

# INVESTOR PRESENTATION

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September 2021



SES<sup>^</sup>

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**SES AT A  
GLANCE**





# LEADER IN GLOBAL CONTENT CONNECTIVITY SOLUTIONS



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

**OUR UNIQUE NETWORKS INFRASTRUCTURE AND PRIME VIDEO NEIGHBOURHOODS** supports the content connectivity needs of world-leading organisations and institutions to make a difference to billions around the globe.

Well positioned to capture significant growth opportunity from rising global demand for content connectivity solutions where SES will play a key role.

**OUR DISCIPLINED FINANCIAL APPROACH** is focused on a strong cash flow generation and strong balance sheet metrics, to support profitable investment and cash return to shareholders.

**99%**

of the Earth is covered  
by the SES network

**+27% growth**

in SES Networks underlying  
revenue (2017-2020)

**ONLY**

Multi-orbit, multi-frequency  
satellite-enabled solutions

**361M**

TV homes served  
by SES Video

**PARTNER**

to world-leading companies,  
governments and institutions

**€1.88B**

2020 group  
Revenue

**€1.15B**

2020 group  
Adjusted EBITDA

**3.0x**

2020 Adjusted Net Debt to  
Adjusted EBITDA ratio

**€5.6B**

2020 fully protected  
contract backlog

**€0.40**

Minimum base dividend  
per A-share

# OUR EQUITY STORY

## 1. Industry leader

- 35 years of success serving the world's major businesses, governments, and institutions
- Track record of sustainable innovation and being 'the first'

**€1.9B**  
(2020 group revenue)

**361M**  
(TV homes served by SES)

## 2. Strong growth outlook

- Rapidly growing demand for content and connectivity everywhere
- Intelligent multi-orbit global network and profitable video neighbourhoods

**+8% CAGR<sup>(1)</sup>**  
(industry growth, 2020-2029)

**>99%**  
(of land, sea, and air covered by SES)

## 3. Profitable execution

- High EBITDA margins and focus on managing discretionary costs
- Strong, long-term cash flow generation profile

**~60%**  
(Adjusted EBITDA margin)

**€5.6B**  
(2020 secured contract backlog)

## 4. Making a difference

- We enable people to access media and entertainment anywhere
- We help to connect the unconnected everywhere

**>1B**  
(people rely on SES everyday)

**13 of 17**  
(UN SDGs supported by what we do)

## 5. Attractive Total Shareholder Return

- Disciplined growth investment and low replacement CapEx needs
- Focus on maintaining strong balance sheet metrics
- Substantial monetisation from US C-band in 2021 and 2023

**Growth from 2023**  
(in EBITDA and Free Cash Flow)

**€0.40**  
(minimum fixed-base dividend per share)

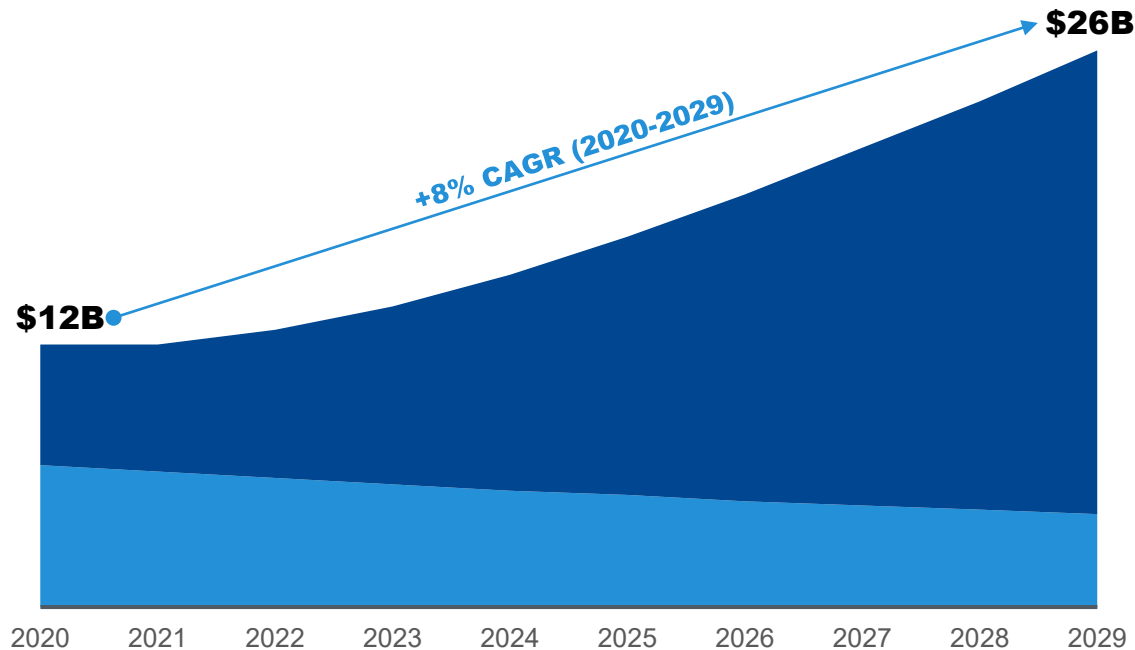
<sup>1)</sup> Average of Northern Sky Research (June 2020) and Euroconsult (July 2020) forecast satellite industry revenue growth (2020-2029)



# SES IS UNIQUELY PLACED WITHIN AN INDUSTRY SET FOR RAPID EXPANSION

## Networks propelling substantial industry revenue expansion

Global satellite industry capacity revenue 2020-2029 (\$B)<sup>(1)</sup>



## ... SES well placed with our unique value propositions



### SES | Networks (41% of 2020 revenue)

- ▲ Unique, proven, and intelligent multi-orbit global infrastructure
- ▲ Substantial growth investments (€2B) coming to market from 2022
- ▲ Pioneering cloud adoption and seamless network integration



### SES | Video (59% of 2020 revenue)

- ▲ Prime video neighbourhoods with long-term contracts
- ▲ Unparalleled reach, quality, reliability, and economics
- ▲ Strategic partner to world's largest broadcasters and content owners

<sup>1)</sup> Source: Northern Sky Research (June 2020), including Broadband Access



## SOLID H1 PERFORMANCE DRIVING IMPROVED EBITDA OUTLOOK FOR 2021

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### Execution and market success

Improving trajectory in Video - leveraging value of strong neighbourhoods and expanding B2C business (HD+)

Resilient Networks performance in COVID environment - strong prospects for the future with launches in Q4 2021

Cost and financial discipline - reduced recurring OpEx by 5% YOY and interest costs by 19% YOY

Increasing low end of 2021 Adjusted EBITDA outlook; >90% of 2021 Revenue outlook now secured

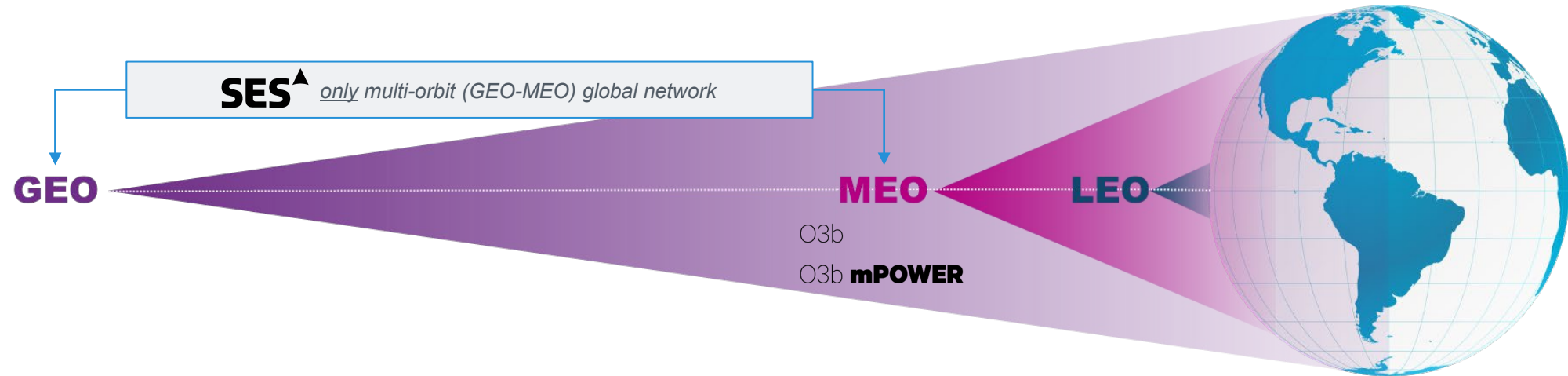
### Delivering shareholder value and returns

C-band clearing fully on track – recent issuance of C-band licences by FCC an important milestone

€275M of shareholder returns in 2021 through dividend payment and share buyback



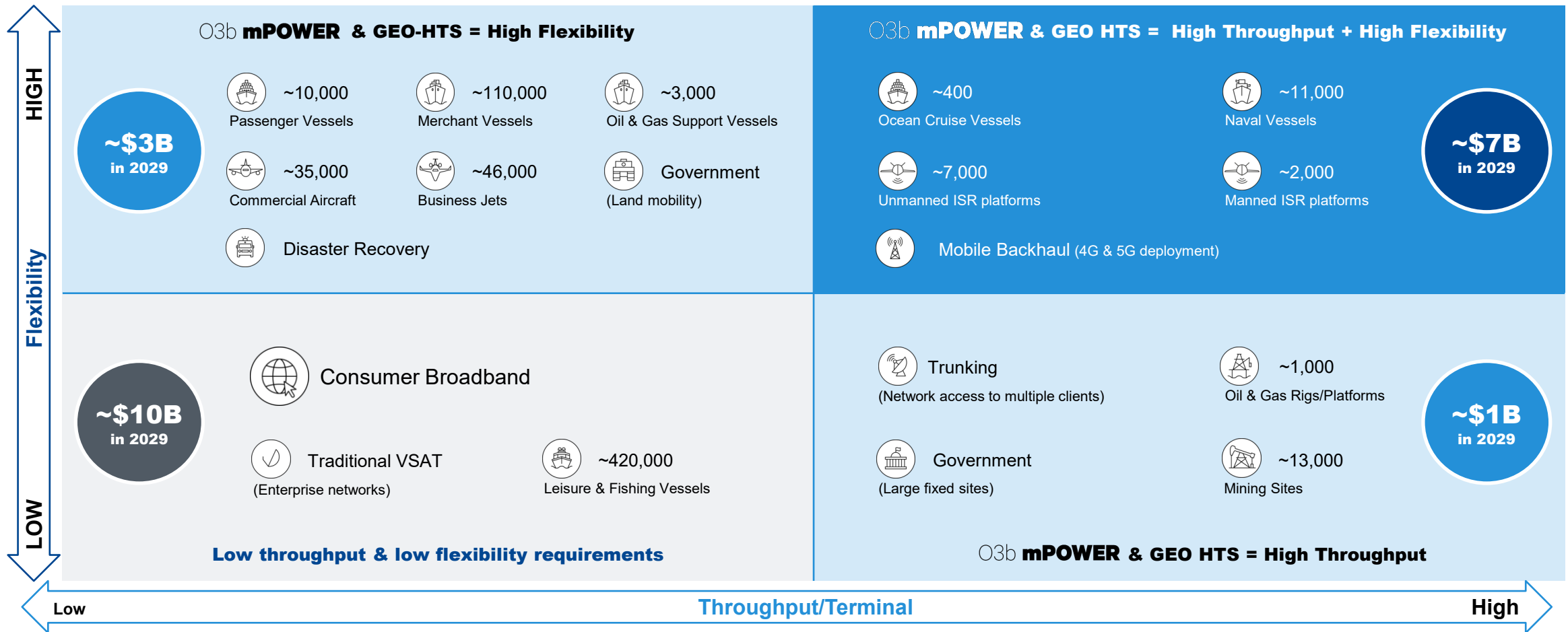
# GLOBAL MULTI-ORBIT NETWORK A KEY DIFFERENTIATOR FOR SES



	GEO (~36,000 km)	MEO (~8,000 km)	LEO (~1,000 km)
Latency	Medium (~700 m/s)	Low (~150 m/s)	Very low (~50 m/s)
Network size for global services	3 satellites (99% coverage)	6 satellites (96% coverage)	Thousands of satellites (100% coverage)
Data gateways required	Few, fixed	Several, flexible	Numerous, local
Technology readiness level	Proven, deployable technology	Proven, deployable technology	Technology still in development for satellite internet
Cost to deploy network	\$1 - 1½B	~\$1½B	\$5 – 15B
Satellite design life (replacement cycle)	15 years	12 years	5 - 7 years

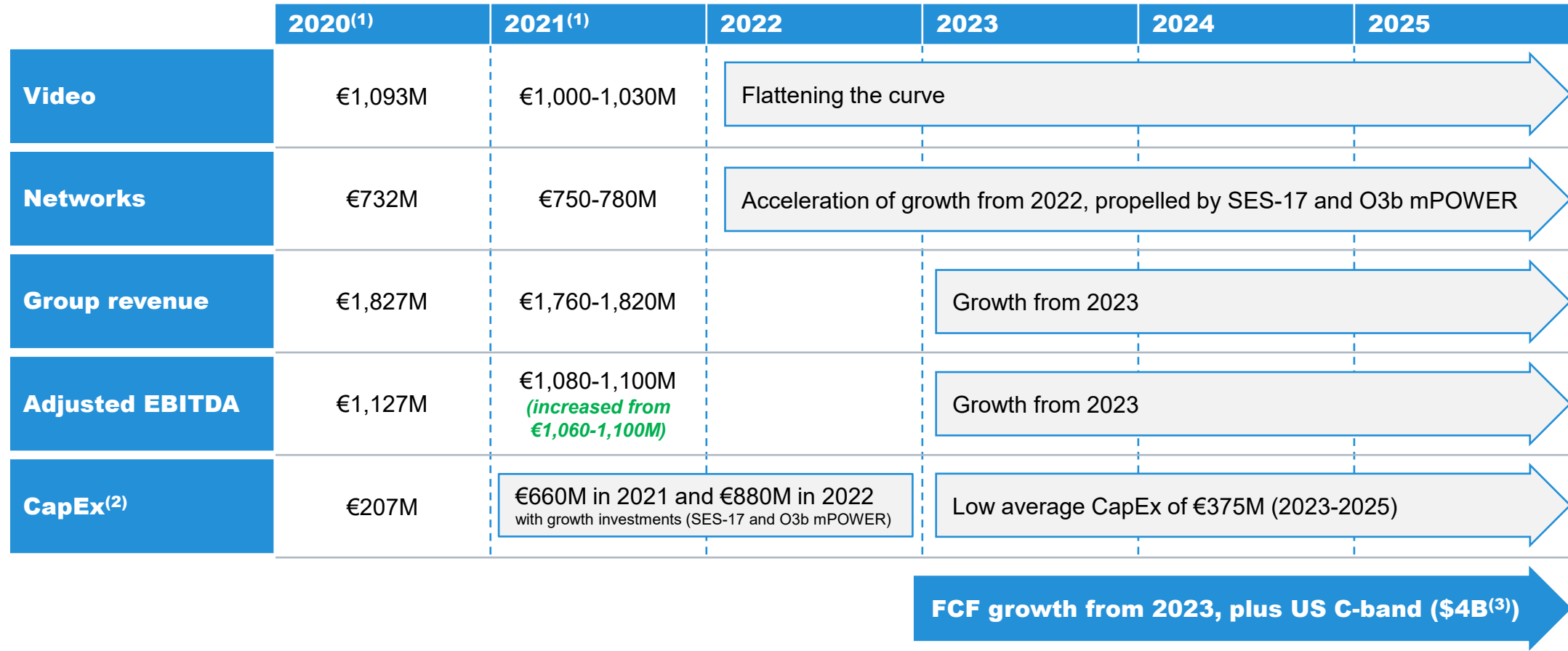


# UNIQUELY POSITIONED FOR HIGH THROUGHPUT AND/OR HIGH FLEXIBILITY NEEDS



Based on Northern Sky Research (NSR) forecast (June 2020). Addressable market data (e.g., ~400 Ocean Cruise Vessels) derived from various sources, including NSR in-service units (June 2020)

# CLEAR PATH TO SUSTAINED PROFITABLE GROWTH



1) All numbers shown at FX rate of €1=\$1.20. Financial outlook also assumes nominal satellite health and launch schedule; 2) Excluding C-band; 3) \$1B pre-tax relocation payment end-2021 and \$3B pre-tax relocation payment end-2023



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# BUSINESS OVERVIEW





## FOCUS ON EXECUTION AND OPERATIONAL EXCELLENCE TO DRIVE GROWTH



### Flattening the curve in Video leveraging neighborhoods and cloud

- ▲ Leverage reach and content to maximise revenue across our prime neighbourhoods, as demonstrated by recent renewals totaling €440M since Q3
- ▲ Growing HD+ and expanding B2C offerings in other markets (e.g. HD+ Ghana)
- ▲ Winning new business in emerging markets
- ▲ Deepening customers relationships with hybrid and cloud-based solutions



### Accelerating our growth in Networks, propelled by SES-17 & O3b mPOWER

- ▲ Growth in 2021 consistent with extended COVID environment. Acceleration from 2022 onwards
- ▲ Gross backlog for SES-17 and O3b mPOWER now \$740M, up 40% since Q3 2020
- ▲ 1<sup>st</sup> cloud revenue in 2020 with strong growth trajectory
- ▲ Unique and proven multi-orbit, flexible and automated network with seamless integration with Telco, Cloud, and 5G, enabling unparalleled performance across Government, Mobility and Fixed Data



### Maximising profitability and cash flow through strong financial discipline

- ▲ Simplify & Amplify cost optimisations of €40M in 2021, ramping to €50M from 2022
- ▲ Combine financial and cost discipline with innovation to drive profitability and competitiveness
- ▲ 10%+ IRRs from investments and reducing CapEx-to-Sales over time
- ▲ Maintain strong balance sheet metrics, supported by successful C-band execution



**Driving profitable long-term growth and supporting sustained shareholder returns**

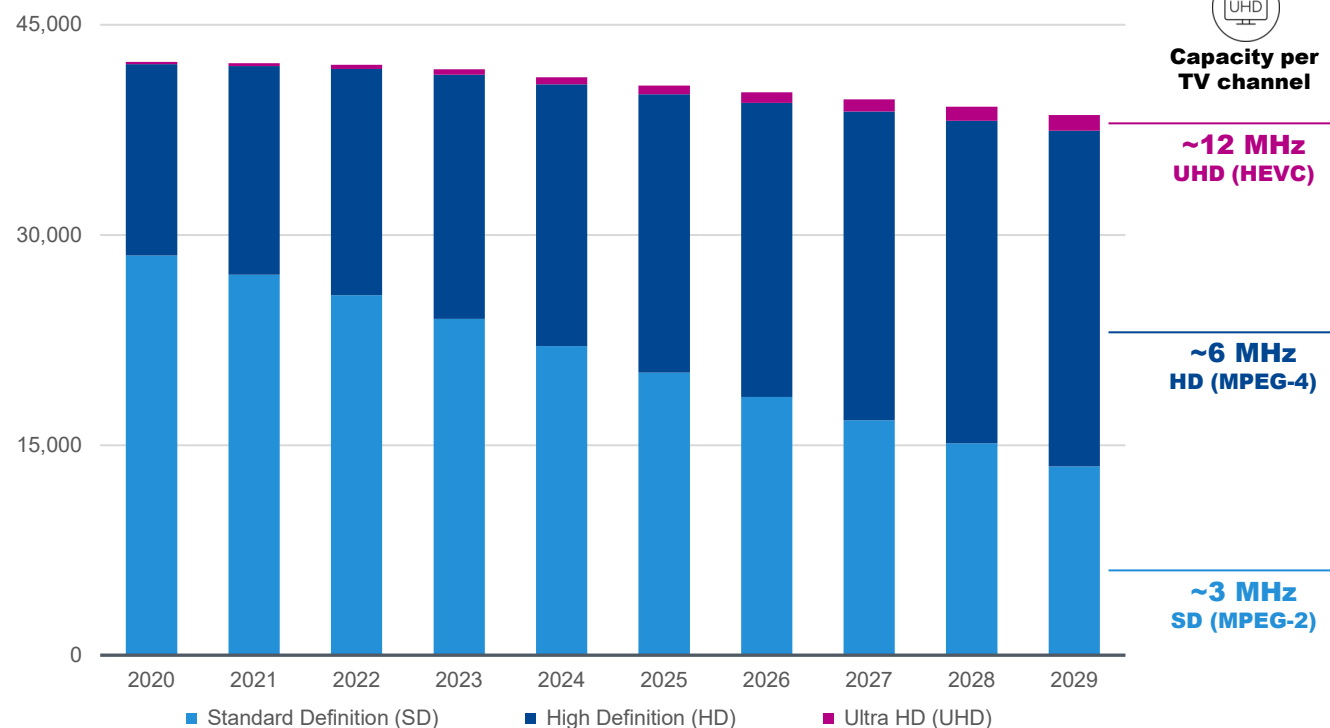




## RESILIENT LONG-TERM FUNDAMENTALS IN VIDEO

### HD expansion and UHD adoption driving future TV channel development

Global TV channels over satellite<sup>(1)</sup>



- ▲ HD is now the standard for TV viewing experiences, with UHD for premium content (e.g., live sports and events)
  - TV homes with a HD and/or UHD TV will grow to >1.4B global TV homes<sup>(2)</sup> while HD/UHD TV channels will represent ~65% of total TV channels by 2029<sup>(1)</sup>
  - Satellite industry impacted by 'right-sizing' of TV content carried over satellite in mature markets as our customers respond to consumer shifts in media consumption
- ▲ Linear TV a key driver of our customers' revenue
  - In Europe, an average of ~2h35m per day is spent watching linear TV, representing ~70% of total viewing (including streaming)<sup>(3)</sup>
  - Revenue from linear TV (public TV, advertising, and subscription) to grow to \$386B by 2024, with online video revenue forecast to reach \$184B by 2024<sup>(4)</sup>
- ▲ Satellite is the most reliable and cost-effective for delivery of high-quality linear TV content to billions of viewers
  - Satellite already reaches >99% of the world's population with >99% reliability, overcoming the lack, or uneven distribution, of ubiquitous broadband coverage

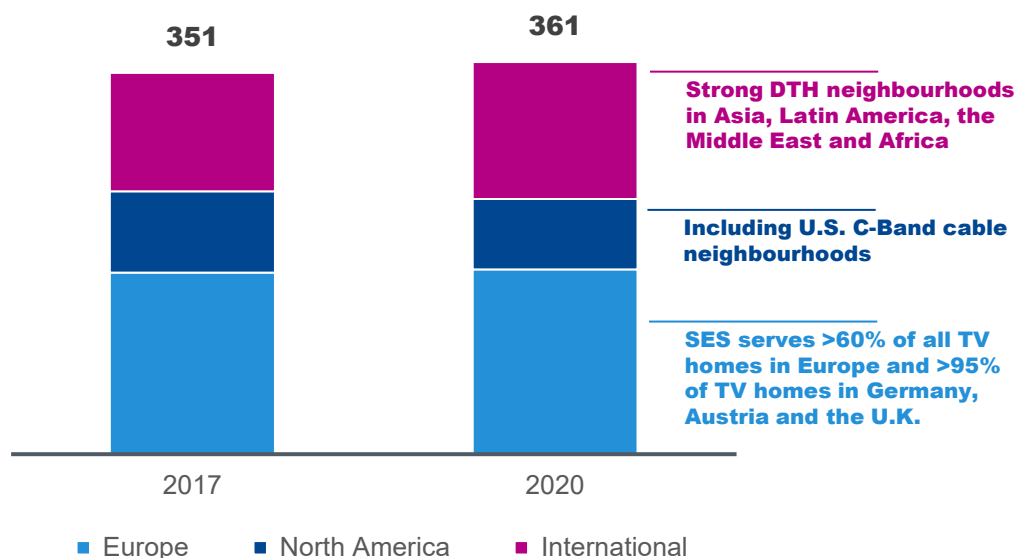
1) Source: Euroconsult (July 2020); 2) Dataxis (February 2021); 3) Ampere (December 2020); 4) OMDIA (February 2021)



## LEADING IN HOUSEHOLD REACH, QUALITY AND RELIABILITY

### Unparalleled audience reach across our neighbourhoods

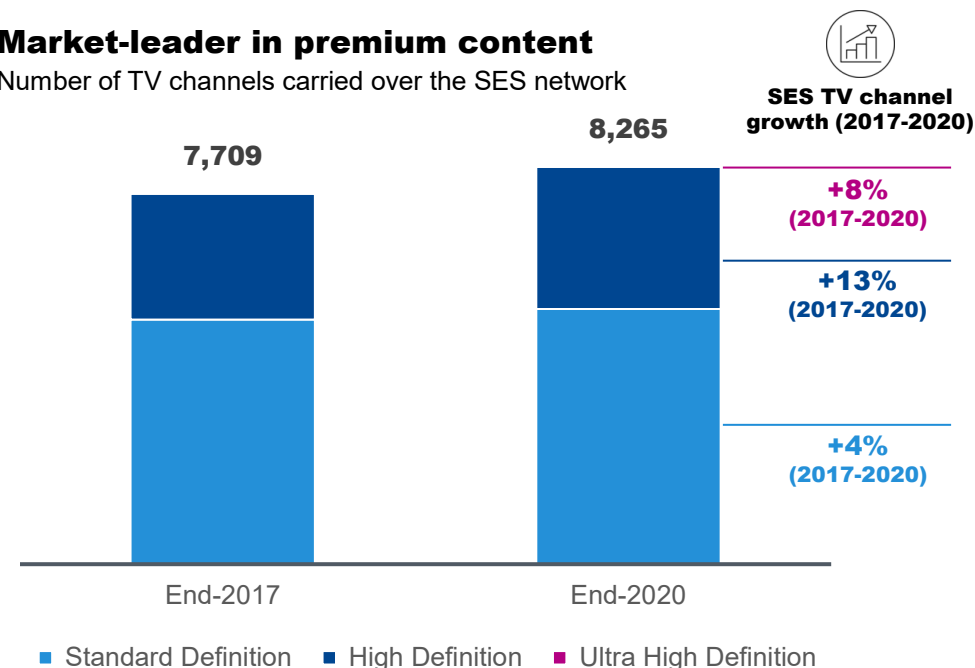
Millions of TV households served by SES



- ▲ 361M TV homes served by SES (#1 in our industry) and growing
- ▲ Reaching more than 1 billion people worldwide (#1 in our industry)
- ▲ Integrating 18M satellite TV homes, content and playout services and HD+ platform in Germany and Austria (our largest market)
- ▲ Growing reach in International markets (+15% since 2017)

### Market-leader in premium content

Number of TV channels carried over the SES network



- ▲ >8,250 total TV channels (#1 in our industry)
- ▲ ~3,000 HD & UHD TV channels (#1 in our industry), requiring 2-4x the satellite capacity as compared with SD TV channels
- ▲ 69% of TV channels now in MPEG-4 and further 4% in HEVC





## PROFITABLE DIRECT-TO-HOME (DTH) NEIGHBOURHOODS

 <b>&gt;8,250</b> TV channels (#1 in our industry)	 <b>361M</b> TV homes (#1 in our industry)	 <b>~40</b> DTH platforms	 <b>€3.4B</b> 2020 contract backlog	 <b>5-10 YEARS</b> typical contract length
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World's **strongest video neighbourhoods**  
with access to more than 1 billion people

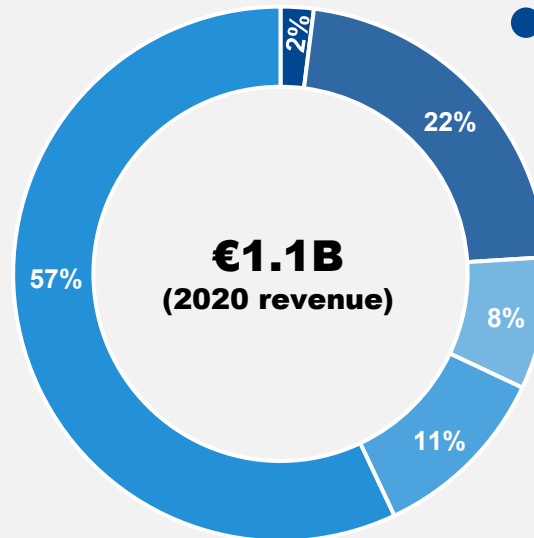


**Trusted partner** to the world's leading  
broadcasters, platforms and content owners



**Offering unified linear and OTT**  
distribution capabilities - 'one-stop-shop'

- **Europe (57%)**: leading video neighbourhoods in Germany, U.K., France and the Nordics; delivering content to over 170M TV homes
- **HD+ (11%)**: B2C platform in Germany delivering HD and UHD content to over 2 million paying subscribers with exceptional Net Promoter Score



- **Sports & Events (2%)**: working with the world's largest live sports, news, and events organisation to distribute >620 hours of live events every single day
- **International (22%)**: delivering content across Asia-Pacific, Latin America, Africa and Middle East
- **North America (8%)**: mix between long-term lease agreement and direct-to-cable; serving as a key distribution network



## PRIME NEIGHBOURHOODS AND GROWING CONSUMER PLATFORM IN EUROPE



### PRIME NEIGHBOURHOODS IN EUROPE

- ▲ Delivering premium content to 170M DTH, DTC, and IPTV homes
- ▲ Delivering content directly to >19M DTH homes in DACH (~45% of total households) and >10M DTH homes in the UK (>40% of total)
- ▲ Long-term contracts with the major public and free to air broadcasters (e.g., ARD-ZDF, BBC, RTL, Proseiben, ITV) as well as Sky pay-TV platforms in the UK and Germany
- ▲ Future cash flow profile to benefit from lower replacement CapEx needs at 19.2°E and 28.2°E positions



### LEADING B2C PLATFORM IN GERMANY

- ▲ Enabling viewers to access 24 private HD and 2 private UHD TV channels for €75 per year, as well as 40 free TV channels
- ▲ Business to benefit from >2m paying subscribers and growing, recent ~7% price increase, and the launch of IP-based version
- ▲ HD+ now fully integrated into TV sets from Sony, Samsung, Toshiba, Panasonic, and others with added features
- ▲ Enhances the value of SES' key video neighbourhood in DACH







## EXPANDING OUR B2C PLATFORM OFFERING IN GERMANY

- ▲ >2M paying subscribers HD+ (+1% YOY) and growing
- ▲ Successfully implemented 7% price increase (Q1 2021)
- ▲ With HD+ ToGo (from early Q4 2021), HD+ experience available to subscribers on mobile and tablets
  - Additional cost of €5/month with low overall subscription of ~€11/month with access to >100 TV channels
- ▲ HD+ IP (from Q1 2022) will allow HD+ to expand to non-satellite homes
- ▲ Reinforcing our most valuable video market where SES already directly serves 17 million DTH homes and an opportunity to expand into 19 million cable/IPTV homes

The advertisement is for HD+ ToGo, a mobile and tablet service. It features a blue background. On the left, a small inset shows two men talking. The main headline reads 'Runter von der Couch! Mit HD+ ToGo.' in white. To the right, a man with a white beard and sunglasses holds a tablet displaying the HD+ ToGo logo. Below the headline, a list of benefits is provided: 'Das bekommst du:' followed by four checked items: 'Fernsehen, wann und wo du willst', 'jede Menge HD-Sender', 'mit Neustart und Mediatheken', and 'erster Monat gratis; monatlich kündbar'. Below this, it says 'Zusatzoption zum HD+ Abo'. Further down, it states 'HD+ ToGo: über 50 Sender in HD.' and shows logos for various channels: 1HD, 20FHD, 3HD, 4HD, 5HD, 6HD, 7HD, 8HD, 9HD, 10HD, 11HD, 12HD, 13HD, 14HD, 15HD, 16HD, 17HD, 18HD, 19HD, 20HD, 21HD, 22HD, 23HD, 24HD, 25HD, 26HD, 27HD, 28HD, 29HD, 30HD, 31HD, 32HD, 33HD, 34HD, 35HD, 36HD, 37HD, 38HD, 39HD, 40HD, 41HD, 42HD, 43HD, 44HD, 45HD, 46HD, 47HD, 48HD, 49HD, 50HD. At the bottom, it says 'Jetzt dazubuchen.' and 'Mehr Infos auf [hd-plus.de](http://hd-plus.de)'. In the bottom right corner, there are two buttons: 'DATENSCHUTZ' and 'AUSBLENDEN'.

Runter von der Couch! Mit HD+ ToGo.

Das bekommst du:

- ✓ Fernsehen, wann und wo du willst
- ✓ jede Menge HD-Sender
- ✓ mit Neustart und Mediatheken
- ✓ erster Monat gratis; monatlich kündbar
- ✓ Zusatzoption zum HD+ Abo

HD+ ToGo: über 50 Sender in HD.

Jetzt dazubuchen.

Mehr Infos auf [hd-plus.de](http://hd-plus.de)

See the HD+ ToGo commercial for yourself [HERE](#)

DATENSCHUTZ AUSBLENDEN



## STRONG NEIGHBOURHOODS IN ALL MAJOR GLOBAL REGIONS



### **SUPPORTING KEY US CABLE BROADCASTERS**

- ▲ Serving 65M TV homes across North America, mainly across the direct to cable neighbourhoods, delivering content on behalf of CBS, ComCast, Discovery, ESPN, NBC, PBS, Viacom, and others
- ▲ Exposure to mature North America market reduced from >10% of Video revenue in 2017 to <8% of Video revenue in 2020
- ▲ Repurposing US C-band spectrum to ensure continuity of critical broadcast services, facilitate 5G deployment in the US, and realise \$4B (pre-tax) in accelerated relocation payments for SES



### **EXPANDING REACH IN EMERGING MARKETS**

- ▲ Since 2017, SES' reach in International markets has grown by 17M (or 15%) to 126M total TV households in key markets
- ▲ Strong neighbourhoods in all regions, serving 42M TV homes in Latin America, 37M in Africa, 33M in Asia-Pacific, and 13M in the Middle East
- ▲ Total TV channels carried over the SES network has grown by 17% to ~3,500 TV channels (2017-2020), with HD TV +60%







## DEEPENING RELATIONSHIPS WITH HYBRID & CLOUD-BASED SOLUTIONS



### DELIVERING SPORTS & EVENTS GLOBALLY

- ▲ SES works with the world's largest live sports, news, and events organisations (including IMG, NFL, and the Premier League), distributing >620 hours of premium sports and live events each day
- ▲ Helping customers reach the widest audience on any screen and grow their viewership, leveraging a global delivery network and delivering almost 100% reliability for HD and UHD viewing globally
- ▲ SES 360 provides a single cloud-based platform for delivering a seamless, high quality viewing experience on any screen or device



### HYBRID & CLOUD-BASED SOLUTIONS

- ▲ We help broadcasters to offer multi-screen services and monetise content, combining broadcast and OTT into a seamless workflow
- ▲ Our SES 360 platform enables clients to manage, track, and deliver all their linear and non-linear content via a single centralised user interface from anywhere in the world
- ▲ We manage playout for >525 TV channels and deliver >8,400 hours of online video streaming every day



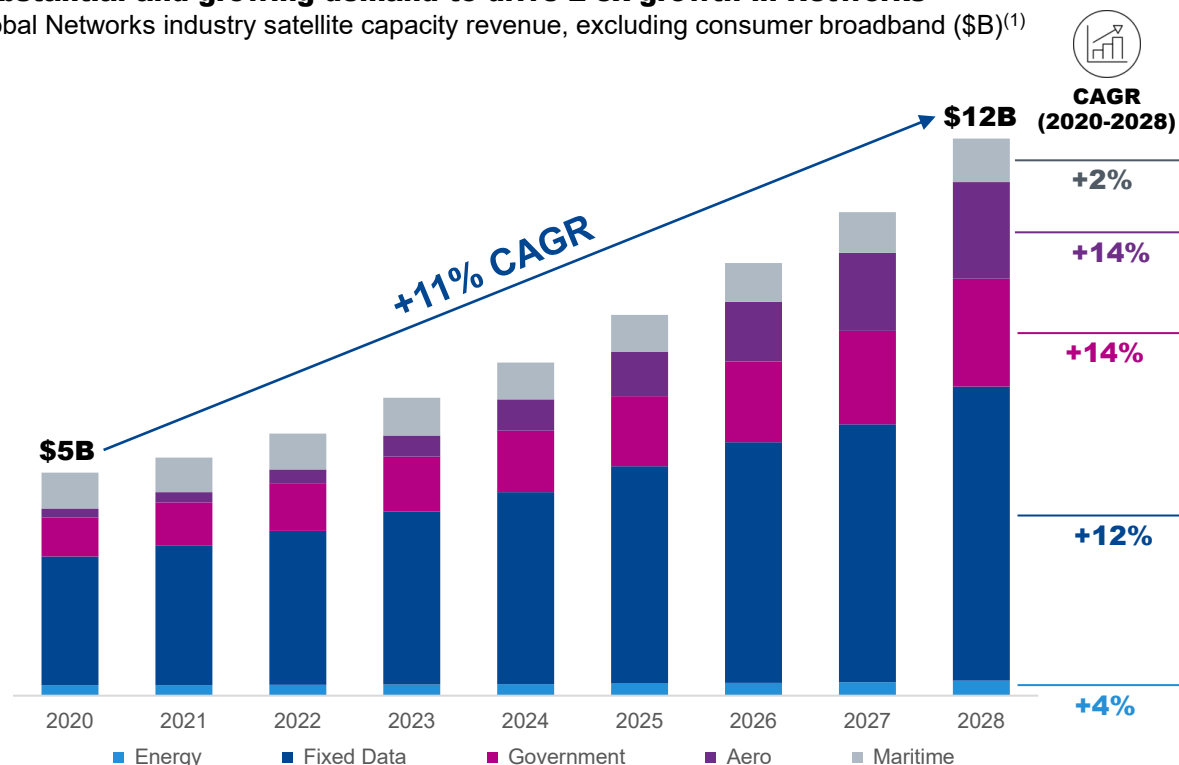




# EXPONENTIALLY GROWING DEMAND FOR NETWORK CONNECTIVITY SOLUTIONS

## Substantial and growing demand to drive 2-3x growth in Networks

Global Networks industry satellite capacity revenue, excluding consumer broadband (\$B)<sup>(1)</sup>



- ▲ Substantial opportunity from fulfilling global ambition for universal broadband access by using satellite to connect the unconnected
  - Over the next decade, Governments to spend ~\$2T on initiatives to bridge the digital divide<sup>(2)</sup>, while telcos and MNOs expanding Wi-Fi hotspots and 4G/5G
- ▲ Government ISR requirements rising, along with the need for reliable connectivity supporting real-time operations and MWR
  - ~1TB/s of global government and military satcom demand by 2029<sup>(3)</sup> including an average of ~150MB/s per UAV and ~3GB/s for ground operations<sup>(4)</sup>
- ▲ Substantial demand for 'fibre-like' connectivity in the air and at sea
  - ~185,000 vessels and planes beyond the reach of terrestrial networks that require continuous broadband for passenger experience and smart plane/ship apps<sup>(4)</sup>

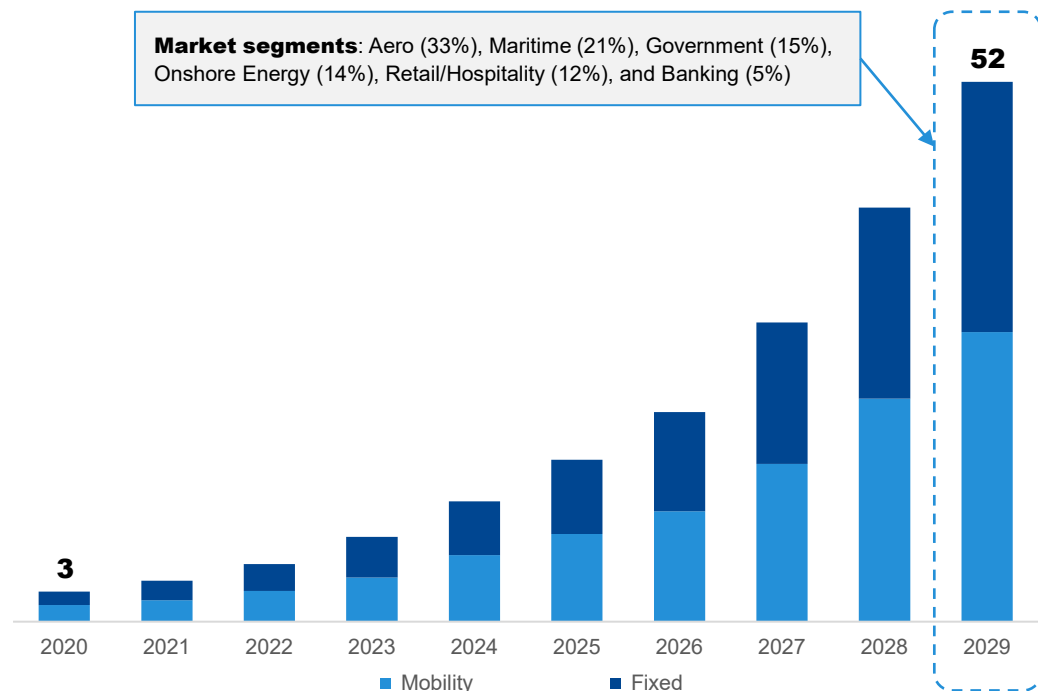
1) NSR (June 2021); 2) Boston Consulting Group (September 2020); 3) NSR (October 2020); 4) Euroconsult (July 2020). ISR = Intelligence, Surveillance, Reconnaissance; MWR = Morale, Welfare, Recreation; UAV = Unmanned Aerial Vehicle



## CLOUD ADOPTION TO DRIVE SUBSTANTIAL DATA GROWTH

### Cloud is a key enabler to customer success and networks expansion

Cloud data traffic over satellite (Thousands of Petabytes)<sup>(1)</sup>

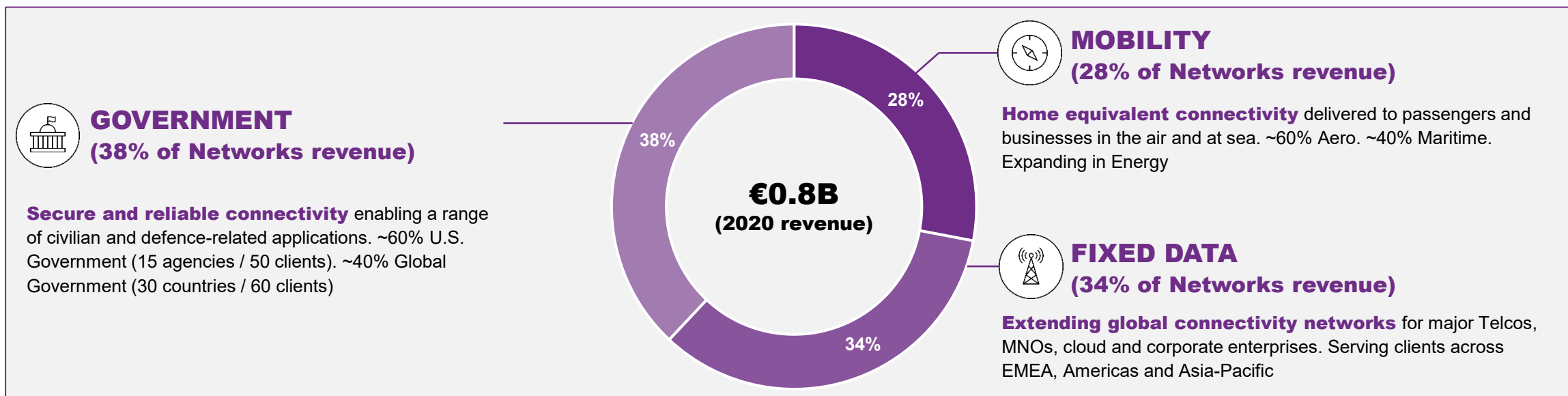
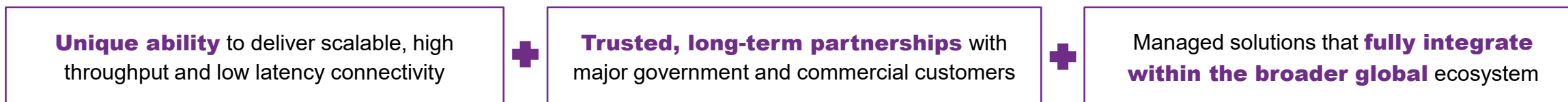


- ▲ Cloud applications allow businesses to improve operational efficiency; reduce cost; make faster and smarter business decisions; and increase customer satisfaction and retention
- ▲ We deliver cloud-optimised connectivity using our unique, multi-orbit network infrastructure
  - ✔ **Simple operationalisation:** fast and scalable deployment
  - ✔ **High performance:** high throughput and low latency ('fibre-like') connectivity
  - ✔ **Multi-orbit flexibility:** only and proven multi-orbit, multi-frequency network
  - ✔ **Global reach:** 'one hop' away from the cloud anywhere on Earth
- ▲ SES cloud revenue expected to more than treble from €3M in 2020 to €10-15M in 2021, underpinned by ~€35M in cloud-related backlog
- ▲ Leveraging foundational and expanded partnership with  **Microsoft**, allowing our customers unprecedented access to the cloud
- ▲ SES is also now an  **Direct Connect Delivery Partner**

<sup>1)</sup> NSR (May 2020). 1 petabyte = 1,000 terabytes



## DELIVERING UNPARALLELED CUSTOMER EXPERIENCE







## SERVING HIGH THROUGHPUT, HIGH FLEXIBILITY GOVERNMENT REQUIREMENTS



### EMPOWERING THE GROWING NEED FOR ISR

- ▲ Reliable high-performance connectivity to deliver large amounts of data and UHD video, improving real-time decision-making
- ▲ Growing Government adoption of SES MEO-GEO for ISR and other applications a driver of >25% revenue growth (2017-2020)
- ▲ O3b mPOWER can shift connectivity between the forward command link, ensuring a UAV receives instructions, and the return link to allow transmission of large data and video files



### CONNECTING GOVERNMENT ON THE MOVE

- ▲ Leveraging market-leading Cruise solution to deliver reliable connectivity for mission-critical applications, as well as MWR
- ▲ O3b mPOWER will be capable of delivering from 10s of MB/s to 10s of GB/s, serving all types of vessels from smaller support ships up to aircraft carriers with >6,000 crew members on board
- ▲ SES recently successfully trialed a new portable maritime solution with the US Department of Defense



*ISR = Intelligence, Surveillance, and Reconnaissance; UAV = Unmanned Aerial Vehicle; MWR = Morale, Welfare, and Recreation*



## DELIVERING HOME EQUIVALENT CONNECTIVITY AT SEA OR IN THE AIR



### MARKET LEADER IN CRUISE

- ▲ Enabling thousands of passengers to stream, browse and connect without limits while powering on-board guest experiences and cloud-based enterprise systems
- ▲ Typical data requirements ranging from 500MB/s to >1GB/s
- ▲ SES serving ~50 of the world's largest cruise ships today
- ▲ 4 of the top 5 cruise companies are already pre-committed to O3b mPOWER (with ~€220m backlog and growing)



### HIGH-SPEED IN-FLIGHT CONNECTIVITY

- ▲ SES is working with the leading aero service providers to meet passenger and airline expectations for high-speed connectivity
- ▲ Up to 18,700 commercial aircraft and up to 34,200 business jets connected by 2029<sup>(1)</sup> serving up to ~800 passengers per aircraft
- ▲ Partner of choice for the major IFE/IFC service providers fueling ~30% CAGR in SES aeronautical revenue (2017-2020)
- ▲ ~€800M of secured backlog for aero (including SES-17)

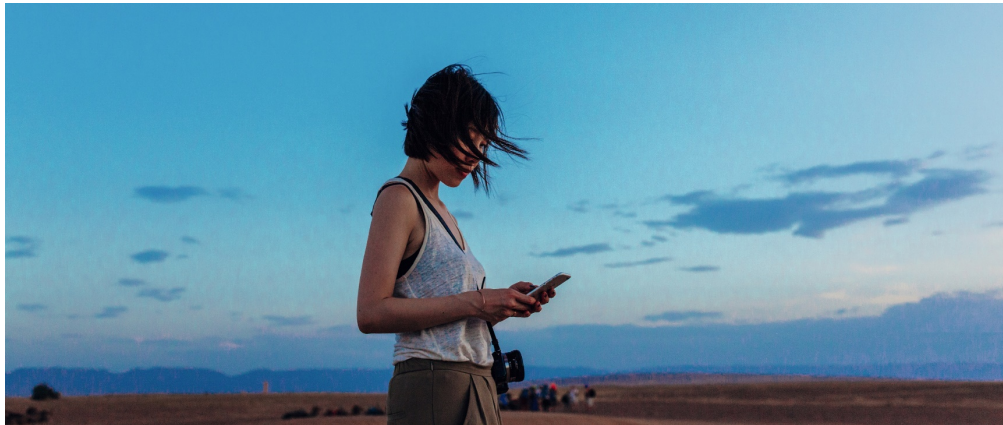


<sup>1)</sup> Euroconsult (September 2020)





## HELPING TO CONNECT THE UNCONNECTED



### EXTENDING MOBILE NETWORK COVERAGE

- ▲ Enabling major telco and mobile network operators to seamlessly expand coverage to areas best served by satellite connectivity
- ▲ 7% YOY growth in SES' Fixed Data revenue in 2020 including from new 4G deployments in the emerging markets
- ▲ O3b mPOWER will be capable of delivering from 10s of MB/s to 10s of GB/s, optimal for serving large population densities



### SUPPORTING RURAL INCLUSION

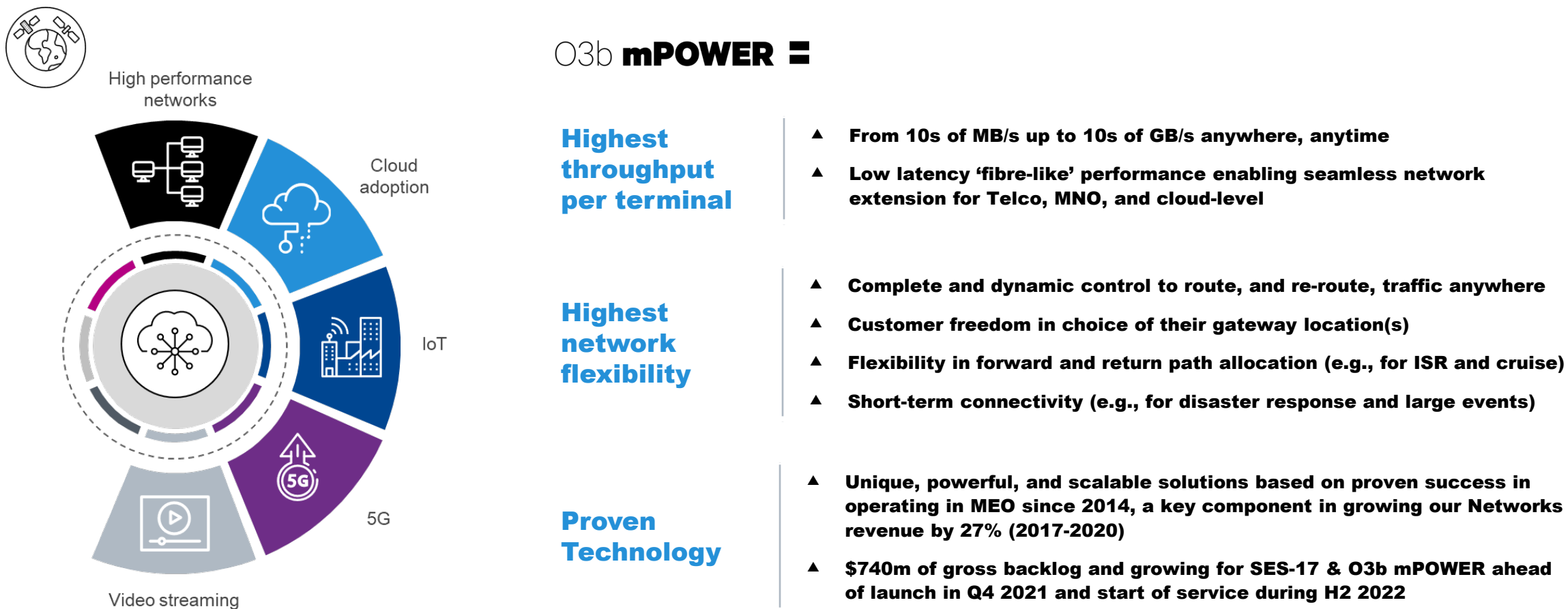
- ▲ We partner with local providers to bring reliable broadband connectivity to remote, rural, and developing areas enabling local businesses, schools, and healthcare to connect on a global level
- ▲ Internet access increases worker productivity by ~25% and +10% increase in broadband penetration adds 1.3% to GDP
- ▲ SES is currently serving >15 rural inclusion projects in >10 countries, connecting >28,000 sites to the Internet







## O3b mPOWER DELIVERS DIFFERENTIATED AND VALUABLE CAPABILITIES





# WE ARE HERE TO MAKE A DIFFERENCE

<b>ENVIRONMENTAL</b>	<ul style="list-style-type: none"> <li>▲ Our <b>business activities have low impact</b> on the environment</li> <li>▲ We apply a <b>responsible fleet management approach</b> with manufacturers to <b>mitigate the environmental impact</b> and to <b>minimise space debris</b></li> <li>▲ <b>Minimising the environmental impact</b> of SES sites and ground stations</li> </ul>	<ul style="list-style-type: none"> <li>▲ Satellites create no carbon emissions during their operating life</li> <li>▲ Across our Earth operations, CO2 emissions reduced 5% YOY</li> <li>▲ In 2020, SES saved 605,118 pages equaling 7,261 trees and 7,685 kg of CO2</li> </ul>
<b>SOCIAL</b>	<ul style="list-style-type: none"> <li>▲ We provide <b>over 1 billion people with access</b> to news and entertainment, and we deliver solutions to <b>connect to the unconnected</b> around the world</li> <li>▲ We pioneer technologies to <b>drive social, environment, and economic change</b></li> <li>▲ We save lives by <b>restoring critical connectivity following natural disasters</b></li> <li>▲ We are <b>&gt;2,100 people representing 79 nationalities</b> here to make a difference</li> </ul>	<ul style="list-style-type: none"> <li>▲ Disaster relief and humanitarian missions: emergency.lu covered ~30 missions with ~70 deployments since 2012 and supported various COVID related initiatives</li> <li>▲ Broadband access: services deployed across Africa, Asia, and Latin America</li> <li>▲ Giving back initiatives: employees engage in charity and social projects</li> <li>▲ Diversity &amp; inclusion: 79 nationalities; 24% women; healthy age distribution</li> <li>▲ Customer satisfaction: Video Net Promoter Score (NPS) improved to 58 and Networks NPS improved to 38 (both scored on a scale of -100 to +100)</li> <li>▲ Commitment to attractive &amp; fair compensation, flexible working conditions, and employee welfare &amp; development (&gt;16,000 hours of training in 2020)</li> </ul>
<b>GOVERNANCE</b>	<ul style="list-style-type: none"> <li>▲ <b>Integrity, compliance, and legal responsibility are the cornerstones</b> of our sustainable corporate governance and serve as the basis for all our actions</li> <li>▲ Our <b>Code of Conduct</b> is committed to conducting business with integrity and treating everyone with respect</li> </ul>	<ul style="list-style-type: none"> <li>▲ Board membership 64% (7 of 11) independent and Board size of 11 members with various industry expertise; 5 of 11 Board members are female</li> <li>▲ Fully implemented compliance processes and commitments to anti-bribery, human rights, sanctions compliance, data security, and fair employment practices</li> </ul>

Our purpose and ambitions are strongly correlated to  
**13 of the 17** UN Sustainable Development Goals:



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# FINANCIALS & ADDITIONAL INFORMATION





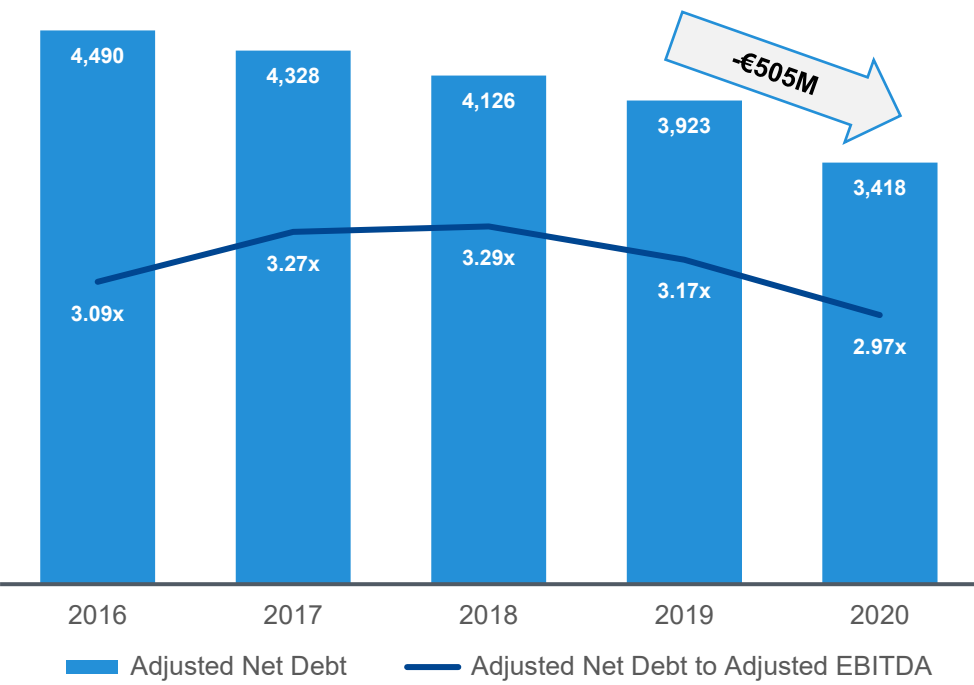


## COMMITMENT TO THE DISCIPLINED FINANCIAL POLICY

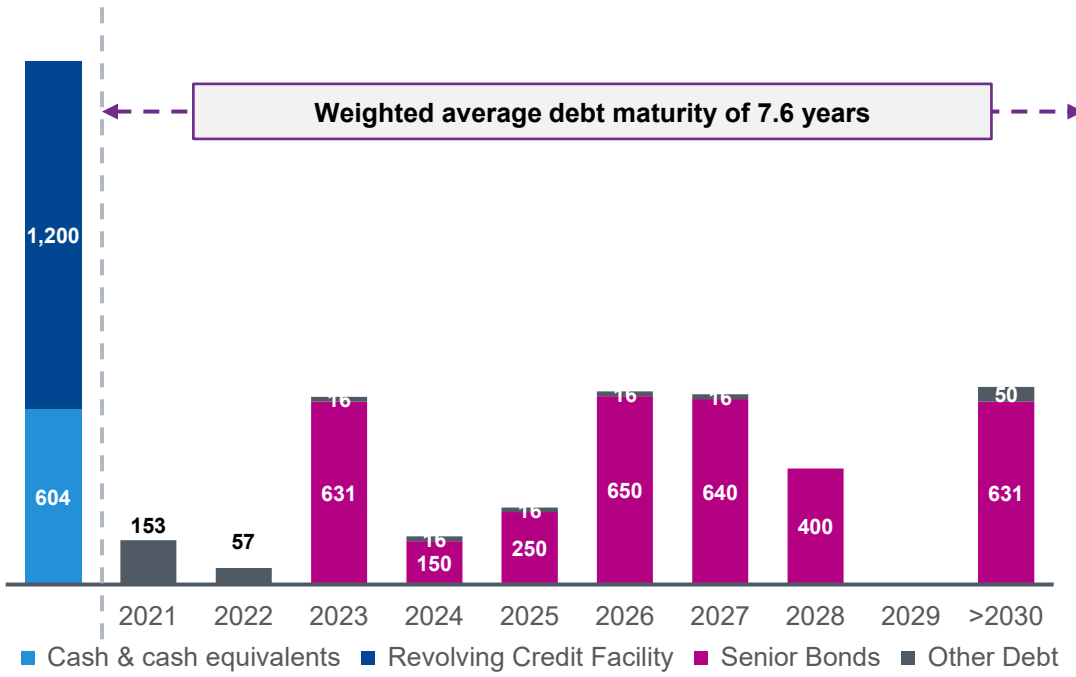
	OUR POLICY	OUTLOOK
<b>DISCIPLINED INVESTMENT</b>	<ul style="list-style-type: none"> <li>▲ Replacement CapEx to sustain profitable portfolio of business</li> <li>▲ Disciplined value-accretive growth investment</li> <li>▲ IRR hurdle rate &gt;10% (post-tax) over the investment horizon</li> </ul>	<ul style="list-style-type: none"> <li>▲ Limited annual replacement CapEx €165M (2021-2025)</li> <li>▲ €1.9B total growth CapEx (2021-2025), including €1.3B over 2021-2022</li> <li>▲ Followed by substantially lower annual CapEx of €375M (2023-2025)</li> </ul>
<b>MAINTAIN STRONG BALANCE SHEET</b>	<ul style="list-style-type: none"> <li>▲ Maintain a strong balance sheet consistent with investment grade ratios, allowing continued access to wide range of funding sources and keeping low cost of funding</li> </ul>	<ul style="list-style-type: none"> <li>▲ Adjusted Net Debt to Adjusted EBITDA below 3.3x</li> </ul>
<b>CASH RETURN TO SHAREHOLDERS</b>	<ul style="list-style-type: none"> <li>▲ Maintain minimum base dividend of €0.40 per A-share</li> </ul>	<ul style="list-style-type: none"> <li>▲ 2020 dividend of €0.40 per A-share paid in April 2021 (€181M)</li> </ul>
<b>UTILISING EXCESS CASH</b>	<ul style="list-style-type: none"> <li>▲ Utilise any excess cash in the most optimal way for the benefit of shareholders</li> </ul>	<ul style="list-style-type: none"> <li>▲ €94M share buyback programme completed in July 2021</li> <li>▲ 1<sup>st</sup> C-band relocation payment (\$1B pre-tax) linked to 5 December 2021 clearing milestone to be fully utilised to strengthen the Balance Sheet</li> <li>▲ 2<sup>nd</sup> C-band relocation payment (\$3B pre-tax) linked to 5 December 2023 clearing milestone, to be used for a mix between return to shareholders, strong balance sheet, and any disciplined value-accretive investment</li> </ul>

STRONG BALANCE SHEET WITH LEVERAGE AT LOWEST LEVEL FOR 5 YEARS

**Leverage and Net Debt at lowest level since 2016**  
 Adjusted Net Debt (€M)<sup>(1)</sup> and Adjusted Net Debt to Adjusted EBITDA ratio (Times)



**No significant senior maturities before Q2 2023**  
 Debt maturity profile (€M)



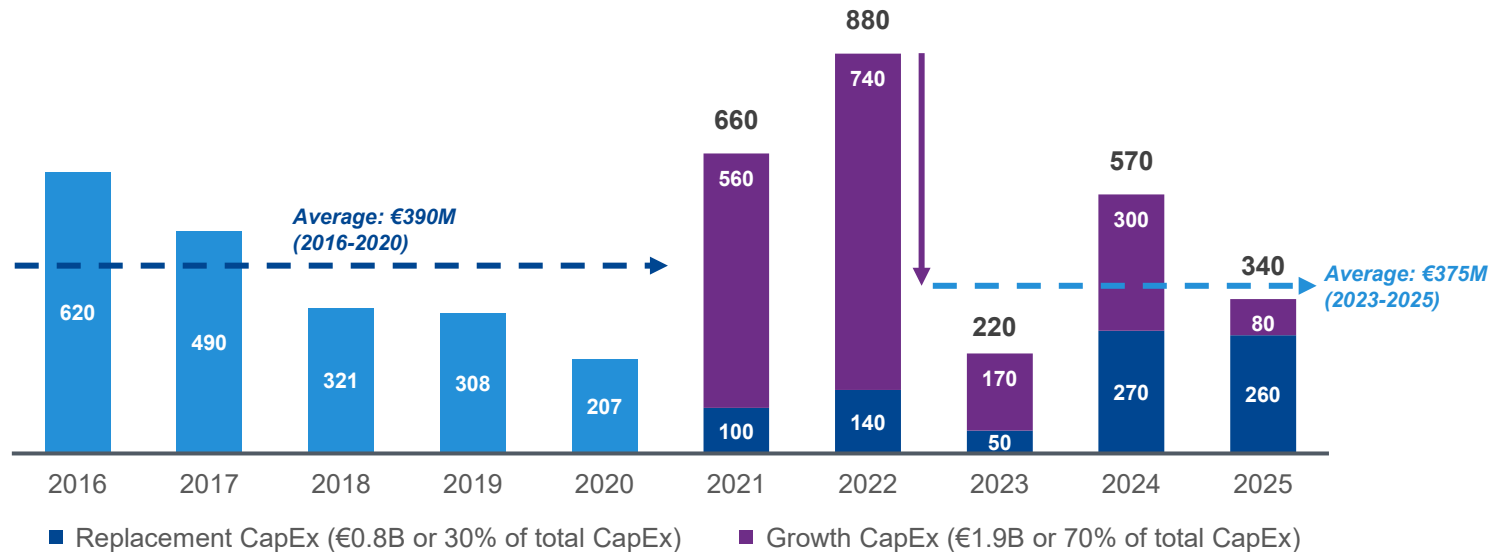
1) Adjusted Net Debt to Adjusted EBITDA ratio treats hybrid bonds as 50% debt and 50% equity, per the rating agency methodology



## EXPANDING FCF BEYOND 2022 DRIVEN BY INCREASING EBITDA AND LOWER CAPEX

**Growth investment peak in 2022 followed by meaningfully lower CapEx profile, combined with expanding revenue and EBITDA driven by SES-17 & O3b mPOWER**

Expected Capital Expenditure (€M, excluding US C-band)<sup>(1)</sup>



- ▲ Growth investment (SES-17 and O3b mPOWER) on track and supporting profitable growth from 2023
  - Lower growth investment expected after 2022 (average of €185M for 2023-2025)
- ▲ Reduction in average total annual CapEx to €375M (2023-2025) combined with EBITDA growth from 2023 to drive strong future FCF generation
  - Comparable with 2016-2020 (average of €390M)
- ▲ CapEx forecast (2021-2025) includes completion of major growth investment and substantial proportion of fleet replacement needs, leading to strong FCF growth and sustained period of lower CapEx

<sup>1)</sup> CapEx represents the net cash absorbed by the group's investing activities excluding acquisitions and financial investments. CapEx outlook assumes €/ \$ FX rate of €1 = \$1.20 and excludes repurposing of US C-band

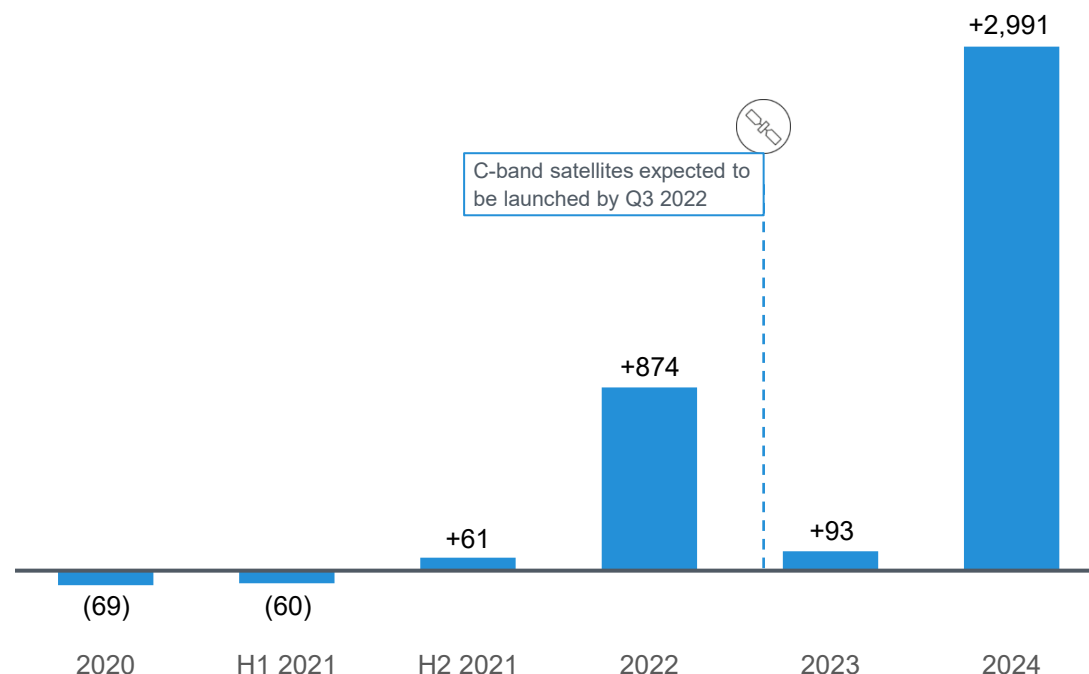




## DELIVERING SUBSTANTIAL VALUE-CREATION FROM US C-BAND

### Expected C-band clearing net cash inflows / (outflows)

\$M (pre-tax), including accelerated relocation payments



- ▲ Nearly all Phase 1 satellite transitions now completed, all antennas installed by end-August, and ~80% of Phase 1 filters installed
- ▲ On track to meet Dec-2021 and Dec-2023 clearing deadlines and realise \$4B (pre-tax) accelerated relocation payments
  - \$1B (triggered end-2021) to be fully utilised for strengthening balance sheet
  - \$3B (triggered end-2023) used in the most optimal way for the benefit of shareholders
- ▲ Total clearing cost of \$1.6B of which >\$1.5B expected to be reimbursed
- ▲ Vigorously pursuing claim of up to \$1.8B<sup>(1)</sup> against Intelsat
- ▲ Actively engaged in additional C-band monetisation opportunities

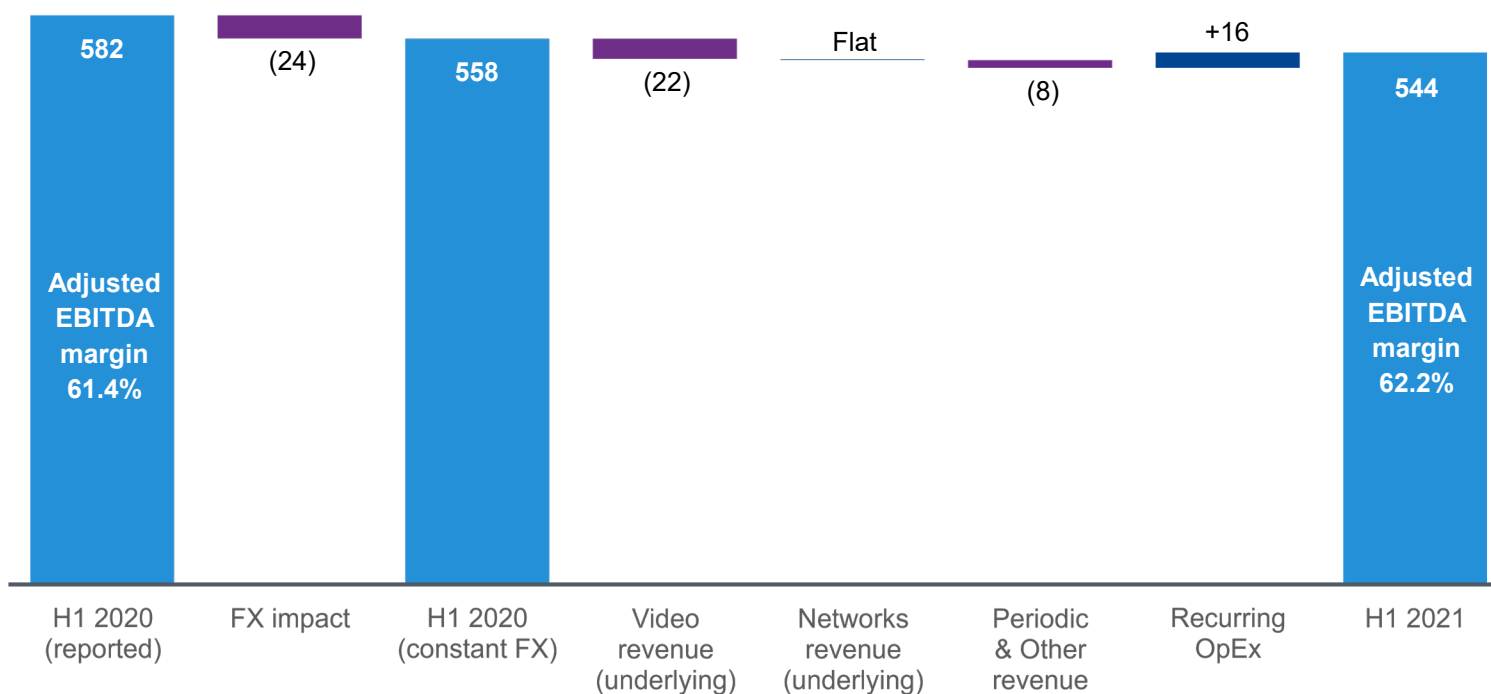
<sup>1)</sup> Comprising \$450M in compensatory damages and the balance in punitive damages



## SOLID ADJUSTED EBITDA AND IMPROVED MARGIN

### EBITDA margin reflects strong focus on the bottom line

Adjusted EBITDA Walk (in €M)



▲ **Adjusted EBITDA margin improved to 62.2%**

- Recurring OpEx reduced 4.6% YOY including the gains from Simplify & Amplify

▲ **Improving trajectory in Video (-3.9% YOY)**

- Lower revenue in mature markets reflects near-term impact of 'right-sizing'
- Higher revenue in International markets and growth in paying subscribers to HD+

▲ **Resilient Networks performance (flat YOY)**

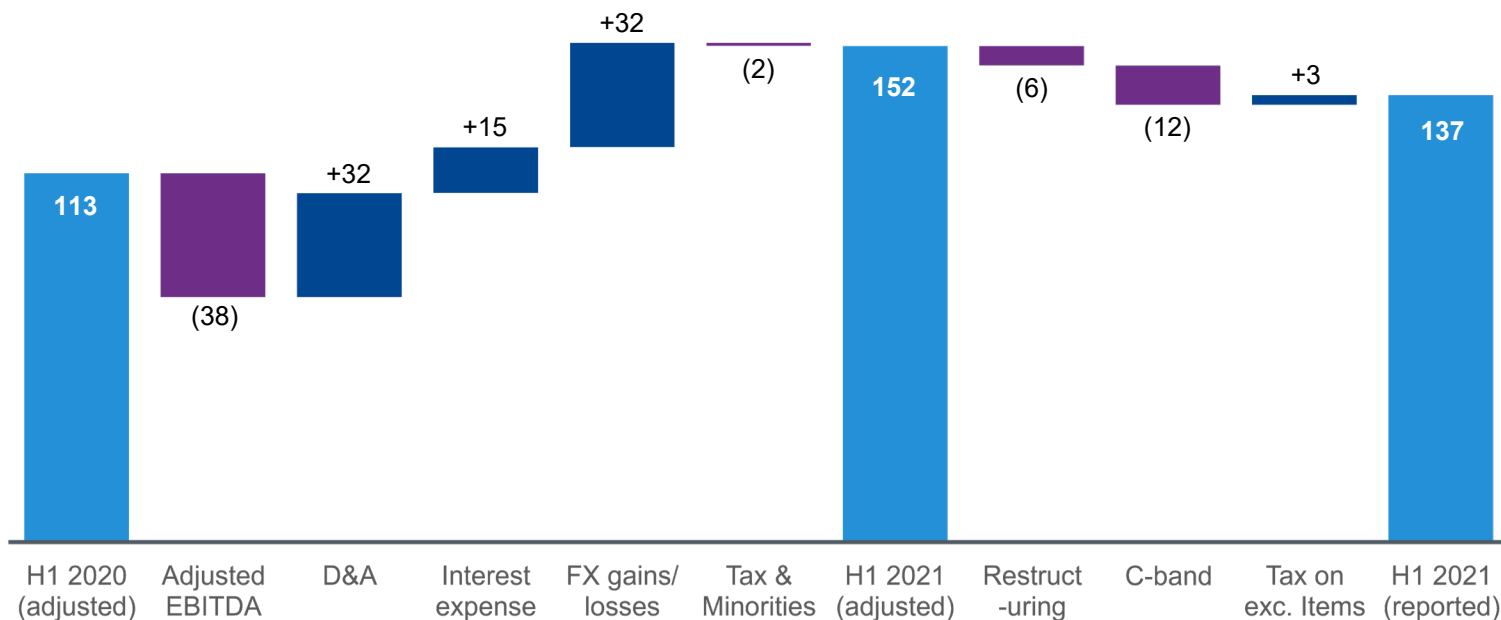
- Strong growth in Government mitigating COVID-related impacts on Mobility and lower Fixed Data
- New business in Government and Fixed Data to support revenue development in H2 2021



## 35% GROWTH IN ADJUSTED NET PROFIT

### Adjusted Net Profit of €152M

Adjusted Net Profit and Net Profit Attributable to SES Shareholders Walk as reported (€M)



### Adjusted Net Profit (H1 2020 to H1 2021):

- ▲ 35% Growth YOY - lower Adjusted EBITDA offset by reduction in D&A (-9% to €331M) and net interest expense (-19% to €64M)
- ▲ H1 2021 also includes an FX gain of €20M, compared with a loss of €12M in Q1 2020
- ▲ Effective tax rate of 11% in H1 2021

### Adjusted Net Profit to Reported Net Profit (H1 2021):

- ▲ Exceptional restructuring expenses (€6M), US C-band expenses €12M (gross costs €59M, netted with reimbursement-related income of €47M), and related tax benefit
- ▲ Reported EPS up 79% YOY from €0.14 to €0.25





## ALTERNATIVE PERFORMANCE MEASURES

SES regularly uses Alternative Performance Measures (APM) to present the performance of the Group and believes that these APMs are relevant to enhance understanding of the financial performance and financial position. These measures may not be comparable to similarly titled measures used by other companies and are not measurements under IFRS or any other body of generally accepted accounting principles, and thus should not be considered substitutes for the information contained in the Group's financial statements.

€M	H1 2020	H1 2021
<b>Adjusted EBITDA</b>	<b>582</b>	<b>544</b>
<b>US C-band repurposing income</b>	-	47
<b>US C-band operating expenses</b>	(13)	(59)
<b>Restructuring expenses</b>	(22)	(6)
<b>EBITDA (as reported)</b>	<b>547</b>	<b>526</b>

€M	H1 2020	H1 2021
<b>Adjusted Net Profit</b>	<b>113</b>	<b>152</b>
<b>US C-band repurposing income</b>	-	47
<b>US C-band operating expenses</b>	(13)	(59)
<b>Restructuring expenses</b>	(22)	(6)
<b>Tax on material, exceptional items</b>	8	3
<b>Net profit (as reported)</b>	<b>86</b>	<b>137</b>

€M	H1 2020	H1 2021
<b>Total borrowings</b>	3,764	3,672
<b>Cash &amp; cash equivalents</b>	(367)	(604)
<b>Net debt (as reported)</b>	<b>3,397</b>	<b>3,068</b>
<b>50% of SES' hybrid bonds</b>	650	588
<b>Adjusted Net Debt (A)</b>	<b>4,047</b>	<b>3,656</b>
<b>12-month rolling Adjusted EBITDA (B)</b>	1,224	1,114
<b>Adjusted Net Debt to Adjusted EBITDA (A / B)</b>	<b>3.31x</b>	<b>3.28x</b>

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