 3			
Purchased goods and services (Category 1)	170,191	155,784	219,808
Capital goods (Category 2)	14,226	13,495	49,620
Fuel and energy-related activities (Category 3)	11,470	12,557	14,617
Upstream transportation and distribution (Category 4)	22,249	19,870	30,958
Waste generated in operations (Category 5)	206	272	1,858
Business travel (Category 6)	14,125	15,192	11,806
Employee commuting (Category 7)	8,162	8,354	9,337
Upstream leased assets (Category 8)	628	1,317	878
Downstream transportation and distribution (Category 9)	0	0	0
Processing of sold products (Category 10)	0	0	0
Use of sold products (Category 11)	1,796,990	1,877,460	2,057,299
End-of-life treatment of sold products (Category 12)	0	0	0
Downstream leased assets (Category 13)	0	0	0
Franchises (Category 14)	0	0	0
Investments (Category 15)	18,978	26,662	20,138

Waste generated (metric tons)	FY26	FY25	FY24
Total	490	530	671
Diverted from Landfill	225	258	340
Landfill	264	271	331
Materials recovered through take-back programs (%)			
Reuse	79 %	79 %	65 %
Recycling	20 %	20 %	15 %
Landfill	1 %	1 %	20 %
Hazardous waste			
Total hazardous waste generated (metric tons)	2	125	7
Hazardous waste recycled (%)	8 %	99 %	51 %
Total number of significant spills	0	0	0
Total volume of significant spills recovered	0	0	0
Total hazardous waste transported	0	0	0
Hazardous waste exported	0	0	0
Hazardous waste shipped internationally (%)	0 %	0 %	0 %
Environmental fines			
Total monetary value of significant fines (\$)	0	0	0
Total number of non-monetary sanctions	0	0	0
Cases brought through dispute resolution mechanisms	0	0	0
Supplier environmental screening			
Percentage of new suppliers screened using environmental criteria (%)	0 %	0 %	0 %
Number of suppliers assessed for environmental impacts	21	21	20
Number of suppliers identified as having significant actual and potential negative environmental impacts	0	0	0

1 Reported FY25 electricity consumption, renewable energy, and Scope 2 GHG emissions figures have been restated. Previously reported data was significantly overestimated due to an error in electricity use calculations. This correction has resulted in significant decreases in reported electricity consumption and Scope 2 emissions, and a corresponding reduction in reported renewable energy, for affected sites.

Performance data

Workforce performance¹

Workforce breakdown by gender, age, and region ²	FY26	FY25	FY24
Total employees	6,854	6,890	7,453
Employees by gender			
Male	74 %	74 %	74 %
Female	25 %	25 %	25 %
Other gender identities	1 %	1.2 %	0.2 %
Employees by age			
Under 30 years old	11 %	12 %	14 %
30-50 years old	58 %	59 %	58 %
Over 50 years	31 %	29 %	28 %
Workforce by region			
Americas	68 %	69 %	68 %
Europe	21 %	21 %	22 %
Asia	9 %	8 %	8 %
Oceania	2 %	2 %	2 %
Africa	0.1 %	— %	— %
Workforce breakdown by employment category ³			
Total employees	6,854	6,890	7,453
Employee contract			
Permanent	6,750	6,759	7,263
Contingent workers	104	131	190
Employment type			
Full-time	6,700	6,750	7,311
Part-time (casual, emeritus, etc.)	154	140	142
Employee turnover rate ⁴			
Total turnover	9 %	13 %	23 %
Voluntary	6 %	10 %	8 %
Involuntary	3 %	3 %	15 %
Employee turnover rate			
Turnover by region			
Americas	8 %	13 %	21 %
Europe	9 %	14 %	28 %

Employee turnover rate			
Asia	11 %	9 %	21 %
Oceania	12 %	10 %	20 %
Africa	50 %	9 %	23 %
Turnover by gender			
Male	8 %	13 %	25 %
Female	9 %	13 %	22 %
Other gender identities	9 %	19 %	11 %
Turnover by age group			
Under 30 years old	15 %	16 %	28 %
30-50 years old	8 %	11 %	20 %
Over 50 years	9 %	16 %	26 %
Age not specified	0 %	0 %	0 %
New employee hires ⁵			
Total new hires	792	528	663
New employee hires by region			
Americas	69 %	70 %	67 %
Europe	14 %	16 %	22 %
Asia	14 %	11 %	9 %
Oceania	3 %	4 %	2 %
Africa	0 %	0 %	0 %
New employee hires by gender			
Male	78 %	73 %	72 %
Female	22 %	25 %	26 %
Other gender identities	1 %	2 %	1 %
New employee hires by age group			
Under 30 years old	41 %	38 %	46 %
30-50 years old	43 %	47 %	40 %
Over 50 years	16 %	15 %	14 %
Age not specified	0 %	0 %	0 %

1 Percentages may not add up to 100% due to rounding

2 Includes employees, temporary workers, and fellowship workers.

3 Includes employees, temporary workers, and fellowship workers

4 Only Casual, Expat, Fixed Term, and Regular employees are included in the calculation. Excludes terminations due to divestitures.

5 Only includes employee hire events. Contingent workers are not included.

Performance data

Workforce breakdown¹

Employee category ^{2,3,4}	FY26			FY25			FY24		
	Male	Female	Other gender identities	Male	Female	Other gender identities	Male	Female	Other gender identities
Management	76 %	23 %	1 %	78 %	22 %	0 %	77 %	23 %	0 %
Non-management	73 %	26 %	1 %	72 %	26 %	2 %	74 %	26 %	0 %
Executive	85 %	15 %	0 %	85 %	15 %	0 %	86 %	14 %	0 %
Engineering	85 %	15 %	1 %	84 %	15 %	1 %	84 %	15 %	0 %
Non-engineering	63 %	35 %	1 %	63 %	35 %	2 %	64 %	34 %	0 %

1 Percentages may not add up to 100% due to rounding.

2 Includes employees, temporary workers, and fellowship workers.

3 Executive positions are those that are C-suite, president, or VP level.

4 Management positions are those at the senior director, director, senior manager, or manager level.

Board of directors	FY26	FY25	FY24
Number of directors on Board	8	7	9
Independent directors	75 %	71 %	77 %
Men on Board	75 %	86 %	89 %
Women on Board	25 %	14 %	11 %
White individuals on Board	88 %	86 %	67 %
Ethnically Diverse Board Members ⁵	13 %	14 %	33 %

5 Ethnically diverse is defined as those who self-identify as Black, African American, Hispanic, Latino, Asian, Pacific Islander, Native American, Native Hawaiian or Alaska Native, or belonging to two or more races.

Health and safety performance

Health and safety	FY26	FY25	FY24
Workers represented by formal joint management-worker health and safety committees (%)	2.7 %	0.6 %	0.6 %
Trade union formal agreements' inclusion of health and safety topics (%)	25.0 %	2.3 %	0.6 %
Work stoppages	3	0	0
Total days idle	0	0	0
Total recordable injuries	13	10	13
Disease	0	1	0
Days away from work	7	10	90
Restricted duty dates	326	133	355
Fatalities	0	0	0
Accident cause: slip/trip/fall	2	3	7
Accident cause: repetitive motions	4	2	2
Accident cause: lifting	2	1	0
Accident cause: miscellaneous	5	4	4
Work hours per year	14,010,880	8,150,205	11,997,804
Total recordable incident rate (TRIR)	0.19	0.17	0.2
Days away/restricted cases (DART)	5	1	0.015

About this report

This FY26 ESG Impact Report covers our environmental, social, and governance (ESG) strategies, activities, progress, metrics, and performance for the fiscal year that ended March 31, 2026, unless otherwise noted.

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards. We also disclose metrics aligned with the Sustainability Accounting Standards Board (SASB) Hardware, Telecommunication Services, and Electronic Manufacturing Services & Original Design Manufacturing sector standards. Viasat is committed to regular, transparent communication of our progress and intends to continue providing updates by publishing annual ESG Impact Reports.

All data listed is inclusive of legacy Inmarsat unless otherwise noted. For historical data for either legacy company, please see our historical ESG reports at either [Viasat.com](https://viasat.com) or [Inmarsat.com](https://inmarsat.com).

We look forward to bringing our stakeholders along with us on this journey.

Disclaimers

This FY26 ESG Impact Report contains forward-looking statements regarding future events and our future results that are subject to the safe harbors created under the Securities Act of 1933 and the Securities Exchange Act of 1934. These statements are based on current expectations, estimates, forecasts, and projections about the industries in which we operate and the beliefs and assumptions of our management. We use words such as “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “goal,” “intend,” “may,” “plan,” “project,” “seek,” “should,” “target,” “will,” “would,” variations of such words, and similar expressions to identify forward-looking statements. In addition, statements that refer to international growth opportunities, and other characterizations of future events or circumstances, are forward-looking statements. Readers are cautioned that these forward-looking statements are only predictions and are subject to risks, uncertainties, and assumptions that are difficult to predict.

Factors that could cause actual results to differ materially include: our ability to realize the anticipated benefits of the ViaSat-3 class satellites; risks associated with the construction, launch, and operation of satellites, including the effect of any anomaly, operational failure or degradation in satellite performance; changes in the global business environment and economic conditions; the effect of adverse regulatory changes (including changes affecting spectrum availability or permitted uses) on our ability to sell or deploy our products and services; and other factors identified in our most recent reports on Forms 10-K, 10-Q, and 8-K and our other filings with the Securities and Exchange Commission. Therefore, actual results may differ materially and adversely from those expressed in any forward-looking statements. We undertake no obligation to revise or update any forward-looking statements for any reason.