Our Unlimited Vision, Your Practical Value

Manufactured Capital
- 21 geostationary satellites
- 10 low Earth orbit satellites
  Includes satellites scheduled for launch

Intellectual Capital
- 40 years of satellite operations; 30 years of media platform operations

Human Capital
- Professional talent (289 communications-related professional certifications)

Social and Relationship Capital
- Trust-based relationships with diverse partners, including government agencies and local authorities
- A B2C customer base of 5 million

Financial Capital
- Equity: 303.6 billion yen (Equity ratio: 74%)
- Net income: 23.3 billion yen
- EBITDA: 50.7 billion yen
- Long-term rating: A+

Management Resources

5 Materiality Topics

External Environment

Business Strategy

Space Business

Multi-Orbit Strategy
Expand our business from geostationary to non-geostationary orbits

Connectivity Business
Deliver satellite communications essential to society

Space Intelligence Business
Address challenges in national security and other areas through satellite data

New Business Fields
Expand business domains from geostationary orbit to non-geostationary orbit

Media Business

Multi-Alliance Strategy
Diversify revenue by leveraging partnerships and capital alliances

Broadcasting & Video Streaming Business
Toward an exciting future through diverse content

Fiber-optic Alliance Business
Provide new viewing environments and solutions for CATV operators

New Business Fields
Create anime content IPs and expand them domestically and internationally

Management Strategy

Enhancement of the Revenue Base

Innovation in Strategic Businesses

Challenge into New Business Fields

Strengthening Human Capital

Enhancing the Management Foundation

Space for your Smile

Toward a world where uncertainty turns to peace of mind, difficulty turns to ease, and interest turns to passion

Vision

FY2030 Targets

Consolidated net income

35 billion yen

- EBITDA: **85** billion yen

Space Business

Net income

25 billion yen

Becoming a space solutions provider

Media Business

Net income

10 billion yen

Becoming an entertainment platform provider