

The Environment

The SKY Perfect JSAT Group has designated “contributing to the environment to make a decarbonized society and recycling-based economy a reality” as one of its key issue themes. As such, we seek to carry out environmentally friendly initiatives and, through both our existing services and through the development of new businesses, we seek to help improve the global environment and contribute to the resolution of social issues.

Key issue themes	Key issues (materiality)	Long term	Short term	KPI
		Long term goals (ideal state for 2030)	Short term goals to achieve	FY2022 Result
Contributing to the environment to make a decarbonized society and recycling-based economy a reality	Reduction of CO ₂ emissions by promoting use of renewables and improving energy efficiency of satellites and terrestrial facilities	Aim for 100% renewable energy use by the Group	Aim for 80% or more of renewable energy use by the Group	<ul style="list-style-type: none"> In FY2022, the Akasaka head office, SKY PerfectTV! Tokyo Media Center, and several other locations fully switched to renewable energy. The percentage of substantial renewable energy use was 93% at the end of FY2022. *The Company and its domestic subsidiaries Established the Environmental Conservation Committee to reconfigure the environmental conservation system for the entire Group. Information disclosure in line with the TCFD's recommendations (updated in July 2023): https://www.skyperfectjsat.space/en/sustainability/tcfd/
	Support partner companies for reduction of CO ₂ emissions via Satellite services	Expand its contribution to renewable energy power generation and supply	<ul style="list-style-type: none"> Expand the amount of renewable energy generated by user companies of a solar power generation output prediction service Expand the supply of renewable energy project with Challenge Energy Inc., a company known for wind power generation 	<ul style="list-style-type: none"> A system jointly developed with the Central Research Institute of the Electric Power Industry provided solar radiation forecasting data to three solar power plants in the local area; these plants are the site for a demonstration of an intra-regional renewable energy exchange (self-transfer) in the local area The total output of the solar power plants that received the data is three times that in FY2021 In the Philippines, a satellite Internet system that uses wind-generated electricity for communication has started operation, and local government agencies have begun using it for emergency broadcasts
Promoting innovation which contributes to the environment and society	Development and promotion of remote sensing	Contribute to environmental conservation and social development by evolving businesses that utilize remote sensing	Expand remote sensing projects	<ul style="list-style-type: none"> Assessing flood damage Our SAR image analysis services were requested, via a partner company, by the Chubu Regional Development Bureau of the Ministry of Land, Infrastructure, Transport, and Tourism Slope and infrastructure monitoring Launched the LIANA service, which uses SAR data Reservoir monitoring Announced highly accurate results of an InSAR analysis in May 2022 Classification of riverbank ground cover Our analysis services were commissioned by the Cabinet Office for the FY2022 Project to Validate a Model Using Advanced Satellite Remote Sensing Data to Solve Problems

See page 80 for other materialities related to the environment.

• Launching of New Businesses to Improve the Global Environment and Resolve Social Issues

The Solar Meilleur solar radiation forecasting system

SKY Perfect JSAT Corporation and the Central Research Institute of Electric Power Industry (CRIEPI) have jointly developed a hybrid solar radiation forecast service called Solar Meilleur, which utilizes the strengths of their respective technologies. The service combines SKY Perfect JSAT Corporation's solar radiation forecasting system, which uses whole-sky images captured by its Solar TAMAGO IoT device, with CRIEPI's SoRaFAS solar radiation forecasting and analysis system, which uses image data from the Himawari weather satellite.

Launched in fiscal 2023, Solar Meilleur provides both “monitoring for the current status of power plants” and “forecasts for solar radiation and power output, for five minutes later to three days later.” SKY Perfect JSAT Corporation has also acquired a license for forecasting services, which is required for providing solar radiation forecasts.



For further details: <https://www.skyperfectjsat.space/jsat/en/service/sorami/>

Solar power generation changes significantly according to prevailing weather conditions and cloud cover; highly accurate forecasts of power generation based on solar radiation are therefore essential to fully utilizing solar power and ensuring a stable supply of electricity.

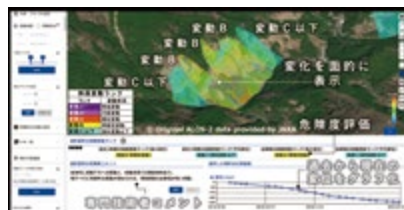
By enabling short-term forecasts to be made for solar power output, the Solar Meilleur service helps resolve the above issues.

In fiscal 2021 and 2022, we provided solar radiation forecasts to a regional renewable energy interchange (self-consignment) demonstration project in Himi City, Toyama, which formed part of the Agency for Natural Resources and Energy's Project called “Energy Structure Upgrading and Conversion Understanding Promotion Project.”

Release of LIANA: using satellites to monitor changes over time to slopes and infrastructure

SKY Perfect JSAT Corporation, Zenrin Co., Ltd., and Nippon Koei, have together launched LIANA (which stands for Land deformation and Infrastructure ANALysis), a service that uses satellite data to monitor changes over time to slopes, embankments, and other soil structures, as well as changes to infrastructure, with millimeter-range accuracy.

The effects of heavy rains that fall



concurrently over wide areas, as well as aging infrastructure, are both serious social issues. LIANA enables continual monitoring of wide areas at low costs, helping to reduce fears of disasters and to make households safer.

Going forward, we aim to expand sales, focusing on local governments and infrastructure companies in Japan.

For further information regarding our Group's approach to sustainability, please access the following link:



• Environmental Initiatives

Renewable energy use of the Company and its domestic subsidiaries now stands at 93%

In October 2022, our Group established the Environmental Conservation Committee to promote Group-wide initiatives for environmental conservation.

In April 2023, we then formulated our Basic Environmental Policy and Green Procurement Policy, with the goal of ensuring that all our suppliers engage in green procurement by 2030.

We are also currently working toward our goal of achieving a renewable energy rate of 100% by 2030. To this end, in fiscal 2022 we overhauled our electricity procurement contracts at SKY PerfectTV! Tokyo Media Center, switching entirely to renewably sourced electricity.

Due in part to these initiatives, as of

March 31, 2023, renewable energy use of the Company and its domestic subsidiaries now stands at 93%*. Yokohama Satellite Control Center, Space Port East in Ibaraki, Akasaka head office, SKY PerfectTV! Tokyo Media Center, Gunma Teleport Center, and JSAT MOBILE Communications Inc. are now entirely powered by renewable electricity.

Continuing our efforts to achieve a renewable energy rate of 100%, both Space Port West in Yamaguchi and Space Port North in Hokkaido have switched to renewable energy in fiscal 2023.

*The Company-wide rates of renewable energy use are calculated according to the total energy consumed by the Company in fiscal 2022.



SKY PerfectTV! Tokyo Media Center

Expert comments

It is important for top management to tell a story while balancing the opportunities and risks associated with environmental issues

It is very important to keep ESG investors, who invest from a long-term perspective, in mind when disclosing information on current issues and how to achieve future goals. In terms of efforts to address climate change, it is noteworthy that renewable energy use of the Company and its domestic subsidiaries rose to 93% from 30% the previous year.

Addressing climate change involves both mitigation and adaptation. While reducing CO₂ emissions, it is also necessary to formulate a business strategy to determine what kind of business opportunities there are in climate change countermeasures. For example, the LIANA project, which uses satellites to monitor changes in ground sloping and infrastructure, and the satellite data analysis project to assess flood damage are good examples of adaptation. Increasing resilience, for example, through disaster preparedness, also counts as adaptation to climate change. You need to actively disclose information on adaptation too so that domestic and overseas institutional investors can use it as a keyword when selecting investment stocks.

You could also disclose other efforts to analyze environmental information from satellite data, such as vegetation change and invasive species in rivers and national parks designated by Japan's Ministry of the Environment, under the Task Force on Nature-related Financial Disclosure.

The challenges of climate change and biodiversity are inextricably linked. It is important for top management to be able to tell a story while balancing opportunities and risks.



Mari Yoshitaka

Mitsubishi UFJ Research and Consulting Co., Ltd.
Fellow (Sustainability)
Visiting Professor,
College of Arts and Sciences,
University of Tokyo

The Environment

Disclosing Information Based on TCFD Recommendations

As stipulated in the 2015 Paris Agreement, the world is seeking to limit global warming to well below 2 degrees Celsius compared to preindustrial levels. In order to encourage the disclosure of climate-related financial information and empower investors to make appropriate investment decisions, in 2015 the G20 Financial Stability Board established the TCFD.

We support the Recommendations of the Task Force on Climate-related Financial Disclosure, which were announced

Governance

At the SKY Perfect JSAT Group, climate-related risks and opportunities are chiefly the responsibility of the Sustainability Department, an organization that acts as the secretariat for the Sustainability Committee; the Sustainability Committee is chaired by the Director in charge of Corporate Administration. Under the leadership of the Sustainability Department, Group divisions work together to identify, assess, and discuss climate-related risks and opportunities in detail; these results are then reported to and discussed by the Sustainability Committee.

Important matters are referred by the Sustainability Committee to the Board of Directors, who deliberate the matters and, where appropriate, give their approval. The matters discussed by the Sustainability Committee are also regularly raised and reported at the Board of Directors' meetings by its Chairman, the Director in charge of Corporate Administration; these measures ensure the Group's

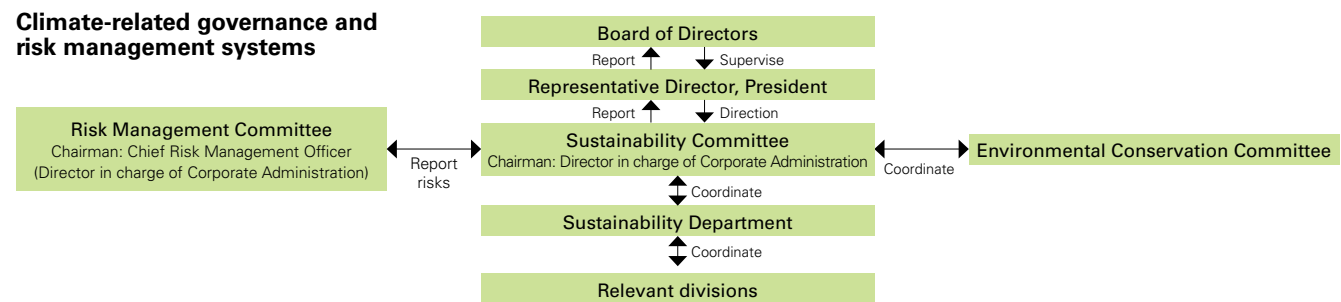
in June 2017; as such, we intend to evaluate risks and opportunities based on scenario analyses of the impacts of climate change on our business, to recognize the importance of such impacts, and to reflect them in our management measures. In so doing, we intend to strengthen the resilience of our strategies, strengthen relationships of trust with our stakeholders, and to disclose information appropriately.

climate-related risks and opportunities are properly supervised by the Board of Directors.

The climate-related risks identified by the Sustainability Department are additionally reported to and discussed by the Risk Management Committee, which is also chaired by the Director in charge of Corporate Administration in his or her role as Chief Risk Management Officer. The Risk Management Committee is tasked with managing all risks facing the entire Group, including climate-related risks.

Our Group has designated some climate-related risks and opportunities as key issue themes (materiality); the Sustainability Committee and the Environmental Conservation Committee, which is responsible for promoting environmental initiatives across the Group, work together to address these issues.

Climate-related governance and risk management systems



Strategies

Our Group recognizes the enormous impact of a 4°C rise in the global average temperature caused by climate change on society, and believes it is important to contribute to moves aimed at curbing temperature increases to below 1.5 to 2°C.

To strengthen our ability to contribute to the target of less than 1.5 to 2°C, we have carried out assessments regarding

the impacts of climate-related risks and opportunities on our operations, and formulated appropriate strategies.

Specifically, since fiscal 2021, our Group has conducted climate change scenario analyses, selected climate-related risks and opportunities, and assessed financial impacts, in line with the recommendations of the TCFD.

Climate-related risks and opportunities based on scenarios of 1.5 to 2°C or less and of 4°C.

Our Group revised its scenario analyses between March and May 2023, with the aim of redefining risks and opportunities, world views, and time frames, and of increasing the scope and quality of our transition plans and disclosures.

According to our scenario analyses, the impact of risks on our business and finances are limited; however, in light of

various business opportunities, we are considering incorporating climate change perspectives into our business strategy.

For the results of our evaluations of the climate-related risks and opportunities under scenarios of 1.5 to 2°C or less, and of 4°C, please see the Sustainability page of the Company website.

For further information regarding our Group's disclosure of information based on TCFD recommendations, please access the following link.



Risk Management

At the SKY Perfect JSAT Group, climate-related risks and opportunities are chiefly the responsibility of the Sustainability Department, an organization that acts as the secretariat for the Sustainability Committee. Under the leadership of the Sustainability Department, Group divisions work together to identify, assess, and discuss climate-related risks and opportunities in detail, as well as to consider countermeasures for each risk and opportunity.

Individual risks and opportunities are reported to and discussed by the Sustainability Committee, which then assesses their level of importance. Important matters are

then referred by the Sustainability Committee to the Board of Directors, who deliberate the matters and, where appropriate, give their approval.

The climate-related risks identified by the Sustainability Department are additionally reported to and discussed by the Risk Management Committee, which is chaired by the Director in charge of Corporate Administration in his or her role as Chief Risk Management Officer. The Risk Management Committee is tasked with managing all risks facing the entire Group, including climate-related risks.

Indicators and Targets

(a) Indicators and Targets of Climate Change

Indicators	Targets
GHG emissions (Scopes 1 and 2)	2023 target: 70% reduction compared to the previous year The Company and its domestic subsidiaries
Renewable energy use ratio	100% by 2030 The Company and its domestic subsidiaries

(b) Changes in GHG Emissions (Unit: t-CO₂)

Company	Indicator	FY2019	FY2020	FY2021	FY2022
SKY Perfect JSAT Corporation	Scope 1	10	8	10	13
	Scope 2	12,672	11,415	10,218	5,535
	Total	12,682	11,423	10,228	5,548
The Company and its domestic subsidiaries	Scope 1	—	—	—	51
	Scope 2	—	—	—	5,720
	Total	—	—	—	5,771

Reference: We calculate our Scope 1 and Scope 2 GHG emissions using coefficients specified by the Ministry of the Environment for submitting reports in line with the Act on Promotion of Global Warming Countermeasures and the Act on Rationalizing Energy Use.

(c) Renewable Energy Use Ratio (Unit: %)

Indicator	FY2019	FY2020	FY2021	FY2022
The Company and its domestic subsidiaries Renewable energy use ratio	—	—	Approx. 30%	93%

Values taken from the final day of each fiscal year

For further details, please click on the following link: <https://www.skyperfectjsat.space/en/sustainability/tcf/>

Society and Human Resources

A human resources strategy aimed at realizing our management strategy

At the SKY Perfect JSAT Group, we believe human capital to be extremely important if we wish to realize the sustainable growth of both society and our company.

In order to realize our management strategy of Value Creation by “Change,” in April 2023 we defined our human resources strategy as follows: “energizing the people and organizations that will drive transformation.”

To this end, we have launched a new human resources system at SKY Perfect JSAT Corporation, our core business company, as a first step to establishing a new relationship between the company and its employees.

Since both our Space Business and our Media Business deal primarily with intangible services, we see our human resources—who are the source of our company’s value—as “human assets,” and we are promoting measures to improve our human resources systems and working environments accordingly.

Message from the General Manager of the Human Resource Division



Takenori Mikami

General Manager
Human Resource Division
Corporate Administration Unit
SKY Perfect JSAT Corporation

The goal of our new human resources system is to transform our human resources, nurturing employees capable of acting with strong intentions and of changing our company with speed and energy.

SKY Perfect JSAT Corporation intends to take a two-pronged approach to improving corporate value through a human resources-centered approach: first, employees should independently map out their own career paths, as experts in their fields; and second, the company should maximize how it uses employees who have achieved independent growth.

In order to achieve this approach, the Human Resource Division believes the following three actions to be of particular importance:

1. To help employees independently map out their own career paths, and to provide equal opportunities for growth to all employees
2. To identify human assets capable of inspiring transformation—regardless of their age or gender—and actively assign them to new posts and jobs
3. To visualize the skills and tasks of our human resources, and to reallocate them within the company in an optimal manner

In order to realize the transformation of our human assets, it is critical they embark on new challenges without fearing failure.

To this end, we prioritize acting with speed and tenacity to enable the growth both of the company and its employees.

By managing human assets in the manner outlined above, we intend to create a corporate culture in which employees who enjoy growth and new challenges provide each other with mutual support, and work together toward achieving results.

Energizing the people and organizations that will drive transformation

To become a company whose officers and employees can maximize their strengths and work with energy and dynamism, we intend to invest in human capital on the one hand and strengthen engagement on the other.

When it comes to investing in human capital, SKY Perfect JSAT Corporation places the greatest importance on “securing and nurturing human assets capable of dealing with changes in the business environment and promoting transformation” and “achieving DE&I that encourages diverse human assets

to excel.” To this end, we aim to establish growth opportunities tailored to the skills and tasks of individual employees, and to ensure this translates into the talent management and the optimal allocation of our human resources. As part of these efforts, we have revised our human resources systems.

When it comes to strengthening engagement, we believe it is vital to “create a safe and secure organization whose employees respect each other.” To this end, we intend to draw up and execute appropriate short- and long-term plans.

The SKY Perfect JSAT Corporation action plan



Expert comments

We need to meet the needs of society in terms of both strengthening human capital and respecting human rights

SKY Perfect JSAT has put forward “strengthening human capital” as one of the four directions of its management strategy, which is a pioneering approach to human capital management.

Even as the external environment changes, SKY Perfect JSAT is at the forefront of the industry in hiring and training the necessary talent, reforming the personnel system, setting the roles and duties of employees, and embarking on a full-fledged human resources strategy to enhance its competencies. Future applications to be considered could include the management of employee-tagged skills and competencies, the use of generative AI, and the creation of a talent database aligned with future strategies. A clear strategy positioning human capital as the pillar of growth has been defined, and I look forward to further growth in the future.

In addition, I think it is commendable that SKY Perfect JSAT has revised its materiality to add “respect for human rights” and has set “promotion of respect for human rights” as a priority activity for fiscal 2023. The ISO 30414 standard clearly states that human rights are to be respected and this is a disclosure item. Japan has begun to disclose the wage gap between men and women, and this too is aimed at respecting human rights. I look forward to SKY Perfect JSAT continuing to be a pioneer in this area, driving further reform and disclosure processes, and serving as a role model for other Japanese companies.



Masahiro Fukuhara

Representative Director and CEO,
Institution for a Global Society
Corporation
Adjunct Professor at Hitotsubashi
University Graduate School
Co-Chair, Research Consortium on
Human Capital and Corporate Value

Since joining the company in May 2021, I have used the skills and experience I have accumulated over my career to carry out M&As and alliances, and business development.



Kengo Uegaki

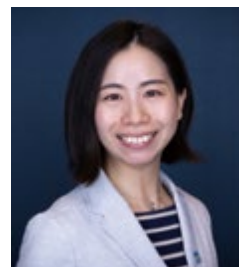
Manager
New Business Development
Division
Media Business Group
Media Business Unit

I was assigned to the New Domains Division after its establishment in April 2022, and I have continued to question what services and businesses our customers most appreciate. To this end, I place importance on the use of new digital technologies such as Web3 and XR, and on frequent discussions and partnerships with people from wide-ranging industries, including of course the media industry.

My work requires me to simultaneously undertake different approaches: testing proof of concepts and other forms of business development; carrying out M&As and forming alliances with influential businesses and start-ups; and hosting technological research and study groups that comprise both academics and private-sector businesses. Over the course of my work, I have gradually developed stronger and more wide-ranging friendships with external parties, and together we enjoy the process of steadily developing whatever projects we are working on—much in the same way as the “straw millionaire,” Warashibe Choja.

While respecting the connections I have made outside our company and the media industry, I seek to identify new values and services, and deliver a business that will leave its mark on the history of media and entertainment.

I joined the company in 2015, and gained experience in accounting, finance, and corporate planning; I have also taken a year’s maternity leave since joining.



Rika Matsumoto

Global Business Group
Space Business Unit
Seconded to JSAT
International Inc.

I experienced satisfaction in providing behind-the-scenes support for corporate planning and other business activities as part of the corporate unit, but I also had a desire to understand more about the front-line work of our company. Around this time, there was a company-wide recruitment drive for JSAT International Inc., where I am currently seconded, and I was able to grab the chance to work overseas.

Since moving to the United States, I have traveled around the whole of the country, although my work is centered on the capital, Washington, D.C. During my stay, my work has focused on gathering information, making new investments, and expanding our partnerships in the space industry, which is growing rapidly. Some of my experiences here would have been unthinkable before my transfer.

It often happens that things do not go as I planned, and I feel down; but my boss tells me that by introducing new perspectives, I have helped improve the organization.

People are often surprised to hear that my family has accompanied me to the United States. I intend to embrace various new challenges so that my experiences will serve as a positive example to my juniors.

Society and Human Resources

A human resources strategy aimed at realizing our management strategy

For further information regarding our Group's approach to sustainability, please access the following link:



Key issue themes	Key issues (materiality)	Long term		Short term goals to achieve	KPI	Short term	
		Long term goals (ideal state for 2030)				Fiscal 2021 Results	
Activities by a diverse array of people	Human resources development	Aim to be a company in which all employees are active by making the most of their strengths	Target proportion of female managers as to the ratio of male and female employees	Improve engagement indicators from the previous year	Engagement indicators	<ul style="list-style-type: none"> Conducted an engagement survey A positive response rate of 66% in FY2022 (64% in FY2021) *SKY Perfect JSAT Corporation Implemented training for human resource development, changes in working patterns, and career development Recruited employees to take the DX Business Test and to use the learning content in order to raise the level of DX skills 	
	Diversity & inclusion			<ul style="list-style-type: none"> Advance a comfortable work environment, training for intrinsic motivation, and change in employee awareness to proactively promote diversity and inclusion Accelerate communication to provide information and promote understanding of diverse work styles 	Rate of Female Managers (%) Rate of Disabled in Workforce (%) Rate of Mid-career Recruitment (%) Rate of Return to Work from Childcare Leave (%) Rate of Male Employee taking Childcare Leave (%) Rate of Annual Leave Taken by Employees (%)	<ul style="list-style-type: none"> Received "Eruboshi Certification" as a company with excellent performance in promoting female participation and advancement (November 2022) Provided information to promote diversity Detailed personnel-related data is available at the following link (updated in July 2023) https://www.skyperfectjsat.space/en/sustainability/esg/social/ 	
	Employee health promotion, creation of safe and secure working environment			<ul style="list-style-type: none"> Aim for 100% of employees to get statutory medical checkup in FY2022 	Rate of Employee taking annual medical checkup (%)	<ul style="list-style-type: none"> In FY2022, 98.9% of employees received a legally mandated health check-up "Stress checks" were implemented at a rate of 93.7% in FY2022 (86.7% in FY2021) *All figures are for SKY Perfect JSAT Corporation Initiated efforts to ascertain and optimize working conditions Implemented various measures to promote health 	
Regional and community development	Social contribution, such as next-generation education and development of local communities	Realize "Space for your Smile" through social contribution utilizing our own infrastructure		<ul style="list-style-type: none"> Carry out Social Contribution Programs Drive new social contribution activities that support the development of local communities, in addition to Education Support Project for Southeast Asia, Classes regarding Space, and Satellite Crayon Project 		<ul style="list-style-type: none"> Satellite Crayon Project [Click here for official website. https://satellite-crayon.skyperfectjsat.space/en/] The "Crayons of the Sea" project is currently underway Winner of the Good Design Award, the Red Dot Design Award, and the 2022 Stationery General Election Grand Prize. Donated a portion of the proceeds to the Republic of Kiribati in September 2022 Held several workshops for children Started sales of the second installment, "Crayons of the Mountains," in March 2023 Southeast Asian Assistance Project <ul style="list-style-type: none"> Showcased our efforts at our booth at the Bundesliga Japan Tour and we conducted a social media charity event (we donated sports equipment to the SKY Perfect JSAT School, raising 50 yen per user action) 	
				<ul style="list-style-type: none"> Establish a system to contribute to local communities in the event of a disaster at SKY PerfectTV / Media Center and incorporate into BCP procedures 		<ul style="list-style-type: none"> Formulated guidelines for accepting nearby evacuees at the SKY PerfectTV / Tokyo Media Center (Koto Ward, Tokyo) and the Yokohama Satellite Control Center (City of Yokohama, Kanagawa Prefecture) in the event of a disaster and put them into effect. Also incorporated those guidelines in SKY Perfect JSAT's BCP-related documents 	

Enabling diverse human assets to excel

Securing and nurturing human assets capable of dealing with changes in the business environment and promoting transformation

At the SKY Perfect JSAT Corporation, our human resources strategy is focused on recruiting and nurturing human assets that will drive transformation, and allocating and promoting these assets in a way that will maximize individual performance and improve productivity.

We are working on a wide range of recruiting and nurturing initiatives: increasing our recruitment of mid-career employees, in order to maintain our readiness and strengthen our core domains; offering employees opportunities for career development; providing a personal development support system so that they can continuously self-develop skills and develop their career paths independently; building leadership that promotes transformation; and improving the ability of management to draw out individual strengths. Making modifications to our training programs so that our employees enjoy greater autonomy has been a particular area of focus.

In terms of allocating and promoting employees, we are engaging in the following initiatives: visualizing employee skills and tasks, and linking them to our business portfolios; enabling the early selection and promotion of high performers, who form the core of our human

Enabling diverse human assets to excel

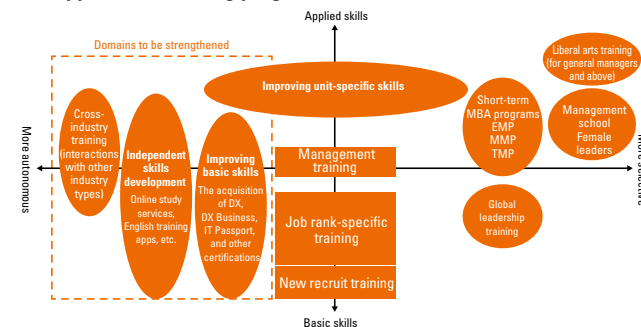
Achieving DE&I that encourages diverse human assets to excel

The SKY Perfect JSAT Group believes that achieving a diverse environment encourages innovation. As such, we treat and evaluate the skills of all its employees with impartiality, regardless of external factors such as gender, age, or nationality, or of internal factors such as beliefs and values.

In particular, we have established flexible work styles, such as teleworking so that employees who are raising children or caring for family members can maximize their potential. We have also started running child-raising seminars, and providing subsidies for babysitter fees.

At SKY Perfect JSAT Corporation, 100% of female employees have returned to work after taking childcare leave over the last five years; more than half of male employees now also take childcare leave.

Our approach to training programs



For further information regarding our training program systems to support career development, please click on the following link: <https://www.skyperfectjsat.space/en/sustainability/esg/social/>

assets; strengthening talent management by ensuring a strong pool of human assets; and expanding the authority and responsibilities of the human affairs in each unit.

In part due to these initiatives, in November 2022, SKY Perfect JSAT Corporation was awarded three-star "Eruboshi Certification," which is based on the Act on Promotion of Women's Participation and Advancement in the Workplace. Three-star is the highest level of certification, and recognizes that we fulfilled the necessary criteria in the five areas of recruitment, continued employment, working hours and work styles, management position ratio, and diverse career paths.

We have also updated our grading and wage systems to help older employees excel, and we are undertaking initiatives to promote greater understanding of LGBTQ+ across our workforce.



Enabling diverse human assets to excel

Creating a safe and secure organization whose employees respect each other

To become a safe and secure organization, the SKY Perfect JSAT Group believes that it must create an environment of emotional wellbeing, and that its employees must respect each other. At SKY Perfect JSAT Corporation, we have developed a number of initiatives to establish an environment that facilitates the work of our employees. These include a full flextime system, a relaxation of residence restrictions, the establishment of remote access environments for teleworking, the use of hot-desking at headquarters, and company-wide training for emotional wellbeing.

In addition, we are focused on communication that promotes mutual respect among our employees. Examples include establishing relationships of trust between superiors and subordinates

See page 80 for other materialities related to society and human resources.

through one-on-one communication; improving the management skills of the management; providing 360-degree feedback; and making improvements to individual organizations based on the "Smile Survey" diagnostic questionnaire.

We have also implemented a wide variety of health management measures: establishing an occupational safety and health management structure; promoting health maintenance activities, both through our Human Resource Division and through our occupational physicians, public health nurses, and other health workers; understanding and improving actual work conditions; carrying out annual stress checks for all employees; and implementing measures to improve the health literacy of all employees.

Regional and community development Education Support Project for Southeast Asia

Social media-based fundraising campaign during the Bundesliga Japan Tour 2022

In 2013, we launched the Education Support Project for Southeast Asia, which aims to improve educational environments for children in Southeast Asia using our satellite links and other resources. As supporters of the World Terakoya Movement, an international program for nonformal education run by the National Federation of UNESCO Association in Japan, we also participate in the building of schools, and in 2021 we opened the SKY Perfect JSAT School in Cambodia.

In Cambodia, soccer has become an extremely popular sport. However, the majority of Cambodian children own

neither balls nor shoes.

SKY Perfect JSAT Corporation therefore worked with its partner, the German Bundesliga, to donate soccer goods, stationery, and other items.



In fiscal 2022 and 2023, on the day of the Bundesliga Tour of Japan match, we displayed panels outlining the project in our booth, and pledged to donate ¥50 for every "like" we received on social media.

We will continue to provide support to Southeast Asian countries, in the hope that as many children as possible can develop healthily in mind and body through soccer.