## Value Creation Story

## Reducing Capital Costs

## Promotion of Sustainability Management

By strengthening our ESG response, we are dealing with risks related to our business activities, while also working on turning these into business opportunities.

We are particularly focused on addressing climate change and other environmental issues, in addition to enhancing our human capital. Currently, we are in the process of reinforcing our management foundation by establishing a corporate governance system and ensuring risk management, including security.

In addition, we are aiming to reduce capital costs by enhancing dialogues with shareholders and investors and the content of disclosures to earn the trust of capital markets over the long term.

## **Materiality themes**



Contributing to the environment to make a decarbonized society and recycling-based economy a reality



Promoting innovation which contributes to the environment and society



Promoting partnerships



Developing a strong base for management



Activities by a diverse array of people



Regional and community development



For more than 30 years, the SKY Perfect JSAT Group has expanded its business with artificial satellites that run on solar power, a clean form of energy that is generated in space.

According to our own research, satellite communications systems use just one-third the energy of ground communication lines.

Environmental measures are seen as a major business opportunity for developing services in the areas of satellite communications, satellite images, and business intelligence. We are therefore working on both aspects of expanding existing businesses and creating new businesses.

- In April 2023, we formulated and announced our Basic Environmental Policy and Green Procurement Policy.
- We have formulated and disclosed a transition plan aimed at achieving carbon neutrality.
- We have reviewed risks and opportunities with respect to climate change and disclose relevant countermeasures and other information.
- We have achieved a substantial renewable energy usage rate of 93% at our group sites, including our satellite control and broadcasting centers. We are also contributing to reducing customer CO<sub>2</sub> emissions through the provision of environmentally friendly services.

Our goal is to implement a highly transparent system of corporate governance that can swiftly deal with changes in the business environment. Further, as a corporate group that provides highly public services in the areas of space and media, we are pursuing rigorous corporate ethics based on compliance and the reinforcement of our risk management system.

- In April 2022, we announced our vision for 2030 and capital allocation over the next five years.
- We have newly provided details on contract backlogs and our satellite fleet in the Space Business in our quarterly financial results.
- At Board of Directors meetings, in addition to management oversight, the composition and operation of the Board of Directors and the promotion of dialogues with shareholders, etc., are particularly under consideration (please see "Evaluating the effectiveness of the Board of Directors" on P.63).







We aim to be a company with an appealing organization that Japanese and overseas partners choose to work with. Human resources are a vital asset for creating value from dynamic collaboration; as such, we have established environments and systems that enable all Group employees to work safely and securely, as well as provide support for each individual to develop their skills and achieve their full potential.

- We formulated our Human Resources Strategy in April 2023, and we are currently working on transforming our people and organization. In addition to the existing ratio of female managers, labor productivity and engagement indicators were set as long-term KPIs.
- Recognizing the importance of respect for human rights, we have set the formulation of a human rights policy as a target and KPI for fiscal 2023.