



To Our Valued Customers,

I am pleased to share with you important and exciting news about Intelsat. On December 16, we received approval of our plan of reorganization, marking the final court milestone in our financial restructuring process. Our official “emergence” from the process is expected to occur in early 2022, upon receipt of all regulatory approvals and completion of corporate actions.

This plan is an excellent outcome for Intelsat, one that achieves all of the goals we set for the company at the outset of this process, including reduction of our legacy debt – from approximately \$16 billion to \$7 billion. With a significantly deleveraged balance sheet, nearly \$8 billion in exit financing commitments, and expected emergence in the near term, we will be on stronger financial footing for the future, paving the way for our continued investment, innovation, and growth.

With this new strength, we will continue our momentum in building the world’s first global 5G satellite-based, software-defined, unified network. Paired with our strong operating model and unparalleled global orbital and spectrum rights, scale, and partnerships, we are well positioned to help fuel your success.

Today is a transformational moment in Intelsat’s history. We are as confident as ever about our bright future as the satellite communications industry’s foundational architect and leader. We are moving the business forward, and you can count on us to continue to serve you with the excellence you have come to expect from Intelsat. We greatly appreciate your loyalty and support throughout our financial restructuring process, and we look forward to working together for many years to come.

As always, your sales director, your regional vice president, and our leadership team are available to answer any questions you may have.

Our best wishes to you and yours for a happy and healthy holiday season.

Sincerely,

Stephen Spengler
Chief Executive Officer