

INVESTOR PRESENTATION

SES[▲]

March 2020

Agenda

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WE DO THE **EXTRAORDINARY** IN SPACE TO DELIVER **AMAZING** EXPERIENCES **EVERYWHERE** ON EARTH



We believe in content and connectivity everywhere



We provide cloud-enabled, satellite-based intelligent connectivity



We are future-proof, powered by sustained growth and innovation



We are passionate about customer experience and focused on customer success



SES is a great place to work



We are here to make a difference

LEADER IN GLOBAL CONTENT CONNECTIVITY SOLUTIONS



TAKE YOUR STORY ANYWHERE

At SES, we believe everyone should have the freedom to take their story wherever they want it go – unlimited by geography, technology, or even gravity.

So as the leader in global content connectivity solutions, we leverage a vast and intelligent network that spans satellite and ground infrastructure to create, deliver and manage video and data solutions that connect more people in more places with content that enriches their personal stories with knowledge, entertainment and opportunity.

We do the extraordinary in space, to deliver amazing experiences everywhere on Earth. Because when *everyone* is empowered with content and connectivity, billions of stories have infinite possibilities.

99%
of the world's population
covered by SES' network

365+
million TV homes served
by SES Video in 2019

ONLY
Multi-orbit, multi-frequency
satellite-enabled solutions

MEF CE 2.0
1st and only satellite operator
with telco grade certification

PARTNER
to world-leading companies,
governments and institutions

EUR 1.98BN
2019 group
revenue

EUR 1.22BN
2019 group
EBITDA

3.22x
2019 net debt to EBITDA ratio
(rating agency methodology)

EUR 6.3BN
2019 fully protected
contract backlog

EUR 0.40
2019 dividend per A-share,
covered 1.4x by 2019 EPS

Business & Financial Highlights

SOLID 2019 FINANCIAL AND OPERATIONAL PERFORMANCE

- ▲ Group EBITDA and net debt to EBITDA delivered in line with SES' financial outlook and consistent with commitment to Investment Grade
- ▲ SES Networks revenue growing in line with expectations. Strong progress made ahead of O3b mPOWER launch in 2021 with 3 customers signed

A SIGNIFICANT STEP FORWARD IN C-BAND INITIATIVE









- ▲ On February 28, the FCC voted to repurpose 280 MHz of C-Band
- ▲ Delivers on SES' promise to protect critical broadcast customers and communities across the U.S.
- ▲ Incentive payments available for accelerated clearing offering SES the opportunity to recapitalise the business and create shareholder value

NEXT PHASE OF STRATEGIC TRANSFORMATION FOR SES







- ▲ Company will consider potential separation of Networks business within SES for greater operational and strategic focus, visibility and flexibility
- ▲ Streamlined Board of 12 members, with new additions enhancing strategic and executive insights
- ▲ Focus on core strengths combined with operational simplification to drive enhanced EBITDA development in medium term



Solid Financial Performance Driven by Strong Focus on Execution

EUR million	Financial Outlook	2018 Actual (restated)	2018 Actual (reported)
Video Revenue	1,320 - 1,355	1,324 	1,306 
Networks Revenue	660 - 690	713 	696 
EBITDA	Over 1,270	1,276 	1,256 
Net debt to EBITDA	At or below 3.3 times	3.29 times 	3.29 times 

- ▲ Over 20% underlying growth in Networks business (last 2 years)
- ▲ Strong focus on cost and discretionary spending
- ▲ 2019 Net debt to EBITDA of 3.22x, lower than 2018 and consistent with commitment to investment grade

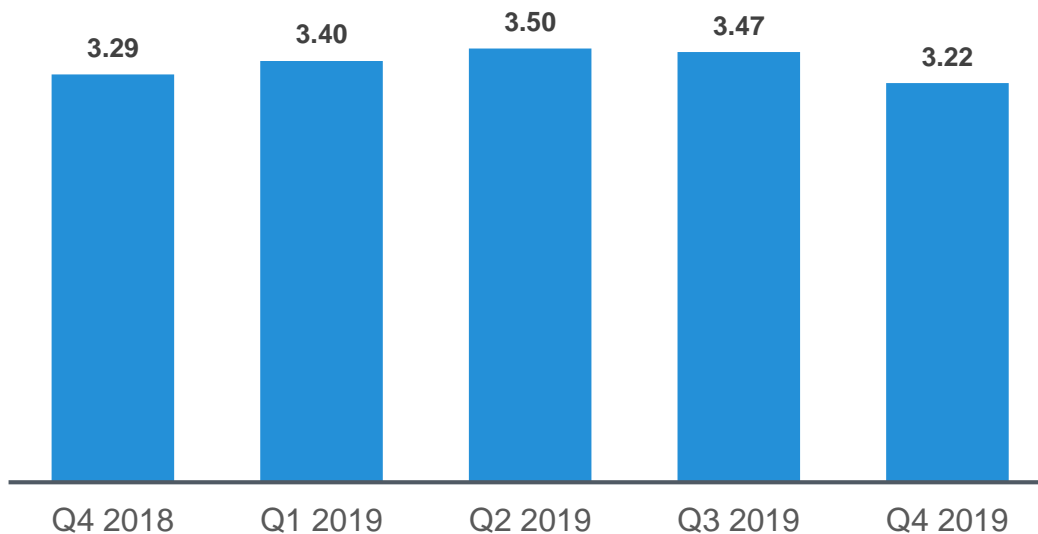
EUR million	Financial Outlook	2019 Actual (restated)	2019 Actual (reported)
Video Revenue	1,225 - 1,255	1,208	1,213
Networks Revenue	740 - 775	745 	762 
EBITDA⁽¹⁾	1,220 - 1,265	1,223 	1,984 
Net debt to EBITDA	At or below 3.3 times	3.22 times 	3.22 times 

¹⁾ Excluding restructuring charge of EUR 20.6 million in 2019 compared with financial outlook of EUR 25 - 30 million

Leverage Development In Line With Investment Grade Commitment

Net debt to EBITDA ratio

Times⁽¹⁾



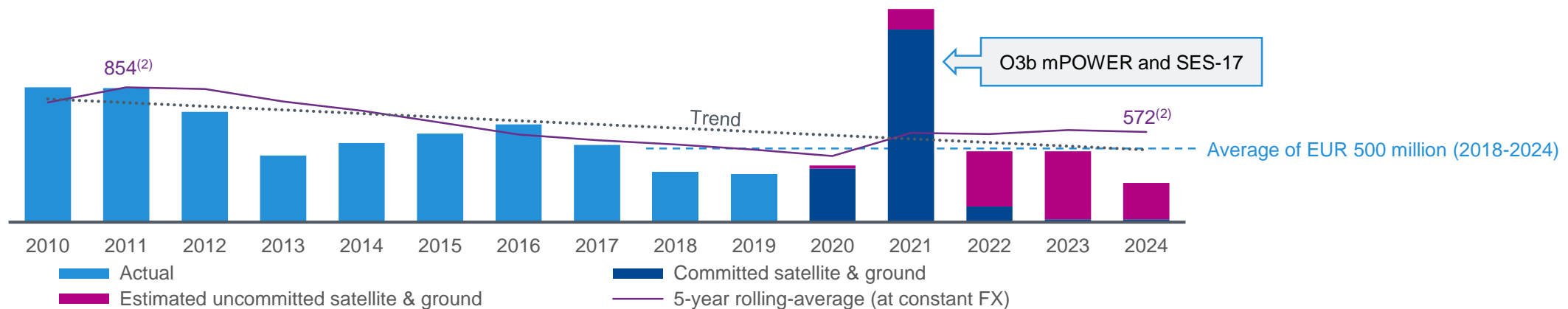
- ▲ Free cash flow before financing activities of EUR 826.3 million representing 41.7% of group revenue
- ▲ Net debt reduced by 5.8% (YOY) to EUR 3,273 million
- ▲ Net debt to EBITDA ratio lower than Q4 2018
- ▲ SES' investment grade (Baa2/BBB-) rating recently re-affirmed by Moody's and S&P
- ▲ Completed 8-year EUR 500 million Euro Bond in Q4 2019
 - 5x oversubscribed achieving SES' lowest annual coupon of 0.875%

1) Based on rating agency methodology (treats hybrid bonds as 50% debt and 50% equity)

Reducing CapEx Intensity While Differentiated Investments Drive Future Growth

Capital Expenditure (growth and replacement)⁽¹⁾

EUR million (excluding any impact from C-Band)



- ▲ 2018 and 2019 CapEx was 30% less than original forecast reflecting strong focus on cash flow and leverage, underpinned by disciplined spending
- ▲ CapEx reduction of more than 30% during the period 2010 to projected 2024 (5-year rolling average)
- ▲ CapEx-to-Sales ratio reduces from 35-40% to 20-25% from the beginning of the period to the current outlook

1) CapEx represents the net cash absorbed by the group's investing activities excluding acquisitions and financial investments. 2020-2024 outlook assumes EUR/USD FX rate of EUR 1 = USD 1.15

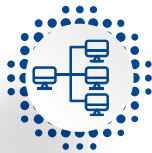
2) EUR 854 million CapEx average for the period 2007-2011 and EUR 572 million expected CapEx average for the period 2020-2024

Strengthening Positioning and Flexibility Within a Rapidly Evolving Market Environment

VIDEO: linear broadcast is entrenched and profitable but powerful market forces are driving rapid change and the pace is accelerating



Important shifts in media consumption patterns



Big media brands driving mega-consolidations



Cloud-based workflows and applications are entrenched



Fibre-to-the-home & 5G expansion is accelerating

SES | Video

- ▲ Strongest technical reach (365+ million TV homes)
- ▲ Leader in HD & UHD TV channel distribution
- ▲ Modernising satellites with IP & Cloud capabilities

NETWORKS: growing demand and increasing competition means clear strategy, scale and effective partnerships are keys to success



Competition from new systems and new entrants



Cloud adoption driving connectivity-, bandwidth- and latency requirements



Strong demand for bandwidth but need solutions that close business cases



Telco-inspired technologies driving changes to satellite network architectures

SES | Networks

- ▲ Global multi-orbit, multi-frequency network
- ▲ Managed end-to-end services offering
- ▲ Telco/Cloud architecture (MEF 2.0, ONAP, ARC)

Our Strategic Priorities



SES Video | Moving images that move the world

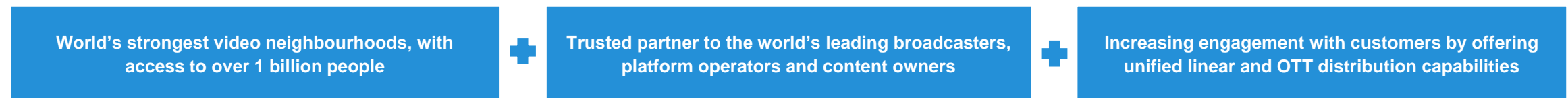
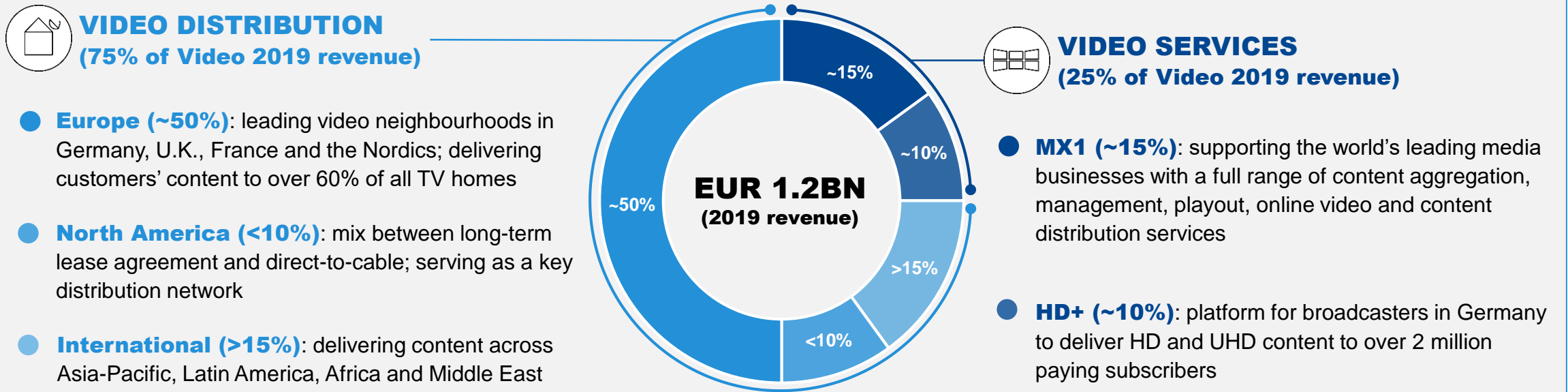
- ▲ Reinforcing and driving value through our core video neighbourhoods, unparalleled technical reach and delivery of premium/high-quality content
- ▲ Develop OTT and orchestration capabilities to support our content provider customers reach new markets and audiences. Modernising satellite
- ▲ Take advantage of opportunities to maximise efficiency and create value

SES Networks | Changing lives by connecting people

- ▲ Leveraging on SES market leading position in delivering unique high throughput, low latency GEO-MEO solutions, driving business growth
- ▲ Enable cloud adoption on a global scale and end-to-end managed solutions
- ▲ Harness emerging trends and technologies (5G, Industrial IoT, Analytics and Cloud) to integrate fully within broader Network ecosystem. Making satellite mainstream



Large, Highly Profitable and Resilient Video Business



Enhancing Customer Experience and Driving Customer Success Everywhere



DARING TO DREAM

“EBU entrusted MX1 to take care of the global distribution of the three Eurovision 2019 live broadcasts, as well as the aggregation of the voting summaries coming in from the 41 separate participating countries across Europe and Australia.”



BRINGING CONTENT TO LIFE

“Not only will customers enjoy a crystal-clear picture for sports, shows and movies, but also will be able to use the 4K technology with their favorite streaming apps – providing a seamless user experience.”

Chris Fenger,
COO of RCN



SHARING IN THE BEST SPORTS EXPERIENCES

“Having recently secured the exclusive broadcast rights for the UEFA Champions League and Europa League in Indonesia, we want to bring the best European football entertainment to as many fans as possible.”

Junus Koswara,
President of Nex Parabola



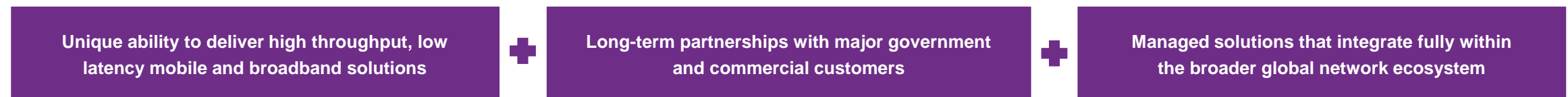
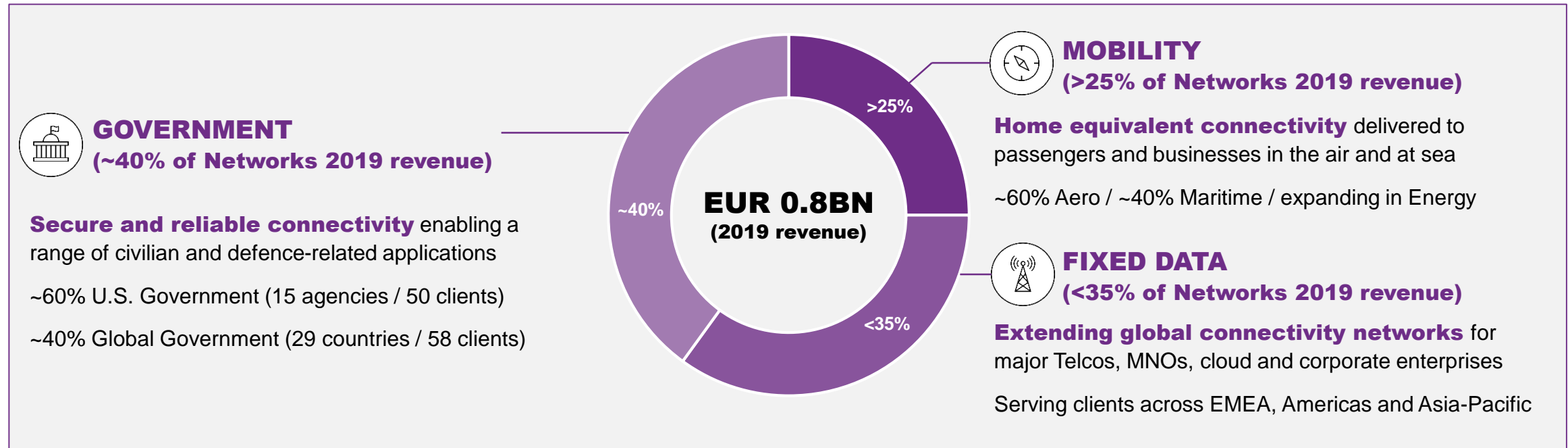
TRANSFORMING MEDIA DELIVERY WITH CLOUD

“Broadcasters and media companies need solutions to deliver high-quality video services globally with maximum flexibility, scalability and reliability. We look forward to working with SES to deliver these new solutions on Azure.”

Tad Brockway,
Corporate Vice President of Microsoft



Expanding Networks Business Is The Growth Engine For SES



Enhancing Customer Experience and Driving Customer Success Everywhere



AT HOME AND THE OFFICE CONNECTIVITY IN THE AIR

“Our agreements with SES secure scalable bandwidth necessary for Gogo 2Ku to continue to provide the best passenger experience in flight.”

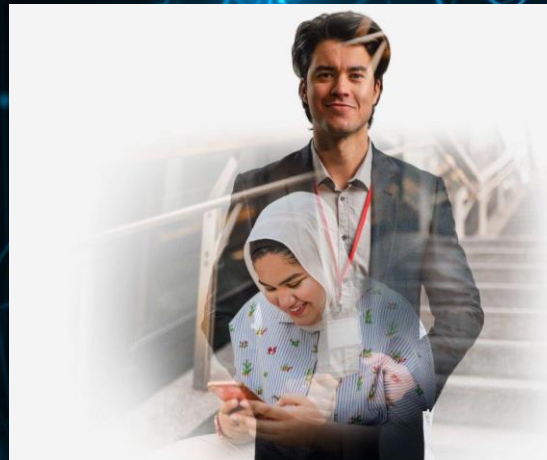
Oakleigh Thorne,
President & CEO of Gogo



EMPOWERING NEXT-GEN PASSENGER EXPERIENCES

“MedallionNet has significantly elevated the cruise experience for our guests and crew, but more importantly stimulated the creation of leading-edge, cloud-based edge compute models that were previously considered impossible.”

John Padgett
Chief Experience Officer of Carnival Corporation



NEW ERA FOR CONNECTING THE UNCONNECTED - 03b mPOWER

“This longstanding partnership fully aligns with our mission of building smarter and open networks to bridge the digital divide in Africa, and to increase the speed and geographic reach of our network.”

Jean-Luc Vuillemin,
EVP of Orange



DRIVING THE CLOUD ERA EVERYWHERE

“This new collaboration between SES and Microsoft Azure Express Route further enables us to bring Azure to any business or government site.”

Ross Ortega
Partner, Product Manager of Azure



Building the Future with 03b mPOWER



Dramatically scales the industry's only commercially and operationally proven NGSO



Unprecedented flexibility to create differentiated user experiences and commercial models



Seamless, intelligent integration with existing terrestrial, MEO and GEO satellite networks



Reach and performance to open cloud, IoT, AI and mobile data markets everywhere

O3b mPOWER Offering New Opportunities



Multi-terabit

scalable to 10s of Tbps globally



5,000+

beams per satellite



400M

square kilometres covered



100% productive

beams go only to customers
not empty territory

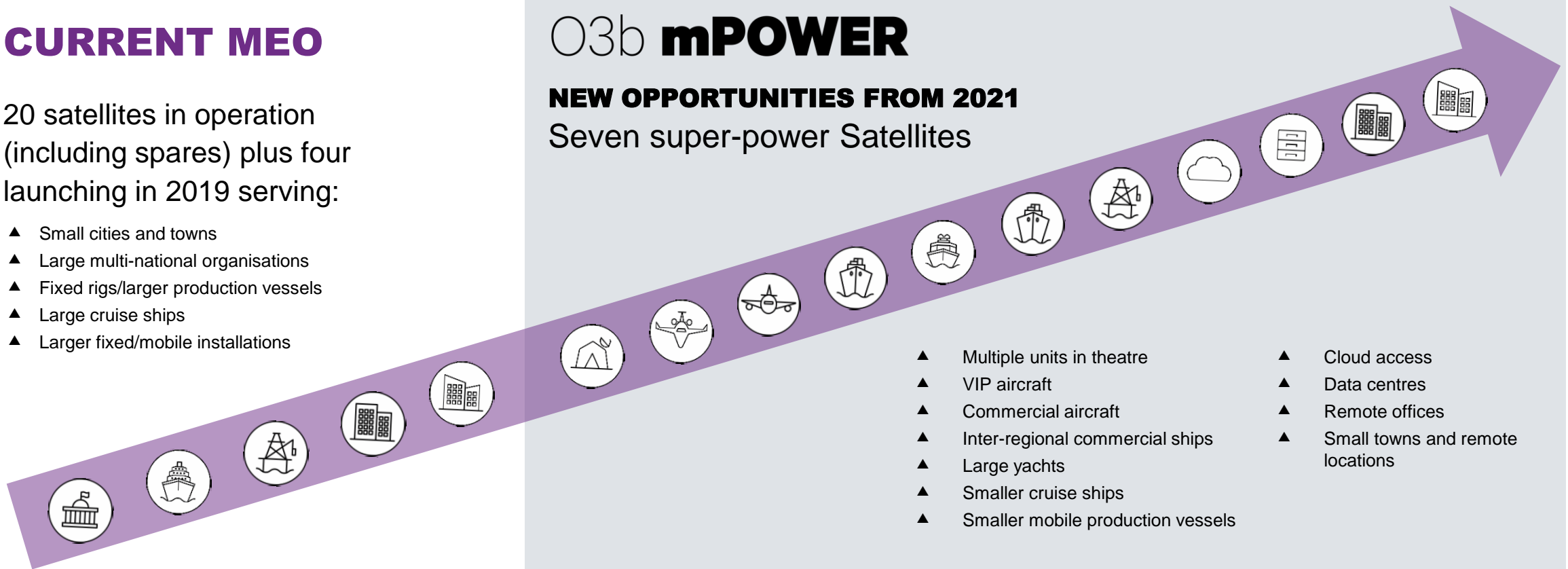
CURRENT MEO

20 satellites in operation
(including spares) plus four
launching in 2019 serving:

- ▲ Small cities and towns
- ▲ Large multi-national organisations
- ▲ Fixed rigs/larger production vessels
- ▲ Large cruise ships
- ▲ Larger fixed/mobile installations

O3b mPOWER

NEW OPPORTUNITIES FROM 2021
Seven super-power Satellites



- ▲ Multiple units in theatre
- ▲ VIP aircraft
- ▲ Commercial aircraft
- ▲ Inter-regional commercial ships
- ▲ Large yachts
- ▲ Smaller cruise ships
- ▲ Smaller mobile production vessels

- ▲ Cloud access
- ▲ Data centres
- ▲ Remote offices
- ▲ Small towns and remote locations

Positioning SES For Future Growth and Delivering Maximum Value

SIMPLIFY & AMPLIFY | Next phase of SES' strategic transformation

CREATE PURE-PLAY MARKET VERTICALS

Explore creation of two pure-play market verticals via potential separation of Networks within SES

- ▲ Strategic and operational focus and increased visibility to the market
- ▲ Separate capital structure and potential access to external capital to accelerate growth
- ▲ Sharpen focus on value sustaining Video business, leveraging premier neighbourhoods and global reach

Deliver on transformational opportunity to reshape 5G landscape in US, protect our C-band neighbourhoods and customers, and create tremendous shareholder value for SES

- ▲ High-visibility, dedicated and high-performing team to execute over three-year period

FOCUS ON CORE STRENGTHS

Double-down on what we're great at

- ▲ Reinforce Direct-to-Home (DTH) and Free-to-Air (FTA) reach, and taking care of our top customers
- ▲ Drive home our leadership position in certain markets such as mobility and government

... and stop doing what others can do

- ▲ Stop unprofitable video services and embrace the cloud
- ▲ Leverage partners to access markets in certain markets, and focus only on high-value segments for direct touch

SIMPLIFY OPERATIONS

Realign our resources to support changes in business scope and focus

Simplify operations, maximise efficiency, delay organisation and become easier to do business with

- ▲ Review SES global footprint and consolidate in centres of excellence
- ▲ Product simplification and standardisation
- ▲ Simplify organisational structures and reduce layers

Deliver long-term EBITDA improvement ramping to EUR 40 - 50 million annually from 2021

INNOVATE FOR THE FUTURE

- ▲ Double down on cloud leadership in satellite through the development of a resourced and robust "cloud practice" to support all market verticals
- ▲ Establish innovation hub to co-create and incubate solutions with customers and partners
- ▲ Investment in architectures and enabling technologies to drive network intelligence, automation, virtualisation and seamless integration across terrestrial networks
- ▲ Dedicated cross-vertical team to develop solutions for linear video within mobile and wi-fi networks
- ▲ Increase exposure to new technologies and business models through corporate venturing

FCC's Landmark C-Band Decision Delivers Objective of Win-Win-Win Outcome



Clears spectrum quickly to enable U.S. 5G leadership



Accelerates GDP growth and 5G innovation



Protects current TV and radio broadcasts to 120 million homes



Addresses rural U.S. needs for quality TV and broadband

▲ C-Band Report and Order adopted by U.S. FCC on February 28, 2020

▲ Delivers substantial value for SES' shareholders from accelerated relocation payments of USD 3.97 billion

▲ Focused on efficient and expeditious transition by Q4 2021 and Q4 2023 while protecting critical services

▲ Accelerated relocation payments will be used to enhance value through pragmatic deleveraging, targeted investments focused on fast-growing Networks business and return to shareholders

LEADER IN GLOBAL CONTENT CONNECTIVITY SOLUTIONS



- ▲ Solid financial performance with EBITDA and leverage in line with expectations for the second consecutive year
- ▲ Networks delivering on the growth potential and focusing on seamless, cloud-scale intelligent connectivity
- ▲ Sharpening focus on cash generation and value sustaining priorities within SES' market-leading Video business
- ▲ Launching next phase of strategic transformation to position SES for future growth and deliver value for all stakeholders
- ▲ FCC's landmark decision delivers objective of win-win-win outcome and substantial value to SES' shareholders

FY 2019 Results

2019 Financial Highlights (1/2)

- ▲ **Revenue of EUR 1,983.9 million** (-1.3% as reported and -3.8% at constant FX compared with 2018)
 - Second successive year of growth in SES Networks, underlying⁽¹⁾ up 4.5% YOY and double digit growth in Mobility segment (+16.6%)
- ▲ **EBITDA of EUR 1,216.6 million** (-3.1% as reported and -5.5% at constant FX compared with 2018)
 - EBITDA margin of 62.4% excluding EUR 20.6 million restructuring charge related to cost optimisation programme
- ▲ **Net profit attributable to SES shareholders of EUR 296.2 million** (2018: EUR 292.4 million)
 - Depreciation and amortisation decreased EUR 39.9 million YOY at constant FX and includes EUR 96.8 million of impairment expenses reflecting more prudent financial outlook
- ▲ **Free Cash Flow before financing activities at EUR 826.3 million** (2018: 870.5 million)
 - High cash conversion ratio of 93.2% of EBITDA
 - 2019 CapEx of EUR 308 million lower than prior year (2018: EUR 321 million) and 30% less than original forecast reflecting strong focus on cash flow and leverage, underpinned by disciplined spending

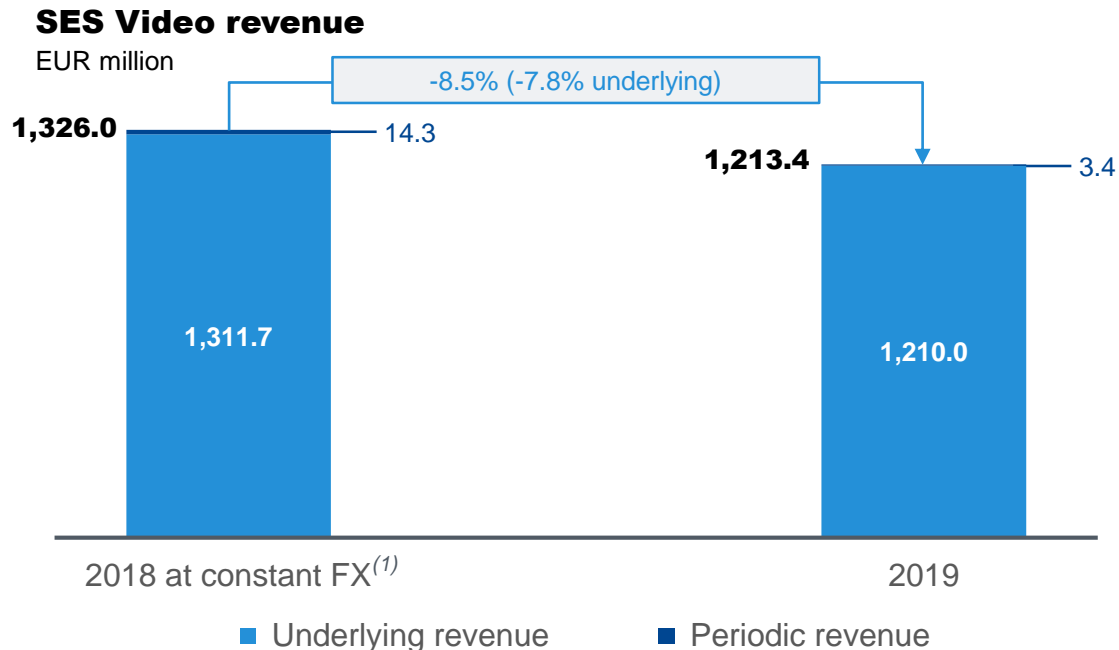
1) Excluding periodic revenues (disclosed separately) that are not directly related to or would distort the underlying business trends

2019 Financial Highlights (2/2)

- ▲ **Net debt to EBITDA ratio of 3.22x**, compared with 3.29x at 31 December 2018, including 5.8% net debt reduction
 - In June 2019, completed renewal of the group's EUR 1.2 billion Committed Revolving Credit Facility
 - In October 2019, successfully priced new 8-year EUR 500 million Euro Bond at 0.875% per annum. Oversubscribed by five times and the lowest coupon in SES' history
 - Investment grade status recently re-affirmed by Moody's and S&P
- ▲ **CapEx** outlook in line with previous expectations
 - Including important investments in O3b mPOWER and SES-17, both launching in 2021, with average CapEx less than 500 million across period
- ▲ **Financial outlook updated** to reflect additional prudence in view of ongoing developments in Video and a lower growth trajectory exiting 2019 in Networks
 - Over 80% of the 2020 group revenue outlook already secured
 - 2020 financial outlook reflects largely flat revenue compared with 2019 with strong growth in Networks being offset with expected reductions in Video
 - 2020 Adjusted EBITDA⁽¹⁾ will start to benefit from the core focus and operational simplification with larger benefits in 2021 and beyond

1) Excluding restructuring charge of EUR 40 million in 2020 and excluding any impact from C-Band

Sharpening Focus to Maximise Benefit of Industry-leading Neighbourhoods and Reach



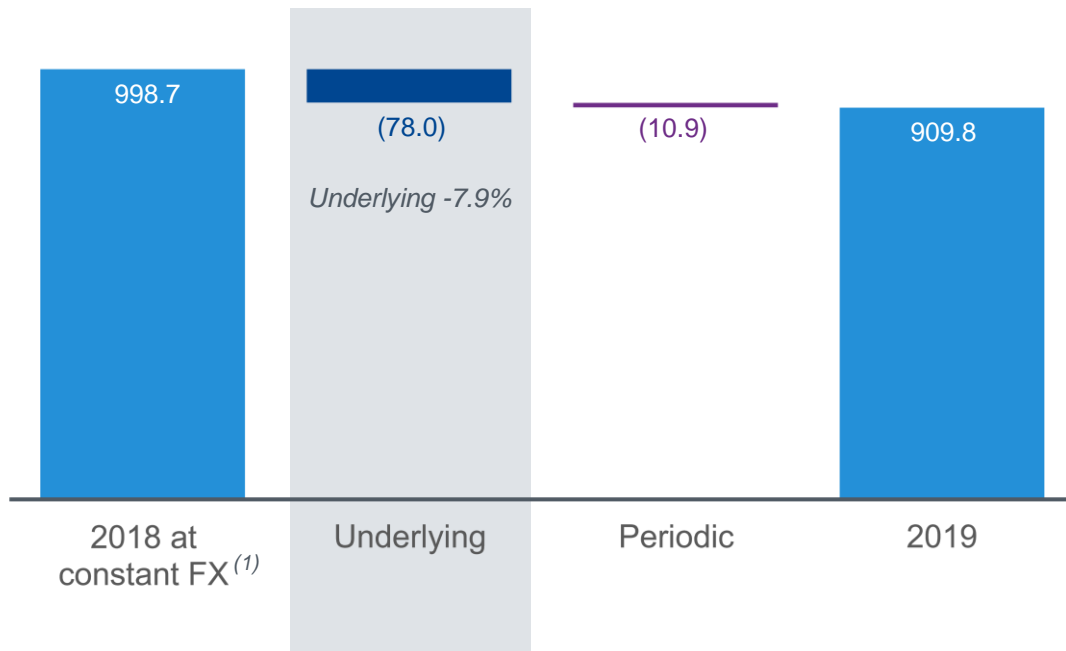
- ▲ 2019 Video revenue slightly below financial outlook due to one important contract that did not close
- ▲ Expanding the reach of SES' video neighbourhoods
 - 365+ million TV homes now served by SES Video⁽²⁾, compared with 355+ million TV homes in 2018
- ▲ Strengthening market leadership in premium viewing
 - Now delivering 2,956 HD TV channels (+6% YOY) and 48 commercial UHD TV channels (+17% YOY) to viewers around the world
- ▲ EUR 3.9 billion fully protected contract backlog
 - Underpins future revenue visibility across core DTH neighbourhoods

1) 2018 revenue of EUR 1,306.3 million as reported; 2) Final outcome for 2019 expected to be announced in March 2020

Core Neighbourhoods Creating Value Amidst Major Shifts in Media Consumption

Video Distribution revenue walk

EUR million



▲ Underlying revenue -7.9% (YOY at constant FX)

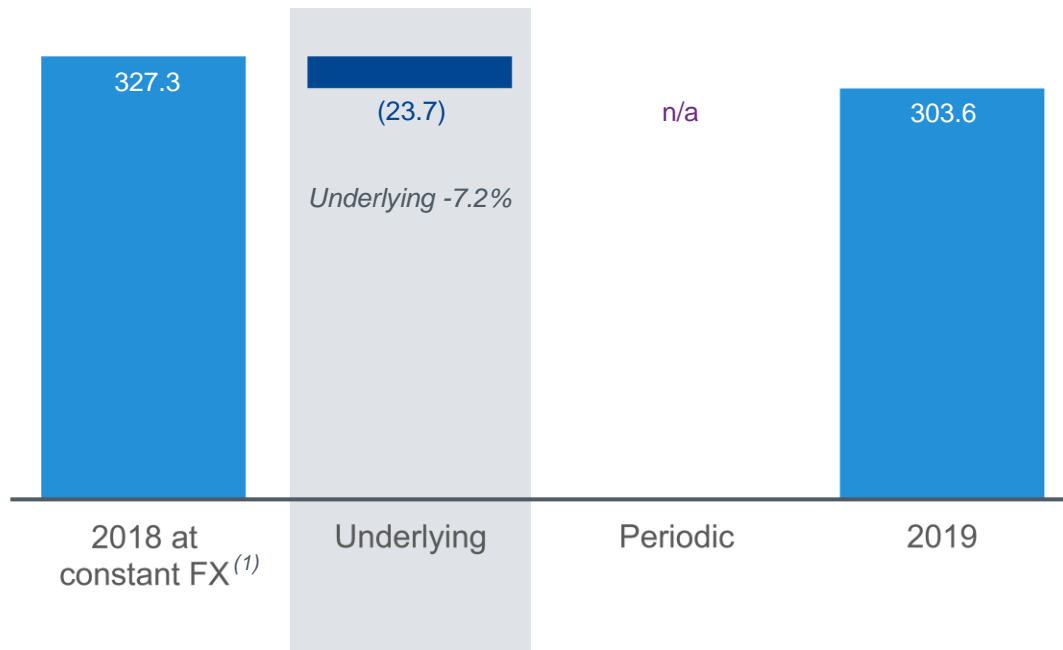
- North America decreased primarily due to lower U.S. wholesale revenue from single customer and ongoing SD TV switch off
- Effect of modest volume reductions on long-term renewals contributed to lower revenue in Europe
- Progress in International, where trading conditions remain competitive, not yet offsetting challenges in some specific markets
- 2019 technical reach increased to over 365 million TV homes reflecting long-term relevance of SES' DTH neighbourhoods⁽²⁾

1) 2018 revenue of EUR 983.1 million as reported; 2) Final outcome for 2019 expected to be announced in March 2020

Evolving Services Portfolio to Deliver Enhanced Customer Experience and Value

Video Services revenue walk

EUR million



▲ Underlying revenue -7.2% (YOY at constant FX)

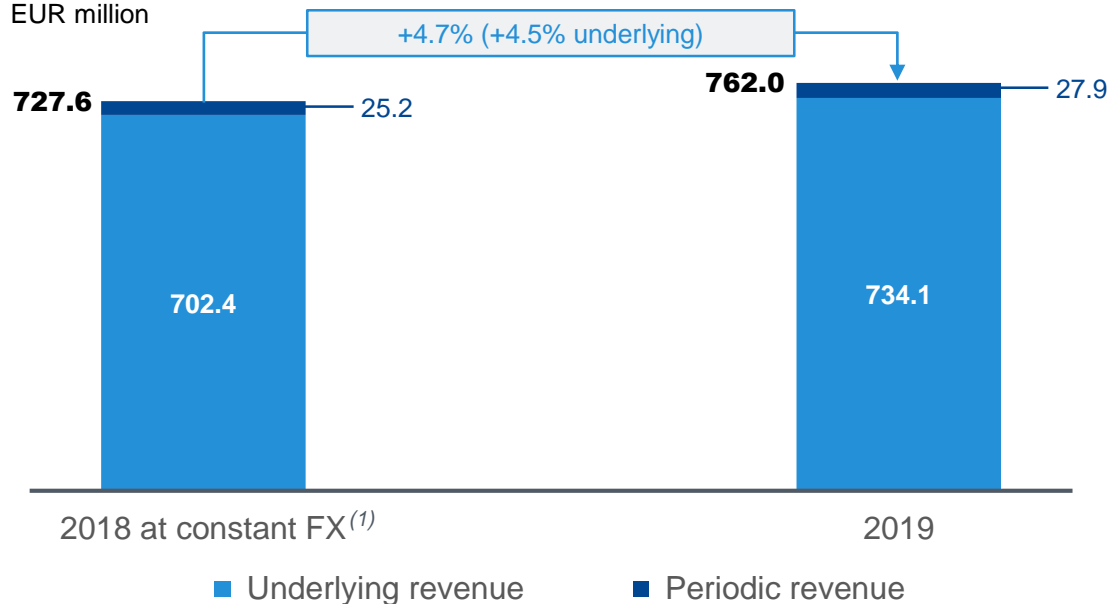
- HD+ lower as business shifts towards software-driven approach resulting in lower hardware sales
- Panasonic and Samsung integrating HD+ directly into their new TV sets with other big name manufacturers to follow
- Discontinuation of low-margin services not yet offset by momentum in Sports & Events as well as other products and services, leading to lower MX1 revenue
- Since Q3 2019, MX1 has been successfully combined with SES' infrastructure teams and who are now going to market with a single customer-facing approach and improved value proposition

1) 2018 revenue of EUR 323.2 million as reported

Second Year of Strong Growth Underpinning Networks as the Growth Engine for SES

SES Networks revenue

EUR million



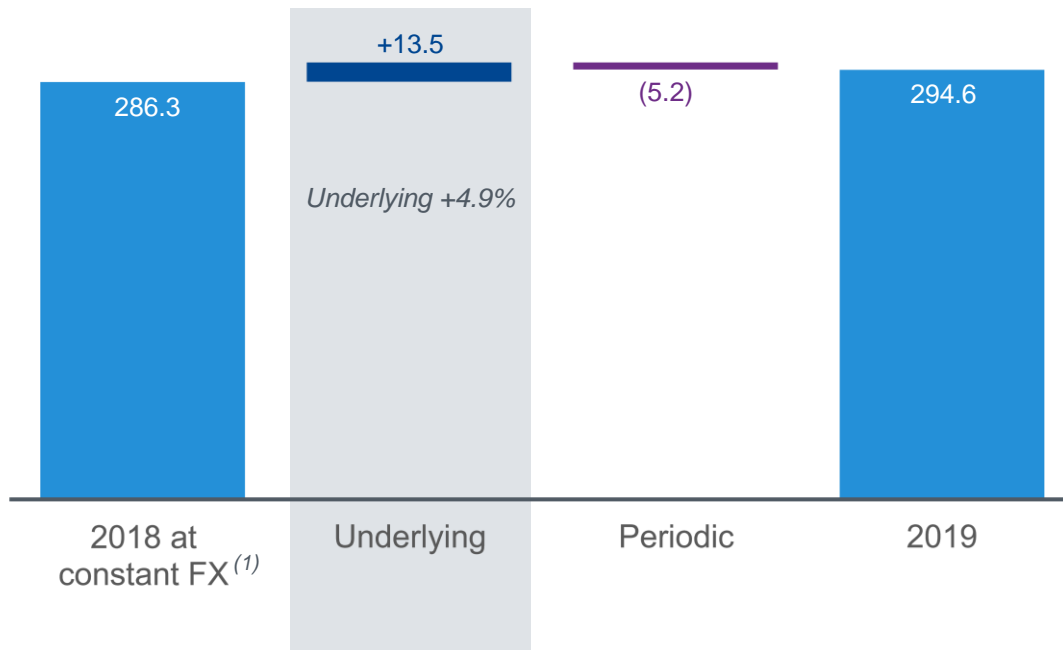
- ▲ 2019 Networks revenue in line with financial outlook
 - 21% absolute growth in underlying revenue in the last 2 years
- ▲ Re-defining connectivity experiences in the air and at sea
 - Double-digit growth in Aero and Cruise while shaping future in-flight experiences with seamless GEO/MEO connectivity demonstration
- ▲ Expanding network connectivity solutions on land
 - New managed services deployed in support of growing government sponsored rural programs, telco and MNO global network expansion
- ▲ Important progress with O3b mPOWER, building towards launch in 2021 with SpaceX
 - First 3 customer commitments recently secured including Carnival and Orange and pipeline building

¹⁾ 2018 revenue of EUR 695.7 million as reported

Expanding Both U.S. and Global Government Services

Government revenue walk

EUR million



▲ Underlying revenue +4.9% (YOY at constant FX)

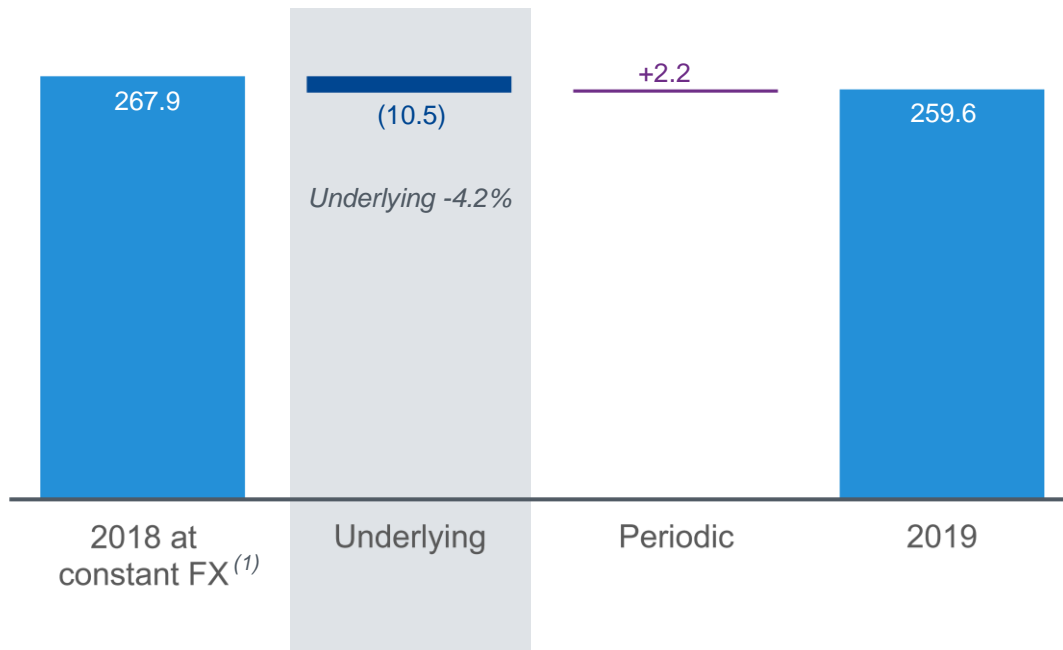
- Growing U.S. Government revenue with new and expanded MEO-enabled network solutions in addition to GEO projects
- Global Government portfolio increasing with expansion in managed services for government-funded connectivity requirements, and humanitarian operations, as well as strong execution in institutional projects

1) 2018 revenue of EUR 275.4 million as reported

Building Commercial Pipeline to Support Telco, MNO and Cloud Network Extension

Fixed Data revenue walk

EUR million



▲ Underlying revenue -4.2% (YOY at constant FX)

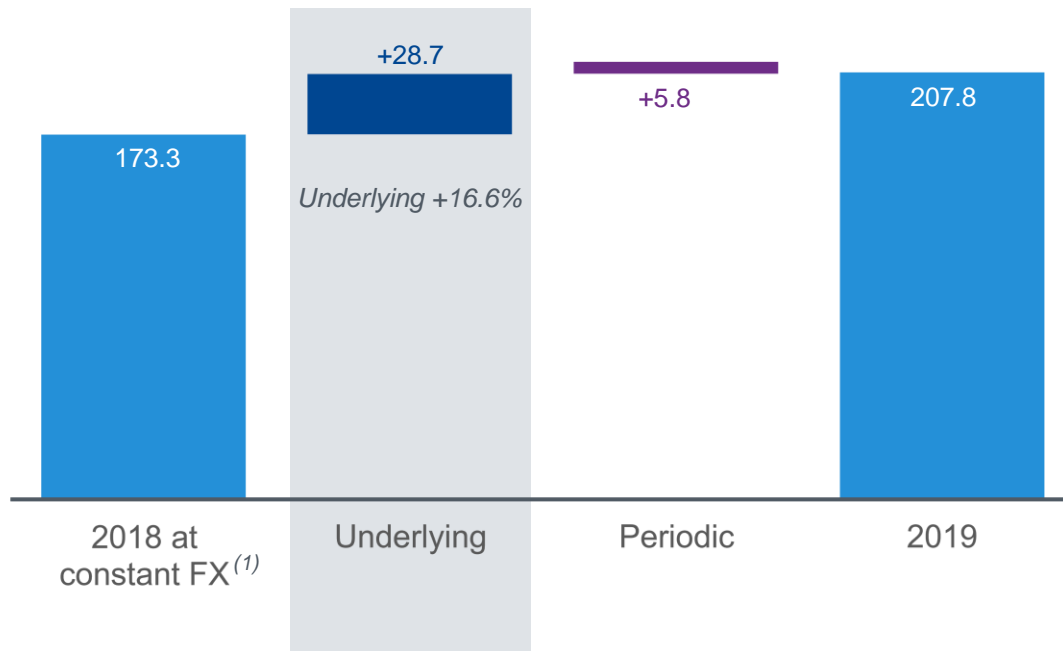
- YOY comparison impacted by exceptionally strong Q4 2018
- Lower revenue from wholesale capacity contracts in Europe, the Middle East and Africa, and Pacific regions contributing to overall reduction in Fixed Data
- Deployment of managed services to support 4G and rural WiFi, with tier one telco/MNO and partners, leading to higher revenue in the Americas
- Growing business in Asia, notably in H2 2019, following the successful deployment of broadband access and mobile connectivity services

1) 2018 revenue of EUR 255.8 million as reported

Double-digit Growth in Aero and Maritime Driving Another Strong Year For Mobility

Mobility revenue walk

EUR million



▲ Underlying revenue +16.6% (YOY at constant FX)

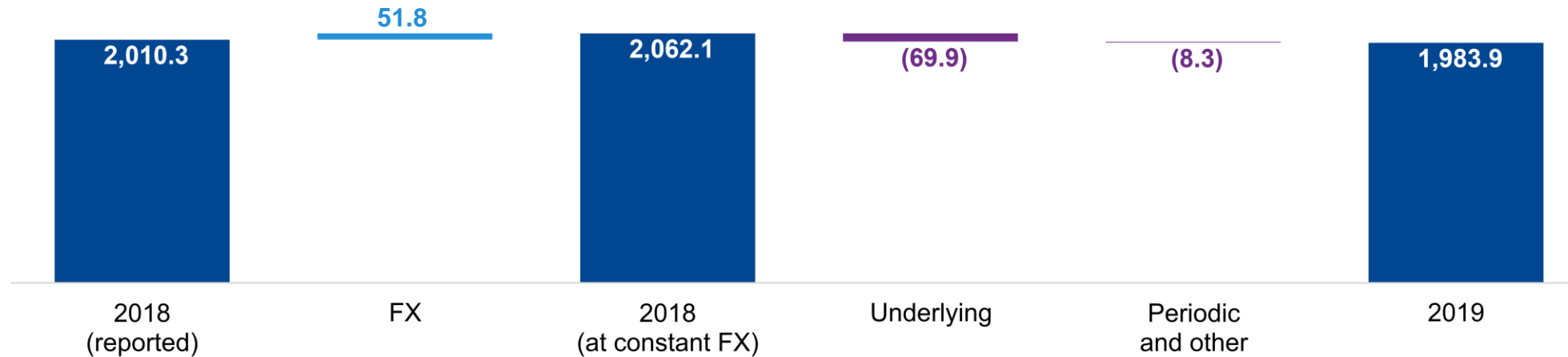
- Strong growth in Aero reflected the continuing expansion of solutions supporting service provider partners to meet connectivity demands of airlines across the Americas, strengthening SES' market-leading position
- Aero growth also complemented by first contribution from business aviation connectivity services, managed Ka-band commercial aviation services and activation of the restoration agreement with Intelsat
- Significant expansion of agreements with both existing and new cruise customers leading to strong growth in the maritime segment

1) 2018 revenue of EUR 164.5 million as reported

Revenue Driven By Second Successive Year of Networks With Reduction in Video

Revenue walk

EUR million



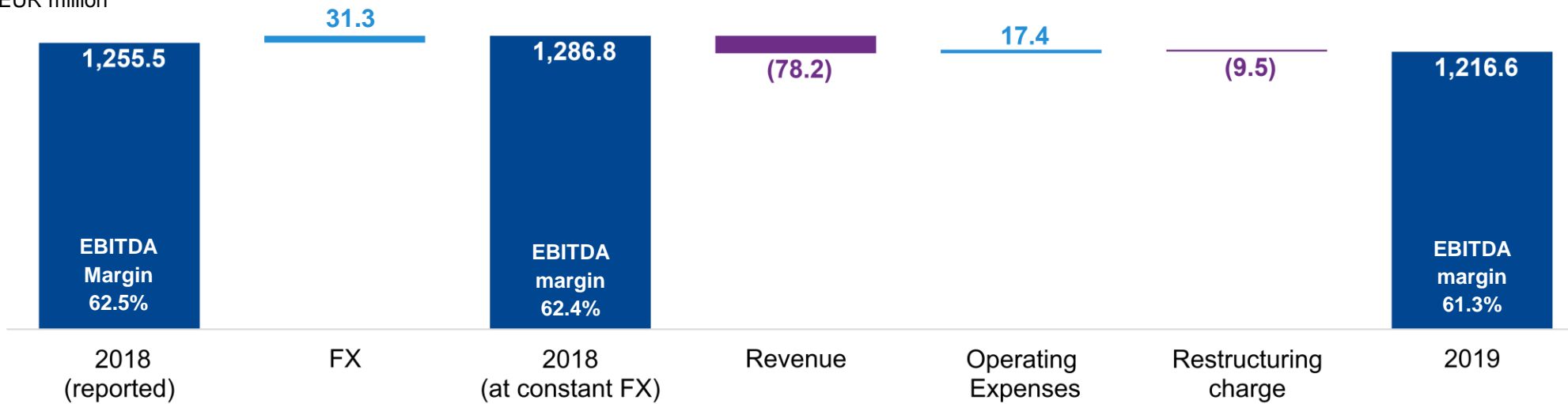
- ▲ Group revenue of EUR 1,983.9 million down 1.3% as reported (-3.8% YOY at constant FX)
- ▲ Second successive year of underlying⁽¹⁾ Networks growth (+4.5%), offset by lower underlying⁽¹⁾ Video (-7.8%)

¹⁾ Excluding periodic revenues (disclosed separately) that are not directly related to or would distort the underlying business trends

EBITDA Development Reflects Strong Focus on Discretionary Spending

EBITDA walk

EUR million



- ▲ Operating expenses 2.3% lower than 2018 (at constant FX) reflecting strong control over cost and discretionary spending
- ▲ Restructuring charge of EUR 20.6 million in 2019 related to ongoing optimisation initiatives (2018: EUR 11.1 million)
- ▲ EBITDA margin of 62.4% excluding restructuring charge

Net Profit of EUR 296.2 million Representing an Increase of 1.3%

EUR million	2018	2019	
EBITDA	1,255.5	1,216.6	
- EBITDA margin	62.5%	61.3%	
Depreciation & Amortisation⁽¹⁾	(864.4)	(851.2)	Includes EUR 96.8 million impairment expenses mainly relating to MX1 and reflecting SES' more prudent financial outlook (2018: EUR 156.4 million)
Operating profit	391.1	365.4	
- Operating profit margin	19.5%	18.4%	
Net financing costs	(146.3)	(165.9)	1.9% (YOY) reduction in net interest cost offset by lower capitalised interest of EUR 8.2 million (2018: EUR 28.9 million)
Income tax benefit	41.9	76.5	2019 included recognition of certain investment tax credits
Non-controlling interests	5.7	20.2	
Net profit attributable to SES shareholders	292.4	296.2	

Strong Cash Generation Profile

EUR million	2018	2019
Net cash generated by operating activities	1,191.3	1,134.1
<i>- Cash conversion ratio⁽¹⁾</i>	94.9%	93.2%
Net cash absorbed by investing activities	(320.8)	(307.8)
Free Cash Flow (FCF) Before Financing Activities	870.5	826.3
<i>- FCF before financing as a % of revenue</i>	43.3%	41.7%

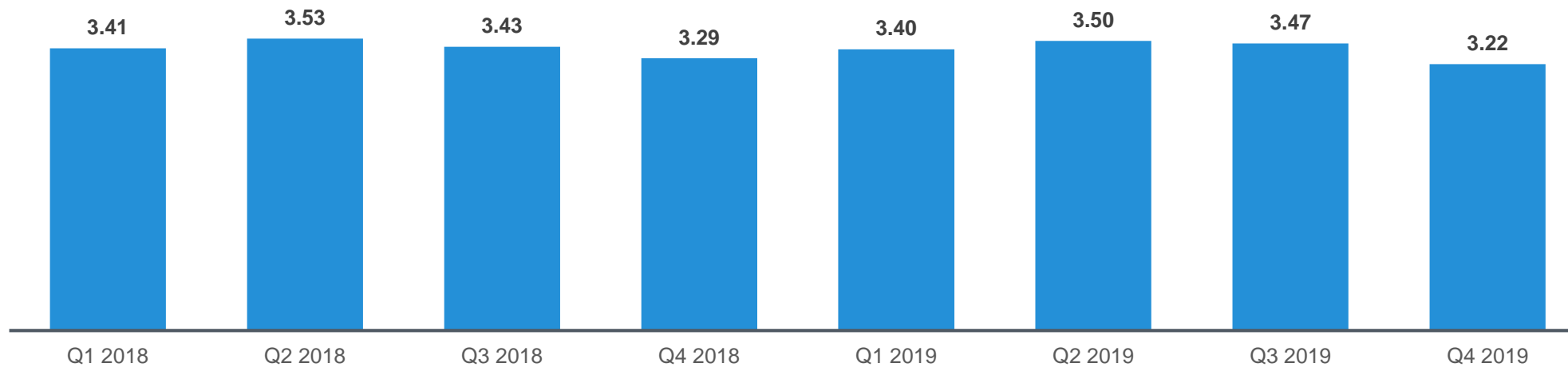
- ▲ High Cash Conversion Ratio of 93.2% of EBITDA
- ▲ Investing activities 4.1% lower YOY and 30% less than original forecast

1) Net cash generated by operating activities divided by EBITDA

Leverage Development In Line With Investment Grade Commitment

Net debt to EBITDA ratio

Times⁽¹⁾



- ▲ Net debt reduced by 5.8% (YOY) to EUR 3,273 million representing net debt to EBITDA ratio of 3.22 times
- ▲ SES' investment grade (Baa2/BBB-) rating recently re-affirmed by Moody's and S&P
- ▲ Completed 8-year EUR 500 million Euro Bond in Q4 2019 which was five times oversubscribed and achieved SES' lowest annual coupon of 0.875%

1) Based on rating agency methodology (treats hybrid bonds as 50% debt and 50% equity)

FY 2020 Financial Outlook

Financial outlook assumes EUR/USD FX rate of EUR 1 = USD 1.15, nominal launch schedule and satellite health status

Revenue	<p>Between EUR 1,920 million and EUR 2,000 million⁽¹⁾</p> <ul style="list-style-type: none"> ▲ Video between EUR 1,110 million and EUR 1,150 million ▲ Networks between EUR 800 million and EUR 840 million
EBITDA	<p>Between EUR 1,150 million and EUR 1,210 million</p> <p><i>(Excluding restructuring charge of approximately EUR 40 million and excluding any impact from C-Band)</i></p>
Net debt to EBITDA⁽²⁾	<p>At or below 3.3 times</p>

- ▲ Outlook incorporates a more prudent view of Video revenue development and lower growth trajectory exiting 2019 in Networks segments
- ▲ Over 80% of 2020 group revenue outlook already contracted
- ▲ Overall it is expected that SES will generate EBITDA optimisation ramping to EUR 40 - 50 million annually from 2021 as a result of focusing on core strengths and simplification of the business

1) Group revenue including approximately EUR 10 million of Other revenue; 2) Based on rating agency methodology (treats hybrid bonds as 50% debt and 50% equity)

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- ▲ Solid financial performance with EBITDA and leverage in line with expectations for the second consecutive year
- ▲ Networks delivering on the growth potential and focusing on seamless, cloud-scale intelligent connectivity
- ▲ Sharpening focus on cash generation and value sustaining priorities within SES' market-leading Video business
- ▲ Launching next phase of strategic transformation to position SES for future growth and deliver value for all stakeholders
- ▲ FCC's landmark decision delivers objective of win-win-win outcome and substantial value to SES' shareholders

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