



April 2, 2012

SKY Perfect JSAT Holdings Inc.

SKY Perfect JSAT Corporation

### **Instructions from the president for fiscal 2012 (Summary)**

Today, Representative Director, President of SKY Perfect JSAT Holdings Inc. and Representative Director, President & Chief Executive Officer of SKY Perfect JSAT Corporation, Shinji Takada has given the instructions for the new fiscal year, as summarized below.

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At the beginning of each fiscal year, we are supposed to reset the figures for the previous year and restart for achieving new goals.

I would like to mention the theme and direction our company should follow this fiscal year in order to complete the medium-term business plans early and work actively and valiantly for further growth.

As for the Multichannel Pay TV Business, there are various possible measures for increasing subscribers and growing the business, but it is essential to provide better contents than competitors and offer impressive services, in order to retain our subscribers. Since last year, we have analyzed our services from the viewpoint of non-subscribers to our services after getting away from the rules of thumb and preconceptions and discussed reforms while anticipating that conventional services and communications would not survive the age “after the shift to terrestrial digital broadcasting,” in which the sales of TV sets will decline. Then, we have reached a conclusion that it is indispensable to redevelop our service system, which has been developed through various histories, backgrounds, and transmission channel changes, etc., from the current and future viewpoints of customers and simplify our communication methods drastically. As for costs, we plan to increase new subscribers significantly and cement the bond with subscribers by investing a lot in “the improvement and differentiation of contents,” which are our core services. This fiscal year, we would like to not only complete the medium-term plans, which were announced last year, but also conduct a significant reform for further growth.

As for the Space & Satellite Business, we have to acknowledge that the intense demand for satellites will subside compared with the previous fiscal year, but we need to recover it by developing new businesses and utilizing BCP, which can exert the strengths of satellite communication that is superior to terrestrial communication. This year, we will also overcome technical and business difficulties for the “piggy-back” satellite mission, including governmental projects, for future growth. JCSAT-13 is scheduled to be launched on May 16, Japan Time. This is a successor to the satellite used for SKY PerfecTV! services at 124° E, which is mounted with the beam for Southeast Asia. Since this satellite can cover Southeast Asia unlike other satellites, we have already received many inquiries. From the global perspective, the satellite business is estimated to grow considerably, and it is essential to determine how to form an alliance with overseas partners. We have to take a big chance. It is necessary to conduct researches for developing an efficient and profitable fleet system and brush up our strategies for taking action swiftly.

In addition, as the needs for multi-channel satellite broadcasting are growing in Asia, we are planning to contribute to the overseas expansion of Japanese contents in cooperation with other Japanese broadcasters.

The business expansion in Asia is the shared theme for the Space & Satellite Business and the Multichannel Pay TV Business.

Please recognize that this year we need to develop the ground for future growth while conducting routine work and producing good results.