

# LETTER FROM THE CHIEF EXECUTIVE



**Adel Al-Saleh**  
Chief Executive Officer

2024 was a successful year for SES in which we improved our revenue trajectory with a broadly stable year-on-year outturn; progressed in building a leaner, more agile business for the future; demonstrated our right to win through strong customer deal execution totalling €1.4 billion in value; launched our O3b mPOWER MEO constellation to drive medium-term growth; and took steps to scale and strengthen our position in a growth industry with the highly value accretive acquisition of Intelsat.

We delivered on our 2024 financial objectives with group revenue at the top end of our outlook, including a third consecutive year of growth in our Networks business, and we exceeded our Adjusted EBITDA target which also benefited from a 9% year-on-year reduction in recurring operating expenses (excluding cost of sales). In doing so, establishing a stable foundation on which to grow going forward, also underpinned by another year of positive Adjusted Free Cash Flow generation.

Government revenue grew by 6.4% year-on-year reflecting expansion in both our U.S. and global customer base. We secured multiple wins including a \$200 million NATO MEO Global Services contract, a nearly \$120 million blanket purchase award to support U.S. European Command, an almost \$50 million order from U.S. Air Combat Command, as well as other important wins.

We were also delighted to secure the contract as the European Commission's trusted partner for the flagship IRIS<sup>2</sup> sovereign connectivity network which

will become Europe's multi-orbit network of choice and will enable the future expansion of our differentiated MEO architecture, keeping pace with expanding demand and sustaining profitable growth from 2030 onwards.

In Mobility, we delivered 7.1% year-on-year growth with strong performance in aviation and a positive outturn in cruise. We launched SES Open Orbits™ inflight connectivity network, securing Thai Airways and Turkish Airlines as the maiden customers, and signed new agreements with global service providers. Meanwhile, Virgin Voyages and Resort World Cruises signed to our integrated MEO-LEO cruise solution, and we extended our overall portfolio with nearly 50 new cruise activations on the SES network during the year, taking us well above 100 connected ocean cruise ships.

Fixed Data, although lower (-8.7%) year-on-year partly due to a periodic item recognised in 2023, performed ahead of expectations and continued to build a solid pipeline for future growth as evidenced by our partnership with Telebras to connect more than 1,500 sites in Brazil, with INRED for serving over 500 sites in Colombia, and new deals with other telcos/MNOs. I am also proud of the work we did to support customers in re-establishing communications and connectivity infrastructure in the immediate aftermath of hurricanes Helene and Milton in the U.S.

Media, which serves more than 1 billion people, also performed as expected in 2024 (-5.3% year-on-year) with a stable outturn in our important DACH market

and double-digit growth in our Sports & Events business. In 2024, we signed €650 million of renewals and new business including multi-year agreements with Sky, RTL, ORF/ORS, Telekom Srbija, Warner Brothers Discovery, and QVC, underscoring the solid fundamentals and long-term cash generation of our Media business.

2024 delivered a landmark milestone with the start of commercial services of O3b mPOWER, strengthening our capability to deliver competitive and differentiated customer solutions in valuable and growing networks segments where we have a strong right to win. The successful launch of satellites 7&8 in December will, from end-Q1 2025, bring additional resiliency and much needed capacity to support the growing customer demand we are experiencing for this offering.

Looking ahead to an exciting 2025, we expect to accelerate the pace of increase in Networks to offset lower Media revenue, while continuing to drive operational excellence across the business.

The ongoing expansion of the O3b mPOWER constellation, with a further three satellites scheduled to be launched this summer, will increase the capacity and efficiency of the overall network which has already become an integral part of the connectivity experience of our customers.

Finally, we are on track to secure the necessary approvals and complete the acquisition of Intelsat in H2 2025, creating a strong multi-orbit operator well positioned to compete in a dynamic and fast-growing industry. Since announcing the transaction, we have had the opportunity to thoroughly detail and validate the synergies and strengthen our conviction in both the quantum and in our ability to quickly deliver on them.

Our strategy is showing results and will ensure that we deliver on our ambition to maintain SES's position as a leading satellite-enabled solutions provider with relentless focus on creating value for customers, employees, shareholders, and society with profitable growth improving every year.

