



SCAN TO VIEW MATERIALS & VOTE



Your Vote is Important.

INTELSAT S.A.
4 RUE ALBERT BORSCHETTE
L-1246 LUXEMBOURG

VOTE BY INTERNET - www.proxyvote.com or scan the QR Barcode above
Use the Internet to transmit your voting instructions and for electronic delivery of information up until 5:00 p.m. (CET) on February 8, 2022. Have your proxy card in hand when you access the web site and follow the instructions to obtain your records and to create an electronic voting instruction form.

ELECTRONIC DELIVERY OF FUTURE PROXY MATERIALS
If you would like to reduce the costs incurred by our company in mailing proxy materials, you can consent to receiving all future proxy statements, proxy cards and annual reports electronically via e-mail or the Internet. To sign up for electronic delivery, please follow the instructions above to vote using the Internet and, when prompted, indicate that you agree to receive or access proxy materials electronically in future years.

VOTE BY PHONE - 1-800-690-6903
Use any touch-tone telephone to transmit your voting instructions up until 5:00 p.m. (CET) on February 8, 2022. Have your proxy card in hand when you call and then follow the instructions.

VOTE BY MAIL
Mark, sign and date your proxy card and return it in the postage-paid envelope we have provided or return it to Vote Processing, c/o Broadridge, 51 Mercedes Way, Edgewood, NY 11717.

Please mark, sign, date and promptly return this proxy using the enclosed postmarked envelope.

TO VOTE, MARK BLOCKS BELOW IN BLUE OR BLACK INK AS FOLLOWS:

D65100-Z81753

KEEP THIS PORTION FOR YOUR RECORDS
DETACH AND RETURN THIS PORTION ONLY

THIS PROXY CARD IS VALID ONLY WHEN SIGNED AND DATED.

INTELSAT S.A.

The Board of Directors recommends that you vote FOR each of the Proposals 1 through 3 set forth below for the Extraordinary General Meeting of Shareholders and the General Meeting of Shareholders, respectively (the "Meetings"). The common shares covered by this proxy will be voted as specified herein, or if no choice is specified, such shares will be voted FOR each of the Proposals 1 through 3 set forth below. In their discretion, the proxies are authorized to vote upon such other business as may properly come before the Meetings and any postponement, adjournment, or suspension thereof.

Extraordinary General Meeting (all items below to be voted on as one agenda item)

- Amendment of the authorized (unissued) share capital of the Company to \$400,000,000 USD to be represented by the shares of the Company, the acknowledgment of the report prepared by the Board of Directors in accordance with article 420-26(5) of the Luxembourg law of 10 August 1915, the authorization of the Board (and any delegate thereof) to suppress, limit, or waive any preferential or pre-emptive subscription rights provided for by Luxembourg law and to increase the share capital and issue shares or rights thereto, to set the validity period of the authorized (unissued) share capital of the Company and the related authorizations and waivers, so as to begin on the day of the present EGM and to end of the fifth anniversary of the day of the present EGM, and to approve the related amendments of articles 5.2.1 and 5.2.2 of the Articles;
 - Decision to take effect on the Effective Date pursuant to the Sequence and subject to the Minimum Capital Increase (each as defined in the convening notice) to reduce nominal value per share to \$0.0000000595 USD without the issuance of shares and to reduce the issued share capital to 0.84554037267 USD, delegation of power to the Board of Directors to implement;
 - Acknowledgment and approval of the proposed issue of approximately 57,229,268,495,000,000 shares of the Company (or such number of shares as determined by the Board of Directors) by decision of the Board of Directors under the authorized share capital and payment of the issue price (as determined by the Board of Directors) by way of set off with claims;
 - Decision, with effect on the Effective Date pursuant to the Sequence and subject to the subsequent Minimum Capital Increase, to proceed to a share consolidation (without changing the nominal value per share) with respect to all issued shares of the Company at the time of the consolidation by means of a 142,184,518 shares for 1 share reverse stock split so as to exchange 142,184,518 existing shares of the Company against one (1) new share of the Company with no fractions of shares to be issued (the "Reverse Stock Split"), while cancelling all fractions of shares resulting therefrom and capital reduction, without payment to shareholders, delegation of power to Board of Directors to implement;
 - Decision with effect on the Effective Date pursuant to the Sequence to cancel the nominal value of the shares so that the shares shall be of no nominal value but with an accounting value resulting from the division of the issued share capital by the number of shares in issue, delegation of power to Board of Directors to implement; and to increase the issued share capital without issuance of shares;
 - Delegation of power and instruction to Board of Directors to determine the Effective Date and the effectiveness of the relevant transaction above in the Sequence subject to (but to take effect prior thereto) the Minimum Capital Increase, to implement, acknowledge, perform, take any action or step and/or record as relevant the items set forth above and to record any resulting amendments to the Articles (including the amendment of article 5 before notary public);
 - Decision to the change of the name of the Company from "Intelsat S.A." to "Reorganized ISA S.A." and the consequential amendment of article 1 of the Articles;

For Against Abstain

General Meeting

For Against Abstain

- Approval of the sale and transfer of the entire issued share capital of Intelsat Holdings S.A. (RCS Luxembourg B149.954) ("Holdings"), to Intelsat Emergence S.A., in exchange for 4.50% convertible senior notes due 2025 issued by the Company (the "Sale of Holdings");

- Conditional upon the approval of the Sale of Holdings, acknowledgment of the resignation of all directors of the Company from their positions as directors of the Company with effect immediately after the completion of all steps pertaining to the Company's emergence from bankruptcy under Chapter 11 of title 11 of the United States Code on substantially the terms of the *Fourth Amended Joint Chapter 11 Plan of Reorganization of Intelsat S.A. and Its Debtor Affiliates* [Docket No. 3891] (the "Plan") dated 17 December, 2021 and the occurrence of the Effective Date (as defined in said Plan), granting full discharge of liability (quibus) to the Resigning Directors with respect to their mandates, undertaking to reiterate the full discharge of liability (quibus) to the Resigning Directors with respect to their mandates at the date of the annual general meeting of the shareholders of the Company at which the annual accounts for the 2021 financial year will be approved; and

- Appointment of 3 new directors of the Company:

- Patrick McGrath as Class I director for a term of one year

- James E. Bolin as Class II director for a term of two years

- Stefano Malfitano as Class III director for a term of three years

(Please sign exactly as the name appears on this proxy. When shares are held jointly, each holder should sign. When signing as executor, administrator, attorney, trustee or guardian, please give full title as such. If the signer is a corporation, please sign full corporate name by duly authorized officer, giving the full title as such. If signer is a partnership, please sign in partnership name by the authorized person.)

Signature [PLEASE SIGN WITHIN BOX] Date

Signature (Joint Owners) Date

Notice of Internet Availability of Proxy Materials:

The Letter of Meeting, Proxy Statement and Annual Report to Shareholders are available at www.proxyvote.com.

Fold And Detach Here

D65101-Z81753

**INTELSAT S.A.
EXTRAORDINARY GENERAL MEETING OF SHAREHOLDERS AND GENERAL MEETING OF SHAREHOLDERS
February 8, 2022**

This proxy is solicited by the Board of Directors only for use at the Intelsat S.A. Extraordinary General Meeting of Shareholders and General Meeting of Shareholders on February 8, 2022, or any postponement or adjournment thereof.

The undersigned, having read the Convening Notice to the Extraordinary General Meeting of Shareholders and of the General Meeting of Shareholders dated January 19, 2022, receipt of which is acknowledged hereby, does hereby appoint Michelle Bryan, and in her absence, David Tolley and in his absence, the chairman of the meeting, the attorneys and proxies of the undersigned, each with full power of substitution and revocation, for and in the name of the undersigned, to vote and act at the Extraordinary General Meeting of Shareholders and at the General Meeting of Intelsat S.A. to be held on February 8, 2022 beginning at 5:00 p.m. (CET), and at any postponement or adjournment thereof, with respect to all of the common shares of the undersigned, standing in the name of the undersigned or with respect to which the undersigned is entitled to vote or act at the Extraordinary General Meeting and at the General Meeting, with all of the powers that the undersigned would possess if personally present and acting as set forth on the reverse. These proxies are authorized to vote and act in their discretion upon any other business that may properly come before the Extraordinary General Meeting of Shareholders or before the General Meeting of Shareholders any postponement or adjournment thereof.

This proxy, when properly executed and returned in a timely manner, will be voted in the manner directed on the reverse side. If no direction is made, this proxy will be voted as the Board of Directors recommends to the extent permitted in accordance with Luxembourg law.

(Continued and to be signed on reverse side.)