APPLYING FINANCIAL FRAMEWORK TO DRIVE PROFITBALE GROWTH

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Delivering Profitable Growth With Clear Financial Framework

Enhancing business mix via organic investment and a strong financial base

Expanding profitability drivers by investing in inorganic growth accelerators

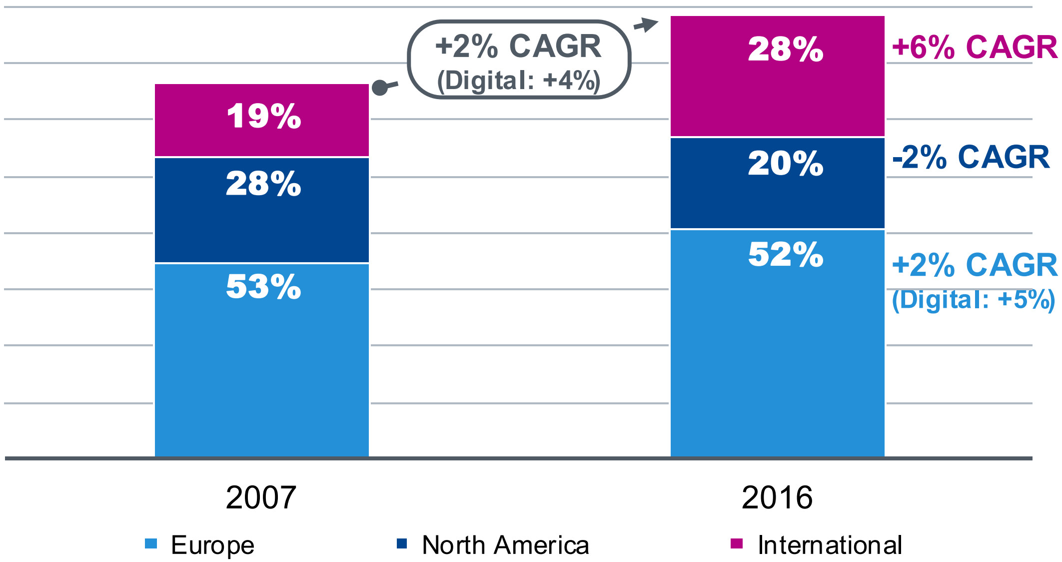
Combining sustained revenue growth and **innovation** to maximise returns

Driving the business within a clear and consistent **financial framework**

Enhancing Profitability Through Globalisation

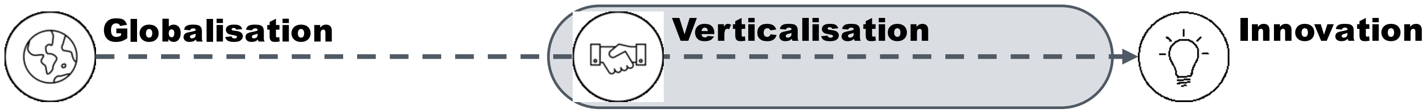
Group revenue by region (at same scope)

EUR million (at constant FX)



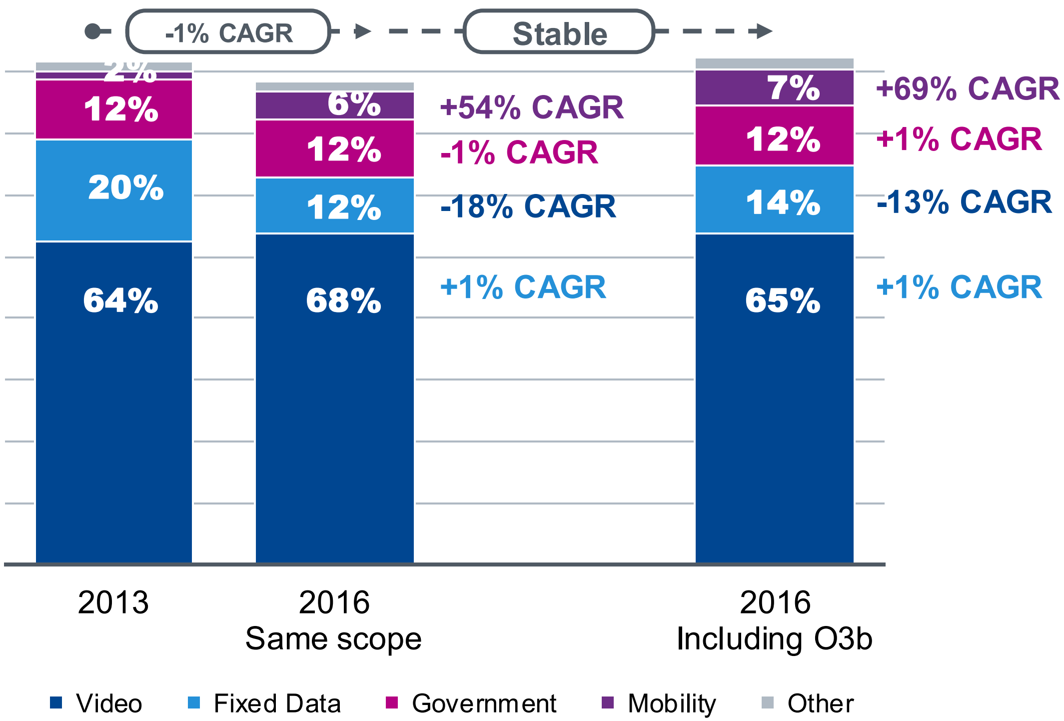
- Delivering strong growth in International markets and Europe (digital)
- North America impacted by U.S. Government budget sequester, now stabilising
- Improving profitability while expanding globally and across the value chain

Enhancing Profitability Through Verticalisation



Group revenue by vertical

EUR million (at constant FX)



- ▲ Slight growth in Video, underlining solid base
- ▲ Improving growth profile in SES Networks, supported by completion of O3b acquisition, started in 2009

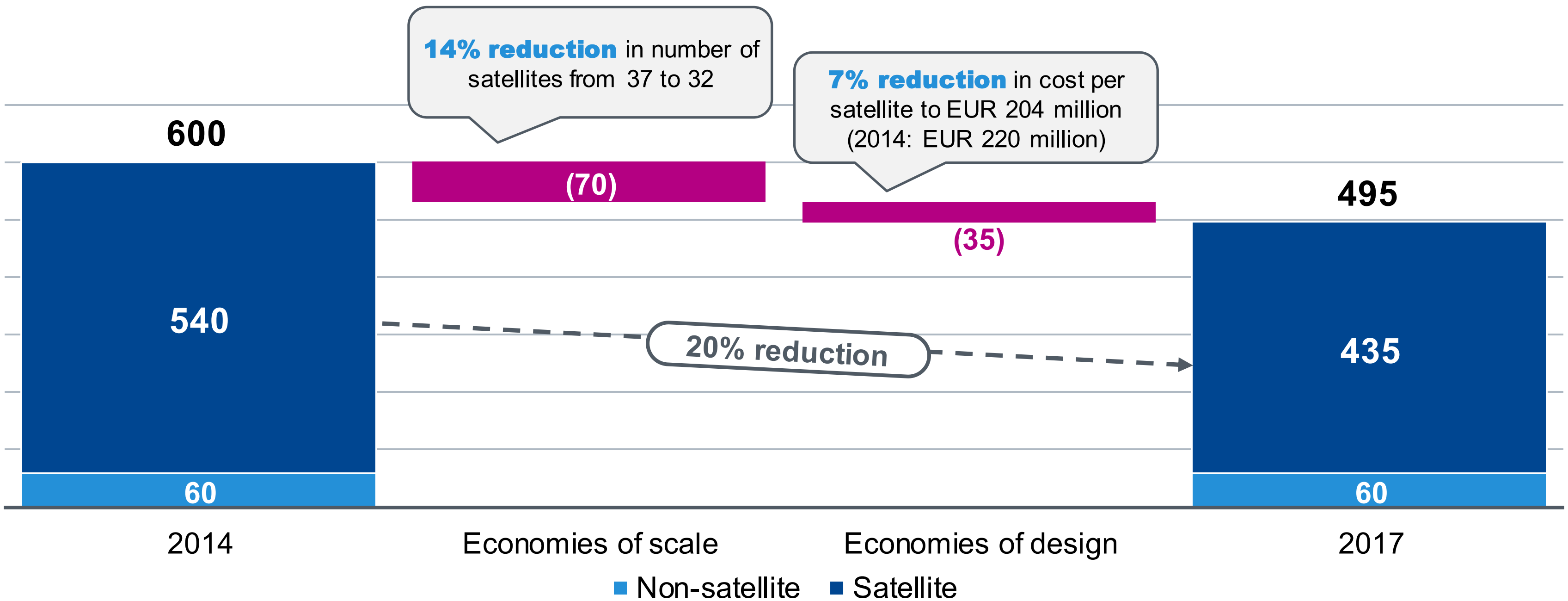
1) "Other" includes development and other related revenue not directly attributable to a vertical

Enhancing Profitability Through Innovation

Globalisation → Verticalisation → **Innovation**

SES's normalised CapEx (at same scope)[1]

EUR million



▲ Achieving target of 20% reduction in normalised satellite CapEx **one year ahead of schedule**

1) Represents normalised satellite CapEx to replace current, active fleet plus satellites under construction plus non-satellite CapEx; same scope does not include HTS payloads on SES-12/-14/-15, SES-16/GovSat and SES-17

Improving Returns Through Strategy Execution

Globalisation → Verticalisation → Innovation

Return on Invested Capital (RoIC)[1] (at same scope)[2]
at constant FX

	2007	2016	
Revenue	EUR 1,662 million	EUR 1,965 million	+2% CAGR
Operating profit margin	40.7%	44.2%	+350 bps
Effective tax rate	16.2%	15.0%	-120 bps
Net operating profit after tax	EUR 574 million	EUR 737 million	+3% CAGR
RoIC	**8.2%**	**9.3%**	+110 bps

1) Net operating profit after tax (NOPAT) divided by average of opening and closing net equity plus net debt
2) Excluding ND Satcom in 2007 and the impact of consolidation of RR Media and O3b in 2016; 2016 Like-for-Like RoIC at 6.5%

Applying Consistent Use of Cash Approach

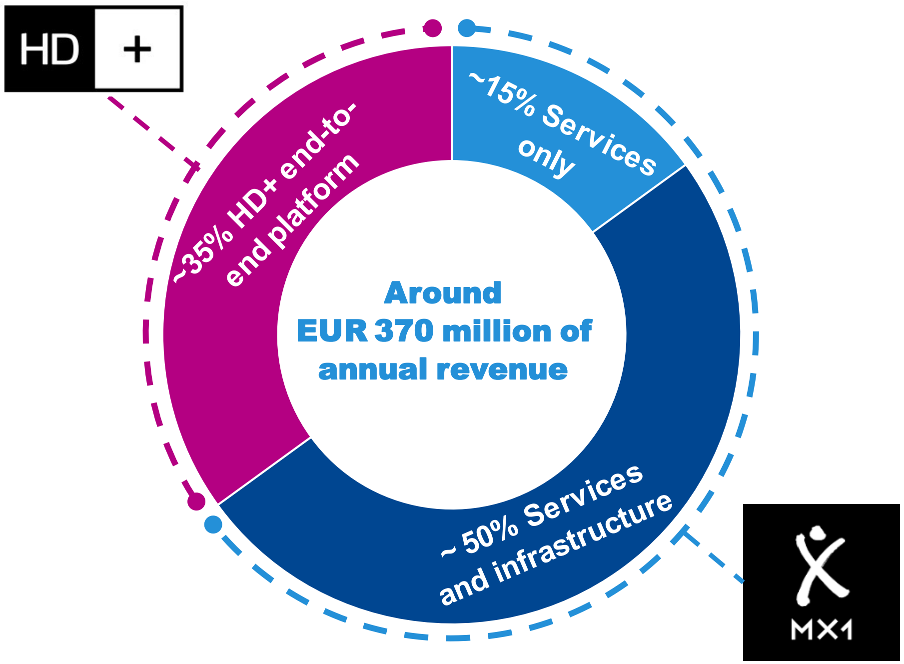
Use of cash approach	2007-2016
1. Fund replacement and committed growth pipeline	▲ **EUR 6.9 billion** re-invested, expanding globally and profitably
2. Maintain progressive dividend per share policy	▲ **EUR 3.7 billion** returned to shareholders through annual and growing dividend
3. Invest in additional growth accelerators	▲ **EUR 1.3 billion** invested(1), adding scale and differentiated capabilities
4. Optimise leverage and cost of capital	▲ **EUR 2.1 billion** of share buy-backs ▲ Net debt to EBITDA managed **below 3.3x** ▲ Reduced interest cost from **4.9% to 3.9%**

1) Excluding USD 1.4 billion of O3b debt, refinanced in 2016

Expanding Growth Drivers Across Value Chain: RR Media/MX1

Video services revenue

EUR million (2016 like for like(1))

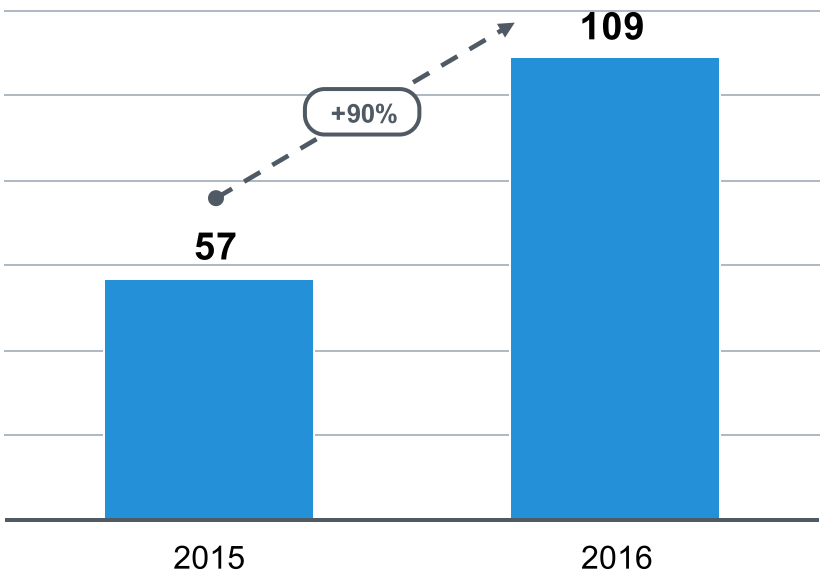


- Delivering value-added, turnkey solutions
  - Creating **world-leading** media services provider with Merger of SES PS + RR Media
  - **MX1 non-European revenue increased** from 3% in 2010 **to around 30%** in 2016
- Enhancing Video services growth and profitability through differentiation(2)
  - "Pull- through" revenue of **EUR 70 million** representing a **CAGR of 15%** since 2010
  - **EBITDA margin of 40-50%** before internal transponder costs(3)
  - Video services' return on invested capital improved from **5% in 2010 to 19% in 2016,** benefiting from **low CapEx requirement** and was **accretive to SES group RoIC**

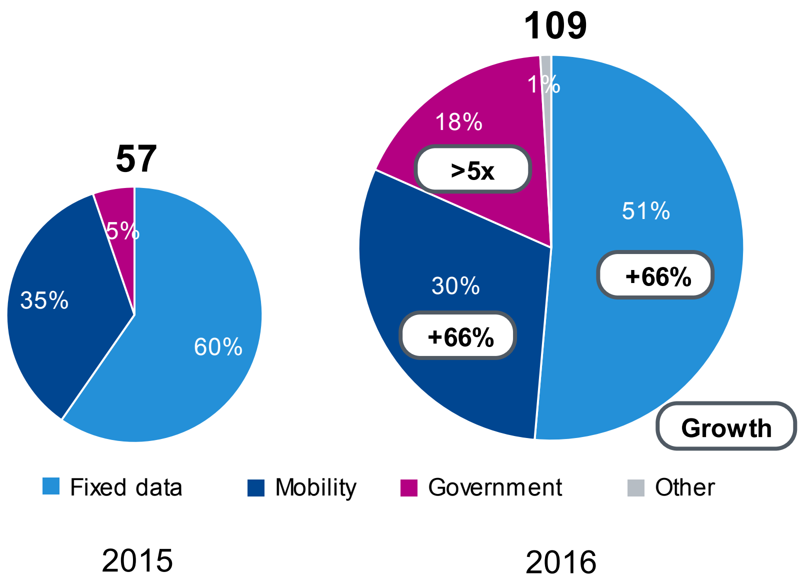
1) Assuming RR Media had been consolidated from 1 January 2016
2) At same scope including SES PS and HD+; RR Media will be included with the first full year of consolidated operations and integration into MX1
3) MX1 Video services margin before paying full market rates for infrastructure capacity

Expanding Growth Drivers With Unique Solutions: O3b

O3b revenue development
USD million



O3b revenue and growth by vertical
USD million



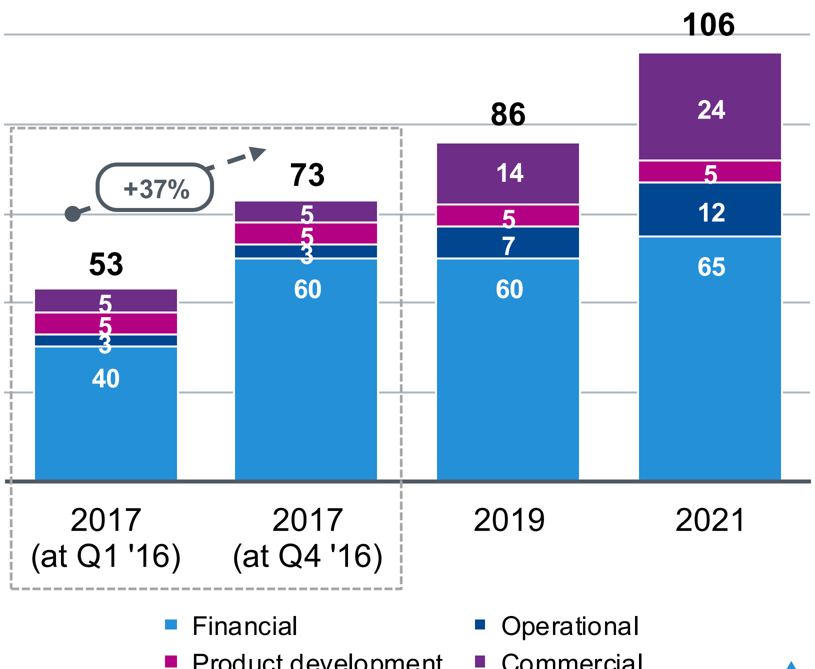
- Unique combination of performance and economics driving **90% revenue growth** (YoY)
- Scaling up existing clients, of which **~70% have upgraded** from initial bandwidth requirements
- Validating **clear business and financial rationale** for accelerated acquisition of 100%

Delivering Significant Synergies From Consolidation of O3b

- Synergies enhancing overall earnings accretion of O3b transaction **by 2018**

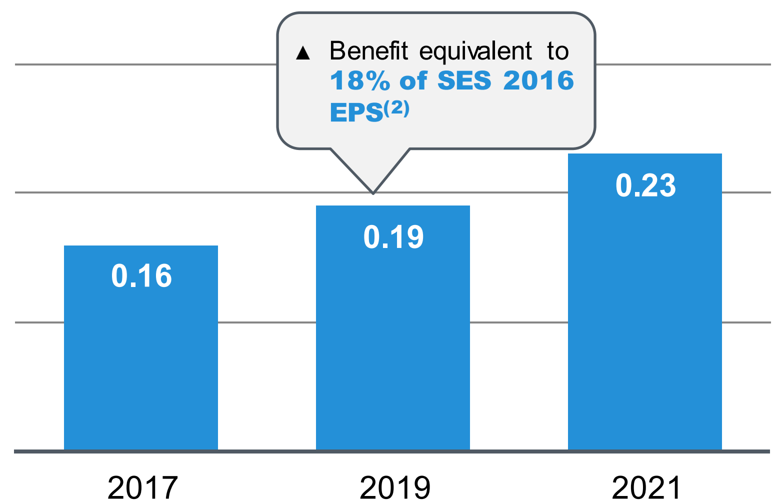
Synergies from O3b consolidation

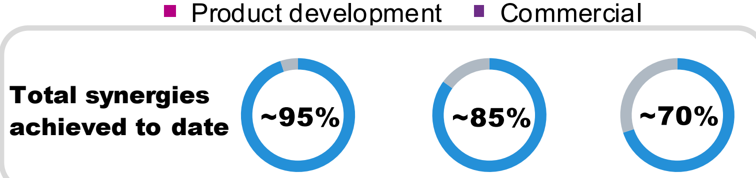
EUR million



EPS impact[1]

EUR





- **Already achieved ~85% of 2019 synergies,** driven by financial synergies (refinancing of O3b debt) and augmented by commercial, product development and operational synergies

1) EPS accretion from total synergies (based on P/E ratio of 15x)

2) Excluding gain of EUR 495.2 million on deemed disposal of O3b equity interest following SES's acquisition of remaining O3b shares (completed 1 August 2016)

Well Placed to Grow Future Return on Invested Capital

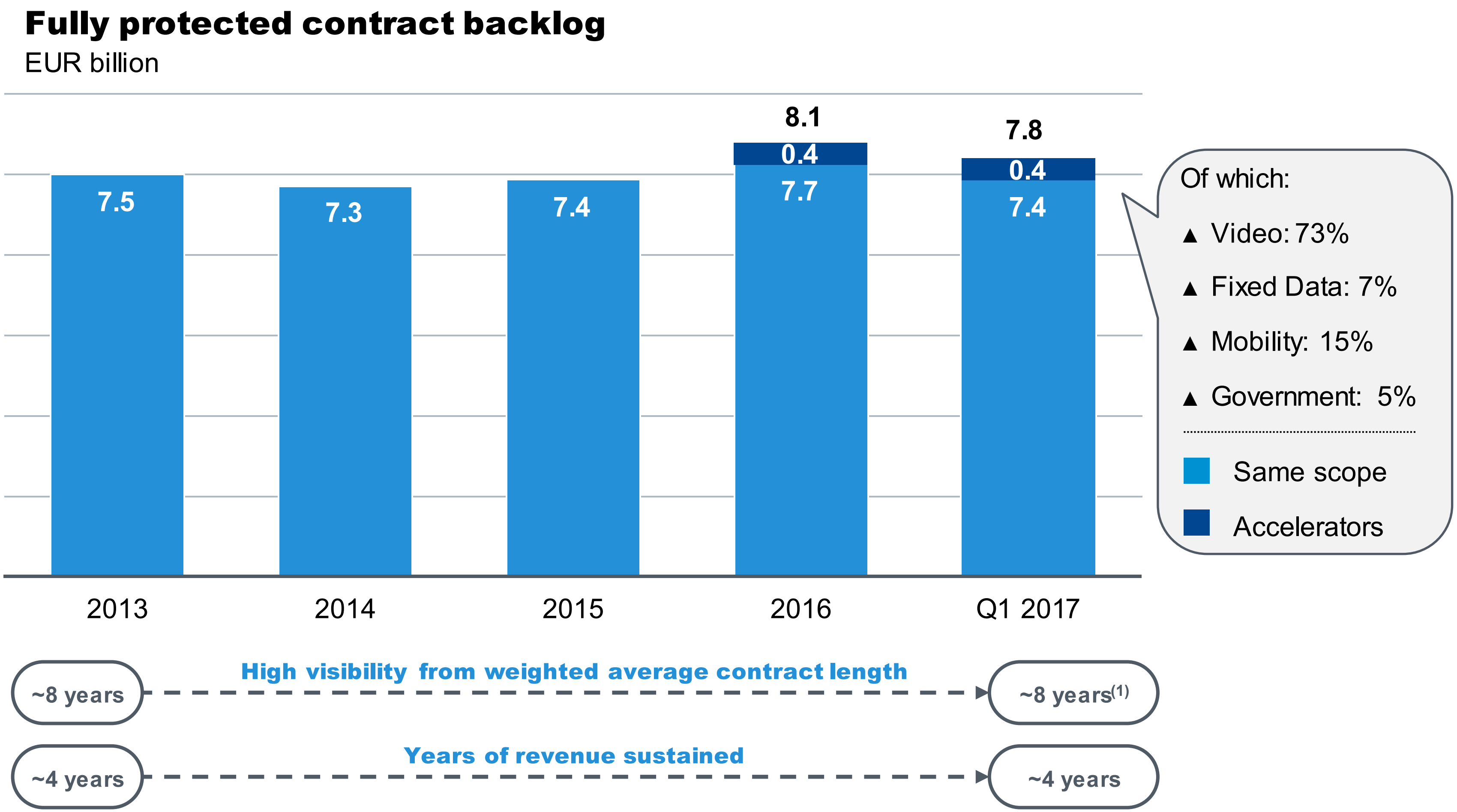
1. Generating **sustained revenue growth**

2. **Maximising profitability** through operational cost and CapEx efficiencies

3. **Optimising leverage and cost of capital**

= **Improving return on invested capital** over the medium-term

Underpinning Growth Profile With Substantial Contract Backlog



▲ **Robust and stable contract backlog** at same scope, to record level with accelerators

1) At same scope; at around seven years when including RR Media and O3b on an annualised base

Re-affirming 2017 Revenue Outlook

Like for like[1]	2016 revenue (EUR million)	% of 2016 revenue	Outlook for 2017
Video	1,449.1	67%	Stable to slight growth
Fixed Data	275.1	13%	Returning to growth
Mobility	150.4	7%	Strong growth
Government	245.4	11%	Stable to slight growth
Other	48.4	2%	EUR 5 - 10 million
Total	**2,168.4**		

- Expecting revenue development in the verticals to be **progressive** over the course of 2017
- Lower 'Other' likely to impact full year growth by **around 2%**, commencing in Q2 2017 and normalising from 2018 onwards
- USD-denominated revenue represents **around 50%** of 2016 like for like group revenue

1) Assuming RR Media had been consolidated from 1 January 2016

Delivering Sustained Growth With Differentiated Investments

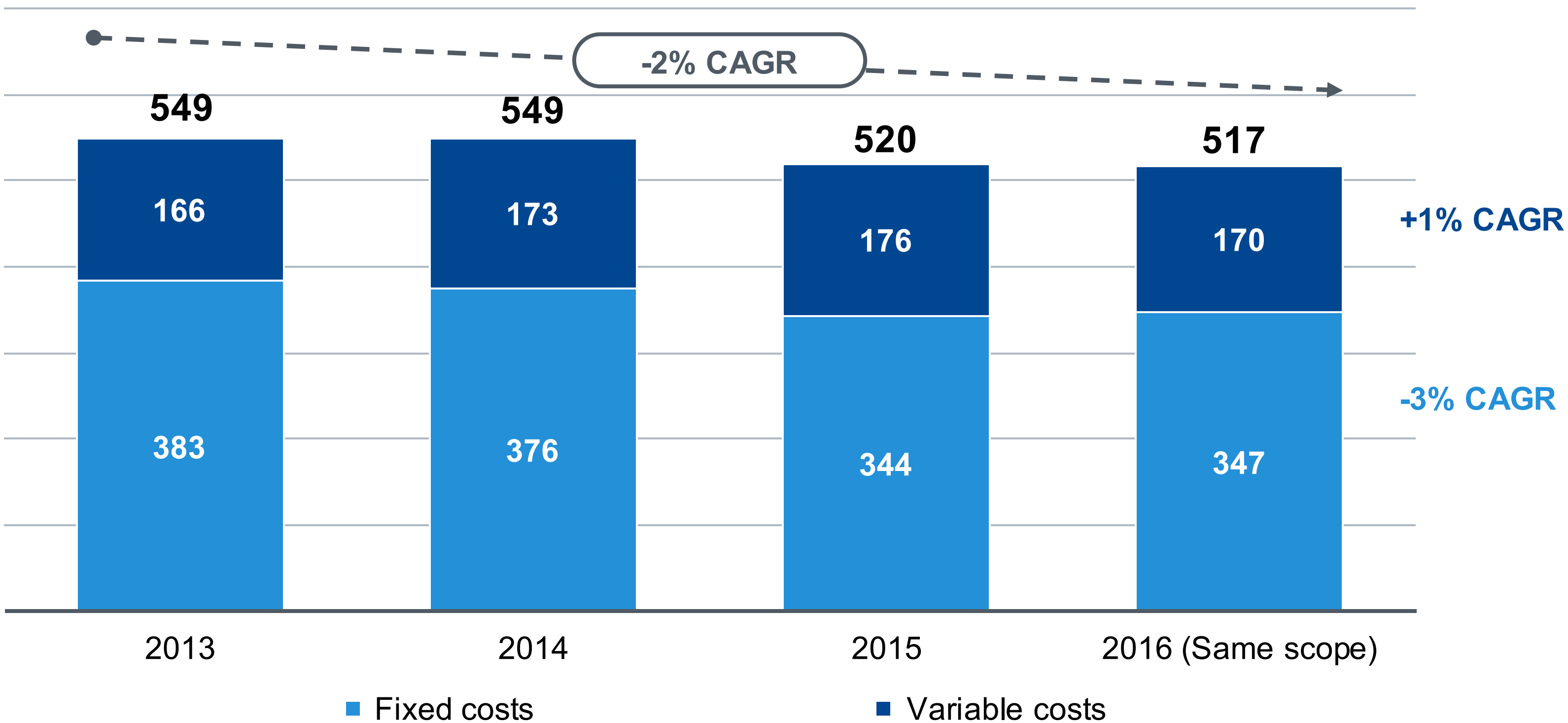
	Satellite(s)[1]	Target Verticals	Launch Date	Operational Service Date	Transponder Equivalents[2]	Annualised Revenue ('steady-state')[3]
GEO wide beam	SES-9		4-Mar-16	June '16	53	EUR 100 - 125 million
	SES-10		30-Mar-17	May '17	27	
	SES-15		18-May-17	End '17	16	
	SES-12		Q4 2017	Launch +6 mths	8	
	SES-14		Q1 2018	Launch +6 mths	8	
	SES-16/GovSat-1		Q4 2017	Launch +2 mths	68	
GEO HTS	SES-15 (10 GHz)		18-May-17	Launch +6 mths	69	EUR 150 - 175 million
	SES-12 (14 GHz)		Q4 2017	Launch +6 mths	97	
	SES-14 (12 GHz)		Q1 2018	Launch +6 mths	83	
MEO HTS	Satellites 1-12 (9 operational)		2014 / 2015		n/a	EUR 400 - 450 million
	Satellites 13-16		Q1 2018	Launch +2 mths	n/a	
	Satellites 17-20		Q4 2019	Launch +2 mths	n/a	
Revenue from investments launched by end 2019						**EUR 650 - 750 million**

- Significant annualised revenue contribution, of which more than **30% already contracted**
- Plus **additional growth** from SES-17 (from 2020) and future GEO-MEO growth investments

1) SES-11 is not included as being a replacement satellite for AMC-15 and -16 (Launch date: Q3 2017)
2) 36 MHz equivalent. For GEO HTS, assumes that four HTS TPEs are equal to one wide beam data TPE ("rule of four")
3) Annualised revenue at around 75% utilisation for GEO; and 'steady-state' utilisation for MEO (based on constellation of 17 operational satellites); EURUSD @ 1.10

Consistently Generating Operating Cost Efficiencies

Group operating expenses
EUR million (at constant FX)

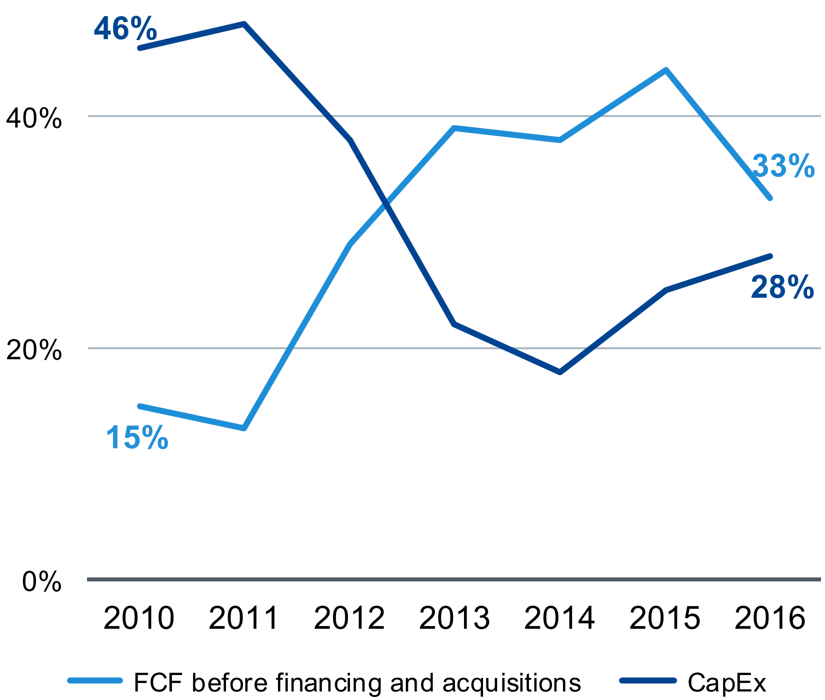


- Total OpEx **reduced by 2% CAGR** through efficiencies and economies of scale
- Fixed costs continuously optimised with **3% CAGR** reduction, with 2016 being 91% of 2013 base

CapEx Cycle and Efficiencies a Key Driver of Free Cash Flow

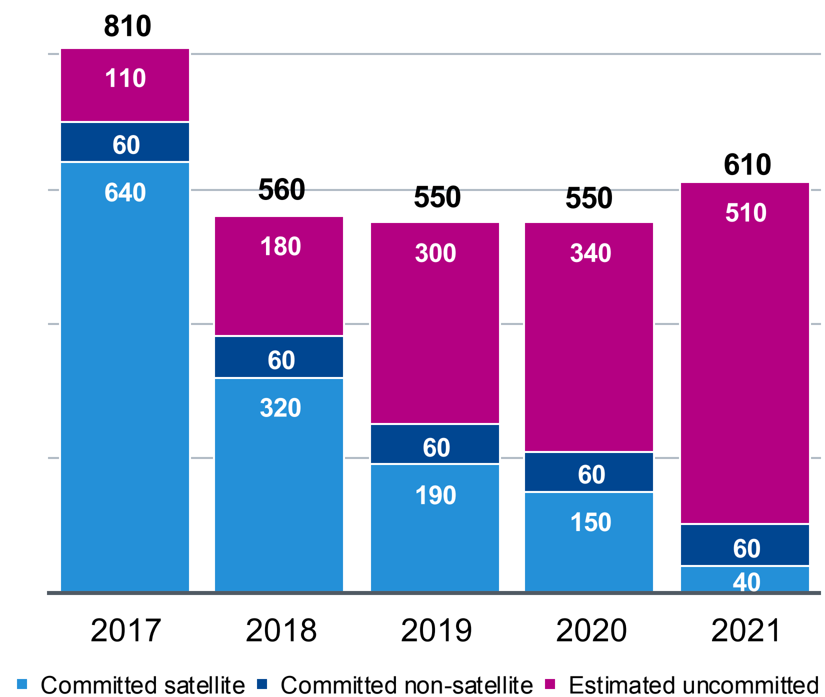
Free cash flow and CapEx development

As a % of group revenue (at same scope)



Future GEO-MEO Capital Expenditure

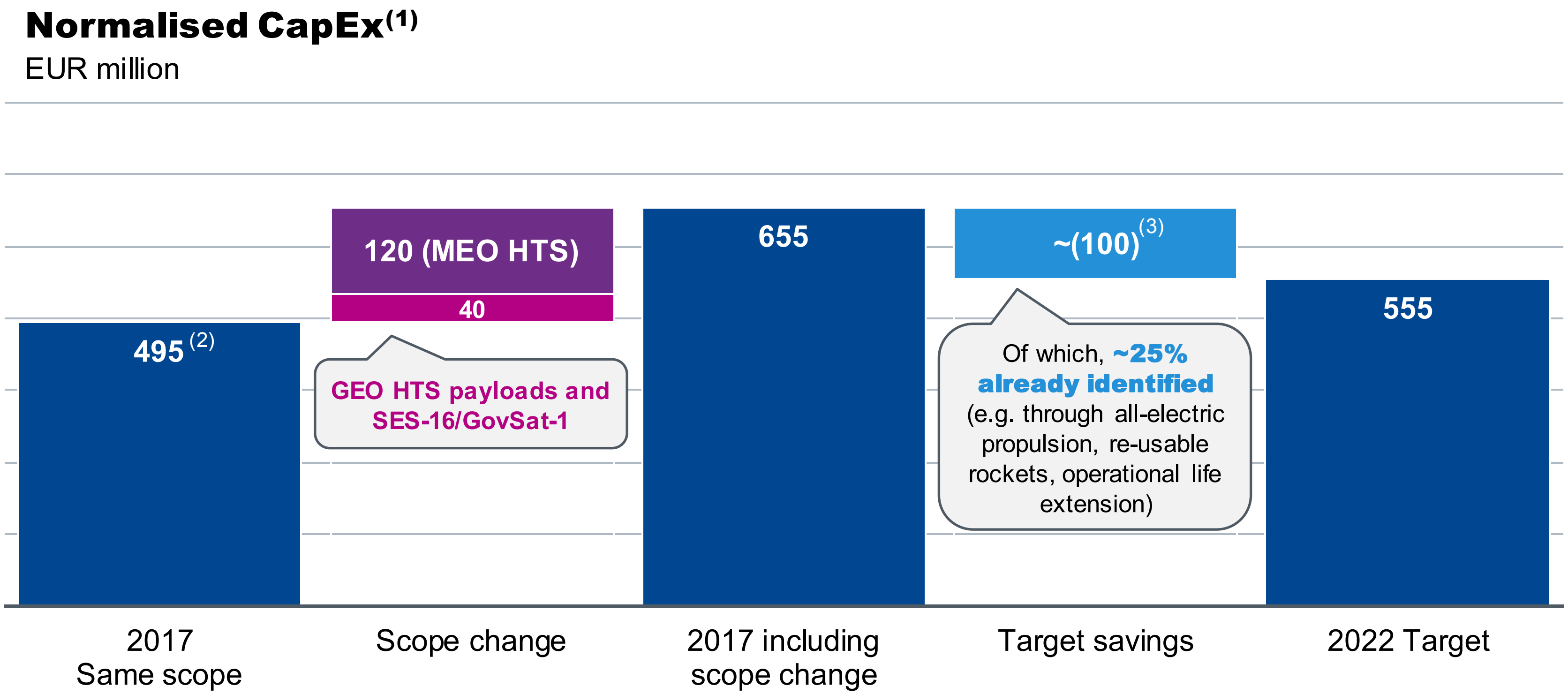
EUR million (replacement and growth)



- FCF supported by strong cash conversion rate[1] of **85-90%** and improves as CapEx cycle reduces
- **Around 50%** of 2017-2021 CapEx schedule **uncommitted**

1) Net operating cash flow divided by EBITDA

Generating Further Important CapEx Efficiencies



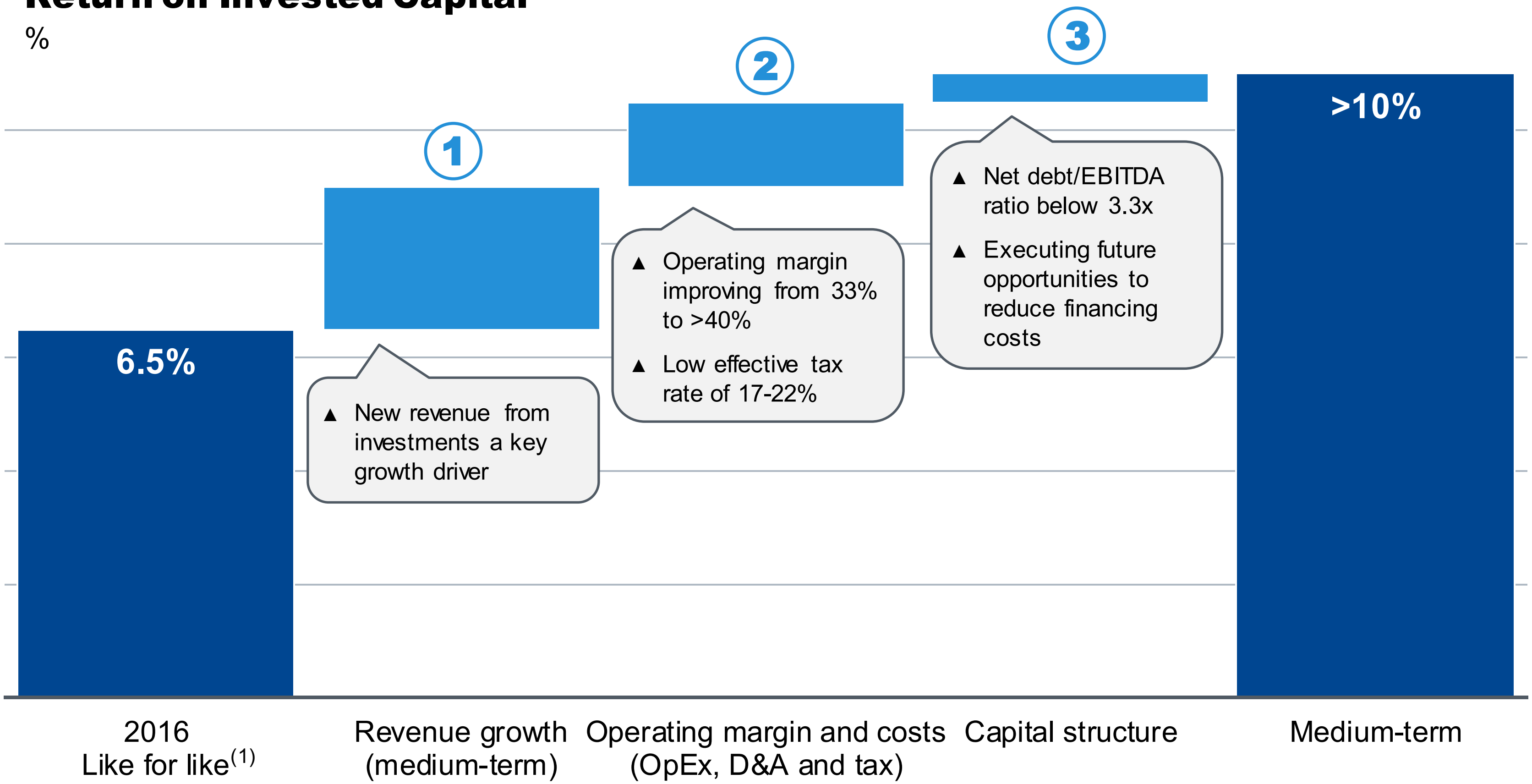
- Reducing normalised CapEx/sales ratio from ~40% (2005-2012) to **20-25%** (2018-2022)
- Design life extension introduced with **gain of 0.8 years** on GEO fleet (from 15 to 15.8 years)
- Future **GEO-MEO synergies**

1) Excluding SES-17 (expected to be launched in 2020), which represents an additional scope change
2) Current total normalised CapEx comprising satellite and non-satellite CapEx at same scope
3) EUR 100 million target saving based on mid-point of satellite CapEx reduction by 15% to 20% from EUR 595 million to EUR 495 million

Well Placed to Deliver Sustained Growth and Improving Returns

Return on Invested Capital

%



- **Improving returns** to support future growth investments and progressive dividend per share

1) Assuming RR Media and O3b had been consolidated from 1 January 2016

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