

Eight Concrete Measures for Fuji TV Revitalization and Reform and their Progress Status

**- Organizational Reflection and Commitment to Renewal
Following the Third-Party Committee's Investigation Report**

April 30, 2025



FUJI TELEVISION NETWORK, INC.

Foreword: Towards the Renewal and Reform of Fuji Television

-Organizational Reflection and Commitment to Renewal-

The contents of the investigation report were filled with extremely severe criticisms. In particular, the assessment that “harassment was widespread throughout the company at Fuji TV” was a profoundly heavy and harsh point that has been deeply engraved in the hearts of every Fuji Television employee. Through this objective evaluation by the third-party committee, we have come to realize just how naive our self-awareness has been. We are now required, as an organization, to reflect on what Fuji Television did wrong and to pledge our renewal.

Regarding the harassment cases pointed out in the investigation report, each case is being carefully fact-checked with due consideration for the privacy and human rights of the victims, and strict disciplinary action will be taken against those involved. Furthermore, we sincerely acknowledge the need to establish a relief mechanism where victims can consult with confidence and to strengthen corporate governance, and are actively pursuing these reforms.

Numerous observations were also made regarding issues with the awareness of officers and employees, as well as the organizational culture. In particular, the existence of gatherings that focus on attributes such as gender, age, or appearance has been heavily criticized as reflecting Fuji Television’s deficient awareness of human rights, and we are working to eliminate these negative practices. Furthermore, to strengthen our corporate governance, we recognize the necessity of decisively addressing the organizational culture that contributed to these issues—specifically, the tendency to leave risk management and other matters up to individual departments (“genkyoku-shugi”), as well as the homogeneity, closed nature, and rigidity of the company. We are currently implementing structural and awareness reforms without hesitation in order to address these points.

At Fuji Television, in order to deeply reflect on what went wrong as an organization, discussions have been held at every level—including meetings among officers and employees and at the board of directors. We are sincerely confronting not only issues of harassment but also all kinds of human rights risks surrounding our company. Through constant efforts, we will transparently disclose our progress and the path of reforms so that all stakeholders can see how Fuji Television is changing. We will also continue to advance reforms by listening to the voices of our stakeholders.

Fuji TV will carry out eight concrete measures for **revitalization and reform**

Raising awareness of and strengthening the framework for human rights and compliance

1 Establish a system that thoroughly **prioritizes human rights**

In response to concerns that both executives and employees lack sufficient awareness of human rights, we will build an organizational structure that embodies a **"human rights first"** approach. Under the Board of Directors, we will establish a **"Risk Policy Committee"** chaired by an independent outside director, which will have a high degree of independence. This committee will oversee overall risk management, including human rights risks, on the executive side. In addition, we will establish a **"Sustainability Management Committee"** and, with advice from an external advisory board, **ensure that our human rights policy is consistently reflected in our daily management decisions** and that **human rights due diligence** is appropriately and continuously implemented.

2 Will **protect** victims of human rights violations and **harrassment to the very end**

We will implement measures to strengthen the reliability of our internal compliance department and consultation services. We will review our existing consultation channels and, **based on the recommendations and advice of a third-party committee, establish a new contact point where employees can consult directly with external lawyers**. Additionally, we will set up a system that allows employees to receive **mental health support from clinical psychologists**, and we will clearly communicate these resources to ensure that a wide range of consultations can be addressed. We will also strengthen and expand the compliance department, building an organization where employees can more easily speak up and seek advice, ensuring a high level of psychological safety.

3 Will **strictly enforce disciplinary** actions for compliance violations

We sincerely reflect on the fact that, in some cases, appropriate disciplinary actions were not taken for violations. To address this, we will improve the decision-making process of the Disciplinary Review Committee by **incorporating the expertise of external specialists**. In addition, we will thoroughly **ensure transparency** by posting the details of disciplinary actions on the intranet, thereby raising awareness among all employees, promoting a sense of ownership, and preventing recurrence, as well as enhancing compliance awareness throughout the organization.

4 Will introduce mechanisms to **reduce crises and risks**

To proactively identify, assess, and prevent crises at Fuji Television, we will establish a new **"Risk Assessment and Response Team"** under the direct supervision of the executive officer in charge of compliance, which will operate on a regular basis. In the event of a significant management risk, we will also set up a company-wide **"Risk Response Control Center"** to coordinate across all departments. This center will be equipped to immediately incorporate opinions from **external experts, such as lawyers, media advisors, and medical professionals**, as needed. By doing so, we will prevent erroneous decisions made in closed environments by a small group of individuals.

Governance reform

5 **Disband and reorganize the programming and variety departments; establish an **independent announcers' office****

We take seriously the fact that a culture placing excessive emphasis on the motto "If it's not fun, it's not TV" has taken root in parts of our organization. In response, **we will dismantle and reorganize the production divisions, including the Programming Department and the Variety Department**. We also recognize that the subordinate relationship—where the Programming and Production staff acted as the selectors and the announcers as the selected—has caused problems. Therefore, we will make the **Announcers' Office independent from the Programming and Production Departments**. Furthermore, we will establish a "Coordinator System" to serve as an intermediary between announcers and programs, and review both the process of selecting announcers for programs and the overall management workflow.

6 Ensure **objectivity, diversity, and transparency** in executive officer nomination

We recognize that there has been a lack of transparency in the executive nomination process and personnel placements. To address this, we will **abolish the advisor and counselor system, strictly enforce the executive retirement age, and set a maximum tenure for executive positions**. These measures will prevent authority from remaining concentrated in specific individuals for extended periods. Additionally, we will introduce a **succession plan to foster the next generation of management talent**, thereby ensuring business continuity and sustainable growth.

7 Promote diversity by increasing **the ratio of women and appointing more young employees** to key position

We take seriously the criticism that a male-dominated structure has led to ill-considered management decisions and a lack of sensitivity toward harassment. Therefore, we are committed to **ensuring diversity** in our workforce. While the proportion of female executives has reached 30%, we will **continue to maintain at least 30% female representation on the Board of Directors**. The ratio of women in managerial positions will also be raised to 30% within one year. In addition to cultivating female leaders, we will **actively appoint young employees** to leadership roles. At the same time, we will create an environment where mid-career and younger employees can freely and securely express their opinions, and we will review our code of conduct accordingly.

8 Reaffirm our sense of public mission and responsibility; **review our corporate philosophy**

We will break away from the motto "If it's not fun, it's not TV" and return to the fundamental principles of the Broadcast Law, striving to become a company that contributes to society with a strong sense of public mission and **fulfills its role as a public institution**. **The Board of Directors will take responsibility and demonstrate determination** in promoting respect for human rights, continuously identifying, preventing, and correcting human rights risks, and working to restore trust. As part of our "rebranding" efforts, we will gather input from mid-career and younger employees and review our corporate philosophy through **dialogue with internal and external stakeholders**. We will also openly communicate the formulation process of our new philosophy in detail to viewers and the public.

1. Establish a system that thoroughly **prioritizes human rights**

Eight concrete measures toward
Fuji TV revitalization and reform

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- **A detailed investigation (and understanding) of the risks of serious human rights violations, including harassment, is required.**
- To restore trust, **a monitoring body should be established—led by outside directors** and supported by external expert organizations—to oversee the implementation of recurrence prevention measures, and regularly disclose their progress to ensure accountability.
- With regard to revising the human rights policy implementation framework, a **cross-departmental system should be established** to ensure proper implementation and supervision.
- It is necessary to remain mindful of external perspectives and ensure open dialogue and ongoing accountability.
- When promoting these measures, leadership should be exercised not only by the compliance department but also by the **Board of Directors.**
- It is essential to foster a shared understanding and awareness of “what Fuji TV did wrong” and to promote a shift in mindset.
- **Ongoing educational and training programs for all groups who could potentially become either perpetrators or victims are necessary to raise and nurture human rights awareness.**

✓ **Establish a new Risk Policy Committee under the Board of Directors, chaired by an independent outside director**

- A **Risk Policy Committee** (see next page) will be newly formed, headed by an independent outside director
- The committee will oversee and monitor Fuji TV’s response to all risks, including human rights risks

✓ **Strengthen monitoring by inviting external experts** **Establish a new Sustainability Management Committee**

- A **Sustainability Management Committee** (see next page) incorporating the views of outside experts will be formed in the company directly under the President, and will create mechanisms for ensuring that decision making by management always reflects the human rights policy.
- Establishment of this committee was decided at the Board of Directors meeting of **April 24**. All initiatives will be reported to and discussed by the Board.
- The first meeting was held on **April 28**, attended by full-time directors, executive officers, and department heads.

✓ **Group-wide survey (anonymous) and individual surveys, for Revitalization and Reform**

- Launched on **April 25** for all employees and on-site staff

✓ **Implementation of human rights education and training programs**

- **Completed in March:** “Harassment training” for all officers and department/head office heads
- **Completed in March:** “Business and human rights training” for all officers and employees
- **Completed in March:** “Harassment training” for all employees and staff
- **Completed in April:** “Business and human rights training” for all employees and staff
- **Planned for early May:** Human Rights for all employees and staff (20 min. video x 3)

✓ **Expanding “dialog” with employees and business partners**

- **February to end of March:** Dialog with 111 employees, outside organizations including JBA [Japan Commercial Broadcasters Association] and ATP, sponsor labor unions, and overseas human rights organizations, etc.
- **During April:** In response to third party committee report, dialog with ad agencies, and dialog inside all departments

✓ **“Discussions” at various layers of officers and employees** **-- Where has Fuji TV gone wrong? --**

- **April 17:** Discussions with full-time officers and department/head office heads in expanding meeting
- **April 24:** Discussions in joint FMH/Fuji TV Board of Directors meeting
- **April 30:** Report on the progress of initiatives at the respective FMH/Fuji TV Board of Directors meeting
- **During May:** Multiple small-group dialogue sessions with all employees are scheduled to be held

To Ensure a “Human Rights First” Policy

Eight concrete measures toward
Fuji TV revitalization and reform

The **Sustainability Management Committee** will thoroughly instill awareness of human rights throughout the Group
Will enforce a **human rights first policy**

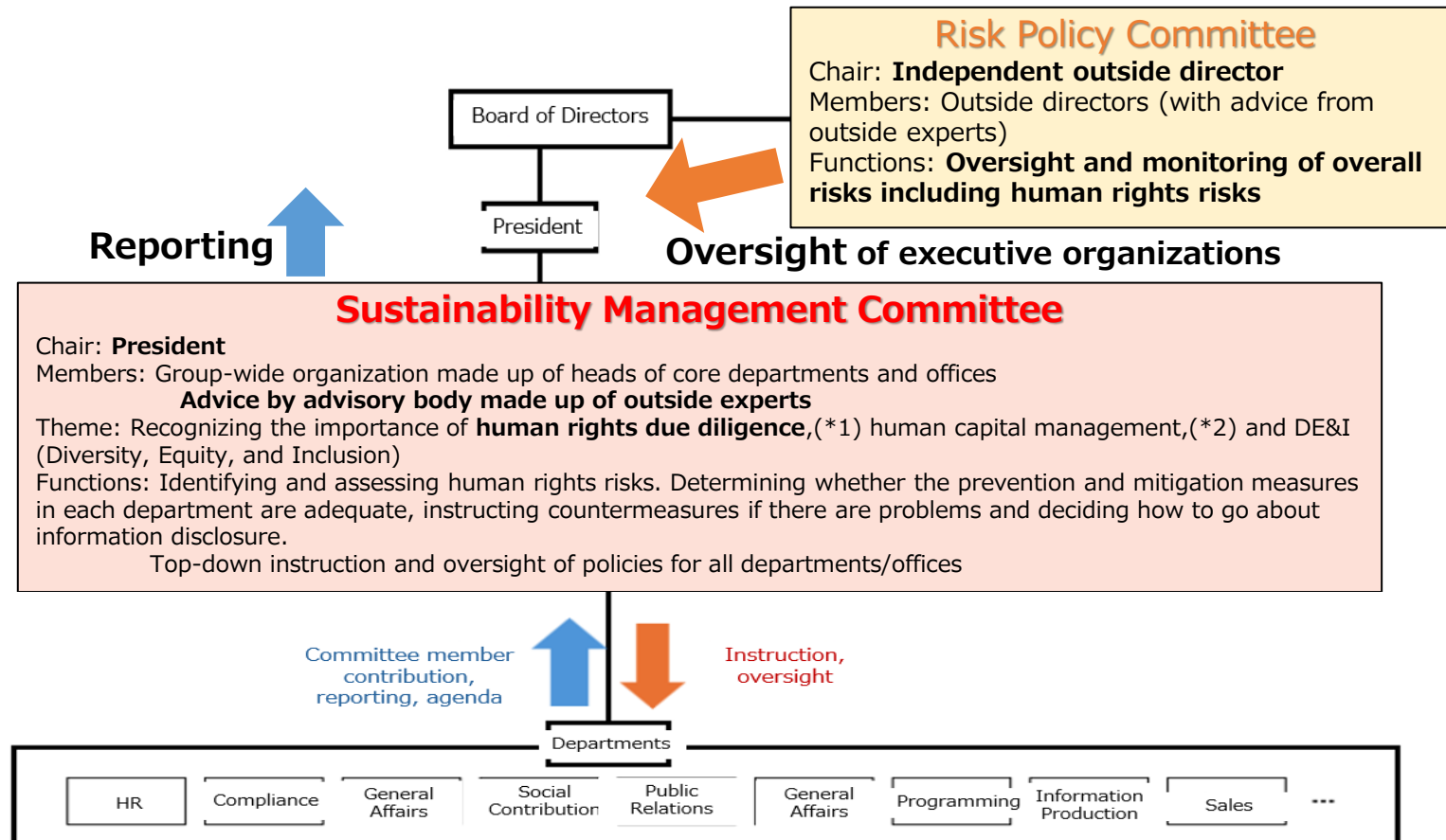
Under the direct supervision of the President, the “**Sustainability Management Committee**” will ensure thorough respect for human rights by directing company-wide initiatives related to human rights and human capital, leaving no gaps in our approach. The “**Risk Policy Committee**” established under the Board of Directors, will oversee and monitor Fuji TV’s risk management, including responses to human rights risks.

*1 Human rights due diligence

Efforts by a company, through dialog with stakeholders, to identify and assess human rights risks in the company and in the supply chain, to take prevention and mitigation steps, and to disclose information regarding the effectiveness of the initiatives and what is being done to improve them

*2 Human capital management

Management that treats people not in terms of personnel expenses (costs) but as capital producing knowhow, capability and other value, and as part of the management strategy, invests in people and the work environment, developing and using human resources to raise corporate value



2. Fully protect victims of human rights infringement and harassment

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- **Establishment of an effective human rights redress system** A prerequisite is enabling victims to report problems with assurance and trust. Highly reliable operation is essential.
- **Considerations for victim care and prevention of secondary damage** More than just conducting investigations, it is necessary to offer psychological support of victims and consider their relationships with those around them
- **Establishment of an emergency outside reporting channel** Since it will take time to strengthen the existing internal channels, set up an outside third-party contingency action structure
- **Eradication of harmful practices and building of healthy relations with business partners and with on-screen talents, etc.** The practice of holding “gatherings held with a focus on gender, age, and appearance, etc.” encourages human rights risks. Healthy relations with business partners and with on-screen talents, etc. must be promoted through mutual dialog
- **Consideration for the risk of lost opportunities when eradicating old customs** All due consideration must be taken not to disadvantage female and young employees
- **Development and dissemination of manuals, and conduct trainings to strengthen field response capabilities** Frameworks/mechanisms must be provided for dealing with on-site harassment from business partners or on-screen talents, etc., and manuals and training are needed

- ✓ **Establish a human rights remedy hotline that allows direct consultation with external lawyers in addition to the existing consultation desks**

In May, we will establish a new contact point that allows direct consultation with external lawyers. Based on the findings of the third-party committee, we will ensure that investigations are conducted with objectivity, independence, and anonymity as stipulated by the "UN Guiding Principles on Business and Human Rights." In addition, we will set up a system in which external **clinical psychologists** can provide care, so that those seeking consultation can feel even more secure. In preparing to open this new contact point, we have made progress with input and advice from the third-party committee.

- ✓ **Establish opportunities to carefully explain an easy-to-understand "consultation flow," as well as specific procedures and processes**

In early May, we will create easy-to-understand videos and display them in locations that are accessible to everyone. The consultation flow, including the steps and expected timeline after a consultation, will also be clearly explained.

- ✓ **Upgrading of Compliance Promotion Office to Department**
 - Upgrade the Compliance Promotion Office to Department level and provide budget, staffing, increasing its influence and initiatives within the company.
 - This policy was reported to the Board of Directors on **April 30**.

- ✓ **Revision of regulations on harassment prevention**
 - Mid-May:** Add definition of “customer harassment,” clarify and communicate the rules.
 - Early May:** Establish and announce additional consultation desks for harassment issues.

- ✓ **Manualize customer harassment countermeasures**
Develop and communicate a manual on how to respond to harassment or unreasonable demands from business partners or on-screen talents.

- ✓ **Established “Guidelines for Business Meals and Gatherings”**
The guidelines that explicitly states the prohibition of selection based on gender, age, appearances was established and communicated in **February**.

3. Take **strict disciplinary** measures in cases of compliance violations

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- Harassment issues have been treated as matters between the parties involved, and the response has been left to the apparent wishes of the victim. However, the victim's stated intentions are **often not their true intentions, but rather are based on resignation due to the company's previous inadequate handling of harassment cases. Furthermore, there is currently no system in place to properly confirm the victim's true intentions.**

✓ **Strict enforcement of disciplinary action against perpetrators of harassment**

- Review the composition of the Disciplinary Committee with consideration for diversity.
- Clarify and strictly assess disciplinary standards for perpetrators by incorporating the opinions of multiple external lawyers.

✓ **Transparency of compliance-related disciplinary actions and internal postings**

- The details of disciplinary actions has been posted on the company intranet starting **April 14**.
- By disclosing the details of disciplinary cases and applying these lessons to one's own behavior, we aim to prevent recurrence.

✓ **Mandatory reporting of all compliance cases to the Board of Directors**

- Cases reported to the Compliance Department and other relevant sections will be reported to the Board of Directors according to the degree of impact on the company.
- Reporting began on **April 30**.

✓ **Group-wide deployment of "declaration of eradication of harassment"**

- By firmly promising to never tolerate any form of harassment, and pledging to "not commit," "not allow," and "not overlook" harassment, we will create a workplace environment where all stakeholders respect one another and can work with peace of mind, while actively striving to eradicate and prevent harassment.
- Rollout scheduled for **May 1**.

✓ **Formulation of strict expense policy guidelines**

- In response to this incident and to prevent similar issues from being overlooked, we have formulated strict expense guidelines that demand transparency, incorporating the expertise of lawyers and accountants.
- The guidelines were reported and approved at the Board of Directors meeting on **April 24** and communicated within the company.
- The guidelines will be disseminated at various levels, including Directors' meetings, Managers' meetings, and business communication meetings.
- An Internal briefing session is scheduled for **May**.

✓ **Announcement of Disciplinary Actions Against Improper Use of Expenses**

- **Strict disciplinary actions will be taken and announced** for individuals found to have misused expenses through internal audits.
- Monitoring will be strengthened.
- Training will be provided to ensure the adoption of new rules.
- We are considering the introduction of an **AI**-based fraud detection system.
- Information will be disseminated on how to contact the reporting desk regarding improper use.

4. Introduce mechanisms for **reducing crises and risks**

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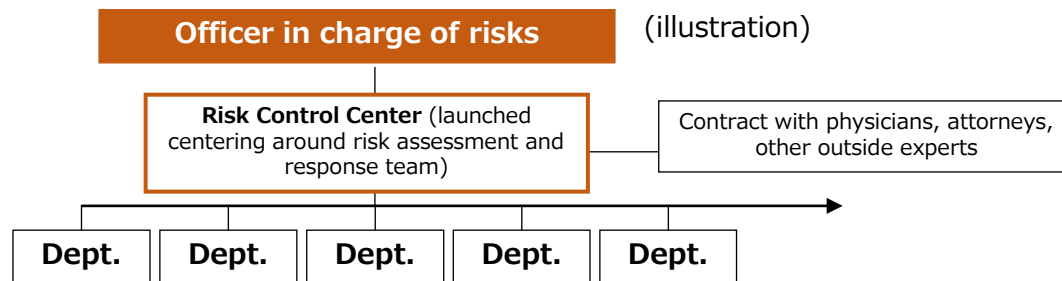
- **Moving away from the tendency to leave risk management to each department, and ensuring thorough information control** Rather than limiting responses to a vertically segmented, department-by-department approach, it is necessary to centralize risk information within the Compliance Department, enabling an organizational and swift initial response system
- **Early use and advancement of specialized expertise** The system must be enhanced to allow for the early use of advice from external lawyers and other specialists, thereby establishing a response policy with increased objectivity and effectiveness
- **Thorough Implementation of a Risk-Based Approach** It is necessary to build a management system that sets priorities according to the seriousness and potential for recurrence of risks, enabling concentrated use of limited resources where they are most needed

✓ **New establishment of a risk assessment and response team**

A **"risk assessment and response team"** will be newly formed, which will assess routinely occur, such as violations in broadcasting, employee misconduct, scandals, and disasters, and to prevent crises before they happen.

In an emergency, a risk response control center will serve as the core of a **"Risk Response Control Center,"** creating a system that enables a swift and accurate initial response.

For risk assessment and response, we will also seek advice from external experts such as lawyers, ensuring that our response policies are objective and appropriate.



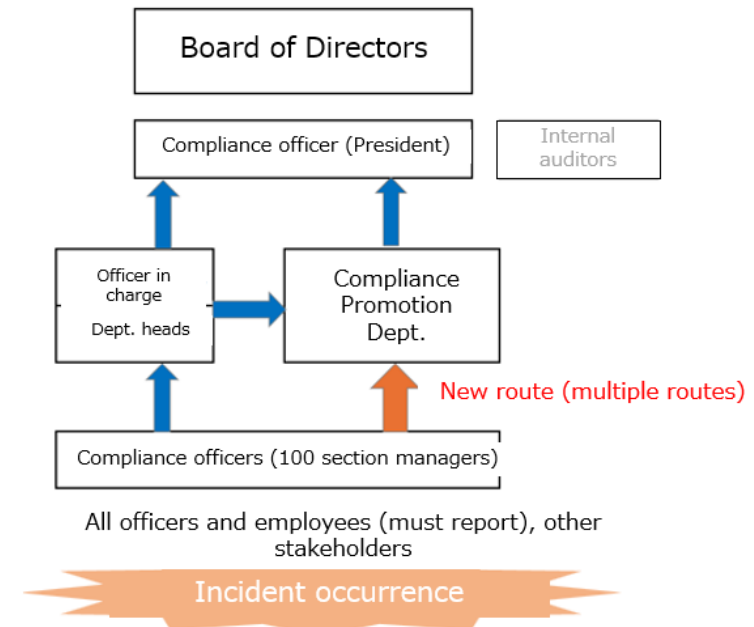
✓ **Prevention of Internal Confidential and Privacy Information Leaks**

Strengthen countermeasures in cooperation with the IT & Innovation Department.

Ensure thorough privacy protection and leak prevention within the company through training.

✓ **Appointment of 100 "compliance officers"**

- Appointing line section heads as compliance officers, all compliance infractions reported by those under them will be reported to the Compliance Promotion Department.
- Compliance regulations were revised at the Board of Directors meeting on **April 24**.
- An explanatory meeting for managers was held on **April 28**.



5. **Disband and reorganize** the programming and variety departments and make the announcers' office **independent**

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- **As a result of the long-standing policy of prioritizing programming and production operations**, functions such as HR and compliance have become weak, leading to a continuation of management with high risks, including **a lack of awareness regarding human rights**
- Due to the inherent vulnerability of announcers' positions, risks of a different nature from those faced by general employees have also been recognized
It is necessary to establish a management and control system to address these risks

✓ **We will disband and reorganize the programming department and variety production department**

- Taking seriously the fact that a culture overly focused on "If it's not fun, it's not TV" had taken root in parts of the company. As a result, we will dismantle and reorganize departments such as the Programming Department and Variety Production Department, which have been directly connected to the development of the previous organizational culture.
- By fundamentally reviewing and restructuring the organization, we aim not only to prevent recurrence but also to create an environment where better content can be produced.
This policy was reported to the Board of Directors on **April 30**.

✓ **Strengthening of corporate functions**

- Corporate functions and departments such as Legal, Compliance, General Affairs, Human Resources, and Finance & Accounting will be consolidated and reinforced.
- Thorough management will be ensured for all departments, including production, to prevent recurrence.

✓ **Make announcers' office independent from programming department**

- The authority of the announcers' office regarding program appearances will be strengthened, aiming for management that respects human rights.
- Assignments will be based on a training program led by the announcers' office.
- The management flow will be reviewed.
- These policies were reported to the Board of Directors on **April 30**.

✓ **Establishment of a "coordinator system"**

A new position of "Coordinator" will be established to serve as a liaison with program production side.

✓ **Countermeasures for SNS, Defamation, and Mental Health Care**

- The SNS Countermeasures Team will consider responses to defamation, including legal action.
- Individualized support measures will be implemented for each person.
- A separate mental health care system will be established specifically for the announcers' office.

6. Ensure **objectivity, diversity, and transparency** in officer nomination

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- Under the leadership of external directors, **sufficient discussion should be held on matters necessary for executive nomination governance**, such as ensuring diversity among board members, assessing the suitability of long-serving members, rejuvenating the age profile, and identifying skills required to address important management issues and reflecting them in the skills matrix. Based on these discussions, proposals for the election of directors should be formulated
- Due to the **overlap between the FMH Audit and Supervisory Committee and Fuji TV Auditors**, self-auditing occurs. It is undesirable for the same individual to serve in both roles
- Efforts should be made to address issues such as the "external diseconomies" of business activities and the "erosion of human capital," and **discussions to ensure the sustainability** of the business should be advanced promptly
- After the new Board of Directors is formed at the Annual General Meeting of Shareholders in June 2025, efforts should proceed next with **"executive compensation governance"** and the establishment of a **succession plan for developing next-generation management talent**

✓ **Resignation of full-time board members**

All full-time board members who were involved in the handling of these incidents have resigned by **March 27**. As part of self-correction, large-scale management reform is being carried out.

✓ **Introduction of officer retirement system and setting of term limits**

Recognizing the lack of transparency in the officer nomination and personnel assignment processes, we introduced mandatory retirement age and term limits for executives on **April 30**, establishing a system to prevent authority from remaining concentrated with specific individuals for extended periods.

Scheduled to be implemented in June.

(Mandatory Retirement Age)

Fuji TV CEO: 70 years old

Fuji TV Full-time Directors: 65 years old

Fuji TV Auditors: 65 years old

Fuji TV Executive Officers: 65 years old

(Term Limits)

Outside Directors: maximum of 8 years

Outside auditors from outside Fuji TV: maximum of 8 years

✓ **Elimination of senior advisor and advisor roles**

Implementation scheduled in June

✓ **A succession plan will be introduced for developing the next-generation management talent**

Management talent who will lead the future of Fuji Television will be developed over the long term through a systematic approach.

We will nurture diverse personnel across genders and age groups by providing them with skills and experience, thereby fostering leaders who can respond to changes in the times and management risks.

✓ **A human resources strategy is being formulated to support of future growth**

Since March, the Human Resources Department and the Revitalization and Reform Project Team, have been holding repeated discussions along with outside experts.

✓ **We will review the overlap between the FMH Audit and Supervisory Committee and the Fuji TV Auditors**

7. Achieve diversity by increasing the ratio of women and promoting younger employees

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- **Raising the ratio of female executives and senior management while avoiding token appointments**
The percentage of female officers and senior management needs to be raised at an early stage. Rather than merely meeting numerical targets, it is essential to create an environment where individuals are respected as people and can express their opinions with confidence.
- **Correction of gender bias and harassment in the workplace** There exists an organizational culture that expects women to behave in certain ways and to be “enduring.” It is necessary to create an environment where diverse personnel can fully demonstrate their abilities.
- **Ensuring age diversity and promoting younger employees** Correcting generational imbalances and substantially delegating authority to younger employees are also essential.

✓ Increase the ratio of female directors to 30% or more

- Female ratio of newly formed Board in **June**: 30%(as of the announcement on March 27)
- Female ratio of corporate auditors: 50%(as of the announcement on March 27)
- We will maintain the ratio of female directors at over 30% on a continuous basis.

✓ Raising the ratio of female managers to 30% or more

- Will be achieved through personnel transfer within **one year**.

✓ Utilization and promotion of female leaders

- Management based on KPI (key performance indicators).
- Implementation of awareness programs and training to encourage active participation of women.

✓ Significant lowering of average age of Board of Directors

- Average age of new Board to be formed in **June**: 67.3→59.5
- Achieve an average age in the 50s.

✓ Guarantee psychological safety to make it easier for people to speak up

- Create a workplace full of respect and an environment in which anyone can speak freely.
- To raise awareness of psychological safety among managers, introduce an engagement score and link it to personnel evaluations.

✓ Increase motivation among younger employees by making decision-making processes more transparent and efficient.

- Visualization of processes by information disclosure.
- Review traditional decision-making processes that relied on individual discretion.
- Promote the delegation of authority to younger employees.

✓ Promoting young employees to key positions

Ensure convincing and satisfactory personnel selections in staffing decisions from **May onward**.

✓ Begin training programs to learn about diversity

- Group-wide training for learning the importance of diversity will be conducted for the first time starting in **July**.

Male/female manager rate (as of April)		2024	2021	2018
Department/ office manager	Male	11	10	10
	Female	1 (8%)	1 (9%)	2 (17%)
Deputy department manager	Male	42	18	17
	Female	8 (16%)	0 (0%)	1 (6%)
Section manager	Male	52	81	64
	Female	20 (28%)	19 (19%)	16 (20%)

8. Reaffirm our sense of public responsibility and review our corporate philosophy

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Fuji TV's
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measures and
pledge

- Given that failure to properly address issues related to respect for human rights as a broadcasting company could directly lead to sponsor withdrawal, scrutiny by institutional investors, and ultimately a loss of corporate value, our company should have regarded this as a critical management issue that needed to be addressed under the involvement and supervision of the management team.
- Due to insufficient commitment from management, the human rights policy has not been adequately communicated within the company, and a cross-departmental structure necessary to implement the policy has not been sufficiently established. As a result, our efforts have not effectively contributed to the prevention or response to significant human rights violation risks.
- It is essential for management to clearly demonstrate a genuine commitment to respecting human rights, deepen their understanding of critical human rights issues—including sexual violence and harassment, which have been problematic in this and similar cases—and to build, implement, and oversee the necessary cross-departmental structures to prevent and address such risks.

✓ **As the Board of Directors, we pledge to rebuild our company as an organization that will never tolerate human rights violations**

With a sense of responsibility and determination, the Board of Directors will lead ongoing efforts to instill respect for human rights throughout the company, identify human rights risks, and promote continuous measures for their prevention and correction, in order to regain the trust of the public. Following the receipt of the report, discussions are underway in various committees, and at the Board of Directors as well, we have repeatedly discussed "Fuji TV's mistakes." Leadership will be exercised by management, and we will transform into a company where human rights are the highest priority.

✓ **We will move away from the motto "If it's not fun, it's not TV" and return to our core values**

We will break away from the motto "If it's not fun, it's not TV," return to the fundamentals of the Broadcasting Act, and become a company recognized by society for our public value. We will fulfill our role as a public institution. To completely review our code of conduct, we have established a "Rebranding Working Group" to incorporate the voices of the next generation of mid-career and younger staff. We will continue to engage in dialogue with internal and external stakeholders after April, and by re-examining our purpose, values, ethics, and our approach to contributing to and coexisting with local and global communities, we will reconstruct our corporate philosophy. Furthermore, with respect to the new corporate philosophy, we will communicate the details of its formulation process with transparency to our viewers and the public.