

(Translation)

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Regarding Fundamental Reform Measures by Our Company and Fuji Television Network, Inc.

We would like to once again express our deepest apologies for the concerns and inconvenience caused to our stakeholders due to the human rights and compliance issues that have arisen at our subsidiary, Fuji Television Network, Inc. (hereafter, “Fuji Television”).

In response to these incidents, both our company and Fuji Television publicly announced on March 31 a set of “Measures to Strengthen Human Rights and Compliance Efforts.” These measures are being steadily implemented. Furthermore, taking into consideration the report released on the same day by the Third-Party Committee, we have engaged in discussions among executives and employees about “what went wrong and how we will change.” We hereby summarize below our specific new initiatives and the progress made so far regarding fundamental reforms of our corporate culture and governance for the prevention of recurrence. A firm determination for transformation is now steadily taking root throughout our group. We are committed to ensuring that this movement will not be temporary; we will impose higher standards and resolve on ourselves, and accelerate our reform efforts. Looking ahead to the future, we will resolutely work towards rebuilding an unwavering corporate culture.

1. Fuji Television: "Eight Specific Measures"

Fuji Television was identified by the Third-Party Committee as having a “corporate culture tolerant of harassment.” We deeply reflect on the fact that an overemphasis on the motto “If it’s not fun, it’s not TV” had become entrenched within some divisions of our company. We will promptly revitalize our corporate culture—which was criticized for homogeneity, closedness, and rigidity—through the following measures:

Human Rights and Compliance Awareness, Structure Enhancement

- (1) Establish systems to thoroughly prioritize human rights
- (2) Protect victims of human rights violations and harassment

- (3) Enforce strict disciplinary action for compliance violations
- (4) Introduce mechanisms to reduce crises and risks

Governance and Organizational Reform

- (5) Restructure by dismantling and reorganizing the Programming and Variety departments, and make the Announcers' Division independent
- (6) Ensure objectivity, diversity, and transparency in executive nomination
- (7) Promote diversity by increasing the ratio of women and appointing younger employees to important positions
- (8) Reaffirm public interest and responsibility, and review our corporate philosophy

2. Our Group Reform Initiatives

The Third-Party Committee's report gave strong admonitions about our executive nomination process, stating that in effect selections had been made by certain individuals, resulting in an opaque process. We also take very seriously the findings that some former executives at Fuji Television did not adequately recognize human rights issues as a management risk.

Based on the above, we are determined to fundamentally reform our group through the following efforts:

• Governance Reform

- (1) Establish a Nomination and Remuneration Committee and consider shifting to a "company with committees"
- (2) Introduce rules on executive retirement age and term limits and ensure diversity in the Board of Directors
- (3) Develop a succession plan for managerial talent
- (4) Set up a Risk Policy Committee to enhance oversight of human rights and other risks

• Human Rights and Compliance Awareness, Structure Enhancement

- (5) Launched a Group Human Rights Committee to implement ongoing human rights due diligence
- (6) Make raising human rights and compliance awareness the group's top managerial priority
- (7) Build an environment where victims can freely and safely seek relief
- (8) Incorporate engagement score improvements into management objectives, and regularly disclose progress

These initiatives will be reviewed as needed for greater effectiveness, with regular updates made public. On April 3 of this year, both our company and Fuji Television received administrative guidance from the Ministry of Internal Affairs and Communications, and today we have submitted these reform measures to the Ministry.

Based on these reform measures, we will build and steadfastly implement effective systems for human rights, compliance, and governance, striving to regain the trust of all stakeholders.

Supplementary Materials

- “Eight Specific Measures and Progress for the Renewal and Reform of Fuji Television — Organizational Reflection and Commitment to Renewal Following the Third-Party Committee's Investigation Report —”
- “Towards Group Reform of Fuji Media Holdings Group”

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