



January 7, 2013

SKY Perfect JSAT Holdings Inc.

New Year's Briefing by the President (Summary)

President Shinji Takada issued the following instructions to Group employees on the occasion of the start of work today.

With the formation of the new Abe Government, there have been some optimistic forecasts and the tone of business has become more positive, but in fact, nothing has changed as yet and it is necessary to remain objective and vigilant.

Looking to the business plan for the next fiscal year, please work with a focus on the following topics during this year.

First, rebuild premium service value.

SKY PerfectTV! Premium Services using the satellites at 124 degrees and 128 degrees east longitude are related not only to the earning bases of our Multichannel Pay TV business and our Space and Satellite business, and as the highest-priority services related to the Pay TV broadcasting industry as a whole, it is necessary to adopt and steadily implement a program for completing the transition of Premium Services from SDTV (MPEG-2) to HDTV (H.264) as soon as possible. We must maintain a certain level of subscriptions and rebuild value that is suitable for the name of "premium" services in order to go on the offensive. We will enter the final phase for the termination of MPEG-2, and although it is a transition to higher-quality services, it is necessary that we share throughout the company a sense of considerable urgency concerning the measures regarding which we have made strong requests to numerous customers.

Second, steadily establish new business to achieve growth.

Last year's sale of transponders to an Indonesian satellite broadcaster was the result of a forward-looking fleet strategy and marketing activities, and this year we will make steady progress in deploying domestic broadcasting content in overseas markets. In the beginning, broadcasting abroad operated by Japan's public and private sectors together will likely start, and we must contribute to higher earnings by the content holders and create a model for the Company to generate earnings.

The investigation committee being conducted by the Ministry of Internal Affairs and Communications to address the issue of high-level broadcasting has adopted a roadmap for "4K/8K"

broadcasts. As televisions become larger, we will generate new demand by making use of all management resources for our satellites, broadcasts, technology, and operations for the next-generation high-definition broadcasts being undertaken by the public and private sectors.

In the Space and Satellite business, we will establish a solid position in government projects. We will also work to receive orders and expand our commercial scope through export of disaster response packages using satellites to Chile and other countries. In addition to the sale of transponders, we will expand the solution business that we are already undertaking such as disaster response and business continuity planning. We will also expand our global business by forming new alliances and targeting emerging territories.

Third, develop and introduce new strategic marketing.

In today's rapidly changing business environment, the companies that will survive are those that can quickly and accurately identify people's wishes, foresee future trends, continuously create new products and services based on those wishes and trends, and expand their capacity to generate earnings. In Pay TV broadcasting as well, it is no longer possible to identify customers, who gather information and enjoy entertainment using various media, only from simple data such as existing subscribers' data and trends. The targets that we aim to know and propose are the consumers who are viewers with diverse lifestyles and changing sensibilities. With the advance of cloud computing, we can develop hypotheses concerning the issues that we are confronting and come up with solutions. This year, we must use installation of the new customer management system as an opportunity to develop new strategic marketing methods and achieve growth of SKY PerfecTV!