

EMBERA PARTNERS ACTED AS ADVISER TO SES S.A.

Embera Partners acted as adviser to SES S.A., Luxembourg, on its shareholder activist defense campaign against Appaloosa L.P., USA.

The situation was a high-profile activist engagement in the Luxembourg space and defense sector, requiring a coordinated defense strategy and disciplined communication with the wider shareholder base.

Embera's advice spanned capital markets intelligence and strategy, activist defense, forensic cap-table analysis, investor profiling, governance and board advisory, and investor engagement and solicitation.

ABOUT EMBERA PARTNERS

Embera Partners is an independent **CAPITAL MARKETS INTELLIGENCE, STRATEGY** and **PERFORMANCE** firm advising listed and private companies, boards and management teams, shareholders, entrepreneurs and private equity investors on complex strategic and capital markets situations.

We combine senior strategic and financial expertise with proprietary technology, data and AI-driven analytics to provide our clients with a deeper understanding of markets, investors, shareholders, competitors and capital flows - and translate that intelligence into actionable strategies and measurable outcomes.

Our approach is built around three closely connected capabilities:

CAPITAL MARKETS INTELLIGENCE provides the analytical foundation. We help clients understand how they are positioned and perceived in the capital markets, who owns and trades their shares, how investors think and behave, how their peer group is valued and where risks and opportunities are emerging. Proprietary data, technology and analytics allow us to identify developments that conventional market analysis often does not reveal.

CAPITAL MARKETS STRATEGY turns intelligence into action. Working directly with boards, management teams and shareholders, we develop strategies around equity positioning and value creation, investor and shareholder engagement, capital allocation, governance, M&A and strategic transactions, activism and defence situations, as well as IPO, exit and broader capital markets readiness.

CAPITAL MARKETS PERFORMANCE supports the implementation of those strategies. We work alongside our clients and their existing advisers to translate strategic decisions into execution, investor engagement, transactions and measurable capital markets outcomes.

This integrated model allows clients to engage Embera at any point - from standalone intelligence and analytics to strategic advisory and hands-on execution - while benefiting from a consistent understanding of the company, its shareholders and the capital markets throughout.

Embera's objective is straightforward: to provide better intelligence, enable better strategic decisions and ultimately improve capital markets performance and long-term shareholder value.

BETTER INTELLIGENCE. BETTER DECISIONS. BETTER SHAREHOLDER VALUE.

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