

(Translation)

July 3, 2025

Company name: Fuji Media Holdings, Inc.
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Regarding Progress on Fundamental Reform Measures by Our Company and Fuji Television Network, Inc.

Our company and our subsidiary, Fuji Television Network, Inc. (“Fuji Television”), have taken substantive initiatives for fundamental reform of corporate culture and governance in response to human rights and compliance issues that occurred at Fuji Television, in order to prevent recurrence. On March 31, we announced “Measures to Strengthen Human Rights and Compliance Efforts,” followed on April 30 by Fuji Television’s “Eight Concrete Measures” and our company’s “Toward Group Reform.”

Today, following our report in May, we reported our progress on specific enhancement measures implemented by our company and Fuji Television to the Ministry of Internal Affairs and Communications. For further details, please refer to the supplementary materials disclosed separately today.

Our company and Fuji Television will continue to steadily implement these reform measures, building effective frameworks for human rights, compliance, and governance, and striving to restore the trust of all stakeholders.

1. Status of Implementation: Fuji Television’s “Eight Concrete Strengthening Measures”

- Announced the pursuit of legal accountability of former President Minato and former Senior Managing Executive Director Ota.
- Announced disciplinary actions for each case described in the investigation report.
- President Shimizu personally apologized to Ms. A, the affected individual, and reached an agreement on various measures including countering defamation and slander.
- Decided to abolish the “Advisory and Consulting Board System” (with articles of incorporation amended accordingly).
- Introduced retirement age and term limits for board members.
- Eliminated overlaps between members of the Fuji Media Holdings Audit & Supervisory Committee and Fuji Television Auditors.
- Strengthened risk management systems.
- Introduced a succession plan for leadership development; Fuji Media Holdings has established a Nomination and

Remuneration Committee, and discussions on a similar plan for Fuji Television have started.

- An organizational restructuring is scheduled for July 10, including the establishment of a Compliance Promotion Division and an Announcement Division. There will also be a significant review of programming and production structures, with an expected increase in the ratio of female managers.

2. Status of Implementation: Our company's "Toward Group Reform"

- Held the first meeting of the Nomination and Remuneration Committee, organizing future tasks such as formulating a succession plan.
- The newly approved board structure by the General Meeting of Shareholders now includes 45% female members, while the average age has also dropped significantly to 57 (down from 71 at the close of last year's General Meeting).
 - Resolved to establish a Risk Policy Committee at the Board of Directors' meeting on June 25.

Supplementary Materials

- Fuji Television: Progress on the Eight Concrete Measures for Revival and Reform as of June
- Our Company: Progress on Initiatives for Reform and Revival

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