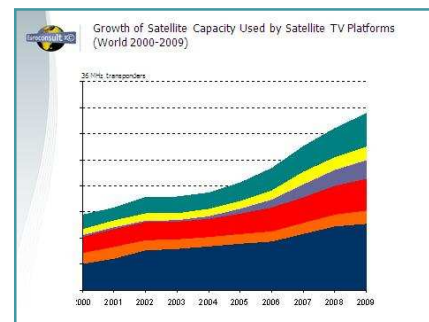


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## Part 1: Strategic Issues & Forecasts

### Strategic issues for the satellite pay-TV industry

- A strong performance for the satellite pay-TV industry worldwide
- Mitigated impact of the crisis on the market
- Adopting the right strategy to go through the crisis
- A new generation of platforms emerge to meet market challenges
- Piracy: A key concern for satellite pay-TV platforms



### Forecasts for satellite pay-TV

- Close to 240 million subscribers expected by 2019 for satellite TV platforms
- Revenues of satellite TV platforms over \$105 billion by 2019
- A continuous increase of satellite pay-TV channels
- Addition of new channels will create further demand for satellite capacity

### Full Page Graphs – Strategic Issues and Forecasts

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## Part 2: Development Strategies for Value-Added Services

### Digital video recorders are increasingly popular

- DVRs have become an essential part of home entertainment services
- DVRs are becoming an almost mandatory service
- The keys to commercial success of DVR services

### Satellite TV Platforms contribute to the expansion of the HD market

- HDTV is experiencing growing success
- HDTV offers more general interest programs with the increase in channels broadcasted
- North America continues to be the most dynamic HDTV region

## Broadband strategies for satellite TV platforms

- The rapid development of IPTV is a threat for satellite TV platforms
- Satellite pay-TV platforms adapt their broadband strategies to competition

## The mobile media market is still in an early development phase

- The potential of mobile TV is still unclear
- Limited rollouts of mobile TV services by satellite pay-TV platforms

## 3DTV: First initiatives for a promising breakthrough service

- 3D demonstrations were popular in 2009
- Home entertainment 3D is receiving growing support

### Full Page Graphs – Development Strategies for Value-Added Services

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## Part 3: Commercial & Financial Performance of Satellite Pay-TV

### An impressive global network of satellite Pay-TV

- The rapid development of IPTV is a threat for satellite TV platforms
- Satellite pay-TV platforms adapt their broadband strategies to competition

### Positive impact of the consolidation process

- Larger subscriber bases and cost reductions encourage platforms to merge
- Consolidation on one hand and vertical integration on the other hand

### Growth in subscriptions still robust

- Increasing market share for Asia and Central and Eastern Europe
- Towards the end of North American and Western European leadership?

### Solid financial performance in a challenging economic environment

- Satellite TV platforms generated over \$69 billion in revenues in 2009
- Enhanced services represent strong drivers for revenue growth
- The economic crisis and revised pricing strategies limit ARPU growth
- The appeal of sophisticated services results in improved revenue per subscriber

### Controlling costs in a period of crisis

- Programming rights remain the largest cost item
- Major investments to attract new customers
- Improving customer retention

## Strong profitability despite a challenging environment

- A healthy industry following deep restructuring
- Almost all platforms were EBIT positive

### Full Page Graphs – Commercial & Financial Performance of Satellite Pay-TV

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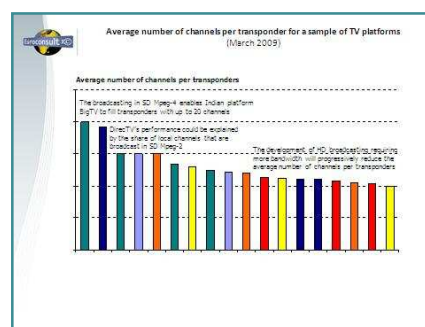
## Part 4: Satellite Capacity Demand for Satellite TV Platforms

### Satellite Pay-TV as premium and growing users of satellite capacity

- New satellite operators benefit from the takeoff of emerging digital markets
- Satellite TV takeoff in emerging digital markets benefits to regional operators
- 75 orbital slots dedicated to satellite pay-TV distribution

### The growing impact of new generation TV services on capacity needs

- Global takeoff of HDTV channels
- The use of Mpeg-4 is progressively taking up



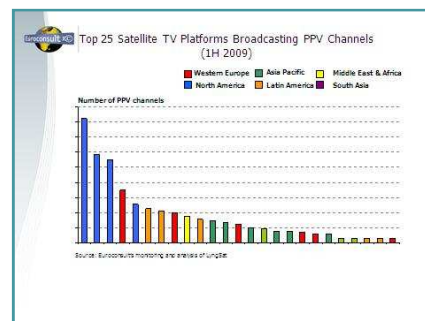
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## Part 5: Programming and Pricing Strategies

### Number of channels offered continues to increase

- Chronology of the development of satellite TV channels
- Diversity in content offered is a subscription driver
- Proprietary channels allow more diversity in programming offers
- What influences the number of channels offered around the world?
- Strategies adopted by platforms for channel rollouts



### Pricing strategies have an impact on subscriptions

- Prices are decreasing in a more competitive environment
- Upfront costs can be a barrier to subscriptions

### Strategies adopted for PPV and VoD services

- The launch of multiple HD PPV services has given a boost to the Pay Per View market
- VoD services are gaining popularity
- Satellite pay-TV platforms are still leading customers for middleware providers

#### Full Page Graphs – Programming and Pricing Strategies

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## Part 6: Regional Profiles

### North America

- Satellite Pay-TV market benefit from the digital revolution
- In the US, DirecTV remains the leading satellite pay-TV platform
- Increasing competition has forced satellite TV platforms to roll out new services
- Bell TV is the satellite pay-TV market leader in Canada

### Latin America

- Towards a more national approach
- Direct TV leverages on competitive advantages to face competition
- Renewed interest from telecom operators
- Brazil, Mexico and Argentina are the top markets for satellite pay-TV
- Increasing demand for satellite pay-TV in Columbia, Peru, Chile and Venezuela

## Western Europe

- Intensified competition in the pay-TV market
- From a pioneering to a maturing satellite pay-TV market
- Sky Digital business model and strategy proved to be successful
- Intensified French pay-TV competition
- In Italy, DTT surpassed satellite in the pay-TV market
- Spain experienced a decline in pay-TV subscriptions
- German TV market is dominated by cable and satellite reception amid strong competition
- DTT deployment is close to completion in Scandinavia
- In spite of a limited size, Portuguese market is dynamic in terms of pay-TV
- Satellite pay-TV consolidation in Benelux
- Greek satellite pay-TV revenue grew by 15% in 2008

## Central and Eastern Europe

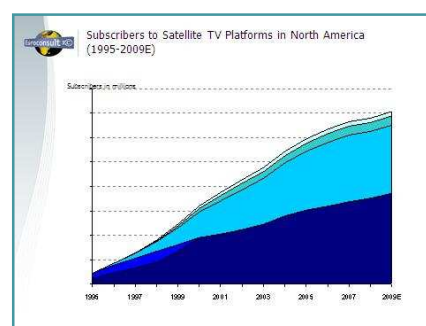
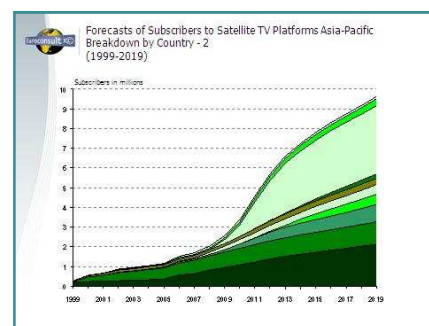
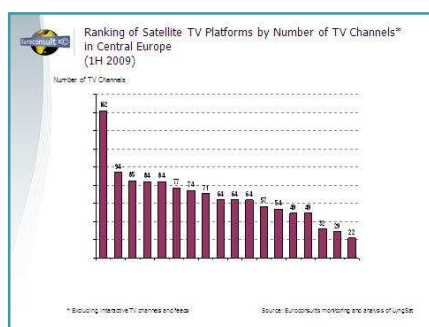
- A resilient pay-TV market in times of economic uncertainty
- Powerful media groups have made significant investments in the region
- Historical markets have been progressing impressively in a competitive environment
- The current economic crisis has slowed down pay-TV growth in some markets
- New markets are slowly driving demand for satellite pay-TV services

## Middle East & Africa

- A regional market with very different profiles
- Large free-to-air content offering curbs the development of pay-TV in the MENA
- Significant changes impacted satellite pay-TV market in MENA
- Tremendous growth in Turkish pay-TV market
- Israeli pay-TV market has come to maturity
- Booming satellite pay-TV market in Sub-Saharan Africa

## Asia Pacific

- 29 satellite pay-TV platforms have launched services in Asia Pacific
- North East Asia
- South Asia
- South East Asia
- Oceania & Pacific
- China area



### Full Page Graphs – Regional Profiles

- Subscribers to Satellite TV Platforms – for each region (1995-2009)
- Forecasts of subscribers to satellite TV – for each region (1995-2009)
- Ranking of satellite TV platforms by number of TV channels – for each region (1H 2009)