

Investor Day 2006

**Mark RIGOLLE
Chief Financial Officer**

Financial Strategy

- Support Group development strategy
- Optimise WACC through appropriate balance sheet leverage
- Current target is 3.0x Net Debt/EBITDA

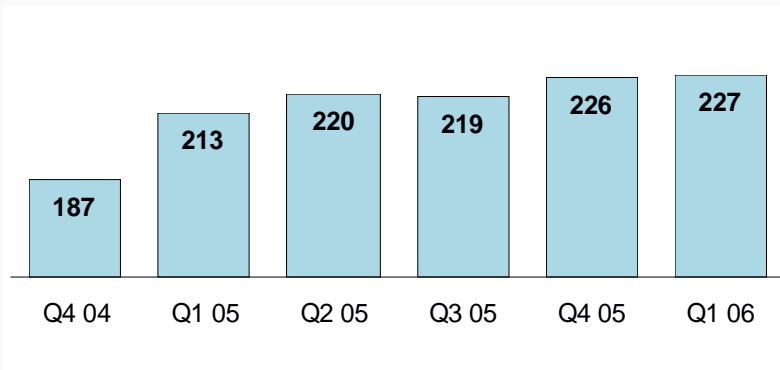
Maintain flexibility while delivering above average returns to shareholders

Three planks

- Continued investment in the business
 - growing EBITDA
- Increasing dividends
 - sustainable growth in per share dividend
- Share buyback and cancellation programme
 - EUR 517m in 2005; EUR 101m in Q1 2006
 - permits maintenance of target leverage

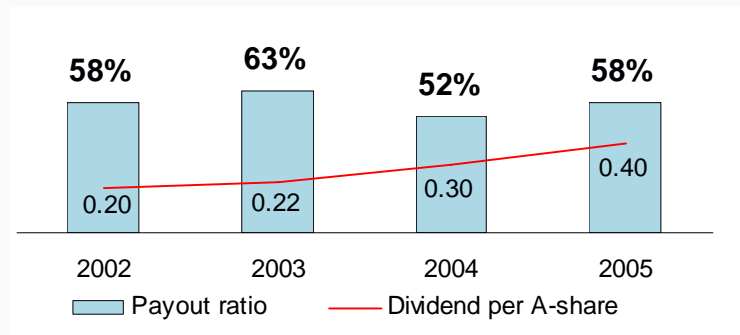
EBITDA growth and increased Dividends

EBITDA quarterly ⁽¹⁾⁽²⁾
EUR m



- Revenue growth driving EBITDA growth

SES GLOBAL Total Dividend Payout Ratio and Dividend (EUR) per A Share



- Increasing dividend per share
- Substantial Pay-out ratio

Notes

1. Constant exchange rate of 1.19 USD / EUR
2. Q2 2005 normalised for VOOM impact

SES's business has evolved...

- Only a few years ago, group revenues were almost entirely derived from satellite infrastructure, delivering c. 80% EBITDA margins
- SES's strategy to develop services activities is based on their inherent value-creation as well as the "pull-through" for transponder capacity, enabling us to maintain the competitiveness of satellite-centric solutions
- Today, over 15% of group revenues derive from services activities, a proportion set to increase
- In order to provide better visibility, we began to report secondary segmentation of revenues and EBITDA last year
- Guidance has been enhanced to further assist modelling

**This presentation focuses on key characteristics
of our services activities**

Delivering value from services investments

- Services activities have much lower capital requirements than satellite infrastructure
- Costs are mainly operating expenses, rather than depreciation
- SES applies an IRR hurdle rate of 20% to services investments
 - reflecting shorter contract terms and greater competitive pressure
 - much higher IRRs can be delivered

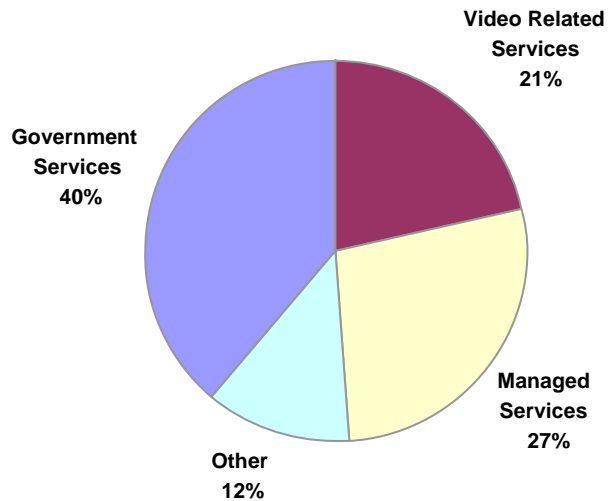
For these existing activities we have set an internal target to achieve a 10% EBITDA margin (in aggregate) by the end of 2006

SES's services activities

Revenue contribution

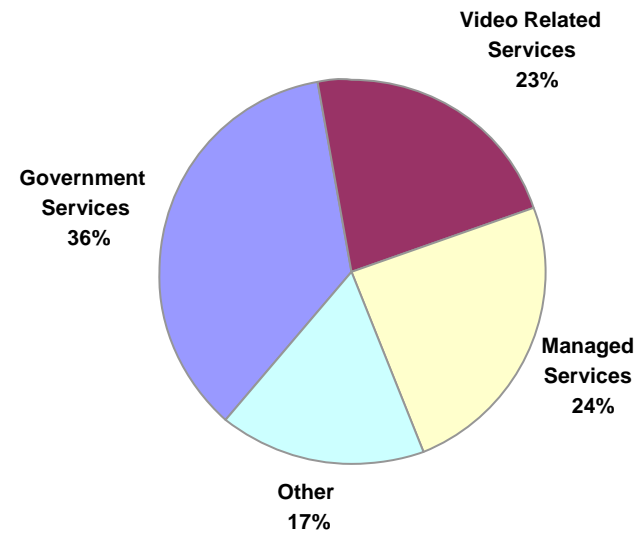
2005 Services Revenue

Total Services Revenue: EUR 186.6m



Q1 2006 Services Revenue

Total Services Revenue: EUR 48.0m



Note: "Other" includes TechCom, 1-way broadband services

Video-related services (e.g. APS)

- Broadcasting services
 - programme encryption, multiplexing, uplinking, IP encapsulation and more
 - customers select which services they wish to use
- Revenues of approximately EUR 40m in 2005
- Characteristics
 - typical EBITDA margin 30-35%
 - “sticky” applications
 - medium term contracts
 - essential component of the customer’s service
- Pull-through sales for SES
 - 3 transponders

Government Services (mainly AGS)

- End-to-end services, in particular to US Government agencies
 - consultancy
 - bandwidth sales
 - equipment sales
- Revenues of approximately EUR 70 m in 2005
- Characteristics:
 - typical EBITDA margin of 15-20%, depending on level of low margin equipment sales
 - “sticky” applications
 - growing reliance on commercial satellite solutions
 - demand for global capability
- Pull-through sales for SES
 - 15 transponders

Managed services (e.g. SATLYNX)

- Managed services include
 - telecoms-type services such as:
 - VSAT corporate broadband networks
 - Internet trunking
 - corporate recovery systems
- Revenues approximately EUR 50 m in 2005
- Characteristics:
 - typical EBITDA margin 5-10%
 - short contract terms and highly competitive marketplace
 - limited pull-through potential
- Pull-through sales for SES
 - 7 transponders
- Tasked to improve performance
 - Global Managed Services
 - US teleport consolidation

SES's services – going forward

- Video-related services
 - APS a central component of digital satellite services development
 - Germany
 - new markets of Central and Eastern Europe
 - IP-PRIME for distribution of IPTV content to telcos in US
 - fixed and mobile applications
- Government services
 - AGS well positioned to capture additional growth opportunities
 - New Skies acquisition dramatically enhances global coverage capability
- Managed Services
 - Global approach creates potential to deliver required return
 - requirement to demonstrate capability
 - divestment if unable to meet profitability hurdle

Enhancing modelling guidance

- SES revenues from sources other than satellite capacity contracts have grown
- “Services” activities are characterised by:
 - lower capital investment requirements, hence almost no depreciation
 - lower EBITDA margins
 - “lumpiness” (e.g. intermittent equipment sales, consultancy fees, etc.)
- Substantial value generation capability
 - significant returns on invested capital
 - pull-through sales for SES

New Services Coming

- “Dolphin”
- blucom
- IP-PRIME

Not yet generating revenues;
some costs already being incurred

Enhancing modelling guidance

- To improve visibility for investors, SES is now providing, for the current year:
 - a target range for total Revenues and EBITDA
 - target ranges for both the satellite infrastructure and satellite services segments
- Despite the impact of the later launch date of AMC-14, our guidance is unchanged (Appendix)
- All previous guidance categories will be maintained to enable like-for-like evaluation
- Guidance will be updated in August to include New Skies
 - New Skies (stand-alone) 2006 revenue guidance (February 2006) is USD 240 – 245 million

2006 guidance

EUR million	SES Group
Total Revenues	1340 - 1360
Total EBITDA	900 - 920
Infrastructure	
- Revenues	1185 - 1195
- EBITDA	925 - 935
Services	
- Revenues	210 - 220
- EBITDA	17 - 22

1 EUR = 1.23 USD

Note: Ranges are without New Skies and project start-up costs

Modelling guidance (reiterated)

- **Revenues (recurring)**
 - double digit CAGR for the period 2005-2007
 - high single-digit percentage revenue growth in 2006
- **Gross EBITDA margin**
 - below 70% in 2006 as a result of a further increase of the services business as well as a slippage of revenues generated in the infrastructure segment due to launch delays (AMC-14 and -23)
 - increasing thereafter with additional satellite capacity launched, but remaining at the low 70's based on the assumption of a business mix of infrastructure and services activities
 - SES core infrastructure margin will stay around 80%
- **Operating Profit** to continue to grow
- **Depreciation** will increase with the new satellites coming into service
- **Satellite Capex** for approved projects will decrease; we are pursuing new growth opportunities which will require new investments in satellites and services
- **Finance charges** in 2006 and thereafter will have to reflect an increase in total debt and higher interest rates
- **Effective Tax Rate** between 20% - 25% (without one-offs)
- **Free Cash Flow** from operations will increase versus 2005 and further increase thereafter
- New Skies acquisition, investment programmes and share buybacks will move our **Net Debt/EBITDA ratio** towards our 3.0x target