



May 11, 2011

SKY Perfect JSAT Holdings Inc.

Regarding the formulation of a new medium-term business plan
of the SKY Perfect JSAT Group for fiscal 2011 to 2015

SKY Perfect JSAT Holdings Inc. (Head Office: Minato-ku, Tokyo; Representative Director / President: Shinji Takada) announced that it has revised the medium-term business plan for fiscal 2008 to 2012, which was released in June 2008, and formulated a new medium-term business plan for fiscal 2011 to 2015.

1. Background and framework of the revision to the medium-term business plan

In accordance with the medium-term business plan for fiscal 2008 to 2012, which was released in June 2008, we have expanded our business in broad perspective in facing the convergence of broadcasting and communication. In addition, we further promoted to streamline of group management and to improve profitability. The objectives of the group strategies stated in the plan for fiscal 2008 will continue to be pursued, but the market environment surrounding our company has changed dramatically over the past three years, and what measures to be taken, such as the shift from MPEG-2 to H.264 in SKY PerfecTV! services, are getting clear, that were uncertain in fiscal 2008. In this circumstance, we have formulated a medium-term business plan for fiscal 2011, to announce the specific measures and numerical goals for fiscal 2015.

In the Multichannel Pay TV Business, we believe that our competitiveness will be enhanced by taking full advantage of the nationwide popularization of digital TV. To this end, we will increase the number of new subscribers to mainly SKY PerfecTV! e2, including the new BS broadcast, and will reform our cost structure thoroughly and develop a sustainably profitable system under the competitive environment including the Internet.

In the Satellite Business, we will offer services for anti-disaster and the business continuity plan (BCP) while collaborating with foreign satellite operators to increase the overseas sales ratio considerably by developing the growing markets mainly in Asia and Oceania. In addition, we plan to achieve the same level of operation cost as the leading satellite operators outside Japan and improve our global competitiveness.

2. Measures to be taken

(1) Multichannel Pay TV Business

Through the following measures, we aim to increase a cumulative number of subscribers to over 4 million by the end of fiscal 2015.

(a) Increase new subscribers to mainly SKY PerfecTV! e2

We will conduct new marketing, considering the nationwide diffusion of digital receivers that can receive the signal of SKY PerfecTV! e2 (so-called three-signal receiver for digital TV and a recorder, etc.) and the start of the new BS broadcast, etc. This include conducting sales promotion targeted at 13 million BS viewers, implementing editing and contents strategies, and making our programs more attractive by integrating BS and e2 to increase the number of new subscribers to SKY PerfecTV! e2. We will also promote SKY PerfecTV! e2 retransmission using optical fibers, by strengthening the cooperation with the NTT Group.

(b) To promote the shift to SKY PerfecTV! HD and maintain the number of subscribers

We will promote the shift to Hi-Definition (HD) by the end of fiscal 2014, and diversify our contents services. In detail, we will promote the shift, keep the subscriber base, and strengthen the measures for curbing the net decrease of subscribers to SKY PerfecTV! services, by developing and enriching the set top box for shifting to “SKY PerfecTV! HD” service.

(c) To develop the Internet and mobile services

We aim to improve added values by developing video on demand (VOD) and movie distribution services for Internet TV, PCs, and tablet PCs, and enrich the viewing environment by utilizing metadata including TV programs, etc.

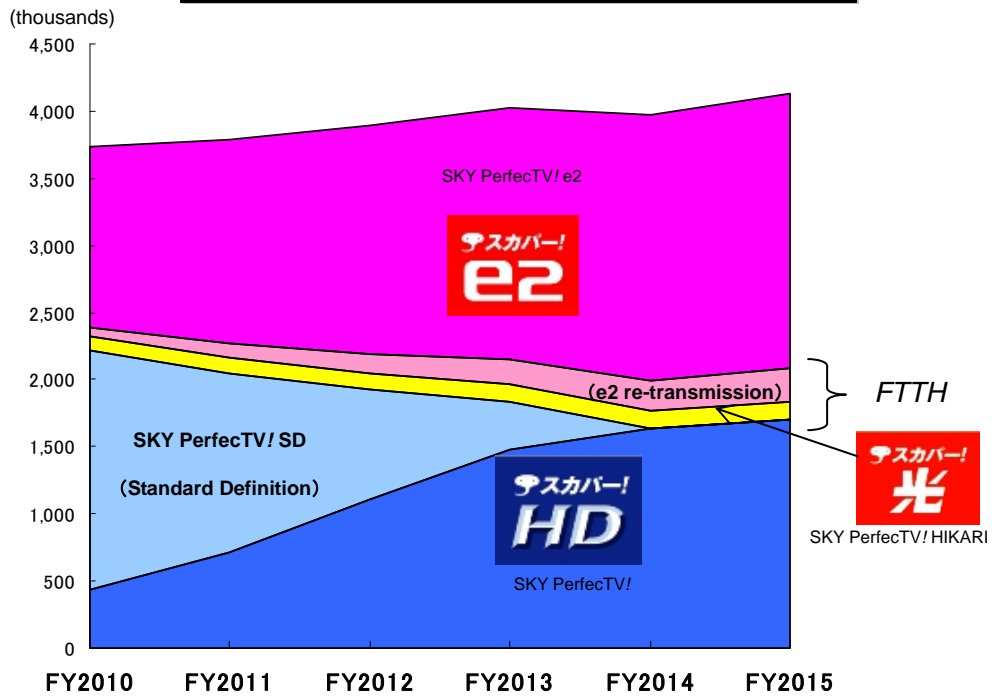
(d) Marketing from the viewpoint of subscribers

We will enhance database marketing to promote new subscription and re-subscription, by utilizing the database function. In addition, we will keep promoting the “customer satisfaction program” for deepening the relationship with subscribers and preventing the cancellation of our services.

(e) Drastic reform of the cost structure

We will reform the operation cost structure drastically, by streamlining subscriber management work and integrating pay TV equipment, etc. We will also make the use of communication satellites more efficient.

Cumulative number of subscribers (estimates)



(2) Satellite Business

Through the following measures, we aim to become No. 1 in Asia and Oceania.

(a) Strengthening of the base for the domestic satellite communication business

We will cultivate customer needs more actively, based on anti-disaster measures and the business continuity plan (BCP). In addition, we will continue the X-band mission and respond to the new business scheme.

(b) Promotion of the space business

We aim to undertake the operation of satellites other than communication ones in the new space use field after the enactment of the Basic Law for Space.

(c) Active efforts in the new business fields

We aim to expand our cloud service and time informing service, and promote the network-related businesses linked to satellite businesses.

(d) Enhancement of the overseas satellite communication business

We will enhance our sales activities mainly in Asia and Oceania, and promote the cooperation with overseas satellite operators. We aim to expand mobile communication services targeted at vessels and aircrafts, etc., by utilizing orbiting satellites and enriching international services with new satellites. Based on the cooperative system between the governmental and private sectors, we will work on the development of anti-disaster application for the countries that are underdeveloped in the space use field.

(e) Drastic reform of cost structure

We will achieve the same level of operation cost as the leading satellite operators outside Japan and improve our global competitiveness. In addition, we will revise the satellite fleet plan flexibly according to demand, and operate it in an efficient manner.

3. Numerical goals

□ Consolidated performance for fiscal 2015

Revenues	200 billion yen or more
Operating Income	20 billion yen or more
	(⇒ Secure 10% or more of operating margin)
EBITDA	50 billion yen or more

□ Keep the sustainable growth of both revenues and earnings