

This document is a translation of the Japanese language original prepared solely for convenience of reference (certain portions of the Japanese language original applicable to voting procedures in Japan that are not applicable to shareholders outside Japan have been omitted). In the event of any discrepancy between this translated document and the Japanese language original, the Japanese language original shall prevail. Please note that certain portions of this document may not be applicable to shareholders outside Japan.



Notice of the 96th Ordinary General Meeting of Shareholders

Date and Time

Wednesday, June 28, 2023, 10:00 a.m.
(The reception desk will open at 9:00 a.m.)

Place

TV A Studio, Asahi Broadcasting Group
Holdings Corporation
1-1-30 Fukushima, Fukushima-ku, Osaka

Matters to be resolved

Proposal 1

Appropriation of surplus

Proposal 2

Election of nine (9) Directors (excluding Directors who are Audit and Supervisory Committee Members)

Voting Due

Tuesday, June 27, 2023, 6:00 p.m. (JST)

Asahi Broadcasting Group Holdings Corporation

Securities code: 9405

To Our Shareholders

Thank you for your continued support of the ABC Group. Please find enclosed the Notice of the 96th Ordinary General Meeting of Shareholders of the Company. The world continues to experience a high level of uncertainty regarding the future, with a prolonged military invasion and a rising cost of living, among others. Even under such conditions, however, the source of our corporate value continues to be our human resources, who create unique content, and our brand, which is built on the unbroken trust of society through the years. I think it is important to leverage these foundations of our business to continue being a group of creators who go far beyond the boundaries of broadcasting, and as a comprehensive content business group, to keep providing consumers with attractive content in a wide variety of ways.

The fiscal year ending March 31, 2024 is the third year of our medium-term management strategy, *NEW HOPE*, which was formulated in 2021.

Now we have announced our renewed strategy, *NEW HOPE 2nd STAGE*, expressing our determination to evolve even further in light of the diverse initiatives we have taken to date and the changes in our business environment.

Under *NEW HOPE 2nd STAGE*, we will focus on human capital, which is an important asset for the Company, and work to maximize the Power of the Individual and the Power of the Group. We have also emphasized the role of the Company as the Human Resources Crossroads with a great volume of talent flowing in and out, and we will therefore accelerate exchanges within and outside the Company.

Taking up the challenge of DX, we will try our hand at new businesses, while we also remain committed to efforts supporting regional revitalization and contributing to the realization of a sustainable society.

I ask you to continue your steadfast support for the Company going forward.



Susumu Okinaka
Representative Director and President

June 9, 2023
(Commencement date of electronic provision: June 2, 2023)
Securities code: 9405

Susumu Okinaka
Representative Director and President
Asahi Broadcasting Group Holdings Corporation
1-1-30 Fukushima, Fukushima-ku, Osaka

Notice of the 96th Ordinary General Meeting of Shareholders

To Our Shareholders

Thank you for your support for Asahi Broadcasting Group Holdings Corporation.
You are cordially invited to attend the Company's 96th Ordinary General Meeting of Shareholders.
The meeting will be held as described below.

When convening this General Meeting of Shareholders, the Company takes measures for providing information in electronic format (in Japanese), and posts matters for which measures for providing information in electronic format are to be taken as "Notice of the 96th Ordinary General Meeting of Shareholders" on the website below.

The Company's website:

<https://corp.asahi.co.jp/ja/ir/stock/meeting.html>



In addition to above, the Company also posts this information on the website below.

Tokyo Stock Exchange, Inc. (TSE) website:

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show>



When using the TSE website, please input the issue name (company name) or securities code, and click "Search," and then click "Basic information" and select "Documents for public inspection/PR information."

Website posting Reference materials for the Ordinary General Meeting of Shareholders:

<https://d.sokai.jp/9405/teiji/>



If you are unable to attend the meeting in person, you may exercise your voting rights in writing or via the internet, etc. Please review the Reference materials for the Ordinary General Meeting of Shareholders, and exercise your voting rights as described in the announcement on the exercise of voting rights.

1. Date and Time Wednesday, June 28, 2023, 10:00 a.m.
(The reception desk will open at 9:00 a.m.)
2. Place: TV A Studio, **Asahi Broadcasting Group Holdings Corporation**
1-1-30 Fukushima, Fukushima-ku, Osaka
(Venue may change depending on the number of attendees. We appreciate your understanding.)
3. Purpose of the Meeting:
Matters to be reported:
 - 1) Report on the Business Report, Consolidated Financial Statements and audit results of the Consolidated Financial Statements by the independent auditor and Audit and Supervisory Committee for the 96th fiscal year (from April 1, 2022 to March 31, 2023)
 - 2) Report on the Non-consolidated Financial Statements for the 96th fiscal year (from April 1, 2022 to March 31, 2023)**Matters to be resolved:**
 - Proposal 1: Appropriation of surplus**
 - Proposal 2: Election of nine (9) Directors (excluding Directors who are Audit and Supervisory Committee Members)**

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- The paper copy sent to shareholders who have requested it does not contain the following matters, pursuant to laws and regulations as well as the provisions of Article 17 of the Company's Articles of Incorporation. Therefore, the said paper copy is part of the documents audited by the Audit and Supervisory Committee and the independent auditor in the preparation of the audit report.
Consolidated Statement of Changes in Equity, Notes to the Consolidated Financial Statements, Non-consolidated Statement of Changes in Equity, and Notes to the Non-consolidated Financial Statements
 - Should revisions be made to any of the matters subject to the measures for electronic provision, such changes will be posted on each of the websites on which those matters are posted.

Reference materials

Proposal 1 Appropriation of surplus

Matters related to dividends of surplus (year-end dividend for the 96th fiscal year)

Returning appropriate levels of profits to all shareholders is one of the most important management issues for the Company. With respect to the distribution of profits, given the Company's responsibility as a certified broadcasting holding company, it will take into comprehensive account factors such as operating results, the dividend payout ratio, and an appropriate level of internal reserves, while also constantly being aware of the balance between strengthening and maintaining the Company's financial position and making investments for supporting increases in corporate value and growth strategies. The Company plans to flexibly make decisions for continuous and stable dividend payment, targeting a consolidated dividend payout ratio of 30% and an annual dividend of 10.00 yen per share as the lower limit except in times of a significant decline in business performance due to a rapidly deteriorating business environment.

Based on the above policy and taking into account operating results, the Company proposes to pay a year-end dividend as follows.

Including the interim dividend of 10.00 yen per share that has already been paid, dividends per share for the 96th fiscal year will total 16.00 yen.

(1) Type of dividend assets

Cash

(2) Allocation of dividend assets to shareholders and total amount of allocation

6.00 yen per share of common stock of the Company

Total amount 250,390,746 yen

(3) Effective date for dividends of surplus (start date for payment of year-end dividends for the 96th fiscal year)

June 29, 2023

Proposal 2 Election of nine (9) Directors (excluding Directors who are Audit and Supervisory Committee Members)

Upon the close of this Ordinary General Meeting of Shareholders, the terms of office of all Directors (excluding Directors who are Audit and Supervisory Committee Members) will expire. Therefore, we propose the election of nine (9) Directors (excluding Directors who are Audit and Supervisory Committee Members).

The nominees for Directors (excluding Directors who are Audit and Supervisory Committee Members) are as follows:

Re-nomination



1. Susumu Okinaka

(December 17, 1955)

■ Career summary, status and duties at the Company:

- April 1978 Joined the Company
- April 2005 General Manager, Financial Affairs Div.
- June 2011 Director
Commissioned General Manager of Management Strategy Office
- April 2014 Executive Managing Director
- June 2017 Executive Managing Director, General Business, Overseas Business, and Revitalization of ABC River Deck
Management Strategy, and Related Business support
- April 2018 Representative Director and President, Overall Management, Management Strategy, Business Development, and Internal Auditing
Non-Executive Director of Asahi Television Broadcasting Corporation (current)
- April 2019 Representative Director and President, Overall Management, and Internal Auditing of the Company
- April 2021 Representative Director and President, Overall Management, Internal Auditing, and Business Development of the Company
- April 2022 Representative Director and President, Overall Management, and Internal Auditing (current)

Number of the Company shares owned: 105,690 shares
Term of office at the conclusion of this GSM: 12 years
Attendance to the meeting of the Board of Directors: 10/10 (100%)

■ Reason for appointment as a nominee for Director:

Mr. Susumu Okinaka has extensive experience in the Company's TV Production Division and Financial Affairs Division and a proven track record as an Executive Director of the Company. Based on this background, his high ethical standards, practical insight and capacity for considered judgment, the Company believes he is capable of sound and appropriate decision-making, management and business execution with respect to the Company's core broadcasting operations. The Company therefore recommends him as a nominee for the post of Director.

■ Relationship between nominee for Director and the Company:

The Company has no interest in or relationship with this nominee.

Re-nomination

2. Shinya Yamamoto

(November 30, 1956)



Number of the Company shares owned: 82,134 shares
 Term of office at the conclusion of this GSM: 12 years
 Attendance to the meeting of the Board of Directors: 10/10 (100%)

■ Career summary, status and duties at the Company:

April 1979	Joined the Company
April 2006	General Manager, Programming Div.
April 2010	General Manager, General Business Div.
June 2011	Director Commissioned General Manager of General Business Div.
April 2014	Executive Managing Director
June 2017	Executive Managing Director, Accounting, Management Strategy, and Related Business
April 2018	Representative Director and Vice President, Accounting, Management Strategy support (TV Business) Representative Director and President of Asahi Television Broadcasting Corporation (current)
June 2018	Representative Director and Vice President, Management Strategy support (TV Business) of the Company
April 2019	Representative Director and Vice President, TV Broadcasting Business of the Company
April 2020	Representative Director and Vice President, Broadcasting Business and Content Business
June 2020	Member of the Board of TV Asahi Corporation (current)
April 2021	Representative Director and Vice President, Chief Broadcasting Officer of the Company
April 2022	Representative Director and Vice President, Overall Management support, Chief Broadcasting Officer (current)

■ Other material positions held:

Member of the Board of TV Asahi Corporation

■ Reason for appointment as a nominee for Director:

Mr. Shinya Yamamoto has extensive experience in the Company's TV Sales Division and Programming Division, and a proven track record as an Executive Director of the Company. Based on this background, his high ethical standards, practical insight and capacity for considered judgment, the Company believes he is capable of sound and appropriate decision-making, management and business execution with respect to the Company's core broadcasting operations. The Company therefore recommends him as a nominee for the post of Director.

■ Relationship between nominee for Director and the Company:

The Company has no interest in or relationship with this nominee.

Re-nomination



3. Koichi Yamagata

(April 3, 1962)

■ Career summary, status and duties at the Company:

- April 1985 Joined the Company
- Jan. 2014 General Manager, Engineering Div.
- April 2018 General Manager, Engineering Div. of Asahi Television Broadcasting Corporation

- April 2019 Director, Engineering
Commissioned General Manager of Engineering Div.
Officer Status of the Company
- April 2021 Executive Officer, General Affairs, Personnel Affairs, and Human Resources Development and Training of the Company
Director, General Affairs, Personnel Affairs, Engineering, and Tokyo Office of Asahi Television Broadcasting Corporation (current)
- June 2021 Director, Executive Officer, General Affairs, Personnel Affairs, and Human Resources Development and Training
- April 2022 Director, Executive Officer, General Affairs, Investor Relations, Personnel Affairs, Human Resources Development and Training, Sustainability Promotion, Work-Style Reform, Work-Life Balance
- April 2023 Director, Executive Officer, General Affairs, Investor Relations, Communication Strategy, Sustainability Promotion, Personnel Affairs, Diversity & Inclusion, Work-Life Balance (current)

Number of the Company shares owned: 20,055 shares
 Term of office at the conclusion of this GSM: 2 years
 Attendance to the meeting of the Board of Directors: 10/10 (100%)

■ Reason for appointment as a nominee for Director:

Mr. Koichi Yamagata has extensive experience and achievements in the Company's Engineering Division and Personnel Affairs Division. Based on this background, his high ethical standards, practical insight and capacity for considered judgment, the Company believes he is capable of sound and appropriate decision-making, management and business execution with respect to the Company's core broadcasting operations. The Company therefore recommends him as a nominee for the post of Director.

■ Relationship between nominee for Director and the Company:

The Company has no interest in or relationship with this nominee.

New
nomination



4. Hironobu Nakamura

(February 21, 1963)

■ Career summary, status and duties at the Company:

April 1985	Joined The Asahi Shimbun Company
April 2013	Deputy Managing Editor, Osaka Head Office
April 2014	Personnel Manager, Administration Division
June 2017	Board Director /Administration /Personnel/ Work-Life Balance/ Chief Compliance Officer /Director of Administration Division
June 2019	Board Director /Administration /Personnel /Human Resource Strategy /Work-Style Reform /Chief Compliance Officer /Director of Administration Division
June 2020	Director (Audit and Supervisory Committee Member) of the Company Audit and Supervisory Board Member of Asahi Television Broadcasting Corporation
April 2023	Executive Officer, Legal and Compliance, Accounting, Internal Auditing support of the Company (current) Director, Compliance, PR, Accounting, Internal Auditing support of Asahi Television Broadcasting Corporation (current)

Number of the Company shares owned:	0 shares
Term of office at the conclusion of this GSM:	– years
Attendance to the meeting of the Board of Directors:	–/– (–%)

■ Reason for appointment as a nominee for Director:

Mr. Hironobu Nakamura has experience as a business executive of a media organization, same as the Company's subsidiary, and a detailed understanding of the media sector. In addition, he has a proven track record as an Audit and Supervisory Committee Member of the Company. Based on this background, his high ethical standards, practical insight and capacity for considered judgment, the Company believes he is capable of sound and appropriate decision-making, management and business execution with respect to the Company's operations. The Company therefore recommends him as a nominee for the post of Director.

■ Relationship between nominee for Director and the Company:

The Company has no interest in or relationship with this nominee.

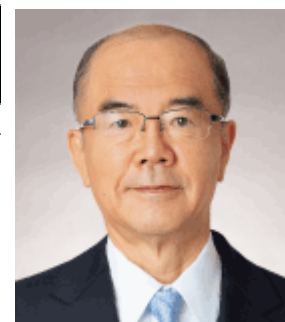
Independent Officer

Outside Director

Re-nomination

5. Takehiro Honjo

(April 13, 1954)



■ Career summary, status and duties at the Company:

April 1978	Joined Osaka Gas Co., Ltd.
June 2009	Director, Senior Executive Officer Head of Commercial & Industrial Energy Business Unit
June 2010	Director, Senior Executive Officer Head of Residential Energy Business Unit
April 2013	Representative Director, Executive Vice-President
April 2015	Representative Director and President, Executive President
Jan. 2021	Chairman and Director (current)
June 2021	Director of the Company (current)

Number of the Company shares owned: 0 shares
Term of office at the conclusion of this GSM: 2 years
Attendance to the meeting of the Board of Directors: 10/10 (100%)

■ Other material positions held:

Chairman and Director of Osaka Gas Co., Ltd.

■ Reason for appointment as a nominee for Outside Director and expected role:

Mr. Takehiro Honjo has experience as a business executive of an energy supply company based in the Kansai region. Based on this background, the Company expects him to conduct appropriate oversight and supervision duties and provide effective advice and input with respect to business management and corporate governance, including from the standpoint of public service and contribution to the local community. The Company therefore recommends him as a nominee for the post of Outside Director.

■ Relationship between nominee for Outside Director and the Company:

The Company has no interest in or relationship with this nominee.

(Note) Mr. Honjo also satisfies the Company's "Independence Standards for Outside Directors." Consequently, provided his appointment to the post of Outside Director is confirmed, the Company has no concerns about conflict of interest with ordinary shareholders and designates him as an Independent Officer.

Independent Officer

Outside Director

Re-nomination

6. Akihiro Kuroda

(September 28, 1949)



■ Career summary, status and duties at the Company:

April 1972	Joined KOKUYO Co., Ltd.
Dec. 1977	Director
Dec. 1981	Managing Director
Dec. 1985	Senior Managing Director
Dec. 1987	Representative Director and Vice President
Aug. 1989	Representative Director and President
March 2011	Representative Director, President and CEO
March 2015	Representative Director, Chairman
May 2017	Co-Chairperson of Kansai Association of Corporate Executives
June 2018	Director (Audit and Supervisory Committee Member) of the Company
March 2020	Chairman (part-time) of KOKUYO Co., Ltd. (current)
June 2022	Director of the Company (current)

Number of the Company shares owned: 0 shares
 Term of office at the conclusion of this GSM: 5 years
 Attendance to the meeting of the Board of Directors: 10/10 (100%)

■ Other material positions held:

Chairman (part-time) of KOKUYO Co., Ltd.

■ Reason for appointment as a nominee for Outside Director and expected role:

Mr. Akihiro Kuroda has abundant knowledge of management and compliance developed over many years of experience as an executive of a major Osaka-based manufacturer of stationery and office equipment. Based on this background, the Company expects he is capable of conducting appropriate oversight and supervision as well as providing effective advice and input with respect to business management and corporate governance. The Company therefore recommends him as a nominee for the post of Outside Director.

■ Relationship between nominee for Outside Director and the Company:

The Company has no interest in or relationship with this nominee.

(Note) Mr. Kuroda also satisfies the Company's "Independence Standards for Outside Officers." Consequently, provided his appointment to the post of Outside Director is confirmed, the Company has no concerns about conflict of interest with ordinary shareholders and designates him as an Independent Officer.

Outside Director

Re-nomination

7. Hiroshi Shinozuka

(June 15, 1962)



■ Career summary, status and duties at the Company:

April 1986	Joined Asahi National Broadcasting Company Limited (currently TV Asahi Holdings Corporation)
June 2012	General Manager, News Division
June 2014	Member of the Board Member of the Board, General Manager, News Division of TV Asahi Corporation
Nov. 2018	Member of the Board of TV Asahi Corporation
June 2019	Executive Director of TV Asahi Corporation
June 2022	Director of the Company (current) President of TV Asahi Holdings Corporation (current) President of TV Asahi Corporation (current) Outside Director of The Asahi Shimbun Company (current) Outside Director of Video Research Ltd. (current)

Number of the Company shares owned: 0 shares
Term of office at the conclusion of this GSM: 1 year
Attendance to the meeting of the Board of Directors: 7/7 (100%)

■ Other material positions held:

President of TV Asahi Holdings Corporation
President of TV Asahi Corporation
Outside Director of The Asahi Shimbun Company
Outside Director of Video Research Ltd.

■ Reason for appointment as a nominee for Outside Director and expected role:

Mr. Hiroshi Shinozuka has extensive experience as a manager in the TV News Division of the same TV broadcasting organization as the Company's subsidiary, as well as detailed understanding of the broadcasting sector. Based on this background, the Company expects him to conduct appropriate oversight and supervision duties and provide effective advice and input with respect to business management and corporate governance, including from the standpoint of public service and broadcasting ethics. The Company therefore recommends him as a nominee for the post of Outside Director.

■ Relationship between nominee for Outside Director and the Company:

The Company has no interest in or relationship with this nominee.

Mr. Hiroshi Shinozuka is a Representative Director of TV Asahi Corporation, where Mr. Shinya Yamamoto, Representative Director of Asahi Broadcasting Group Holdings Corporation, is an Outside Member of the Board. TV Asahi Corporation and Asahi Broadcasting Group Holdings Corporation have appointed outside directors to their respective boards under a reciprocal arrangement.

8. Reiko Horikoshi

(Family registered name: Reiko Tsuchiya)

(May 28, 1961)

Outside Director

New
nomination



■ Career summary, status and duties at the Company:

April 1998	Joined The Asahi Shimbun Company
June 2019	Executive Director, Cultural Projects and Business Development General Director, Cultural Projects and Business Development Division
June 2020	Executive Director, Events Strategy/Cultural Projects and Business Development/Olympics, Paralympics and Sports Strategy General Director, Cultural Projects and Business Development Division
April 2021	Managing Executive Director, Events Strategy/Cultural Projects and Business Development/Olympics, Paralympics and Sports Strategy
June 2021	Board Director, Events Strategy/Cultural Projects and Business Development/Olympics, Paralympics and Sports Strategy
April 2022	Board Director, Chief Business Officer/Product Development/Events Strategy
April 2023	Board Director, Chief Regional Officer for West Japan/Representative of Osaka Head Office/Executive Producer for Cultural Projects (current)

Number of the Company shares
owned: 0 shares
Term of office at the conclusion
of this GSM: – years
Attendance to the meeting of the
Board of Directors: –/– (–%)

■ Other material positions held:

Board Director of The Asahi Shimbun Company, Chief Regional Officer for West Japan/
Representative of Osaka Head Office/Executive Producer for Cultural Projects
Outside Director of Hiroshima Home Television Co., Ltd. (to assume the office in June 2023)

■ Reason for appointment as a nominee for Outside Director and expected role:

Ms. Reiko Horikoshi has extensive knowledge as a business executive of a media organization, same as the Company's subsidiary. Based on her highly professional expertise in public service as an employee at a media organization and experience in initiating cultural projects and business development, the Company expects her to provide effective input and advice with respect to raising medium- to long-term corporate value of the Asahi Broadcasting Group. The Company therefore recommends her as a nominee for the post of Outside Director.

■ Relationship between nominee for Outside Director and the Company:

The Company has no interest in or relationship with this nominee.

Ms. Reiko Horikoshi is a Board Director of The Asahi Shimbun Company, which is a major shareholder of the Company. The Company is an equity-method affiliate of The Asahi Shimbun Company. The Asahi Shimbun Company and the Company also have a business alliance.

Independent Officer	New nomination
Outside Director	

9. Senko Ikenobo
 (Family registered name: Yuki Ikenobo)
 (September 20, 1965)



Number of the Company shares owned: 0 shares
 Term of office at the conclusion of this GSM: – years
 Attendance to the meeting of the Board of Directors: –/– (–%)

■ **Career summary, status and duties at the Company:**

- Nov. 1989 Took solemn vows as a Buddhist nun, and was bestowed the name “Senko”
Appointed as Ikenobo Headmaster Designate
- July 1995 Vice Head Priest of Shiunzan Chohoji (Rokkakudo) temple in Kyoto (current)
- Jan. 2007 Vice President, Japan Ikebana Art Association (current)
- April 2012 Vice Chairman of the Board of Directors, Ikenobo Society of Floral Art (current)
- Oct. 2019 Executive Board Member and Senior Advisor of Japan Association for the 2025 World Exposition (current)
- April 2021 Vice Chairman of the Kyoto Association of Corporate Executives (current)

■ **Other material positions held:**

- Vice Chairman of the Board of Directors, Ikenobo Society of Floral Art
- Vice Chairman of the Kyoto Association of Corporate Executives

■ **Reason for appointment as a nominee for Outside Director and expected role:**

Although Mrs. Senko Ikenobo has not been directly involved in company management, she has extensive knowledge regarding sustainability from her experience in operating a leading Japanese cultural and arts organization over many years. She also has knowledge regarding diversity through her experience as an administrative officer and board member of various organizations. Based on such knowledge, the Company expects her to provide effective advice and input from the perspective of promoting ESG management. The Company therefore recommends her as a nominee for the post of Outside Director.

■ **Relationship between nominee for Outside Director and the Company:**

The Company has no interest in or relationship with this nominee.

(Note) Mrs. Ikenobo also satisfies the Company’s “Independence Standards for Outside Directors.” Consequently, provided her appointment to the post of Outside Director is confirmed, the Company has no concerns about conflict of interest with ordinary shareholders and designates her as an Independent Officer.

Summary of liability limitation agreements

Pursuant to Article 427, Paragraph 1 of the Companies Act and the Article 32 of the Articles of Incorporation of the Company, the Company entered into liability limitation agreements with Messrs. Takehiro Honjo, Akihiro Kuroda, and Hiroshi Shinozuka. If they are re-elected and assume offices, the Company will continue these agreements with them. And if the nominations of Ms. Reiko Horikoshi and Mrs. Senko Ikenobo are approved, the Company will enter into the same agreements with them. The liability based on the agreement will be limited to the higher of: 5 million yen; or any amount prescribed by applicable laws and regulations.

Summary of directors and officers liability insurance policy

The Company has entered into a directors and officers liability insurance policy with an insurance company, which includes all officers of the Company and the Company's subsidiaries as the insureds, thereby covering losses and costs incurred by any of the officers in cases where they are liable for damages arising from their performance of duties. Regarding premiums, 90% of insurance premiums is borne by the Company and 10% is borne by the officers. If each candidate is elected and assumes the office as Director, the Company plans to include every such Director as an insured in the directors and officers liability insurance policy. The term of the directors and officers liability insurance policy is one year, and the Company plans to renew the policy before the expiration of that term by resolution of the Board of Directors.

**[Reference] Skills Matrix for the Board of Directors:
Expertise and experience of nominees for Directors (excluding Directors who are Audit and Supervisory Committee Members) and Directors who are Audit and Supervisory Committee Members**

If proposal 2 is approved and adopted as originally proposed at this Ordinary General Meeting of Shareholders, the Company's Board of Directors will consist of members who have the following skills.

			Corporate management	Knowledge about media industry	Finance and accounting	DX/ Technology	Organizational structures and human resources development	Diversity	Governance	Sustainability and ESG
Susumu Okinaka	Representative Director and President		○		○	○			○	
Shinya Yamamoto	Representative Director and Vice President		○	○			○			○
Koichi Yamagata	Director, Executive Officer					○	○		○	○
Hironobu Nakamura	Director, Executive Officer			○	○		○		○	
Takehiro Honjo	Director	Outside Independent	○		○				○	○
Akihiro Kuroda	Director	Outside Independent	○					○	○	○
Hiroshi Shinozuka	Director	Outside	○	○		○			○	
Reiko Horikoshi	Director	Outside	○	○			○	○		
Senko Ikenobo	Director	Outside Independent					○	○	○	○
Natsuto Tanaka (Current position)	Director (Standing Audit and Supervisory Committee Member)				○		○		○	○
Michio Yoneda (Current position)	Director (Audit and Supervisory Committee Member)	Outside Independent	○		○				○	○
Misako Fujioka (Current position)	Director (Audit and Supervisory Committee Member)	Outside Independent	○		○			○	○	
Junko Okawa (Current position)	Director (Audit and Supervisory Committee Member)	Outside Independent	○				○	○		○

(Note) The table above shows top four of particularly expected skills based on their experiences, etc., and it does not represent all the knowledge of Directors and nominees for Directors.

[Reference] Independence Standards for Outside Directors

Outside Directors for Asahi Broadcasting Group Holdings Corporation deemed to be independent must not meet any of the criteria specified below.

- (1) Individuals, either currently or during the last 10 years, who are:
 - (i) An executive director, executive and/or key employee of a company at which either an executive director or key employee (*Note 2: same applies below) of the Group (*Note 1: same applies below) is posted as an officer
 - (ii) A major shareholder owning 10% or more of the Company's voting rights or an executive director, executive and/or key employee thereof
 - (iii) An executive director, executive and/or key employee of a company attempting to position the Group as an important business partner (*Note 3), or of said company's parent company or key subsidiary
 - (iv) An executive director, executive and/or key employee of a company that is an important business partner of the Group (*Note 4), or of said company's parent company or key subsidiary
 - (v) A consultant, accounting specialist, and/or legal specialist receiving cash and other assets equivalent to 10 million yen or more annually from the Group beyond compensation as a director (if the entity receiving the stated assets is a corporation, union or other organization, then any individual belonging to said organization)
 - (vi) A director or key business executive of an organization receiving donations or assistance from the Group of 10 million yen or more annually
 - (vii) An executive director, executive and/or key employee of a company that is a member of the television network affiliate group to which subsidiaries of the Company belongs.
- (2) Individuals whose spouse or second-degree relatives currently are:
 - (i) An executive director or key employee of the Company or its subsidiaries
 - (ii) Individuals to whom any of the criteria stipulated in (1) (items (i) through (vii)) above apply.
- (3) Any individuals for which there is a concern of permanent, actual conflicts of interests with the Company's general shareholders as a whole.

*Note 1: "The Group" shall mean the Company and those companies, from among the subsidiaries and affiliates of the Company, that are deemed to have a particularly important relationship with the Company, as prescribed in the Group Companies Management and Administration Regulations.

*Note 2: "Key employee" typically refers to rank of manager and above.

*Note 3: A "company attempting to position the Group as an important business partner" refers to any company receiving 2% or more of its annual consolidated net sales from the Group in its most recent business year.

*Note 4: A "company that is an important business partner of the Group" refers to any company accounting for 2% or more of the Company's annual consolidated net sales, or any company providing financing to the Group totaling 2% or more of the Company's consolidated total assets, for the most recent business year.