



**Investor Day 2006**

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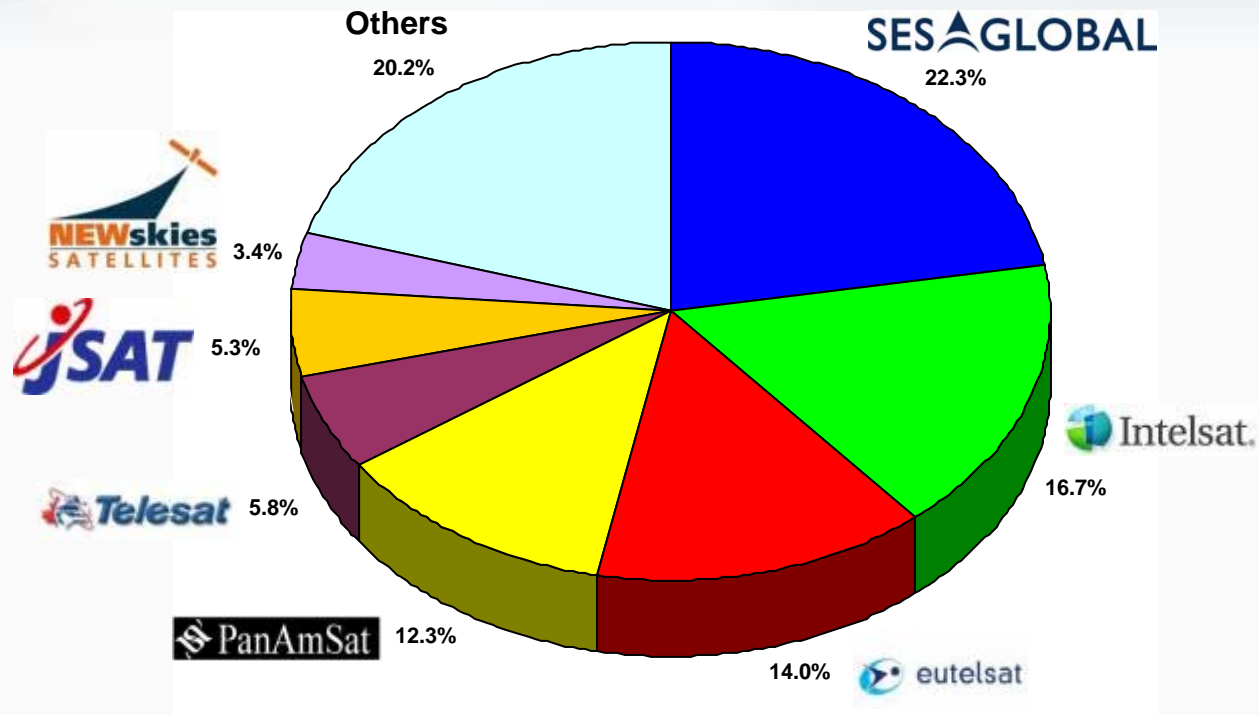
# Section One

## FSS Overview

# FSS Overview – Relative Market Share

In MEUR

SES GLOBAL



	SES	Intelsat	Eutelsat	PanAmSat	New Skies
Revenues*	1,258.0	936.7	789.9	688.5	192.3
EBITDA	881.0	586.2	622.0	508.6	123.0
Net Income	381.8	(217.7)	(31.2)	76.5	(1.1)

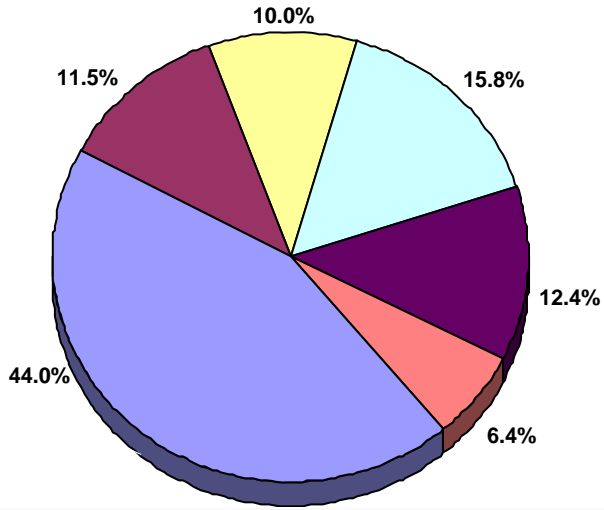
\*Based on a total FSS consolidated market revenues of 7BnUSD (5.65 BnEUR) in 2005

(Source: Euroconsult)

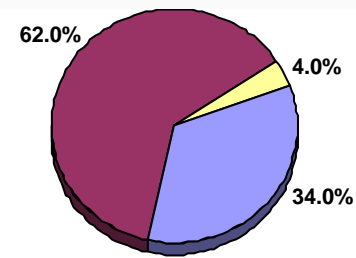
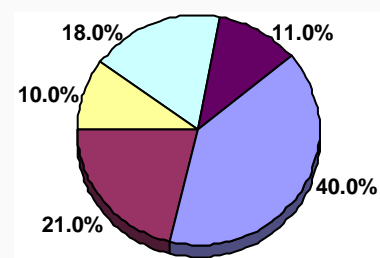
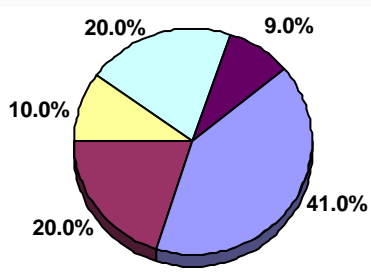
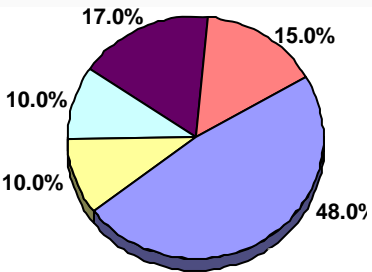
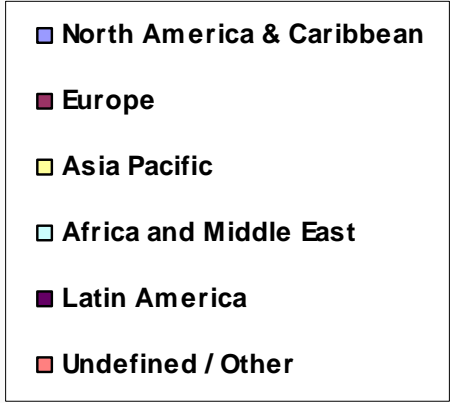
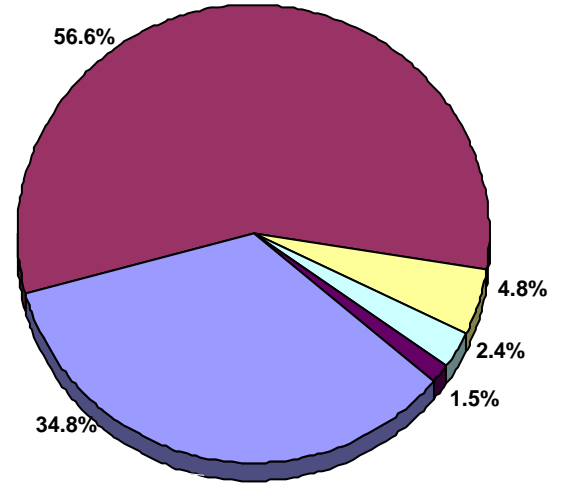
# FSS Overview – Revenues – Geographical Mix\*



**New Intelsat**



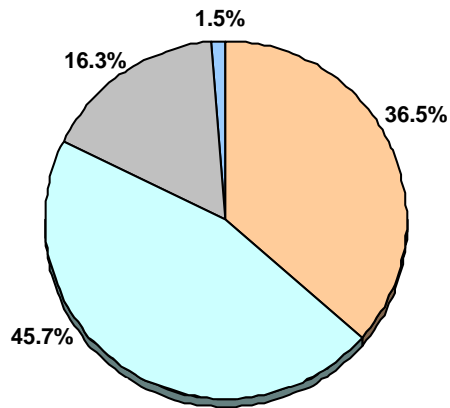
**New SES**



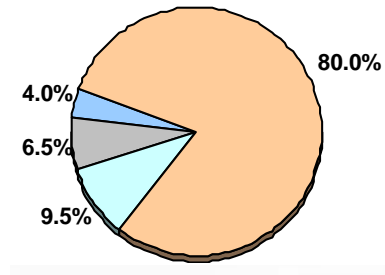
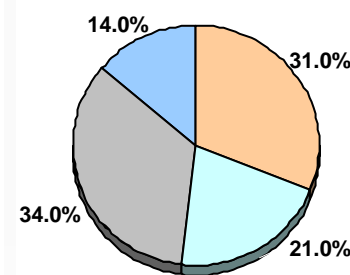
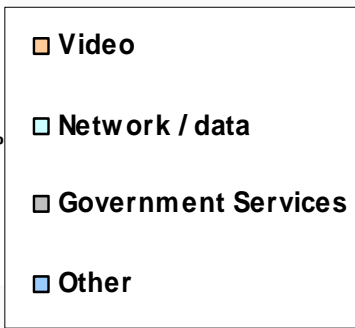
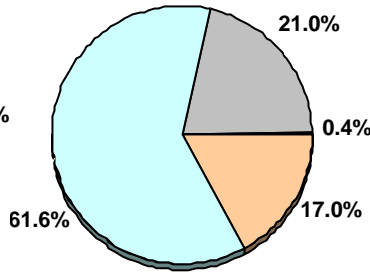
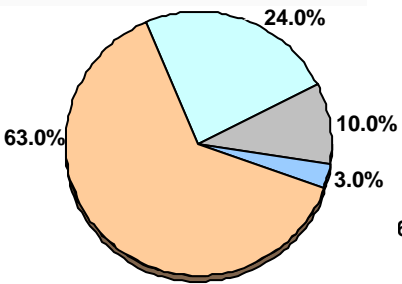
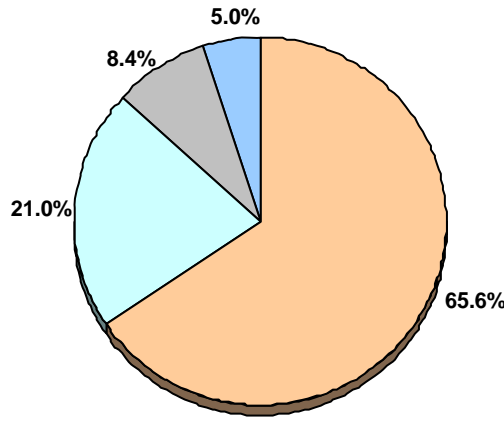
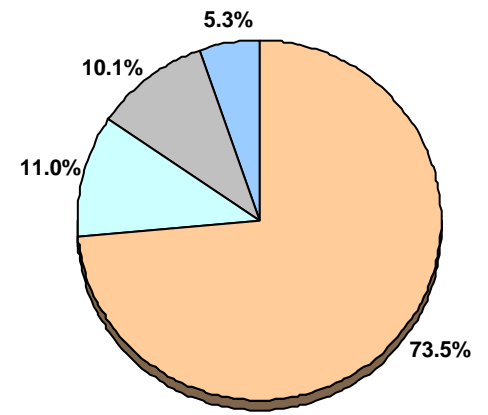
\*Based on customer billing address

# FSS Overview – Revenues – Product Mix

New Intelsat



New SES

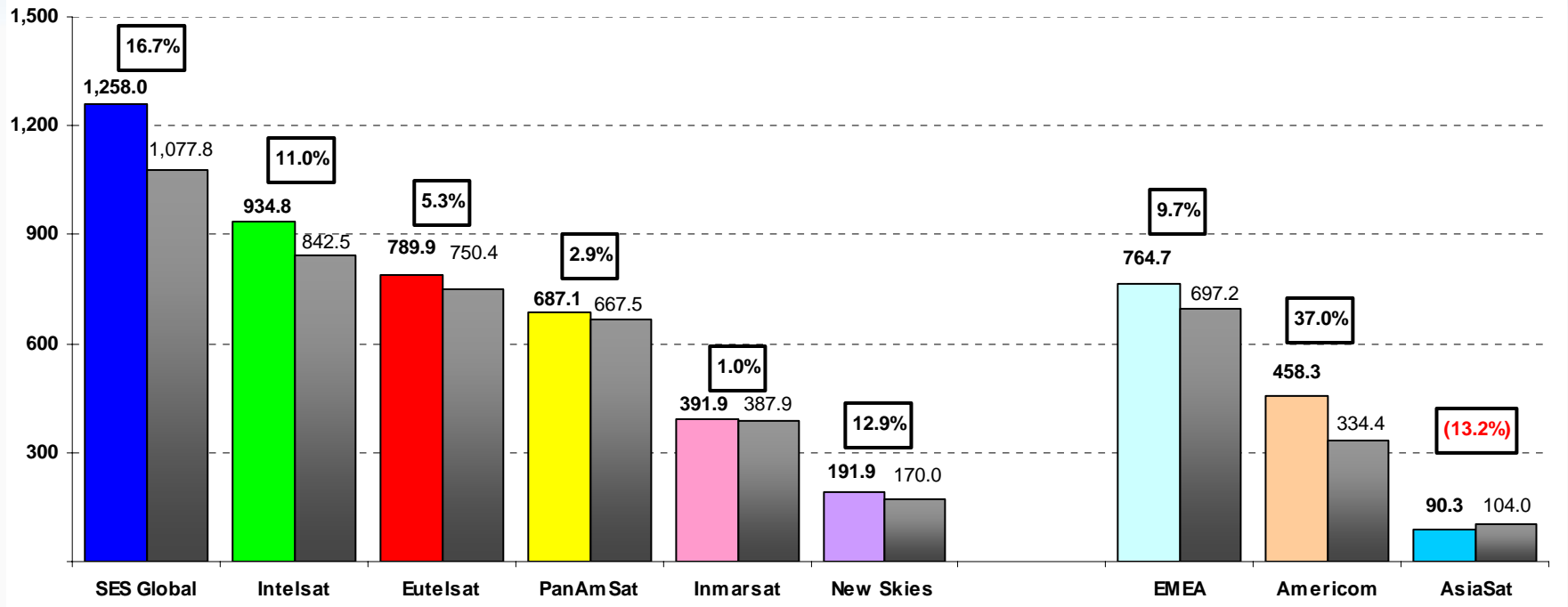


## Section Two

# FSS Industry Comparatives 2005

# FSS Industry Analysis – Revenue Development

In MEUR



- Increase in revenues across FSS industry; SES Global showing highest rate of growth

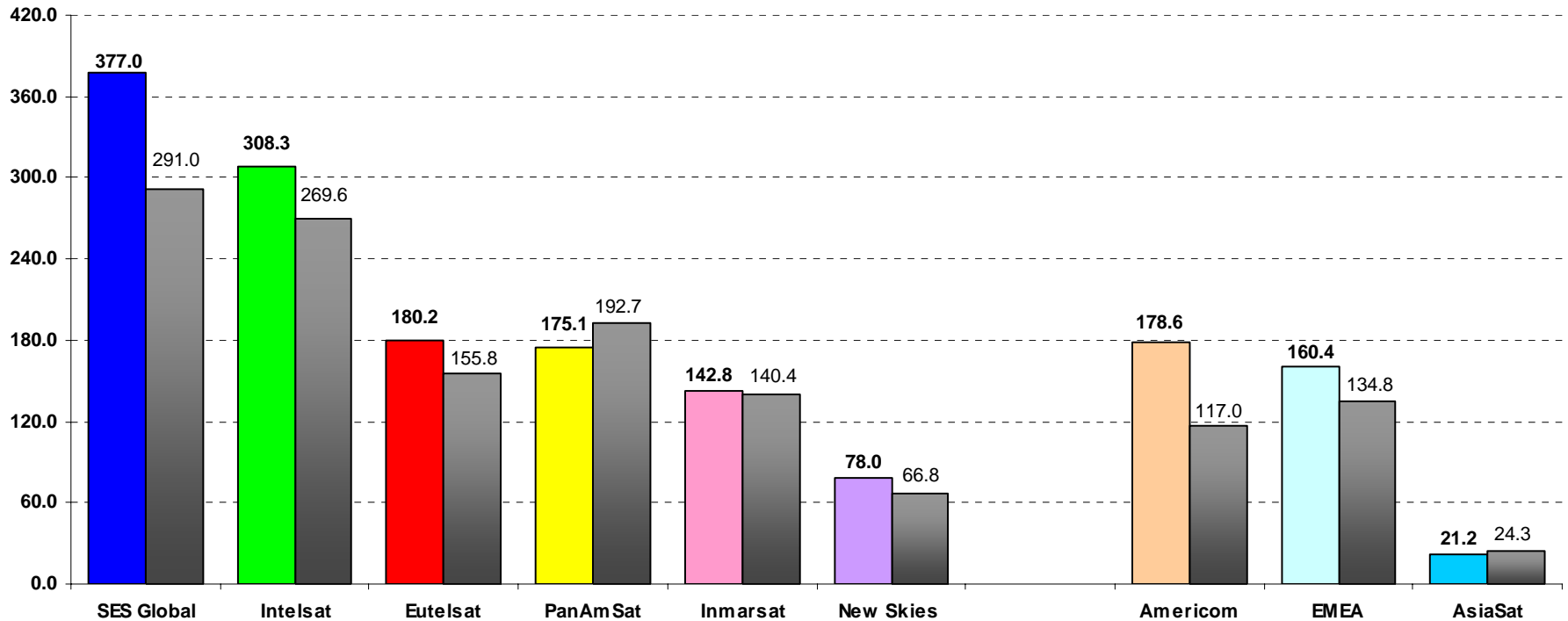
Note: Grey bars in chart represent figures for FY 2004

□ Represents year-on-year growth

# FSS Industry Analysis – Cost Development

In MEUR

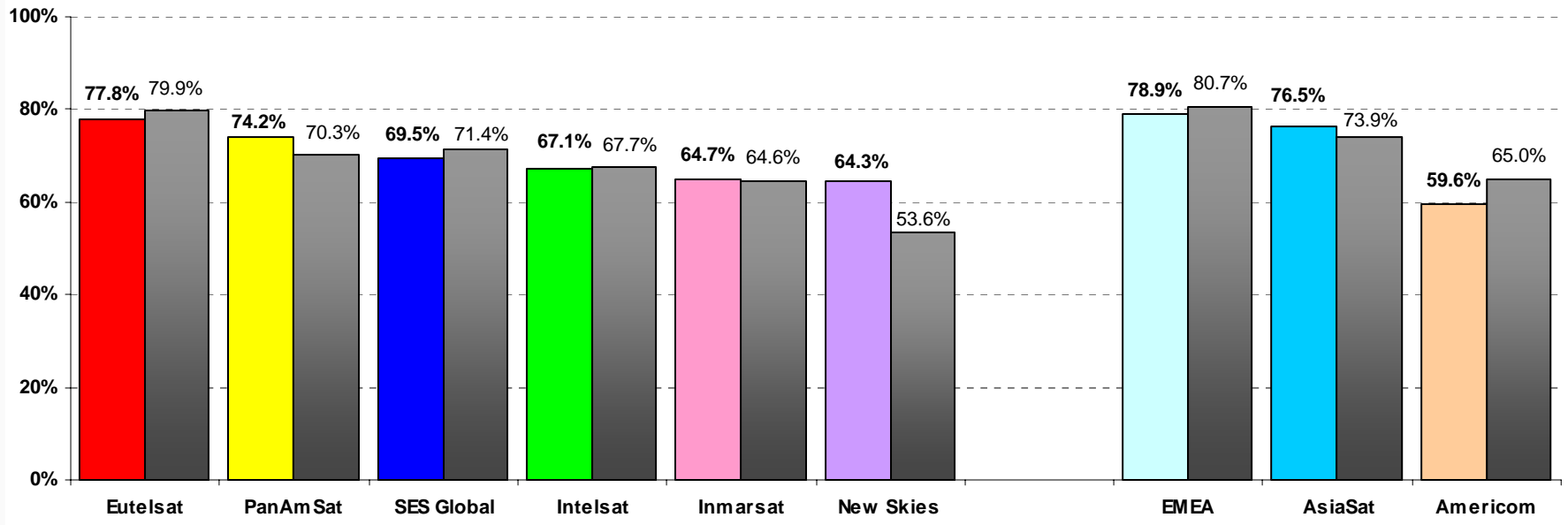
SES GLOBAL



- SES Global increase due to change in business mix (development of service activities)
- PanAmSat cutting costs. In particular, personnel and satellite insurance
- Other FSS competitors affected by one-time costs associated with recent restructurings

Note: Grey bars in chart represent figures for FY 2004

# FSS Industry Analysis – Normalised EBITDA Margins\*

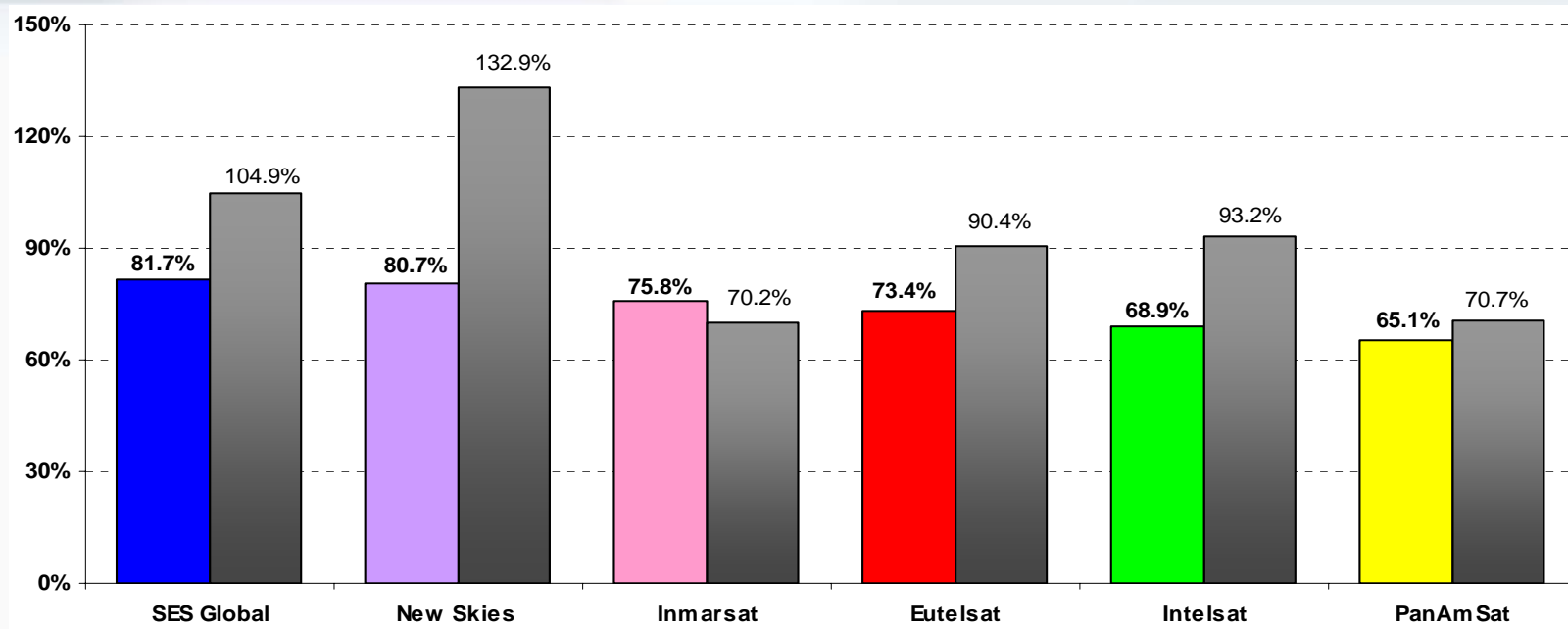


- SES Global decline due to change in business mix (development of service activities)
- SES EMEA retains highest margins in FSS industry

\* Adjusted for one-off or unusual items

Note: Grey bars in chart represent figures for FY 2004

# FSS Industry Analysis – Cash Conversion Rates\*



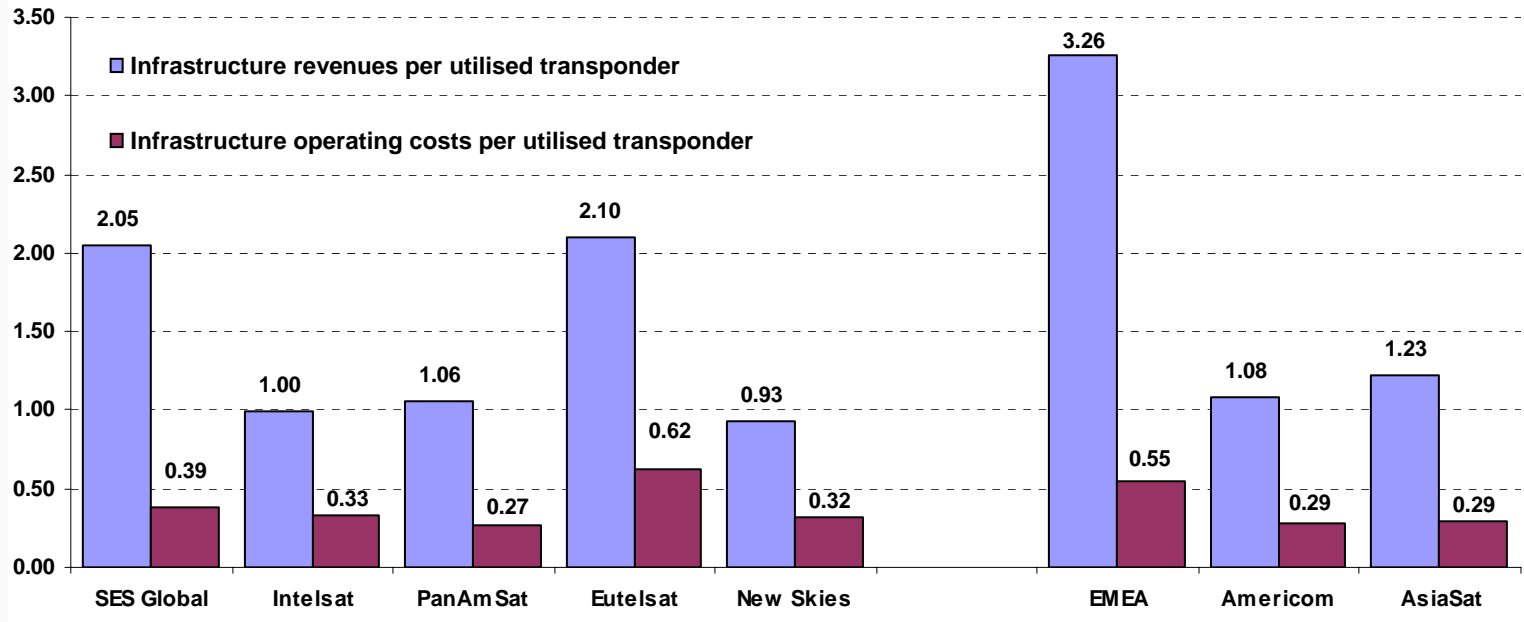
- SES Global efficiently converts EBITDA into cash.
- The SES Global decrease in 2005 is principally due to a large tax payment. Excluding this, SES would have had a cash conversion ratio of 101%
- Most other FSS companies are burdened with high interest charges

\* Net Operating Cashflow/EBITDA

Note: Grey bars in chart represent figures for FY 2004

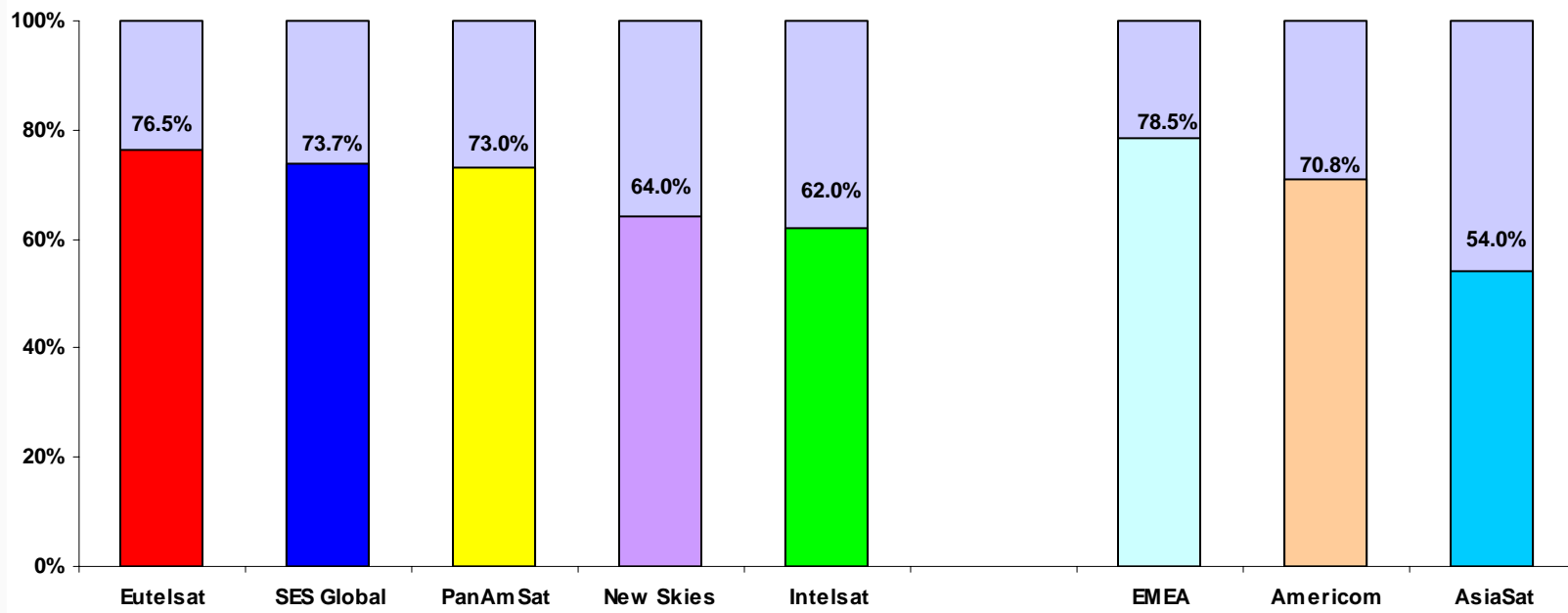
# FSS Industry Analysis – Per-transponder comparatives

In MEUR



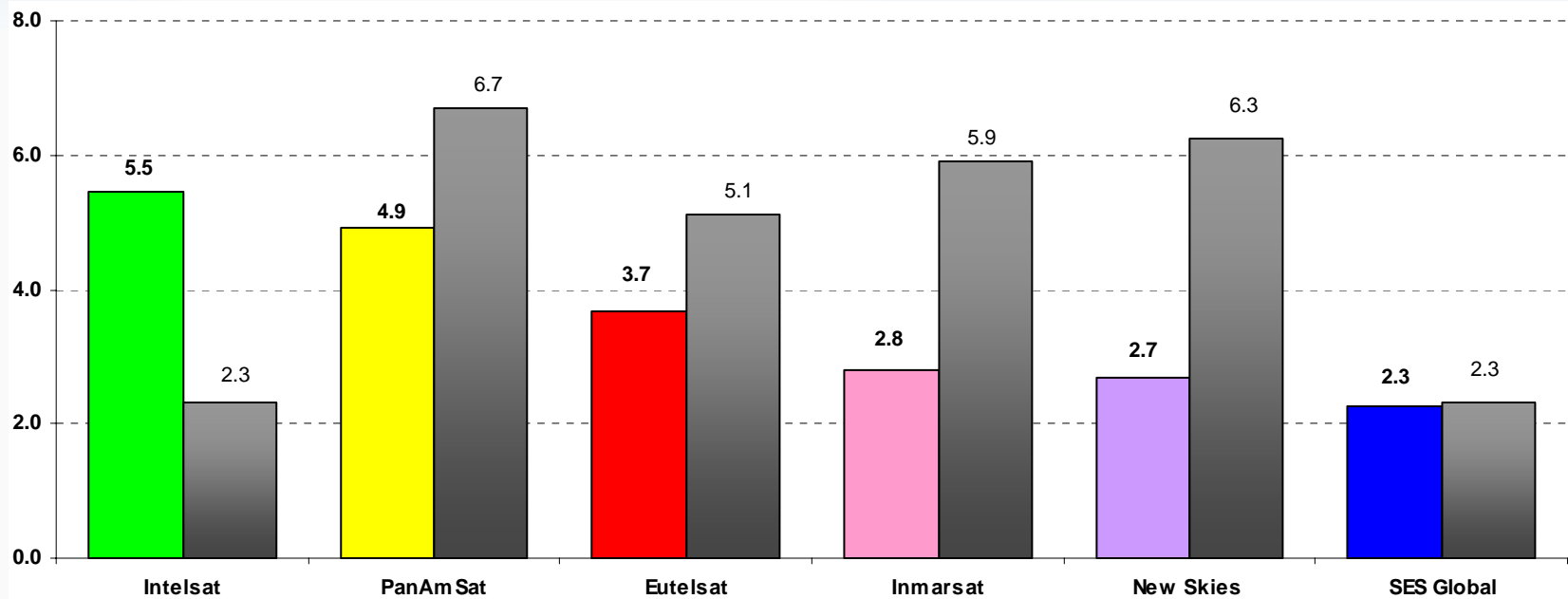
- Pricing per transponder is much stronger in Europe
- SES EMEA compares favourably to Eutelsat; SES Americom very similar to PanAmSat

# FSS Industry Analysis – Utilisation rates



- Key satellites in Europe (SES EMEA, Eutelsat) have very high fill rates
- Excluding Astra 4A, SES Astra / SES Sirius utilisation rate is 88.5%
- Overcapacity in Asia leads to lower utilisation

# FSS Industry Analysis – Net Debt/EBITDA\*



## Estimated after-merger 2006 Net debt / EBITDA ratios:

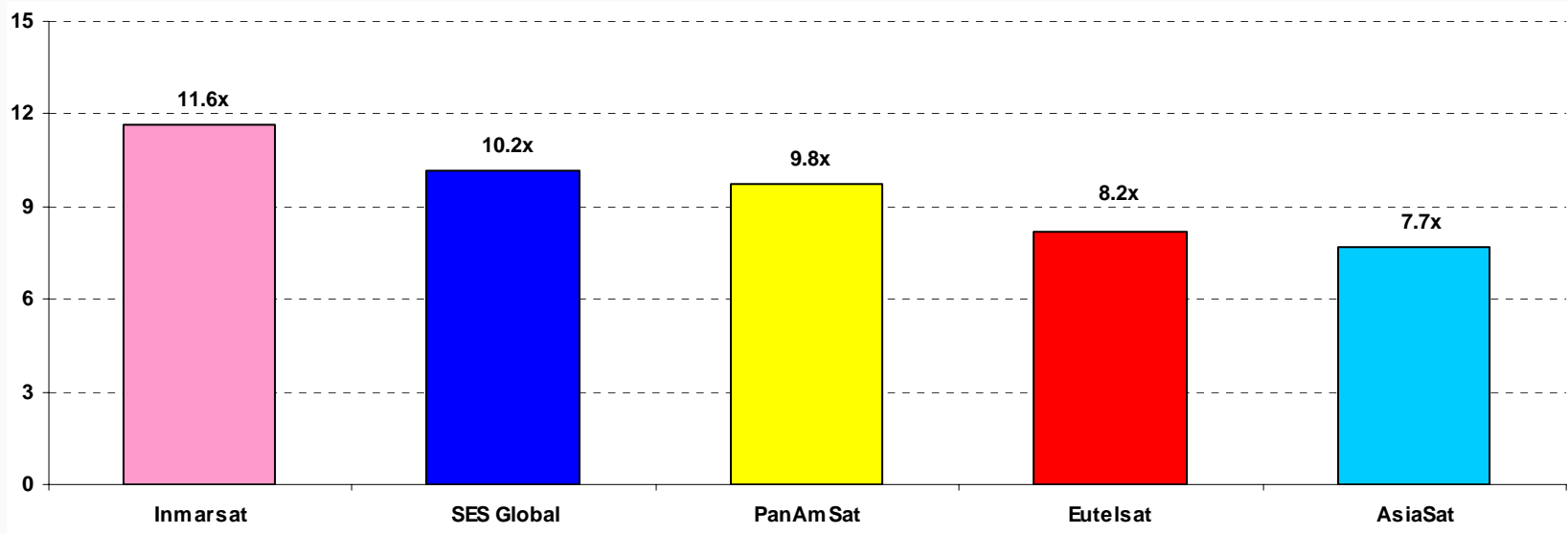
SES Global / New Skies	2.8
Intelsat / PanAmSat	7.5

- The new Intelsat / PanAmSat entity will be extremely highly geared

\* Adjusted for one-off or unusual items

Note: Grey bars in chart represent figures for FY 2004

# FSS Industry Analysis – EBITDA valuation multiples\*

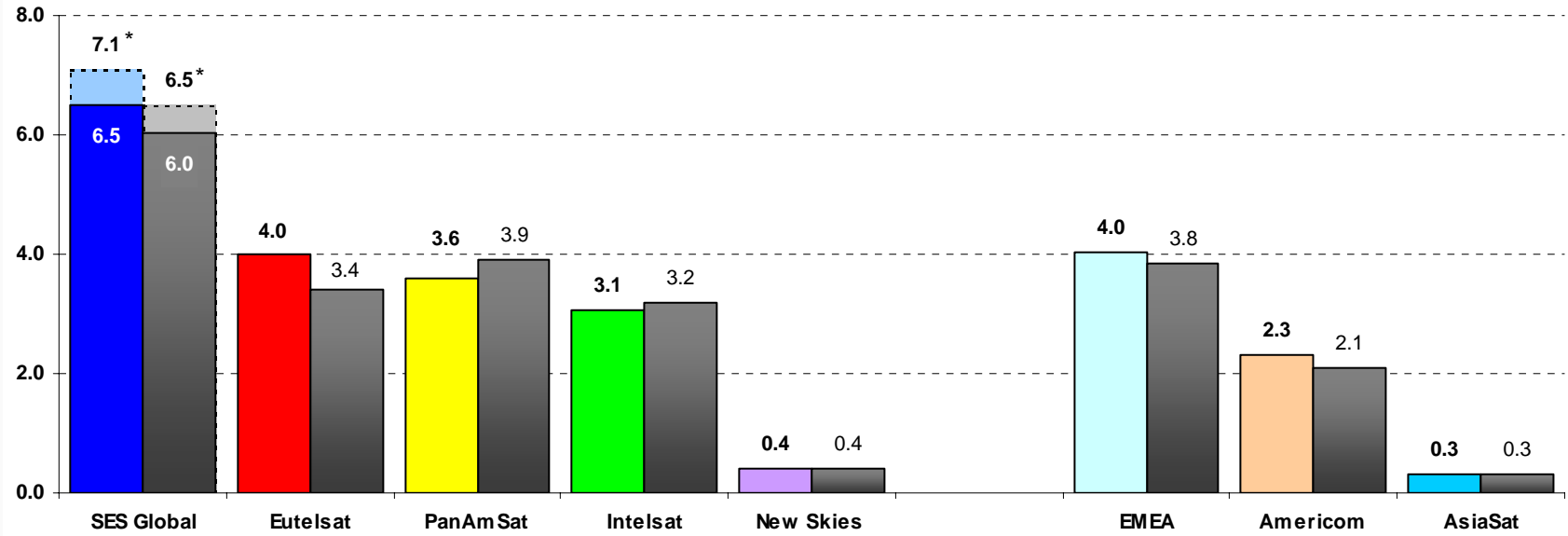


- SES Global shares trade at highest multiple in the FSS industry
- Inmarsat (MSS industry) shares currently trade at 11.6x EBITDA

# FSS Industry Analysis – Backlog

In BnEUR

SES GLOBAL

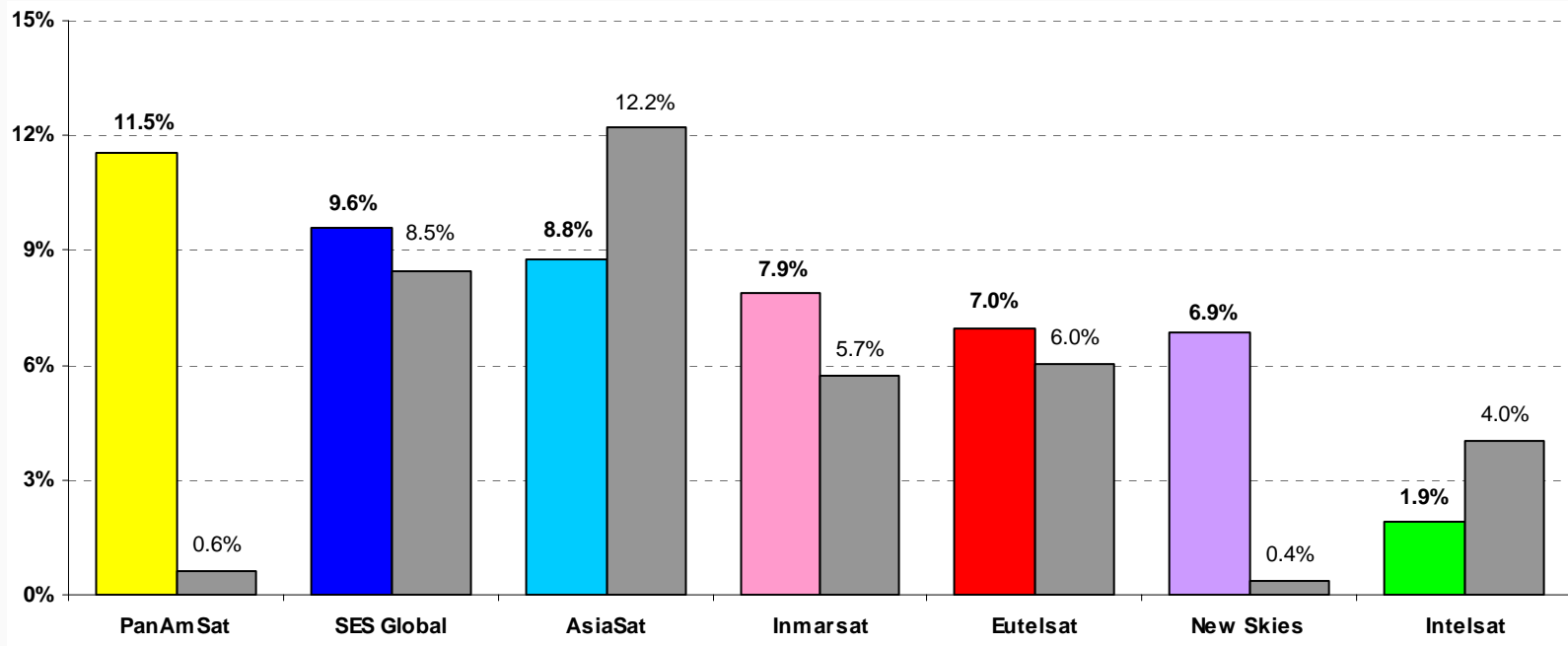


- Video-centric FSS companies tend to have the highest backlog
- SES Global's backlog will remain higher than the combined PanAmSat / Intelsat entity

\* Based on SES "Gross" backlog. The other SES figures represent the "fully-protected" backlog, i.e. includes impact of potential early terminations

Note: Grey bars in chart represent figures for FY 2004

# FSS Industry Analysis – Return on Invested Capital\*

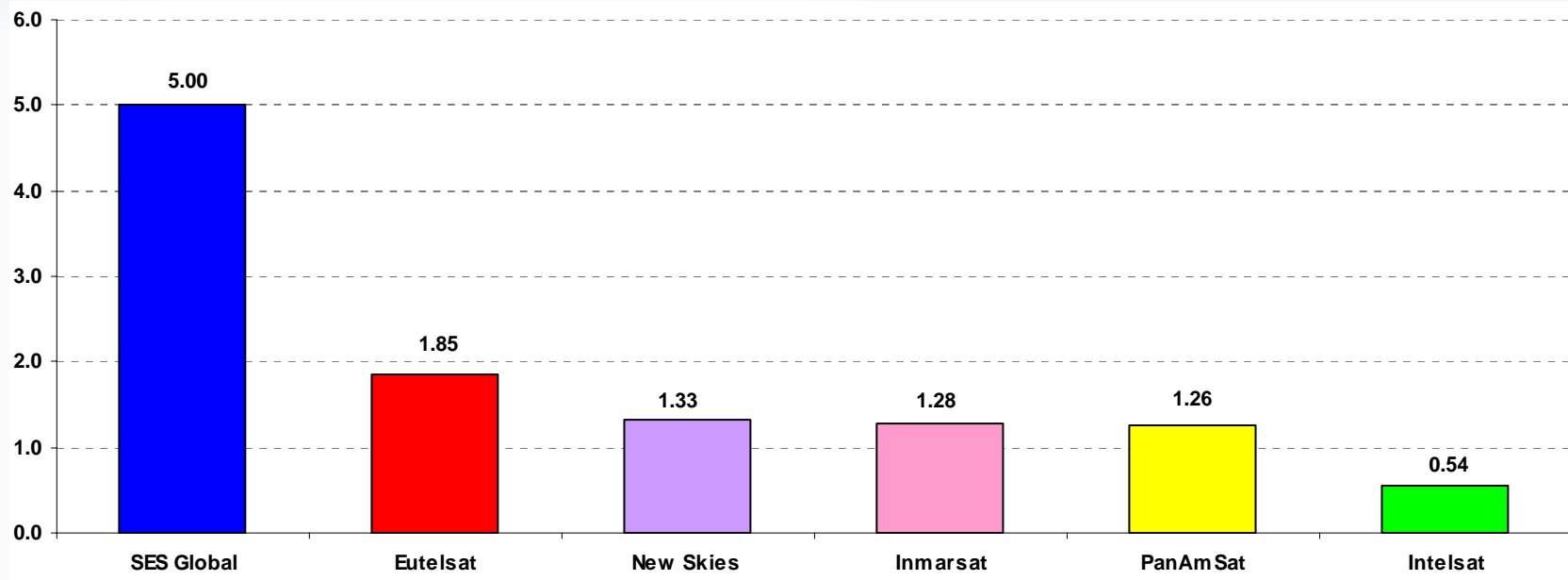


- SES Global favourable to most of peer group
- Intelsat is weak in comparison, even before interest charges

\*Net Operating Profit After Tax ("NOPAT") / (Total Debt + Shareholders' Equity – Goodwill)

Note: Grey bars in chart represent figures for FY 2004

# FSS Industry Analysis – Interest Cover\*

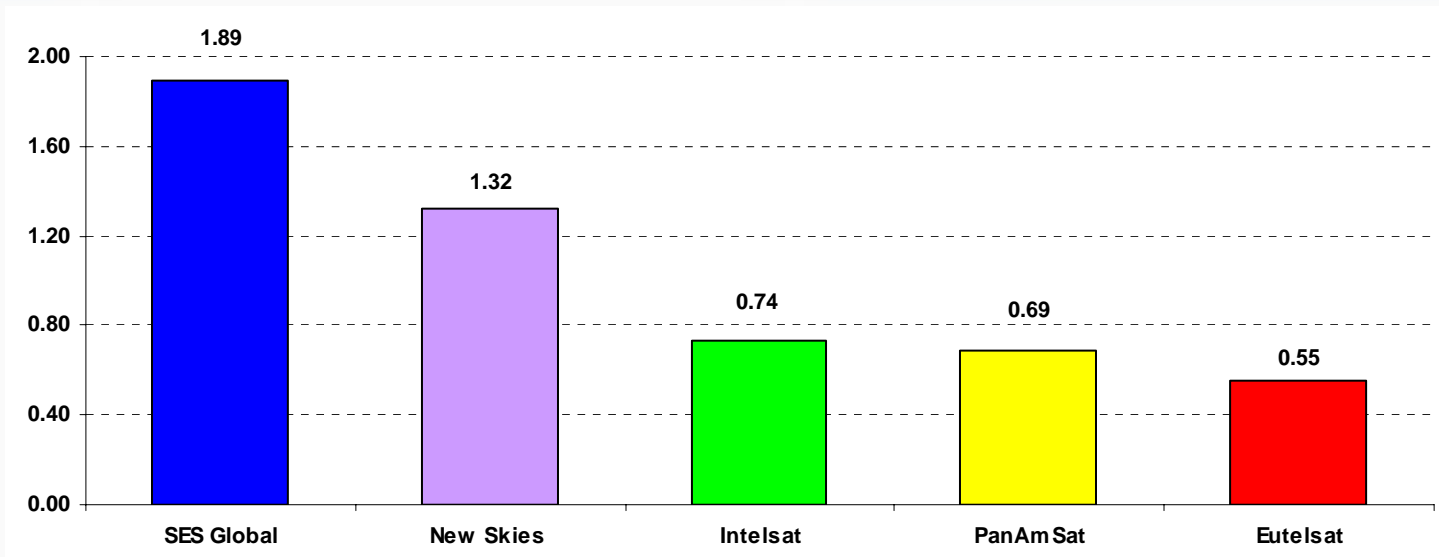


- High gearing levels introduced by the Private Equity companies have led to increased interest payments
- Intelsat has not generated enough operating profit to cover interest expenses during 2005

\*Operating Profit/Interest Expense

Note: Adjusted costs for one off items & satellite impairment (impairments affecting Eutelsat satellite W1 & Intelsat satellite IS-804)

# FSS Industry Analysis – Dividend Cover\*



- High dividend payments introduced by the Private Equity companies
- For Intelsat, PanAmSat and Eutelsat, dividends paid have exceeded residual cash flow
- In addition to dividend payouts, SES Global has returned 517 MEUR to shareholders in the form of share buy-backs

\*  $[Net\ operating\ cash\ flow - Capex] / Dividend$   
Based on dividends paid in 2005

# Summary – FSS industry comparatives 2005



<b>Revenue</b>	Increase in revenues across FSS industry; SES Global showing highest rate of growth
<b>Costs</b>	Many FSS companies have been affected by one-time restructuring costs, but the general industry trend is towards reduction of recurring costs. Whilst SES is showing a high cost awareness, expansion in service activities is increasing recurring operating expenditure
<b>EBITDA Margin</b>	SES EMEA has the highest EBITDA margin in the industry, despite increased service activities
<b>Cash conversion rate</b>	SES Global continues to efficiently convert EBITDA into cash. For Intelsat, PanAmSat and Eutelsat, the burden of high interest payments is having a negative impact
<b>Per-transponder comparatives</b>	Revenue per transponder is stronger in Europe; SES Astra outperforms Eutelsat
<b>Utilisation rates</b>	Satellite fill rates are higher in Europe, with SES Astra / SES Sirius leading the pack
<b>Gearing</b>	IPOs in 2005 have helped many competitors to delever. However, all are still more highly geared than SES Global. Intelsat are currently unable to cover their interest payments with their cash flow; post-merger, they will be even more highly geared
<b>Valuation multiples</b>	SES trades at a premium to other listed FSS industry companies. Inmarsat (MSS industry) currently has an even higher valuation multiple
<b>Return on invested capital</b>	SES and PanAmSat provide the highest returns in the industry
<b>Dividend cover</b>	Only SES and New Skies generated sufficient cash flow to cover their dividend payments

- SES Global is financially well-positioned to continue as the leader in the FSS industry
- Post-merger with PanAmSat, “New” Intelsat will be forced to focus on debt reduction and exit of shareholders
- It will be interesting to see how Eutelsat will develop from their current positioning as a strong regional (European) operator