



Pro Forma Free Cash Flow*

| (\$ in Millions, Except per Share Numbers) | 2024 Pro Forma Results | 2025 Pro Forma Results | 2026 Pro Forma Outlook |
|---|------------------------|------------------------|------------------------|
| Operational EBITDA (OEBITDA) ⁽¹⁾ | \$471 | \$495 | \$485 |
| Hosted Payload Cash Timing ⁽²⁾ | \$4 | \$4 | \$4 |
| Working Capital ⁽³⁾ | (\$10) | (\$10) | \$7 |
| CapEx ⁽⁴⁾ | (\$65) | (\$96) | (\$90) |
| Net Interest ⁽⁵⁾ | (\$89) | (\$92) | (\$82) |
| Cash Taxes ⁽⁶⁾ | (\$5) | (\$5) | (\$6) |
| Free Cash Flow (FCF) | \$306 | \$296 | \$318 |
| FCF/Share ⁽⁷⁾ | \$2.67 | \$2.72 | \$2.92 |
| FCF Yield ⁽⁸⁾ | ~9.9% | ~17.7% | ~16.3% |
| FCF Conversion (FCF as % of OEBITDA) | ~65% | ~60% | ~66% |

*Footnotes on following slide. See slide 4 for a Cautionary Statement Regarding Forward-Looking Statements contained herein. Supplement as of February 12, 2026.

FOOTNOTES

- (1) See below for the definition of Operational EBITDA, and a reconciliation of GAAP net income to OEBITDA for 2024 and 2025 is on the following page; for illustrative purposes, 2026 OEBITDA is presented as approximately \$485 million, consistent with the midpoint of the Company's full-year 2026 guidance as of February 12, 2026.
- (2) Hosted Payload cash timing adjusts OEBITDA for revenue recognition from Aireon and Harris hosting cash receipts in excess of revenue recognition.
- (3) Working Capital cash timing will vary from year to year. The company expects a net cash use averaging \$5M-\$10M annually and for illustrative purposes presents this as a \$10M annual use of cash in 2024 and 2025. For 2026, our OEBITDA midpoint of \$485M includes accrued compensation of approximately \$17M, which is payable in 2027. This primarily reflects our decision to pay annual incentive compensation entirely in cash instead of a mix of equity and cash as has been past practice. We expect this to be a one-time impact during the transition year to an all-cash incentive payout and therefore have adjusted the assumed working capital adjustment to a +\$7M source of cash for 2026.
- (4) Capitalized interest is excluded from CapEx line item for all years because it is included with Pro Forma Net Interest.
- (5) Pro Forma Net Interest for 2024 reflects the average debt balance at ~5.6% plus ~\$5M interest income; 2025 reflects the average debt balance at ~5.3% plus ~\$3M interest income; and 2026 reflects the projected average debt balance at ~4.8% plus ~\$4M interest income; Debt balances for all years include cap fees and any drawn amounts on revolver; Refinancing costs are excluded from all applicable years.
- (6) Cash taxes for 2024 and 2025 were ~\$5 million and for illustrative purposes, 2026 Cash taxes are estimated at \$6 million, consistent with guidance of cash taxes of less than \$10 million per year through 2027.
- (7) Per share data assumes Fully Diluted Common Shares Outstanding (pro forma for year-end conversions of outstanding Options and RSUs) of ~114M for 2024 and ~109M for 2025 and 2026.
- (8) FCF Yields are based on Iridium (IRDM) share prices of \$29.02 at 12/31/24, \$17.38 at 12/31/25 for FY25, and \$19.92 at 1/30/26 for FY26; less ~\$2 value per share value from Aireon for all periods.

***Non-GAAP Financial Measures**

Pro forma free cash flow: The Company uses pro forma free cash flow to evaluate the Company's capacity for deleveraging and other shareholder-friendly actions. Notes 1-8 above detail the elements of the calculation of pro forma free cash flow from OEBITDA. Pro forma free cash flow also excludes costs associated with refinancing. Because pro forma free cash flow includes these and other significant adjustments, its utility as a measure of the Company's capacity for deleveraging and other shareholder-friendly actions has material limitations. Due to these limitations, the Company's management does not view pro forma free cash flow in isolation, but also uses other measurements, such as net cash provided by operating activities, to measure the Company's capacity for deleveraging and other shareholder-friendly actions.

OEBITDA: Operational EBITDA represents earnings before interest, income taxes, depreciation and amortization, gain (loss) on equity method investments, transaction related expenses, and share-based compensation expenses. The Company considers the loss on early extinguishment of debt to be financing-related costs associated with interest expense or amortization of financing fees, which by definition are excluded from Operational EBITDA. Management believes such charges are incidental to, but not reflective of, the Company's day-to-day operating performance. Operational EBITDA does not represent, and should not be considered, an alternative to U.S. GAAP measurements such as net income or loss. In addition, there is no standardized measurement of Operational EBITDA, and the Company's calculations thereof may not be comparable to similarly titled measures reported by other companies. The Company believes Operational EBITDA is a useful measure across time in evaluating its fundamental core operating performance. Management also uses Operational EBITDA to manage the business, including in preparing its annual operating budget, debt covenant compliance, financial projections and compensation plans. The Company believes that Operational EBITDA is also useful to investors because similar measures are frequently used by securities analysts, investors and other interested parties in their evaluation of companies in similar industries. As indicated, Operational EBITDA does not include interest expense on borrowed money, the payment of income taxes, amortization of the Company's definite-lived intangible assets, or depreciation expense on the Company's capital assets, which are necessary elements of the Company's operations. Since Operational EBITDA does not account for these and other expenses, its utility as a measure of the Company's operating performance has material limitations. Due to these limitations, the Company's management does not view Operational EBITDA in isolation, but also uses other measurements, such as net income, revenues and operating profit, to measure operating performance. The Company does not provide a forward-looking reconciliation of expected full-year 2026 Operational EBITDA guidance as the amount and significance of certain items, such as share-based compensation, transaction related expenses and gain/loss on equity method investments, that are required to develop meaningful comparable GAAP financial measures cannot be estimated at this time without unreasonable efforts.



Reconciliation of GAAP Net Income to OEBITDA

| (\$ Millions) | 2024 | 2025 |
|---|--------------|--------------|
| GAAP net income | \$113 | \$114 |
| Interest expense, net | \$91 | \$88 |
| Income tax (benefit) expense | \$12 | \$28 |
| Depreciation and amortization | \$203 | \$210 |
| Share-based compensation | \$63 | \$52 |
| Transaction related expenses ⁽¹⁾ | \$3 | \$0 |
| (Gain) loss on equity method investments | (\$15) | \$3 |
| Operational EBITDA (OEBITDA) | \$471 | \$495 |

⁽¹⁾ Represents direct costs incurred in connection with the evaluation, negotiation, consummation, financing and integration of strategic transactions, including acquisitions, divestitures and investments, whether or not actually completed. These costs generally include legal and advisory fees, severance and other related costs.

CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

Statements in this supplement that are not purely historical facts may constitute forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995. Forward-looking statements include 2025 pro forma outlook and certain underlying assumptions. Forward-looking statements can be identified by the words "anticipates," "may," "can," "believes," "expects," "projects," "intends," "likely," "will," "to be" and other expressions that are predictions or indicate future events, trends or prospects. These forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause the actual results, performance or achievements of Iridium to differ materially from any future results, performance or achievements expressed or implied by such forward-looking statements. These risks and uncertainties include, but are not limited to, uncertainties regarding customer demand for Iridium's products and services, including demand from the U.S. government; Iridium's ability to maintain the health, capacity and content of its satellite constellation, the development of and market for Iridium's products and services, increased competition, and changes in trade policy, including tariff rates, as well as general industry and economic conditions, and legal, governmental and technological factors. Other factors that could cause actual results to differ materially from those indicated by the forward-looking statements include those factors listed under the caption "Risk Factors" in the Company's Form 10-K for the year December 31, 2025, filed with the Securities and Exchange Commission ("SEC") on February 12, 2026, as well as other filings Iridium makes with the SEC from time to time. There is no assurance that Iridium's expectations will be realized. If one or more of these risks or uncertainties materialize, or if Iridium's underlying assumptions prove incorrect, actual results may differ materially from those expected, estimated or projected. Iridium's forward-looking statements are based on information available to it as of the date of this supplement and speak only as of the date of this supplement, and Iridium undertakes no obligation to update forward-looking statements.