

Initiatives for Human Resources

Materiality Themes	Materiality
Active participation of diverse human resources	Acquiring and training personnel capable of responding to environmental changes and promoting transformation
	Creating a comfortable and safe organization that empowers employees by advancing Diversity, Equity, and Inclusion (DE&I)
	Promoting Health Management

Approach to Human Capital

The SKY Perfect JSAT Group recognizes human capital as an essential part of achieving sustainable growth for society and companies. This is the reason that the Group calls human resources “human assets.” To set up the environment where all employees can fully utilize their abilities, we have designated “Active participation of diverse human resources” as one of our materiality themes, and we established the following elements of our materiality: “Acquiring and training personnel capable of responding to environmental changes and promoting transformation,” “Creating a comfortable and safe organization that empowers employees by advancing Diversity, Equity, and Inclusion (DE&I),” and “Promoting Health Management.” The Group formulates and executes long-term and short-term plans and measures to achieve these goals.

Furthermore, to realize our management strategies of “improving profitability in existing businesses” and “exploring new business domains,” we view “strengthening human capital” and “enhancing our management base” as indispensable foundations for increasing corporate value. To succeed in “strengthening human capital,” the Group is intensifying its efforts based on two pillars: “Human Assets Strategy” to recruit and develop the desired talent and actively invest human capital in key focus areas of each business, and initiatives for “Strengthening Engagement” to enable personnel to perform at their best.

Human Assets Strategy

Our Group’s human assets strategy defines the desired talent profile as individuals who can adapt to environmental changes and serve as the driving force for transformation, growth, and improvement. The Group recruits and support the growth of employees under our policy for the development of human assets: “unlocking and maximizing each employee’s capabilities to contribute to the business.” We also maximize individual performance and enhance productivity through proactive placement in key focus areas and the early promotion of high performers.

As part of this, we revised our HR system in 2023 to enable the Company to assign jobs beyond the boundaries of different organizations and ranks in a job-based fashion, as well as to more flexibly allocate human assets by separating their roles from their ranks. In FY2024, the Company made progress with the visualization of tasks and skills. Going forward, we plan to leverage this for autonomous skill enhancement and optimal talent placement. Additionally, we promoted autonomous career development through initiatives such as career seminars, expanded cafeteria-style training programs, and voluntary assessments. As a result of these efforts, the number of female candidates for management positions is steadily increasing.

Acquiring and training personnel capable of responding to environmental changes and promoting transformation

SKY Perfect JSAT Corporation focuses on recruiting and developing human assets capable of adapting to environmental changes and driving transformation, as well as on selecting and allocating of assets to maximize the performance of both individuals and the organization.

In our recruiting efforts, we expanded our new graduate hiring routes for individual job types as well as for technical college students, while introducing direct recruitment for mid-career hires. In FY2025, we will introduce workshops and new methods for mid-career hiring, which include the hiring of new graduates with previous work experience and referral recruitment. In terms of developing human assets, we doubled the maximum company allowances amount per person for education, training, and accreditation. We also implemented leadership development programs for young and mid-career employees and organizational transformation programs for management.

With respect to assets selection, we are accelerating the development of management candidates using talent assessments, linking this to intrinsic motivation through voluntary participation in external assessments. In FY2025, we plan to implement leadership training and coaching. With respect to allocating assets, we are constructing a talent portfolio aligned with our business strategy.

COLUMN

Developing Transformational Leaders

To develop assets who will lead Group’s future, SKY Perfect JSAT Corporation introduced the “Next-Generation Management Development Program,” a selective leadership training program started from FY2025. This program aims to develop individuals who can grasp the company’s current state and future business strategies from the perspective of management, possess unwavering convictions and an overwhelming sense of ownership, and act as reform leaders. Participants gain multiple perspectives through introspection, dialogue, and practical application, and they experience the process of designing and implementing concrete actions based on their own future vision. The final presentation session in this program involves action learning, including group presentations addressing executive-level questions and individual inaugural speeches as President. The Company will continue to support the growth of these employees into strong leaders equipped with transformative capabilities.



Isamu Kobayashi
General Manager
Human Resources & General
Affairs Division
Corporate Administration Unit
SKY Perfect JSAT Corporation

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Strengthening Engagement

Creation of a safe and secure organization

To strengthen engagement, we are aiming to revitalize the organization by creating a safe and secure workplace where employees secured and developed through our Human Resources Strategy can perform at their best. We believe a safe and secure organization requires an environment with a high level of psychological safety, where individuals respect one another and support each other's contributions. As such, we are raising awareness about the importance of psychological safety through compliance training and other initiatives. We are also working to invigorate communication by building trust through one-on-one meetings between managers and subordinates, and by implementing improvement activities for individual organizational units based on the results of organizational diagnoses.

Promoting Health Management

The Group revised its Health Management Policy in FY2024, reaffirming its commitment to actively engage in health management and support the health promotion of each and every officer and employee.

As part of our Health Management initiatives, we have established a labor safety management system. Working in collaboration with occupational physicians and public health nurses, we promote health maintenance activities such as implementing stress checks and measures to improve health literacy. We strive to maintain and improve employees' mental and physical health while fostering a workplace environment that supports hybrid work styles, including a full flextime system and a telework system. Furthermore, we are conducting annual stress checks for all employees, implement training on proper work practices and attendance management, and execute improvement measures based on actual working conditions and an analysis of attendance.

In FY2024, we were recognized as a 2025 Outstanding Organization of KENKO Investment for Health (large enterprise category). We will continue to advance health management further so that each and every officer and employee can work healthily and energetically.

<SKY Perfect JSAT Health Management Policy>

The SKY Perfect JSAT Group, as a company that brings smiles to all "spaces" and people on the earth, space, and future society, places great importance on working with a smile and being healthy both physically and mentally.

To this end, we will actively engage in health management and support the health promotion of each and every officer and employee.

Representative Director, President



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Achieving DE&I that encourages diverse personnel to play an active role

SKY Perfect JSAT Corporation strives to create a diverse work environment through measures such as improving internal conditions to enable diverse working styles accessible to all, promoting the active participation of female and senior employees, and expanding mid-career recruitment. We aim for a workplace where each employee's abilities are fairly evaluated and treated, regardless of external differences such as nationality or internal differences such as values.

To promote women's advancement and support the development of the next generation, we actively support balancing caregiving and childcare with work based on our General Business Operator Action Plan. As part of our support for balancing childcare and work, we strive to maintain "Kurumin" certification as a company that supports child-rearing activities, as well as dedicating efforts toward providing information about related internal systems and toward holding seminars. We also provide various types of information to support employees in balancing work and elderly care, and we are working to foster a culture of understanding and empathy towards elderly care responsibilities. Furthermore, amid our efforts to revitalize rural areas and expand employment for people with disabilities, we are working to create jobs at the "Cordiale Kumamoto Farm."

VOICE



Satoko Nagata

Assistant Manager
Engagement Promotion Team
Human Resources & General
Affairs Division
Corporate Administration Unit
SKY Perfect JSAT Corporation

Support for balancing elderly care and work

While there has been an increase in the use of childcare leave following revisions to the Child Care and Family Care Leave Law, there has been a challenge regarding the scarcity of internal consultations regarding elderly care and the resulting lack of visibility into actual circumstances. An internal survey revealed that employees balancing elderly care and work harbor anxieties about their future. Listening to these concerns, we are advancing measures to support employees' active participation and career continuity. To date, we have implemented various initiatives, such as organizing seminars about public support information and internal company systems, establishing a caregiving consultation desk, and holding roundtable discussions with people who have experience in elderly care.

► Click here for our initiatives for society and human resources
<https://en.skyperfectjsat.space/sustainability/esg/social/>

Initiatives for Human Resources

Employee Interviews

SKY Perfect JSAT Corporation is committed to recruiting and developing talent who will drive corporate reform as part of its Human Assets Strategy. We interviewed recruitment managers and employees hired through both new graduate and mid-career recruitment programs to understand the type of talent we seek and the nature of our recruitment activities.

Q. Please tell us about the kind of candidates you are seeking.

Wakai | One key phrase that defines an ideal candidate is “reform initiator.” We seek colleagues who spark corporate transformation. We especially expect new graduates to break free from conventional wisdom and generate fresh proposals and actions with their innovative sensibilities. Specifically, we require four qualities: a spirit of challenge to actively pursue the unknown; a collaborative mindset to create value by working with diverse partners inside and outside SKY Perfect JSAT; logical thinking skills; and toughness to tackle difficult situations with a positive attitude. For mid-career hires, we prioritize the ability to leverage experience, expertise, and skills to drive actual reform.



Misako Wakai

Human Resources Development Team Leader
Human Resources & General Affairs Division
Corporate Administration Unit
Joined the Company in 2006

Q. Are there any distinctive features in your recruitment policies or methods?

Wakai | SKY Perfect JSAT values a relationship where both parties choose each other. In particular, when hiring new graduates who may find it difficult to visualize job responsibilities, we go beyond conventional company information briefing sessions, such as by holding pre-selection roundtable discussions and workshops to enhance understanding of the work and our business. Within this process, we increase opportunities to meet employees and create many opportunities for deepening mutual understanding. Furthermore, since the nature of work differs significantly between our Space Business and Media Business, we

notify candidates of their assigned department upon receiving a job offer to prevent a clash with expectations after employment. We also implement focused recruitment (by job type) in some cases. For mid-career hires, we utilize introductions through agents, as well as direct recruiting and referral hiring, while also posting openings on our website. When recruiting, we provide detailed job descriptions to help candidates assess whether they can leverage their experience at SKY Perfect JSAT. For interested candidates, we offer opportunities for employee interviews and workplace tours before the selection process to promote mutual understanding.

Q. What factors influenced your decision to join SKY Perfect JSAT?

Nagata | Participating in the three-day workshop and experiencing new business planning made me strongly feel that SKY Perfect JSAT has a corporate culture that constantly seeks new challenges. Furthermore, the opportunities to speak directly with various employees allowed me to envision a workplace environment where I could work in a way that is true to myself. Since I was drawn to work that explores unknown areas, I believe a mutually beneficial relationship was established.

Takakusaki | In my previous position, I handled legal affairs for five years at a IT company. However, I felt I had accomplished everything possible in that fast-paced environment and was considering my next step when an agent introduced me to SKY Perfect JSAT. During the career recruitment process, I strongly sensed the SKY Perfect JSAT's desire for candidates to make an informed choice. This was evident in the introductory materials sent to me before the interviews, and the interview time being roughly double that of other companies, allowing ample time for questions. I also felt that SKY Perfect JSAT valued not only my legal experience but also my prior experience in business efficiency improvements and digital transformation at the management level. I was convinced that this was an environment where I could leverage my legal experience while pursuing career advancement, so I decided to join.



Maika Takakusaki

Legal Team
Legal Compliance Division
Corporate Administration Unit
Joined the Company in 2025

Q. Tell us about your current challenges and future aspirations.

Nagata | I am currently participating in a cross-division project that collaborates with space-related startups and companies from other industries to plan and realize innovative business. I was entrusted with significant responsibilities from an early stage, which I find extremely rewarding. At the same time, I deeply understand the importance of serving as a “reform initiator,” and that we cannot drive corporate growth by simply following established methods. We must take on new challenges with a sense of crisis. Looking ahead, I aspire to become a professional who can create new value across diverse fields, transcending the boundaries between the Space and Media Businesses.

Takakusaki | Within about two weeks of joining the Company, I was put in charge of specific duties. I feel this is an environment where I can grow far more than I had imagined. SKY Perfect JSAT engages in diverse business operations, and I view this as an environment that demands taking on various challenges. Therefore, moving forward, I aim to maintain my core expertise as a legal specialist while also honing my skills as a generalist.

Wakai | I oversee recruitment, and I believe we are successfully recruiting individuals who fit our desired candidate profile. However, one issue is that our company name is not readily associated with space-related business. This leads to lack of recognition, particularly among new graduates. As a space business company, we need more people to understand that we are a company engaged in space-related business. Furthermore, we aim to actively promote diversity. To initiate reform, we need talent with diverse backgrounds and experiences, and who are not bound by conventional wisdom. We actively recruit from different industries, including mid-career hires. As Nagata mentioned in relation to having a “sense of crisis,” we are in a situation where we must take on new challenges, rather than just relying on existing businesses. As an employee in charge of recruitment, I intend to continue striving to welcome colleagues who will help activate reform.



Shogo Nagata

Second Team
Government and Public Sector Division
Space Solutions Business Group
Space Business Unit
Joined the Company in 2024