

FUJIFILM Holdings Corporation SUSTAINABILITY REPORT 2025



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1.0 About Sustainability Report

FUJIFILM Holdings Sustainability Report 2025 introduces our basic approach, promotion systems and an overview & results for each of the activities that corporations are expected to engage with by society. To make it simple and easy to understand, it mainly shows the basic results from the ESG point of view, including Governance, Environmental Aspects and Social Aspects.

On the other hand, FUJIFILM Holdings identified our high priority issues (materiality) from various CSR issues related to our business and established the Fujifilm Group's CSR Plan, "Sustainable Value Plan 2030 (SVP 2030)." Now we are implementing the activities along with the Plan. Further information about our CSR Policies, CSR Plan, and CSR Activity Report is available on our website.

FUJIFILM Holdings Sustainability <https://holdings.fujifilm.com/en/sustainability>

● Period covered by the report

This report covers the same period as the *Yuka Shoken Hokokusho* (Securities Report), including the performance data: Fiscal 2024 (April 1, 2024—March 31, 2025). With regards to the contents of activities, wherever possible, we have conveyed the most recent trends, including activities in fiscal 2025.

● Organizations covered by the report

The organizations covered in this report are the same as those covered in the *Yuka Shoken Hokokusho* (Securities Report): The Fujifilm Group (FUJIFILM Holdings, and 270 consolidated companies).

Major consolidated companies are shown on our website. <https://holdings.fujifilm.com/en/about/group>
 129th *Yuka Shoken Hokokusho* (Securities Report) <https://ir.fujifilm.com/ja/investors/ir-materials/securities-reports.html> (in Japanese only)

● Date of publication

October 2025 (once a year)
 Next report: October 2026
 Previous report: November 2024

● Referenced guidelines

- Japan's Ministry of the Environment: *Environmental Reporting Guidelines* (2018 Version)
- GRI: *The GRI Sustainability Reporting Standards* (In accordance)
- SASB: *Sustainability Accounting Standards Board* (Hardware)
- ISO 26000: *Social Responsibility*

● Supplemental information regarding reported matters

The term "employees" refers to all employees, including managers, general employees, and part-time staff. The term "company employees" indicates employees (full-time staff). To further ensure the accuracy of the report, the terms "regular employees" and "non-regular employees" (temporary staff, part-time staff, others) have been used separately as required.

● Significant changes

Not applicable

● Division responsible for publishing this report:

ESG Division, FUJIFILM Holdings Corporation

1.1 Fujifilm Group Organization Overview

The Fujifilm Group, runs wide ranging businesses utilizing the technologies based on advanced silver halide photography. We are improving our fundamental technologies that are the base of our business and exclusive core technologies that differentiate us in terms of sustainable superiority. Combining those technologies, we are able to offer a diverse range of products and services.

To celebrate our 90th anniversary in 2024, we published the Fujifilm Group's Purpose, which declares the significance of our presence in society. As a corporate group that has been watching over people around the world and their smiles, we hope to serve and support people across a broad range of business areas. We will embody our Group Purpose through the aspirations of each and every one of our employees, to give our world more smiles.

Fujifilm Group's Purpose

Giving our world more smiles

We bring diverse ideas, unique capabilities,
 and extraordinary people together to change the world.

1.1.1 Corporate Overview

Holding Company: FUJIFILM Holdings Corporation

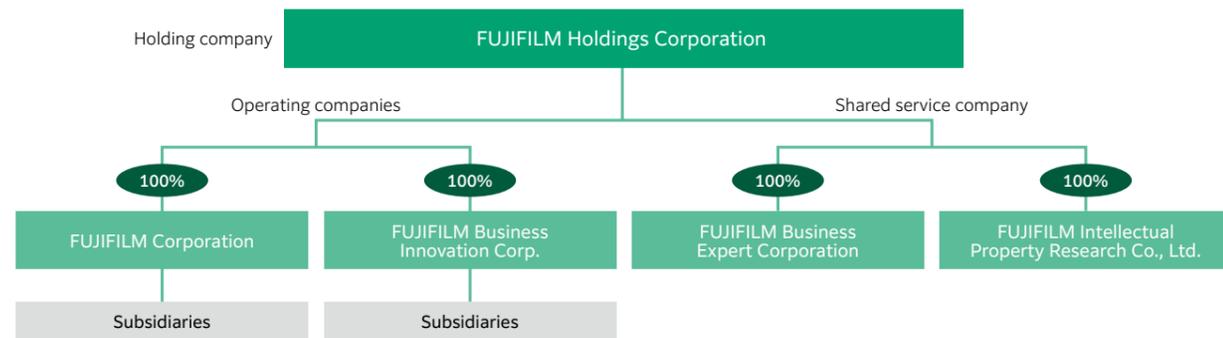
Company name: FUJIFILM Holdings Corporation
 Chairman, Director and Board Chairman: Kenji Sukeno
 President, Representative Director and Chief Executive Officer: Teiichi Goto
 Head office: Tokyo Midtown, 9-7-3 Akasaka, Minato-ku, Tokyo 107-0052, Japan
 Established: January 20, 1934
 Capital: ¥40,363 million (as of March 31, 2025)
 Consolidated company employees: 81,902 (as of March 31, 2025)
 [Breakdown] Regular employees 72,593 (as of March 31, 2025), temporary staff 9,369 (average number in fiscal 2024)
 Consolidated companies: 270 (as of March 31, 2025)

Fujifilm Group Regular Employees by Region (Consolidated, FY2024)

(as of March 31, 2025)

			Japan	The Americas	Europe	Asia and Others	Worldwide
Breakdown of regular employees by region (Worldwide: 72,593)	Managers (14,414)	Managers	24%	21%	20%	13%	20%
		% of male in total	93%	68%	64%	67%	82%
		% of female in total	7%	32%	36%	33%	18%
	Other (58,179)	Other	76%	80%	80%	88%	80%
		% of male in total	74%	63%	63%	55%	66%
		% of female in total	26%	37%	37%	45%	34%

Fujifilm Group Organization Overview



For information about the consolidated companies of FUJIFILM Holdings Corporation, please visit: <https://holdings.fujifilm.com/en/about/group>

1.1.2 Financial Highlights

Consolidated Revenue/Consolidate Operating Income

Unit: 100 millions of yen

	FY2020	FY2021	FY2022	FY2023	FY2024
Consolidated revenue	21,925	25,258	28,590	29,609	31,958
Consolidate operating income	1,655	2,297	2,731	2,767	3,302

Proportion of Consolidated Revenue by Region (FY2024)

Japan	The Americas	Europe	Asia and others (China)
34.4%	20.2%	17.0%	28.3% (14.3%)

Proportion of Consolidated Revenue/Consolidated Operating Income by Operating Segments

Unit: 100 millions of yen

	Consolidated Revenue				Consolidated Operating Income	
	FY2023		FY2024		FY2023	FY2024
	Amount	Proportion	Amount	Proportion		
Healthcare	9,751	33%	10,226	32%	974	776
Electronics	3,584	12%	4,328	14%	463	773
Business Innovation	11,578	39%	11,985	37%	674	746
Imaging	4,697	16%	5,420	17%	1,020	1,392
Corporate Expenses & Eliminations	-	-	-	-	-364	-386
Total	29,609	100%	31,985	100%	2,767	3,302

* Since fiscal 2024, the Graphic Communications business has been reclassified from the "Electronics" (former "Materials") segment to the "Business Innovation" segment. In conjunction with these reclassifications, the figures for FY2023 have been restated.

Data by Operating Segments: <https://ir.fujifilm.com/en/investors/performance-and-finance/segment1.html>

Healthcare: Proportion of Revenue by Business

	FY2023	FY2024
Medical systems	68%	66%
BIO CDMO	21%	24%
LS solutions	11%	10%

Electronics: Proportion of Revenue by Business

	FY2023	FY2024
Semiconductor Materials	60%	59%
AF Materials	40%	41%

* Since fiscal 2024, the Graphic Communications business has been reclassified from the "Electronics" (former "Materials") segment to the "Business Innovation" segment. Display Materials and Other Electronics Materials have been integrated into AF Materials since fiscal 2024. In conjunction with these changes, the figures for FY2023 have been restated.

Business Innovation: Proportion of Revenue by Business

	FY2023	FY2024
Office solutions	44%	43%
Business solutions	27%	30%
Graphic Communications	29%	27%

* Since fiscal 2024, the Graphic Communications business has been reclassified from the "Electronics" (former "Materials") segment to the "Business Innovation" segment. In conjunction with these reclassifications, the figures for FY2023 have been restated.

Imaging: Proportion of Revenue by Business

	FY2023	FY2024
Consumer imaging	63%	57%
Professional imaging	37%	43%

1.1.3 Medium-Term Management Plan "VISION 2030," CSR Plan "Sustainable Value Plan 2030" and the Fujifilm Group's Purpose

1. Medium-Term Management Plan "VISION 2030"

In commemoration of our 90th anniversary, we announced the Fujifilm Group's Purpose to give our world more smiles. VISION 2030 is our medium-term management plan that has been introduced under the Group Purpose, and the term ends in fiscal 2030.

We set out our vision for the Fujifilm Group in FY2030 as "a collection of global top-tier businesses that further enhance the corporate value of the Fujifilm Group by promoting management that emphasizes profitability and capital efficiency, to change the world step-by-step and create value (more smiles) for our stakeholders." To achieve this, we have prioritized the following four issues designed to achieve our management goals.

Financial Targets in FY2026 for VISION 2030

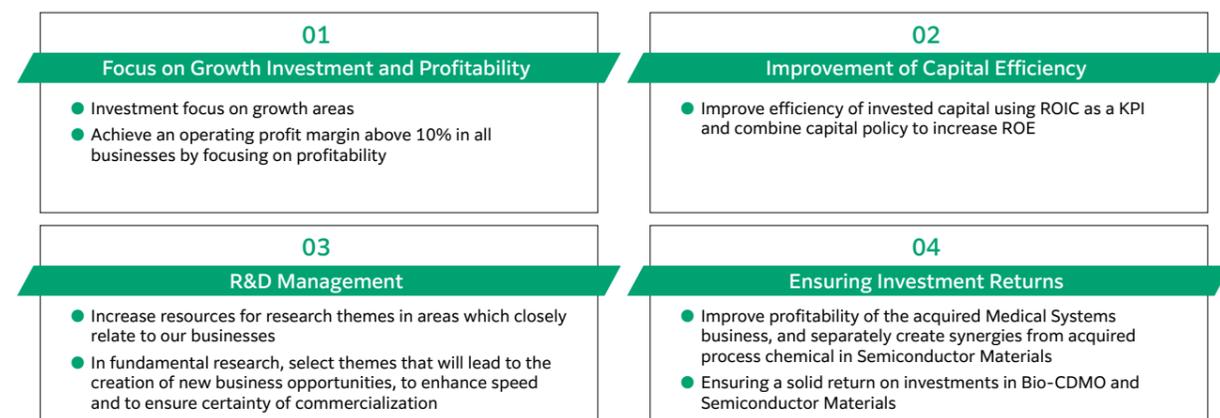
Unit: 100 millions of yen

	Consolidated Revenue	Consolidated Operating Income
Healthcare	12,000	1,400
Electronics	4,700	700
Business Innovation	12,750	900
Imaging	5,050	1,050
Corporate Expenses & Eliminations	-	-450
Consolidated total	34,500	3,600

What We Should Be in 2030

Enhance corporate value with focusing on Profitability and Capital Efficiency.

As a collection of global top-tier businesses, we will change the world step-by-step and create value (more smiles) for various stakeholders.



Medium-Term Management Plan VISION2030 <https://ir.fujifilm.com/en/investors/ir-materials/presentations.html>

2. The Fujifilm Group's CSR Plan: Sustainable Value Plan 2030 (SVP 2030)

Under our CSR plan "SVP 2030," we will continue to work to resolve social issues through our business activities by offering innovative technologies, products and services, in order to make a greater contribution to creating a sustainable society.

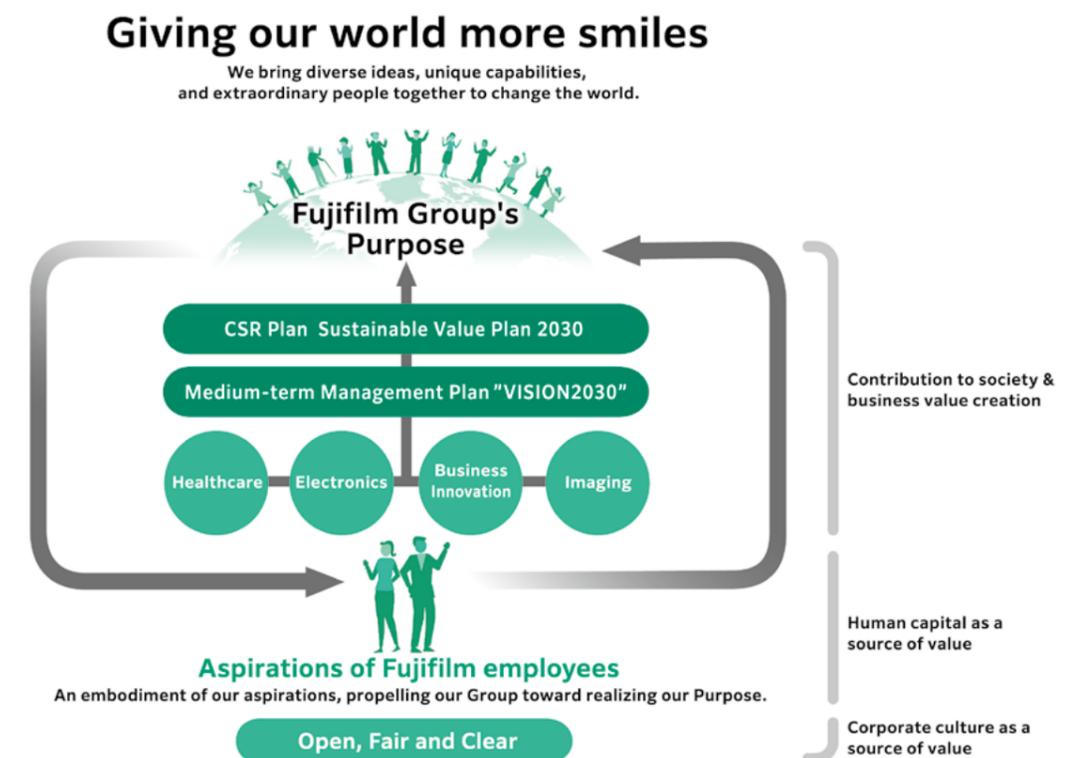
For further details on the priority issues in SVP 2030, please refer to 1.2.6 The CSR Plan of the Fujifilm Group Sustainable Value Plan 2030 (SVP 2030).

3. The Relationship between the medium-term management plan "VISION 2030," the CSR plan "Sustainable Value Plan 2030 (SVP2030)" and the Fujifilm Group's Purpose

The figure below shows the relationship between the Fujifilm Group's Purpose published in January 2024, VISION 2030 and SV2030.

It shows that all Fujifilm Group employees, with their diverse backgrounds and sharing different values, will work under the slogan "Giving our world more smiles," the Group Purpose, encouraging the aspirations of each and every employee to implement VISION 2030, the action plan designed to achieve SVP 2030.

The Relationship among/between VISION 2030, SVP2030 and the Fujifilm Group's Purpose



1.2 CSR Management

1.2.1 Basic Approach

To ensure awareness and implementation by all employees, the Fujifilm Group established our Approach to CSR. Our business originated with photographic film, a product for which lots of clean water and fresh air are essential to the manufacturing process. It is also a product which requires customers to “buy on trust,” since they cannot try it out beforehand. Thus, for the Fujifilm Group, an approach which emphasizes environmental conservation and maintaining the trust of stakeholders has been a major premise at the very foundations of our business activities. This approach is the starting point for our corporate social responsibility (CSR) activities and continues to be passed down within our Group, as the Fujifilm Group’s “DNA.”

1.2.2 Philosophical Concepts and Related Policies of the Fujifilm Group

●Fujifilm Group's Purpose

In January 2024, in commemoration of the 90th anniversary, the Fujifilm Group established the Group's Purpose: “giving our world more smiles.” Under this banner, we aim to deepen our commitment to resolving social issues through our business activities in technological innovation and by providing products and services as a corporate group that is continuing its contributions to creating a sustainable society.

●Charter for Corporate Behavior, Code of Conduct and other policies

We established the Fujifilm Group Charter for Corporate Behavior and the Fujifilm Group Code of Conduct and ensured that they have been comprehensively implemented throughout the Group. We also established the Fujifilm Group's Approach to CSR and other policies that will ensure awareness and implementation by all employees in their day-to-day work, ensuring that they are applied comprehensively within the Group and for our relevant stakeholders. These policies cover the environment, social contribution, biodiversity, procurement, quality, occupational health and safety, security assurance and export control, AI and information security. Our Declaration on Human Rights is linked to all of these policies.

●Fujifilm Group Global Healthcare Code of Conduct

In recent years, sales ratio of the healthcare business in the Fujifilm Group is increasing. In promoting the healthcare business, corporations are required not only to comply with laws and regulations, but also to conduct business operations fairly with higher ethics and transparency. We have established the Fujifilm Group Global Healthcare Code of Conduct in addition to our Code of Conduct to meet social demands, and the instructions of the relevant directors and employees in the healthcare business must be followed to ensure proper business activities.

We establish and regularly review these policies after deliberation by and approval of the ESG Committee chaired by the president of FUJIFILM Holdings. Details of the activities of the Committee are reported to the Board of Directors.

The Fujifilm Group's Approach to CSR

The Fujifilm Group's approach to corporate social responsibility is to contribute to the sustainable development of society through sincere and fair business activities.

We will not only fulfill our economic and legal responsibilities, but also:

1. endeavor to understand global as well as local environmental and social issues and create value to address these issues through our business activities.
2. continue to evaluate the environmental and social impact of our business activities and strive to improve the performance while increasing our positive impact on society.
3. constantly reassess whether our activities are responding adequately to the demands and expectations of society through proactive stakeholder engagement with our stakeholders.
4. enhance corporate transparency by actively disclosing information.

- Fujifilm Group's Purpose <https://holdings.fujifilm.com/en/about/commitment>
- Fujifilm Group Charter for Corporate Behavior (full text) <https://holdings.fujifilm.com/en/about/commitment/conduct>
- Fujifilm Group Code of Conduct (full text) <https://holdings.fujifilm.com/en/about/commitment/law>
- Fujifilm Group Global Healthcare Code of Conduct <https://holdings.fujifilm.com/en/about/commitment/global-healthcare>
- Fujifilm Group Human Rights Statement <https://holdings.fujifilm.com/en/sustainability/vision/policy/statement>

Philosophical Concepts and Related Policies of the Fujifilm Group



Names of Regulations and Policies	Time of Adoption/Revision	
Green Policy (Environmental Policy)	Revised April 2019	https://holdings.fujifilm.com/en/sustainability/vision/policy/green
Social Contribution Policy	Revised April 2019	https://holdings.fujifilm.com/en/sustainability/vision/policy/society
Guidelines for Biodiversity	Revised April 2019	https://holdings.fujifilm.com/en/sustainability/vision/policy/biodiversity
Procurement Policy	Revised April 2020	https://holdings.fujifilm.com/en/sustainability/vision/policy/procurement
Quality Policy	Revised April 2019	https://holdings.fujifilm.com/en/sustainability/vision/policy/quality
Occupational Safety and Health Policy	Revised April 2019	https://holdings.fujifilm.com/en/sustainability/vision/policy/health-safety
Fujifilm Employee Wellness Declaration	Formulated September 2019	https://holdings.fujifilm.com/en/sustainability/vision/policy/health-safety#link01
Diverse Stories Vision	Formulated March 2024	https://holdings.fujifilm.com/en/sustainability/vision/policy/diverse-stories-vision
Global Security Trade Control Policy	Formulated May 2015	https://holdings.fujifilm.com/en/sustainability/vision/policy/control
AI Policy	Formulated December 2020	https://holdings.fujifilm.com/en/sustainability/vision/policy/ai
Information Security Policy	Revised April 2021	https://holdings.fujifilm.com/en/sustainability/vision/policy/security
DX Vision	Formulated July 2021	https://holdings.fujifilm.com/en/about/dx/vision
Fujifilm Group Tax Policy	Formulated June 2018	https://holdings.fujifilm.com/en/about/governance/tax-policy

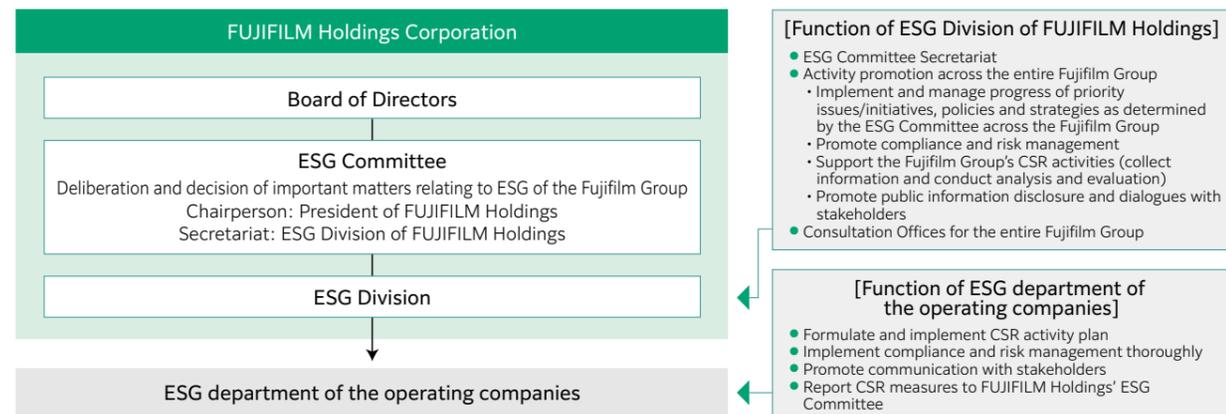
1.2.3 CSR Management System

1. The Fujifilm Group's CSR promotion system

In response to the global movement in recent years to evaluate sustainability in business management from the three non-financial perspectives of the environment (E), society (S) and governance (G), we reorganized our ESG Division directly under the President in 2019 to accelerate group-wide initiatives in coordination with other corporate divisions.

The ESG Committee headed by the president of FUJIFILM Holdings makes decisions on important issues in the Group's CSR activities. Details of our activities are reported by the Committee to the Board of Directors. As the Secretariat of the ESG Committee, the ESG Division of FUJIFILM Holdings incorporates the ESG perspective into the core of Fujifilm Group management and promotes its dissemination within the Group. The Division reviews and proposes important group-wide issues, communicates the results of our activities externally, communicates with stakeholders, supports the CSR activities of Group companies, manages progress and operates the whistle-blowing offices.

The Fujifilm Group's CSR promotion system



2. Effective management system

In 2007, the year after the group was reorganized under FUJIFILM Holdings, the Fujifilm Group formulated its medium-term CSR plans and medium-term management plans. Every year since then, we disclose the progress for that year in our Sustainability Reports. We have been conducting regular reviews by gathering opinions and suggestions through communication with stakeholders both within the Group and outside, including at shareholder meetings, interviews with investors and dialogues on environmental issues. At the same time, we conduct comprehensive assessments every three years to develop a new CSR plan. To ensure the effectiveness of management for the entire Group, the developed, reviewed and revised plan is then submitted for approval to the ESG Committee headed by the president of FUJIFILM Holdings and the result is reported to the Board of Directors by the Committee. The CSR plan is implemented by our operating companies under the initiative of the ESG Division of FUJIFILM Holdings, which serves as the Committee's Secretariat.

The world faces innumerable social issues that include climate change, requiring urgent action by all humankind. However, a longer-term perspective is vital in their resolution. For this reason, we decided to develop a CSR plan every three years and announced our Sustainable Value Plan 2030 (SVP 2030) in 2017. Although SVP 2030 sets its long-term targets for the year 2030, it undergoes comprehensive assessment and review every three years alongside our medium-term management plans, which are developed on the same timetable. We conduct reviews when required, to match changes in social conditions and to address major changes in the direction of our business.

(Please refer to 1.2.7 *Communication with Stakeholders* for the activities for which we have feedbacks from inside and outside the Group. Please also refer to 3.1.2 *Environmental Management* for our environmental management system.)

Developments from the Medium- and Long-term CSR Plan



1.2.4 Background of CSR Planning and Process for Identifying Materiality (Priority Issues)

1. Basic approach

For the global society to continue to be sustainable, every human being on earth must work to resolve environmental issues such as climate change and social issues including disparities, poverty and human rights problems. As a member of the global society, the Fujifilm Group is assessing the interests and expectations of our stakeholders and is working to link our own growth to the resolution of social issues. At the same time, we are analyzing our materiality (priority issues) from the standpoint of our own growth and social issues that affect us, to clarify how we are to tackle future risks and opportunities.

Specifically, we assess the materiality of our business growth and the resolution of environmental/social issues for our four business segments: healthcare, electronics, business innovation and imaging. We have set our target for 2030 as a milestone in the Sustainable Value Plan 2030 (SVP 2030) and are reporting progress with our CSR plan in our Sustainability Report. Established in 2017, SVP 2030 has undergone several reviews to date, such as in the development of a medium-term management plan designed to achieve SVP 2030. During the development of VISION 2030, the medium-term management plan announced in April 2024, we conducted studies on double materiality vis-a-vis the EU Corporate Sustainability Reporting Directive (CSRD) and reviewed KPIs on social issues that are related to our business divisions.

2. Process for identifying materiality (priority issues)

[STEP 1] Deciding the Basic Policies

The first process in identifying materiality is to determine the basic policy on future CSR activities, focusing on CSR-related developments in society, the state of activities as it relates to the philosophy and the basic policies of the Fujifilm Group and business developments.

Under SVP 2030, our current CSR plan, the objective was to identify our vision as a global corporation by capturing what contribution we can make to resolving social issues from a long-term perspective. SVP 2016, our previous CSR plan, identified the relationship between business development and company-wide action to resolve issues in society as opportunities for business growth. The difference in SVP2030 from the previous CSR plan is that it identifies a clear vision for the entire Group, positions the medium-term management policy as its action plan and defines the direction of evolution as a global company with the focus on social issues.

Although this basic policy remains unchanged until the target year of 2030, we will conduct reviews to examine the need for revisions when required.

[STEP 2] Extracting and Listing Social Issues Based on Business Strategy

Under basic policies, we have extracted social issues related to the current and future business activities of the Fujifilm Group from a wide variety of identified global social issues.

We have listed social issues shared by the entire world, including global standards represented by ISO 26000, guidelines such as the GRI Standards, the targets of the Paris Agreement and SDGs and social issues unique to the industry. Information was gathered from shareholder meetings, interviews with investors and dialogues on environmental issues, as well as social issues that we may be able to address through the products, technologies and services all our divisions have developed. These issues were listed up as relevant social issues.

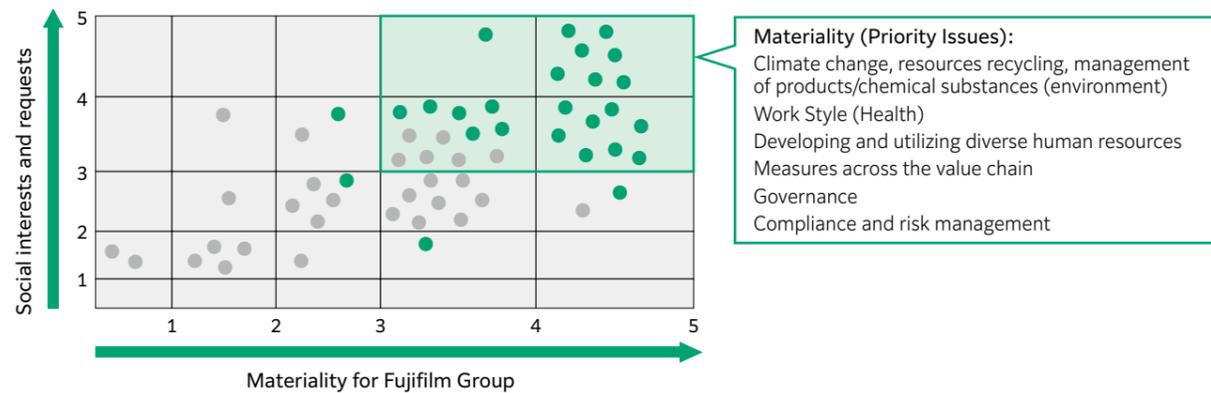
In addition, we we have examined these social issues as they relate to our businesses, focusing on social and environmental changes, regulatory and policy directions, the demands of stakeholders in the business areas that are linked or likely to be linked in the future. When SVP 2030 was established, the number of issues totaled roughly 300 items.

[STEP 3] Evaluation of Materiality

The social issues that have been extracted are prioritized to determine which will have a significant impact on our business activities by studying the social demands for our Group and the degree that an issue affects our business operations. In evaluating materiality, we have adopted a two-sided approach: reducing and considering the negative impact generated from our business activities on society and the environment (emphasizing risk response) and resolving social issues through our business activities (emphasizing creation of opportunities).

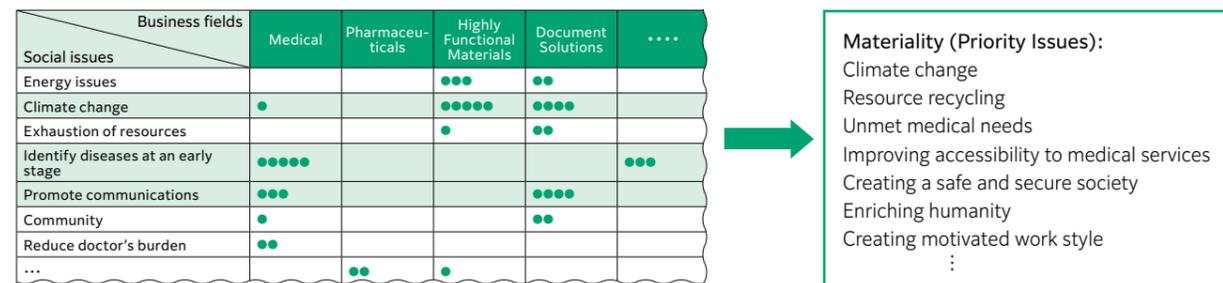
(1) Reducing and considering the negative impact from our business activities has on society and the environment (responding to risks)

As for the social issues extracted in Step 2, we evaluate the materiality for the Group by ourselves and employ the specialist to evaluate which social interests and requests for the Group are representatives of society. Materiality is reviewed from both perspectives with the focus on important social issues (shown at top right of the matrix chart below).



(2) Resolving social issues through our business activities (creating opportunities)

Social issues likely to impact our business are identified through the existing and future technologies, products and services of the business division. Specifically, they are applied to the matrix chart below to identify materiality (priority issues) that will have a significant impact on both our business and society (shown by the large number of dots) and issues that are highly likely to be business opportunities.



[STEP 4] Planning and Review

Using the results of our identification and assessment of medium- to long-term risk and opportunities (please refer to Medium- to Long-Term Risks/Opportunities and Materiality in our Integrated Report 2024), we define plans and targets for the priority issues extracted in Step 3 in cooperation with the relevant business divisions of the operating companies working on these issues. The plans and targets are examined and approved by the ESG Committee. Progress in these activities is reviewed annually and described in the Sustainability Report.

SVP 2030 planning targets for fiscal 2030 were finalized in cooperation with the relevant business divisions. Especially for environmental issues, we identify the state of progress and establish numerical targets, with the focus on climate change, which is an urgent global issues.

Priority issues under SVP 2030 are deliberated on and approved by the ESG Committee (Please refer to 1.2.3-1 The Fujifilm Group's CSR promotion system) headed by the president of FUJIFILM Holdings and reported to the Board of Directors. These issues are then reflected in the group-wide policy and acted on throughout the Group.

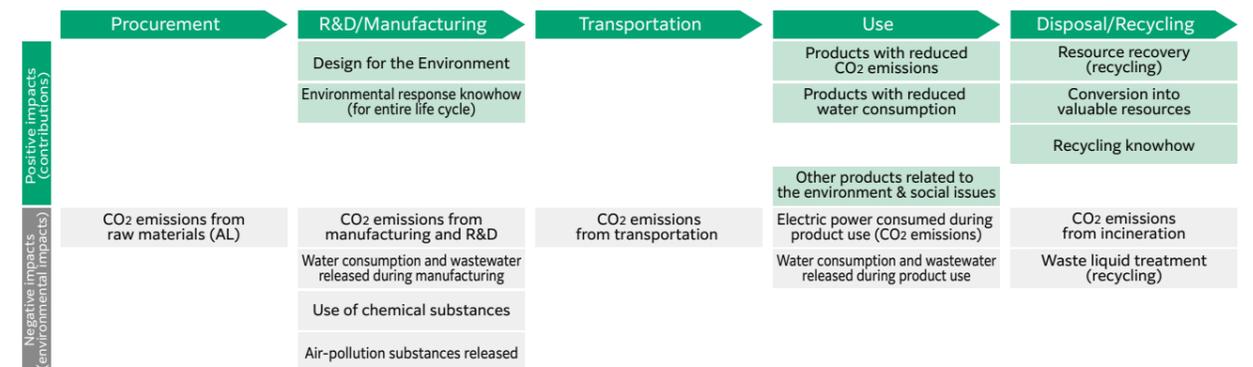
3. Reviewing Materiality (Priority Issues)

Coordinated with the development of each medium-term management plan, priority issues are reviewed at regular intervals, at least once every three years, implementing changes as needed.

When establishing VISION 2023, our medium-term management plan that sets fiscal 2023 as the goal, CSR Plan SVP 2030 was also reviewed from fiscal 2019 to fiscal 2020. As a result of the review, we have updated some of our targets under "Environment" to make it more challenging and defined some new targets. Under "Health" and "Work Style," new KPIs were established for priority issues designed to contribute to resolving social issues through our business activities. Additionally, through reviewing our targets, the environmental target for reducing our CO2 emissions was raised to achieve 1.5°C target in December 2021.

Furthermore, we have used the SDG Compass has been used as a reference under "Environment," where there are many issues requiring urgent global action, to organize and map the risks and opportunities in the environment and society on our value chain.

Impact on Business Processes across the Value Chain (Ex. Environment)



* Study of priority issues based on the SDG Compass from the viewpoints of both the negative impact of our business processes and the positive impact of our contribution to resolving social issues through our business activities.

Outline of recent developments in reviewing priority issues when developing the medium-term management plan

Priority issues were reviewed in fiscal 2019 to 2021. Since fiscal 2023, we have been studying double/single materiality in accordance with the EU Corporate Sustainability Reporting Directive (CSRD) and the standards issued by the International Sustainability Standards Board (ISSB)/Sustainability Standards Board of Japan (SSBJ), and reviewing KPIs on social issues that are related to our business divisions.

[Environment]

We revised some targets to make them more challenging and added some new targets.

Biodiversity, an issue that has attracted international interest in recent years, is an environmental issue that is highly regional in character as opposed to climate change. In view of the vital importance of water in the operation of our business sites, we have added biodiversity conservation as a priority issue in SVP 2030. We plan to promote activities with the focus on water and business operations. (Concrete numerical targets are scheduled to be defined by the end of fiscal 2025.)

Some of added/revised targets are as follows:

By FY2030:

- 50% reduction of CO2 emissions through our entire product life cycle* (compared to the FY2019 level).
 * Procurement of raw materials, and manufacturing, transportation, use, and disposal of products
- Contribute to reducing CO2 emissions to 90 million tons by offering products and services that enable significant CO2 emissions reductions when our customers use them.
- Increase the sales percentage of Green Value Products, which significantly reduce environmental impact, to 60% of total Fujifilm Group sales.

[Health]

We have set following KPIs in the area for solving social issues through business activities.

- Improving access to medical services by using medical AI technologies to introduce our products and services to all 196 countries and regions in the world by fiscal 2030.

[Work style]

We have set following KPIs in the area for solving social issues through business activities.

- Offering 50 million people work styles that support employee productivity and creativity through solution services that bring innovation to our business.

[Daily Life] [Supply Chain] [Governance]

As a result of the review, we determine that our priority issues are sufficiently valid and we should continue the same contents.

As we re-examine our priority issues at least every three years by establishing for medium-term management plan, we will work on group-wide activities for achievement of SVP 2030.

1.2.5 SVP 2030 Major Results and Activities

Priority Area	Priority Issues (Key Words)	Major Targets for FY2030	Major Results and Activities in FY2024
Environment	<ol style="list-style-type: none"> Address climate change. Promote recycling of resources. Biodiversity conservation. Ensure product and chemical safety. 	<ul style="list-style-type: none"> Reduce the Fujifilm Group's CO2 emissions by 50% (compared to the FY2019 level). (achieve net zero CO2 emissions by FY2040) Reduce CO2 emissions across the entire product life cycle by 50% (compared to the FY2019 levels) Sales percentage of certified Green Value Products: 60% Contribute to a reduction in the CO2 emissions generated in society by 90 million tons by FY2030 (accumulated value). 	<ul style="list-style-type: none"> To further promote resource circulation, a toner cartridge recycling site was established in Europe, along with an extended lineup of multifunction devices containing reused components. Opened Green Park FLOOP, a hands-on environmental learning center to explore the sustainable future of the Earth through learning about environmental issues and multifunction device technologies in an easy-to-understand manner. Launched a MAT in vitro pyrogen detection test kit that can replace animal testing, and a GMO endotoxin assay that does not use animal-derived reagents. Signed up with TNFD Adopter and published our first TNFD report after a group-wide analysis to accelerate our biodiversity protection activities.
Health	<ol style="list-style-type: none"> Fulfill unmet medical needs. Improve accessibilities to medical services. Contribute to identifying diseases at an early stage. Contribute to health promotion and beauty. Promote Health Management. 	<ul style="list-style-type: none"> Develop new treatment solutions/Improve accessibility to new treatment solutions. Expand and scale up AI & IoT technology to reduce burdens on medical professionals. Promote management of health and productivity to maintain employees' vitality. Develop broader deployment of products and services utilizing medical AI technology. <p>FY2026: 120 countries and regions FY2030: 196 countries and regions</p> <ul style="list-style-type: none"> Establish the checkup centers, NURA FY2026: 30 centers FY2030: 100 centers 	<ul style="list-style-type: none"> Reinforced production capacity at both the site in Denmark and the U.S. North Carolina site to ensure stable supplies of high-quality biopharmaceuticals and to address unmet medical needs. Launched ECHELON Smart ZeroHelium, a compact 1.5 tesla superconductive MRI system that features zero helium cooling, eliminating the necessity for MRI quench pipes and ensuring stable operations. Listed on the KENKO Investment for Health for the fifth consecutive year. Deployed products and services utilizing medical AI technology: 115 countries. Opening of NURA, health checkup centers: 10 sites. <p>* KENKO Investment for Health is a registered trademark of Nonprofit Organization Kenkokeiei</p>
Daily Life	<ol style="list-style-type: none"> Contribute to creating a safe and secure society. Inheritance and development of photographic and visual culture that delivers new impressions and experiences to society. <p>Contribute to enriching humanity and relationships between people.</p>	<ul style="list-style-type: none"> Develop and disseminate technology for products and services contributing to growth as an ICT society. Offering opportunities to enjoy photos that give forms to memories. 	<ul style="list-style-type: none"> Built a new factory in Pyeongtaek City, South Korea, to increase production capacity of color filter materials for image sensors and establish a local production site. Invested in facilities in domestic and overseas production sites in response to the demand increase for advanced semiconductor materials, including EUV resists and EUV developer. Launched "instax mini Link 3," a smartphone printer, featuring AR effects that can add 3D decorations within the photograph. Launched FUJINON LA30x7.8BRM-XB2, a 4K broadcast zoom lens that supports virtual and remote production utilizing a newly developed drive unit.
Work Style	<ol style="list-style-type: none"> Create environments that lead to motivated workplace (provision of solution services). Develop and utilize diverse human resources. 	<ul style="list-style-type: none"> Create environments that lead to motivated workplace (provision of solution services). Increase percentage of women in managerial position (in Japan) 	<ul style="list-style-type: none"> Acquired 100% share of Fujifilm RIPCORDER G.K. to improve responses to various user needs concerning our image processing technology, AI, and data-usage. Acquired Pacific Business Consulting to further expand our core system sales and installation support business, and acquired DXC Technology to establish the same business in Oceania. Released Revoria Cloud Marketing, a cloud platform to streamline corporate marketing through data analysis support and AI-based improvement suggestions. Jointly with Konica Minolta, FUJIFILM Business Innovation established Global Procurement Partners Corp. to reinforce the business foundations of both companies. Percentage of women in managerial position: 7.3 (in Japan)

Priority Area	Priority Issues (Key Words)	Major Targets for FY2030	Major Results and Activities in FY2024
Supply Chain	Strengthen CSR foundations across the entire supply chain including factors of the environment, ethics, and human rights.	Promote sustainable procurement.	<ul style="list-style-type: none"> Sustainability self-check Response numbers and rate: 1,027 companies / 1,550 sites, 92% Percentage of companies with 90% or more compliance rate: 71% Survey on minerals (3TG) response rate per business segment / Percentage of RMAP conformant smelters: Electronics: 94% / 97% Business Innovation: 100% / 62% Imaging: 84% / 64% FUJIFILM Business Innovation received Gold Medal from EcoVadis.
Governance	Further disseminate an open, fair and clear corporate culture.	Aim for zero cases of misconduct and major legal violations by further disseminating an open, fair and clear corporate culture.	<ul style="list-style-type: none"> Published our approach to customer harassment on official website. Established a whistleblowing system regarding compliance issues for domestic and overseas stakeholders on official website.

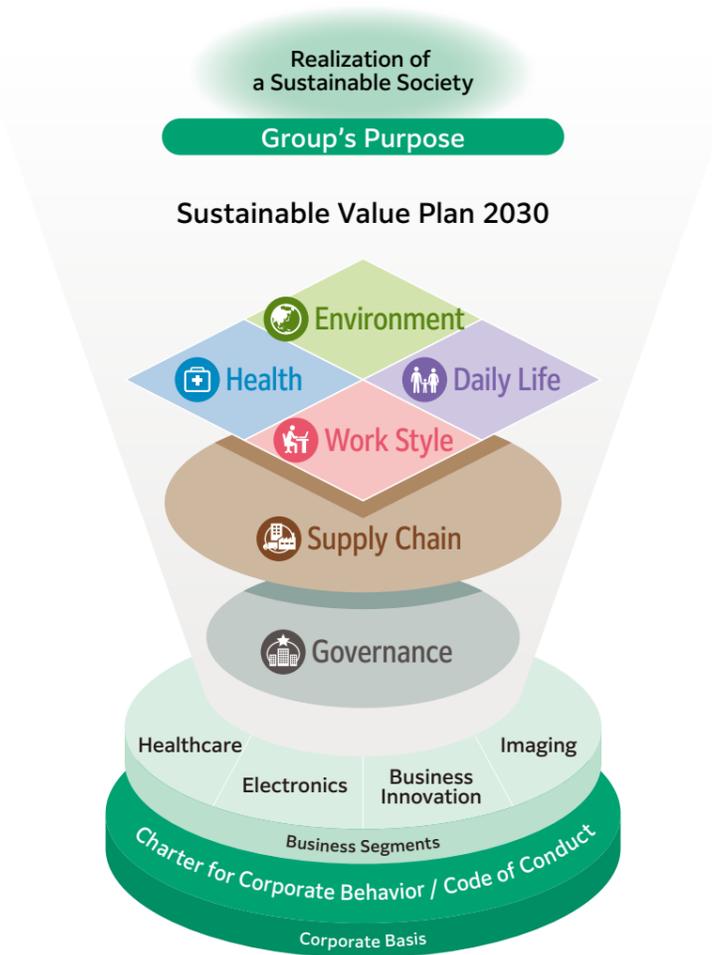
SVP 2030 Priority Issues and Relevant Parties

Priority Area	Priority Issues (Key Words)	Solving Social Issues through Business Activities	Considering Society and the Environment in Our Business Processes	Relevant Segments/Parties
Environment	<ol style="list-style-type: none"> Address climate change. Promote recycling of resources. Biodiversity conservation Ensure product and chemical safety. 	●●●●	●●●●	Healthcare Electronics Business Innovation Imaging
Health	<ol style="list-style-type: none"> Fulfill unmet medical needs. Improve accessibilities to medical services. Contribute to identifying diseases at an early stage. Contribute to health promotion and beauty. Promote Health Management. 	●●●●	●	Healthcare Healthcare Healthcare Entire Group
Daily Life	<ol style="list-style-type: none"> Contribute to creating a safe and secure society. Inheritance and development of photographic and visual culture that delivers new impressions and experiences to society. <p>Contribute to enriching humanity and relationships between people.</p>	●●		Electronics Imaging
Work Style	<ol style="list-style-type: none"> Create environments that lead to motivated workplace (provision of solution services). Develop and utilize diverse human resources. 	●●	●●	Business Innovation Entire Group
Supply Chain	Strengthen CSR foundations across the entire supply chain including factors of the environment, ethics, and human rights.			Supplies (+ Entire Group)
Governance	Improve and maintain governance structures by further disseminating an open, fair and clear corporate culture.			Entire Group (+ Supplies)

1.2.6 The CSR Plan of the Fujifilm Group Sustainable Value Plan 2030 (SVP 2030)

The Fujifilm Group announced its Sustainable Value Plan 2030 (SVP 2030) in August 2017. The Plan has been revised multiple times to date. SVP 2030 sets itself apart from previous medium-term CSR plans in characteristically targeting fiscal 2030 as its long-term goal, and is expected to lay the foundations of the Group's business management strategies for sustainable growth.

Under SVP 2030, the Fujifilm Group will introduce further measures to resolve social issues through our business activities, including the launch of innovative products, technologies and services, in our aim to develop into a company that can make a greater contribution to creating a sustainable society.



1. SVP2030 Priority Areas and Materiality (Priority Issues)

Priority Area	Resolving social issues through business activities	Considering society and the environment in our business processes	Goals in the SDGs
	Contribution (Opportunities)	Impact (Risks)	
Environment	●●●●	●●●●	6, 7, 12, 13, 15, 17
Health	●●●●●	● (Employees)	3, 17
Daily Life	●●		9, 11, 17
Work Style	●●	● (Employees) ● (Employees)	9, 5, 8, 17
Basis of Business Activities			
Supply Chain	Strengthen CSR foundations across the entire supply chain including factors of the environment, ethics, and human rights		12
Governance	Improve and maintain governance structures by further disseminating an open, fair and clear corporate culture		

2. Relationship between CSR plan and management plan

Our CSR plan SVP 2030 toward fiscal 2030 is our targets for contributing to building a sustainable society along with SDG's.

Our Medium-Term Management Plan VISION 2023 sets out the concrete business strategies to achieve these targets.

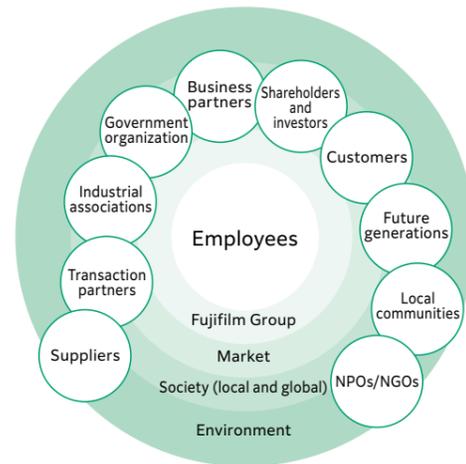
Themes That Are Significantly Related with our Business in the Priority Issues of SVP 2030

Item	CSR Priority Issue 1	CSR Priority Issue 2	CSR Priority Issue 3
Material Issues	Resolving social issues in the area of Health	Resolving social issues in the area of Daily Life	Resolving social issues in the area of Work Style
Relationship between CSR plan SVP 2030 and Medium-Term Management Plan VISION 2030	<ul style="list-style-type: none"> Health, a priority issue in our CSR plan SVP 2030, matches activities aimed at the business targets for healthcare, a priority business in the medium-term management plan VISION 2030. The priority issue of "Health" in SVP 2030 includes activities aimed at improving the health of our employees. It is aimed at resolving social issues regarding health and also at health management in the Group. 	<ul style="list-style-type: none"> Daily Life, a priority issue in our CSR plan SVP 2030, matches activities aimed at the business targets for "Electronics" and "Imaging" that are priority business operations in the medium-term management plan VISION 2030. In the Materials segment, actions are aimed at creating a better social infrastructure specified as Goal 9 among the SDGs. In Imaging, actions are aimed at achieving the wellbeing that society needs. 	<ul style="list-style-type: none"> Work Style, a priority issue in our CSR plan SVP 2030, matches activities aimed at the business targets for Business Innovation, a priority business in the medium-term management plan VISION 2030. Work Style in SVP 2030 is also designed to achieve a more efficient work style for our employees through various programs. In other words, it is aimed at work style reform through the whole of society, including the Fujifilm Group.
Business Impact	Revenue, profit & risks	Sales, profit & risks	Sales, profit & risks
Business strategies	<ul style="list-style-type: none"> Reducing medical disparities and building a healthy society through global availability of leading-edge products and services in all of the areas, prevention, diagnosis and treatment. 	<ul style="list-style-type: none"> Contributing to the creation of a safe and secure society amid advances in digital transformation, through the development and supply of cutting-edge functional materials. 	<ul style="list-style-type: none"> Contributing to social transformation that provides fulfillment in work for everyone, by making available on a global scale products and solutions services that bring greater productivity and stimulate greater creativity.
Long-Term Target/Index	[Health] <ul style="list-style-type: none"> Improving access to medical services by using medical AI technologies to introduce our products and services to all 196 countries and regions in the world by fiscal 2030. Index: 120 countries by FY2026, 196 countries by FY2030 Establishing 100 health checkup centers, NURA around the world Index: 30 centers by FY2026, 100 centers by FY2030 (VISION 2030) Healthcare segment targets: FY2026 revenue: 1,200 billion yen Operating income: 140 billion yen Ratio of operating income: 11.7% 	[Daily Life] By FY2030, we aim to contribute to achieving the targets below: <ul style="list-style-type: none"> (1) Developing technologies for products and services and promoting their greater use to contribute to the development of an ICT, and (2) Contributing to creating a safe and secure society by improving safety in social infrastructure through diagnostic services for buildings, etc. Contributing to enriching humanity and relationships between people by making people's lives peaceful through photographic and video records and photographic products that preserve memories. (VISION 2030) Electronics segment targets: FY2026 revenue: 470 billion yen Operating income: 70 billion yen Ratio of operating income: 14.9% (VISION2030) Imaging segment targets: FY2026 revenue: 505 billion yen Operating income: 105 billion yen Ratio of operating income: 20.8% 	[Work Style] <ul style="list-style-type: none"> Offering 50 million people work styles that support employee productivity and creativity through solutions services that bring innovation to our business by fiscal 2030. (VISION 2030) Business Innovation segment targets: FY2026 revenue: 820 billion yen Operating income: 90 billion yen Ratio of operating income: 7.1%
Target Year	FY2026, FY2030	FY2026, FY2030	FY2026, FY2030

1.2.7 Communication with Stakeholders

Companies conduct their activities while interacting and maintaining relations with a wide variety of stakeholders, and it is important to listen carefully to their various views and expectations. At the Fujifilm Group, we ensure that we make appropriate information disclosures as well as verifying, at various opportunities, whether or not our business activities are responding to the demands and expectations of all our stakeholders, and reflecting our findings in our business activities. To ensure that our stakeholders' views are reflected in our CSR activities, we also review them in our Sustainability Report.

In addition to opinions relating to our CSR activities as a whole, regarding a part of priority issues, we conduct individual briefings on the content of the activities to external parties, to receive their advice and evaluation. Looking back over our activities and obtaining the views of external parties in this way provides a good opportunity to reexamine our activities.



The Fujifilm Group's Communications with Stakeholders

Main stakeholders	Main Issues and Areas of Responsibility	Methods of communication	Frequency
Customers	<ul style="list-style-type: none"> Securing the safety and quality of products Design for Environment Provision of appropriate information on services & products Improvement of customer satisfaction levels Customer response & support 	• Customer Center (contact point for responding to inquiries)	• Day-to-day
		• Usability evaluation meetings and monitor surveys	• As needed
		• Customer satisfaction surveys	• As needed
		• Questionnaires at product purchase	• Day-to-day
		• Showrooms, exhibitions	• As needed
		• Holding seminars	• As needed
		• Websites and social media	• As needed
Employees	<ul style="list-style-type: none"> Ensuring occupational health and safety Respect for human rights Utilization and training of human resources Respect for diversity 	• Providing opportunities for dialogue with top management	• As needed
		• Personnel management division contact point & interviews	• Day-to-day/As needed
		• Compliance & Sexual Harassment Helpline	• Day-to-day
		• Regular meetings between the company and labor unions/Health & Safety Committee	• As needed
		• Intranet; in-house magazines	• Day-to-day
Shareholders & investors	<ul style="list-style-type: none"> Maintenance and expansion of corporate value Appropriate redistribution of profits Timely & appropriate information disclosure Measures for Socially Responsible Investment (SRI) 	• General shareholders meetings/Business report briefings/Briefings for investors	• Once a year/4 times a year/As needed
		• IR conferences/Individual meetings	• As needed
		• Integrated reports/Shareholder communications	• As needed
		• IR information website	• Day-to-day
		• Contact point (for stakeholders) for responding to inquiries	• Day-to-day
Transaction partners	<ul style="list-style-type: none"> Thorough implementation of fairness & transparency in transactions Promotion of CSR issues in the supply chain, such as human rights and the environment 	• Briefings to suppliers (on CSR procurement including green supply, management of chemical substances contained, etc.)	• As needed
		• CSR Self-Check (self-audited) and Onsite "Visit and Check" by expert team	• As needed
		• Website for exclusive use of transaction partners	• Day-to-day
		• Regular discussions with partners	• As needed
		• Contact point for responding to inquiries (in each procurement and sales division)	• Day-to-day

Main stakeholders	Main Issues and Areas of Responsibility	Methods of communication	Frequency
Future generations & local societies	The Fujifilm Group has bases in approx. 50 countries across the world and conducts its activities by treating the local culture and customs with respect, as well as putting efforts into educational support for future generations.	• Contribution activities which make use of our main business strengths	• Environmental communication meetings/Factory tours • As needed
		• Respecting local culture & customs and environmental conservation	• Community volunteer activities • As needed
		• Prevention of disasters and accidents in the workplace	• Regular discussions with local governments (city hall, mayor, community association presidents, etc.) • As needed
		• Educational support for future generations	• Contact point (at each factory & office) • Day-to-day
			• Dispatch of lecturers to the academic organization & endowed chairs • As needed
Government organizations & industrial associations	The Fujifilm Group has businesses in countries all over the world. Each of these businesses belongs to several industrial associations and has active relations with the respective government organizations, including participating in collaborations and information exchanges, etc.	• Legal compliance	• Participation in various industrial committees • As needed
		• Joint research & development and cooperation in public policy aimed at the resolution of social issues	• Participation in the development of industry guidelines • As needed
			• Announcement of public comments through industry associations • As needed
			• Joint research & development of government or industry association • As needed
			• Proposals aimed at the resolution of social issues • As needed
NGOs & NPOs	We are conducting dialogues with NGOs & NPOs who are actively aiming for a sustainable society, for the resolution of social issues and environmental conservation.	• Dialogue, collaboration and support aimed at the resolution of social and environmental issues	• Obtain views on the Sustainability Report • As needed
			• Participate in stakeholder dialogue • As needed
			• Administration committee of Public Trust Fujifilm Green Fund • As needed
			• Review meetings on various CSR issues • As needed
			• Support for disaster area with NPO • As needed

1.2.8 Member Organizations/Third-Party Initiatives

In order to respond to the increasing level of global CSR demands and operate our businesses in an appropriate manner, we participate in various initiatives to keep ourselves up to date with global trends.

[Industry Organization]

- Japan Business Federation (Keidanren)
- Japan Association of Corporate Executives (DOYUKAI)
- Japan Chemical Industry Association
- Japan Electronics and Information Technology Industries Association (JEITA)
- Joint Article Management Promotion Consortium (JAMP) —chemSHERPA by JAMP

[Environment]

- SBT Initiative (Science Based Targets Initiative)
- RE100
- TCFD Consortium (Task Force On Climate-Related Financial Disclosures Consortium)
- Japan Climate Leaders' Partnership (Japan-CLP)
- Japan Climate Initiative (JCI)
- Japan Clean Ocean Material Alliance (CLOMA)
- Japan Business Initiative for Biodiversity (JBIB)
- Japan Hydrogen Association (JH2A)
- Green Transformation League
- 30by30 Alliance for Biodiversity
- TNFD Forum (Task Force on Nature-related Financial Disclosures Forum)

[ESG]

- UN Global Compact (UNGC)
- Global Compact Network Japan (GCNJ)

2.1 Corporate Governance

2.1.1 Basic Approach

Driven by the Fujifilm Group's Purpose, we aim at contributing to the sustainable development of society through the continuous growth of the group and improvement of corporate value supported by "open, fair, and clear" business activities. As the foundation to achieve this aim, we regard corporate governance as a primary issue in our business management.

Adapting to changes occurring in the management and business environments surrounding our Group, we aim to attain our continuous growth and improvement of corporate value responding to society's demands and expectations to contribute to its sustainable development. To this end, we constantly revise and reinforce our corporate governance system for rapid and determined decision making, appropriate execution of such decisions, and correct supervision of such execution.

Corporate Governance Guidelines / Corporate Governance Report / Our Basic Policy on Internal Control Systems / Articles of Incorporation
<https://holdings.fujifilm.com/en/about/governance>
 129th Yuka Shoken Hokokusho (Securities Report) <https://ir.fujifilm.com/ja/investors/ir-materials/securities-reports.html> (in Japanese only)
 Integrated Report 2024 <https://ir.fujifilm.com/en/investors/ir-materials/integrated-report.html>
 Fujifilm Group Tax Policy <https://holdings.fujifilm.com/en/about/governance/tax-policy>

2.1.2 Corporate Governance and Governing Structure

1. Corporate governance structure overview

The key points of Fujifilm's corporate governance structure are as follows.

Institutional design

- Organized as a company with an Audit & Supervisory Board.
- A Nomination and Remuneration Advisory Committee established as an advisory organization to the Board of Director.

Board of Directors

- The number of directors is to be 12 or less, of which at least one-third are to be independent outside directors.
- The Board of Directors appoints the chairperson from among those directors who are not serving as corporate vice presidents.
- The term of office of the director is one year, and the mission and responsibilities of the director have been clarified.

Audit & Supervisory Board

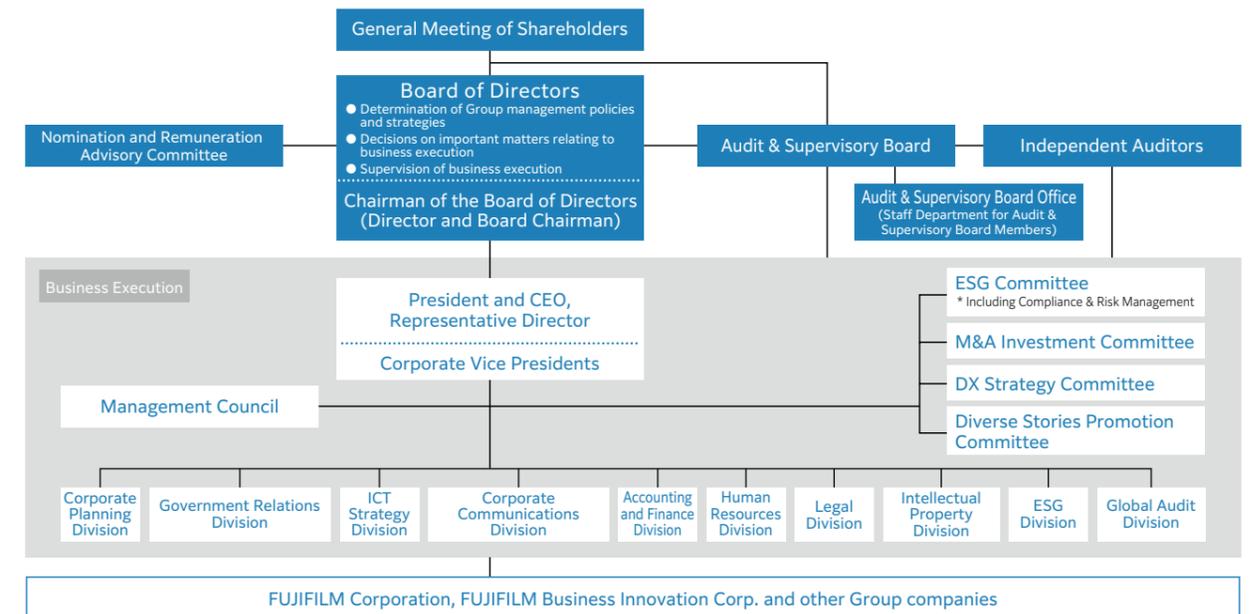
- The number of auditors is to be five or less, of which at least half are to be independent outside auditors.
- An Audit & Supervisory Board Office (Staff of Audit & Supervisory Board Members) established to improve the auditing function of the auditors.

Nomination and Remuneration Advisory Committee

- The committee consists of three or more members appointed from the directors and with the approval of the Board of Directors, and independent outside directors are to make up the majority.
- The chairperson is to be an independent outside director.

2. Corporate governance and governing structure

Corporate Governance Structure



(As of the end of June 2025)
 Structure of the Board of Directors: 5 independent outside directors, 6 inside directors
 Structure of the Audit & Supervisory Board: 2 independent outside auditors, 2 full-time auditors
 Structure of the Nomination and Remuneration Advisory Committee: 2 independent outside directors (including chairman), 1 inside director

3. The roles and activities of the committees

* For the roles of the Audit & Supervisory Board, please refer to the next section 2.1.2-4 Auditing structure.

Board of Directors

We regard the Board of Directors as the organization that makes decisions concerning Group's business policies and strategies, determines important business management matters, and supervises business execution. The Board of Directors appoints a director as the chairperson, and the chairperson calls regular board meetings, in principle, once a month, as well as ad-hoc meeting as required.

Nomination and Remuneration Advisory Committee

As an advisory body to the Board of Directors, the Nomination and Remuneration Advisory Committee deliberates on matters such as CEO succession plans and basic policies and procedures for director compensation and reports the results of its deliberations to the Board of Directors. The committee was voluntarily established for the purpose of ensuring objectivity and transparency and is chaired by an outside director. For the status of activities, please refer also to 2.1.7-3 *Nomination and Remuneration Advisory Committee*.

Management Council

The Management Council deliberates important matters prior to the corporate vice presidents execute business activities in accordance with the basic policies, plans, and strategies determined by the Board of Directors.

The President and Representative Director is appointed as the chairperson and regular members are the directors responsible for the Corporate Planning Division. Depending upon the agenda, council meetings are attended by the relevant corporate vice presidents as called upon by the chairperson or by the directors responsible for the Corporate Planning Division.

In addition, the Company has adopted the corporate vice president system to facilitate speedy business execution. Corporate Vice Presidents are responsible for business execution in accordance with the basic policy determined by the Board of Directors. The Company currently has 10 Corporate Vice Presidents, three of whom are concurrently serving as Board members. The Corporate Vice Presidents have a one-year term of office, the same as the Company's directors.

ESG Committee

The ESG Committee deliberates and decides on important ESG-related matters (environmental, social and governance) for the Fujifilm Group. The committee also conducts reviews and promotes basic policy development and appropriate

measures from a Group-wide perspective with regard to important risks facing each Group company. The committee is chaired by the President and Representative Director and vice-chaired by the director responsible for the ESG Division. The ESG Committee has the Total Risk Management Committee as a subcommittee and the GX committee as a subordinate organization.

M&A Investment Committee

The M&A Investment Committee selects M&A projects that align with our Group’s management strategy and business strategy, and holds discussions to ensure M&As are conducted through the proper processes with appropriate schemes and at an appropriate price. The committee also checks on the progress of post-merger integration after the M&A. The committee is chaired by the President and Representative Director and vice-chaired by the director responsible for the Corporate Planning Division.

DX Strategy Committee

The DX Strategy Committee is the highest decision-making body involved in promoting DX throughout our Group. The committee is chaired by the President and Representative Director and vice-chaired by the CDO (Chief Digital Officer).

Diverse Stories Promotion Committee

The Diverse Stories Promotion Committee is responsible for the Group’s promotion of Diverse Stories in relation to policy planning and implementation, and for monitoring progress. The committee is chaired by the President and Representative Director, and all committee members are currently working on the introduction and review of Diverse Stories promotion programs and schemes and related activities toward fostering the corporate culture.

4. Auditing structure

To improve corporate governance, we are working on interactive coordination among internal audits by the internal audit division, auditor’s audits and financial audits by an independent audit corporation (including internal control audits for financial reports).

Audit & Supervisory Board

An Audit & Supervisory Board is incorporated in our structure. The board is independent and permitted a wide range of inspections over the directors’ business conduct, including the internal control system’s functions and operations. Audit results are shared through Audit & Supervisory Board meetings, held once a month, in principle. To enhance the auditor function, an Audit & Supervisory Board Office has been established directly under the Audit & Supervisory Board.

As of the end of June 2025, the Audit & Supervisory Board consists of 4 members, of which 2 (50%) are outside auditors. One of the two current outside auditors is a certified public accountant with extensive experience and knowledge of global business management and specialized knowledge of accounting and financial affairs. The other auditor has been practicing as a lawyer in a major law firm for a number of years. This person possesses abundant experience and expertise in international corporate law, risk management, and corporate governance, as well as providing legal advice to global companies from a management perspective.

Each auditor attends the Board of Directors meetings and the full-time auditors always attend the management meetings and engage in regular exchanges of views with chairman and the representative director. The full-time auditors also receive regular audit reports from the internal audit division and independent audit corporation. They submit reports also to external auditors at the Audit & Supervisory Board meetings and engage in exchanges of opinion.

* For the status of auditors’ activities, please refer to the 129th Yuka Shoken Hokokusho (Securities Report).
129th Yuka Shoken Hokokusho (Securities Report) <https://ir.fujifilm.com/ja/investors/ir-materials/securities-reports.html> (in Japanese only)

Internal audit division

The internal audit division consists of the Global Auditing Division made up of members who are independent of our business execution divisions, and is responsible for evaluating and inspecting the appropriateness of business operations across the entire Group.

Independent audit corporation

An independent audit corporation has been selected for a comprehensive study into factors such as quality control, independence and expertise of audit teams, audit compensation and organization capability for a comprehensive audit of our global activities as a whole. After selection, auditors and Audit & Supervisory Board confirm it is good through regular evaluations.

2.1.3 Independence of Outside Directors

There are 11 directors as of the end of June 2025, 5 of which are independent outside directors (45% of the board). Outside Directors observe the Board of Directors’ decision making and its processes objectively to judge and discuss their

rationality from a perspective of increasing corporate value considering the benefit of stakeholders including minority shareholders. They are playing role of contribution to ensure validity and appropriateness of Board decision making.

Outside directors and outside Audit & Supervisory Board members of FUJIFILM Holdings Corporation are deemed to be independent directors when none of the following conditions apply:

Criteria for Independence of Outside Directors and Outside Audit & Supervisory Board Members
<https://www.fujifilmholdings.com/en/about/governance/officers/index.html>

2.1.4 Diversity among Directors

Director candidates are selected giving overall consideration including diversity of the Board of Directors, to enable exchange of opinions from the diverse perspectives of all Directors along with free and open deliberation no distinction between race, ethnic group, nationality, gender, or age, to their personality and acumen, wealth of professional experience, international business experience, depth of insight into the Fujifilm Group’s business and management environment, ability to analyze and judge matters objectively and such.

Outside Director candidates in addition to the selection criteria of the Directors candidate, are selected giving overall consideration to their having sufficient acumen and wealth of professional experience for supervising management from independent perspective, high level of expertise in fields such as corporate management, finance, and accounting, and law and experience regarding Fujifilm business fields, and such. We appointed a female outside director in June 2018. We have also appointed female directors in the Company since June 2022.

Overview of Our Directors and Auditors

Target	Total	Male (%)	Female (%)
Directors	Including outside directors: 11	8 (73%)	3 (27%)
	Only internal directors: 6	5 (83%)	1 (17%)
Auditors	Including outside directors: 4	3 (75%)	1 (25%)
	Only internal directors: 2	1 (50%)	1 (50%)

Expected Expertise and Experience for Directors and Auditors

As end of June 2025

No.	Name	Term of Office	Global Management	Knowledge and Expertise in Core Business and Related Industries	Innovation/Technology	Finance & Accounting/Capital Policy	Legal Affairs/Risk Management/Governance	Sustainability	Human Resources Strategy and Corporate Culture
Directors	1 Kenji Sukeno	Male	12	○	○	○	○	○	○
	2 Teichi Goto	Male	7	○	○	○	○	○	○
	3 Masayuki Higuchi	Male	4	○	○	○	○	○	○
	4 Naoki Hama	Male	3	○	○	○	○	○	○
	5 Chisato Yoshizawa	Female	3	○	○	○	○	○	○
	6 Yoji Ito	Male	2	○	○	○	○	○	○
	7 Kunitaro Kitamura	Male Independent Outside	8	○	○	○	○	○	○
	8 Makiko Eda	Female Independent Outside	7	○	○	○	○	○	○
	9 Tsuyoshi Nagano	Male Independent Outside	3	○	○	○	○	○	○
	10 Ikuro Sugawara	Male Independent Outside	3	○	○	○	○	○	○
	11 Takako Suzuki	Female Independent Outside	1	○	○	○	○	○	○
Auditors	1 Motoko Kawasaki	Female	4	○	○	○	○	○	○
	2 Tsumugu Ishigaki	Male	1	○	○	○	○	○	○
	3 Masataka Mitsuhashi	Male Independent Outside	6	○	○	○	○	○	○
	4 Yoshio Iteya	Male Independent Outside	1	○	○	○	○	○	○

* Indicates the best five items required for Directors and Auditors based on their performance and experience. This table does not show all the knowledge and experience each Director and Auditor has.
* The average term of office for a director is 4.8 years (as of June 27, 2025).

Reason for Selection of Each Skills

Skill	Reason for Selection
Global management	We aspire to accelerate business growth while resolving environmental and social issues globally in looking to attain the Company's future vision of realizing a sustainable society. To such ends, we seek experience in global corporate management and overseas business management, as well as knowledge and expertise related to the global business environment.
Knowledge and expertise in core businesses and related industries	We aspire to accelerate growth in the healthcare and electronics domains, which serve as growth drivers of the Company. We furthermore aspire to achieve sustainable growth and to build a more resilient business platform. To such ends, we seek experience in leading operations in business segments being pursued by the Company (Healthcare, Electronics, Business Innovation and Imaging) and furthermore seek knowledge and expertise related to such businesses and related industries.
Innovation/Technology	In achieving sustainable innovation, it is important that we provide the world with innovative products and solutions that contribute to resolving environmental and social issues enlisting the tangible and intangible technological assets we have created by using our base technologies cultivated through the development of new business models and photographic film, combined with our core technologies and production technologies for building sustainable competitive advantage. To such ends, we seek experience in transforming business models as well as knowledge and expertise in technology.
Finance & accounting / Capital policy	We aspire to build a robust business portfolio to increase our corporate value over the medium to long term. To such ends, we seek experience in M&As; cash (flow/allocation) management achieved through operational streamlining, fundraising and dialogue with capital markets; and knowledge and expertise related to finance, accounting and capital policy, capital markets; and knowledge and expertise related to finance, accounting and capital policy.
Legal affairs/Risk management/ Governance	We aspire to create a framework for sustainable growth and medium- to long-term improvement in corporate value under an open, fair and clear corporate culture. To such ends, we seek experience in business risk management as well as knowledge and expertise related to governance, which we position as the foundation of our business activities particularly in terms of long-term CSR plans and medium-term management plans.
Sustainability	We aspire to achieve objectives particularly with respect to long-term CSR and medium-term management plans. We also aspire to assess whether our trajectory and outcomes align with social trends and the medium- to long-term value sought by society in order to improve our corporate value. To such ends, we seek experience in striking a balance between economic value and social/environmental value, as well as knowledge and expertise related to sustainability.
Human resources strategy and corporate culture	When it comes to human resources, which serve as our source of innovation, we aspire to build a robust business portfolio by speedily implementing a human resources strategy centered on securing and training human resources in new fields, utilizing diverse employees, supporting their growth and improving engagement. In addition, it is important that we perpetuate and develop the corporate culture, which has given rise to innovation in order to sustain the growth of the Company. To such ends, we seek experience in making decisions related to human resources from a management perspective as well as knowledge and expertise in human capital management.

For the details of the approach to creating the skill matrix and the process, please refer to *Notice of Convocation for the 129th Ordinary General Meeting of Shareholders*.

<https://ir.fujifilm.com/ja/investors/stock-and-shareholder/shareholders-meeting.html>

We have adopted a Corporate Vice President system in which corporate vice presidents are responsible for business execution in accordance with the Group's business policies and strategies decided by the Board of Directors.

As of the end of June 2025, the corporate vice presidents are as follows.

Corporate Vice Presidents

As of the end of June 2025

	Name		Serving as Directors
President	Teiichi Goto	Male	President, Representative Director & Chief Executive Officer
Corporate Vice Presidents	Masayuki Higuchi	Male	Director
	Chisato Yoshizawa	Female	Director
	Kazuhisa Horikiri	Male	—
	Seigo Sugimoto	Male	—
	Yasushi Zama	Male	—
	Shuzo Takada	Male	—
	Atsushi Sakurai	Male	—
	Yasuhisa Tazawa	Male	—
	Naoko Sakuma	Female	—

2.1.5 Effectiveness of Directors and Auditors

Attendance Status for the Board and Audit & Supervisory Board Meeting (between April 1, 2024 and March 31, 2025)

	Name		Board meeting (No. held: 13)			Audit & Supervisory Board meeting (No. held: 16)		
			Attendance	Held	Rate	Attendance	Held	Rate
Directors	Kenji Sukeno	Male Chair	13	13	100%			
	Teiichi Goto	Male	13	13	100%			
	Masayuki Higuchi	Male	13	13	100%			
	Naoki Hama	Male	13	13	100%			
	Chisato Yoshizawa	Female	13	13	100%			
	Yoji Ito	Male	13	13	100%			
	Kunitaro Kitamura	Male Independent Outside	13	13	100%			
	Makiko Eda	Female Independent Outside	12	13	92%			
	Tsuyoshi Nagano	Male Independent Outside	13	13	100%			
	Takako Suzuki	Female Independent Outside	10	10	100%			
Auditors	Motoko Kawasaki	Female	13	13	100%	16	16	100%
	Tsumugu Ishigaki	Male	10	10	100%	12	12	100%
	Masataka Mitsuhashi	Male Independent Outside	13	13	100%	16	16	100%
	Yoshio Iteya	Male Independent Outside	10	10	100%	12	12	100%
	Nobuo Hanada	Male	3	3	100%	4	4	100%
	Tatsuya Inagawa	Male Independent Outside	3	3	100%	4	4	100%

* Takako Suzuki was appointed director on June 27, 2024. Number of attendances of Meeting were counted after her appointment.

* Tsumugu Ishigaki and Yoshio Iteya were appointed auditors on June 27, 2024. Number of attendances of Meeting were counted after their appointments.

* Nobuo Hanada and Tatsuya Inagawa were resigned from auditors on June 27, 2024. Number of attendances of Meeting were counted before their resignations.

Topics Discussed and Reports Issued at Board Meetings (from April 1, 2024 to March 31, 2025)

Topic	Percentage of time spent on discussion
Medium- to Long-term strategies (Group-wide policies)	39%
Governance and sustainability	16%
Internal control and risk management	8%
Major business decisions	23%
Financial and business results	13%

2.1.6 The Evaluation of the Effectiveness of the Board of Directors

In October 2015, we formulated and published the FUJIFILM Holdings Corporation Corporate Governance Guidelines ("Guidelines"), recognizing that corporate governance is an important management issue, as the fundamental basis for the Fujifilm Group to achieve sustainable growth and increase its corporate value, and to contribute to the sustainable development of society. We have since revised the Guidelines to reflect revisions to the Corporate Governance Code of

the Tokyo Stock Exchange and our policy for strengthening corporate governance.

The Guidelines stipulate the roles and duties of the Board of Directors ("BoD") as follows: (i) to decide basic management policies, strategies, and important matters relating to business execution, and (ii) to supervise the execution of business. To ensure the effectiveness of the BoD, evaluations and hearing sessions, etc. are conducted by each Director and Audit & Supervisory Board Member, and after analysis, evaluation, and discussion of improvement measures by the BoD, we publish a summary of the results. For the purpose of securing transparency and objectivity, we have engaged a third-party organization on a regular basis for part of the questionnaire creation and evaluation analysis since the April 2020 publication.

We conducted an effectiveness evaluation of the Board Meetings held in 2024, and the results were reported and discussed at the BoD. The following is a summary of the evaluation results.

1. Roles of our Company's BoD

We are organized as a company with an Audit & Supervisory Board, and our company's BoD makes decisions on basic management policies, strategies, and important matters relating to business execution, as well as supervising the execution of business. In this context, it is important to fulfill the following two roles:

- The role of making decisions with a high-level of knowledge for each business and thorough understanding of the assets, such as technology and human resources, in line with the robust business portfolio that we have built to date.
- The role of ensuring that the orientation of business execution aligns with the medium- and long-term values demanded by society, in order to balance economic and social value, with the aim of achieving a sustainable society.

2. Evaluation process

The effectiveness of the BoD was evaluated based on analysis of the document reviews, questionnaire responses and interview results. Furthermore, the status of initiatives to address issues identified in the previous evaluation was clarified, and future issues were identified.

- For the purpose of securing the transparency and objectivity of the evaluation, we engaged a third-party organization to establish evaluation items, create questionnaire items and review documents such as the Board Meeting minutes, the rules related to the BoD, etc.
- The third-party organization conducted analysis of the questionnaire responses from each Director and Audit & Supervisory Board Member. Based on the analysis, the BoD Office conducted individual interviews with the Directors and Audit & Supervisory Board Members.

3. Evaluation overview

Evaluation to assess whether the BoD is fully performing to expectations, in light of its roles at our company.

(1) Subject of Evaluation

Board Meetings of our company held in the CY2024 (all 13 that were held, including written resolutions and written reports)

(2) Evaluators

Our company's Directors and Audit & Supervisory Board Members (15 persons in total)

(3) Evaluation Items

Roles that the BoD should fulfil, composition of the BoD, quality of discussions, deliberations by the Nomination and Remuneration Advisory Committee, support system for Outside Officers, constructive dialogue with stakeholders, etc.

(4) Evaluation Results

We evaluate that our company's BoD is fully effective in its performance.

For the details of the evaluation, the future issues identified, and our initiatives for 2025, please refer to our website:

<https://holdings.fujifilm.com/en/about/governance/board-of-directors>

2.1.7 Executive Remuneration

1. Remuneration decision process

- The total (upper limit) of the remuneration for either a director or an auditor is determined at the shareholders' meeting.
- The policy on remuneration for individual directors, etc., (hereinafter called "Remuneration Decision-making Policy") is finalized by the Board of Directors after deliberations by the Nomination and Remuneration Advisory Committee, which is made up of a majority of outside directors and chaired by an outside director.
- To assure objectivity and transparency in the decision-making process for the remuneration, etc., of individual directors, the Nomination and Remuneration Advisory Committee conducts a multilateral study of the draft proposal, including alignment of the policy. The Board of Directors make the decision based on the Committee's report.

* For the overview of the remuneration decision-making policy, please refer to "(4) Directors' Remuneration, etc." in "4-4 Status of Corporate Governance, etc." of the 129th Yuka Shoken Hokokusho (Securities Report).

129th Yuka Shoken Hokokusho (Securities Report) <https://ir.fujifilm.com/ja/investors/ir-materials/securities-reports.html> (in Japanese only)

2. Remuneration plan

The remuneration of directors are as follows in accordance with the decisions made at the General Meeting of Shareholders on June 27, 2025. For details on the remuneration plan, please refer to "(4) Directors' Remuneration, etc." in "4-4 Status of Corporate Governance, etc." of the 129th Yuka Shoken Hokokusho (Securities Report).

129th Yuka Shoken Hokokusho (Securities Report) <https://ir.fujifilm.com/ja/investors/ir-materials/securities-reports.html> (in Japanese only)

Executive Remuneration System

	Non-performance-linked Remuneration		Performance-linked Remuneration	
	Monetary Remuneration	Non-monetary Remuneration	Monetary Remuneration	Non-monetary Remuneration
	Fixed Remuneration	Non-Performance-linked Share-based Remuneration (Restricted Share-based)	Short-term Performance-linked Remuneration	Medium-term Performance-linked Share-based Remuneration (BBT: Board Benefit Trust)
Inside directors (resident in Japan)	○	○	○*1	○
Inside directors (non-resident in Japan)	○	○*2	○*1	○*3
Outside directors	○	○*2	-	-

*1 Short-term Performance Share-based Remuneration is granted to a Corporate Vice President and Director as a portion of the employee's bonus at a specified time of the year.

*2 When it is deemed appropriate by the Board of Directors according to the regulations in a director's country of residence, or for any other reason, the director may be awarded Non-Performance-linked Share-based Remuneration after a period equivalent to a term of three years as a director, which is referred to as Single-trigger Restricted Stock Units (RSUs), or money, instead of RSUs.

*3 When it is deemed appropriate by the Board of Directors according to the regulations in a director's country of residence, or for any other reason, the director may be awarded stock units or money equivalent to the value of the Board Benefit Trust (BBT), instead of the BBT itself but in a similar method, directly by the company.

3. Nomination and Remuneration Advisory Committee

(1) Overview

The Nomination and Remuneration Advisory Committee was created as an advisory arm of the Board of Directors and consists of three or more members of the Board of Directors, with independent outside directors making up the majority of the committee. The chairperson of the Committee is appointed from among the independent outside directors.

The Committee normally convenes at least once a year, in principle, to deliberate on the CEO succession plan and the basic policies and procedures for director remuneration and reports its deliberations to the Board of Directors.

(2) Fiscal 2024 committee meetings

The committee convened three times in fiscal 2024 and each attendance is as follows.

Position	Name	Attendance
Chair	Kunitaro Kitamura	3/3 (100%)
Member	Tsuyoshi Nagano	3/3 (100%)
Member	Kenji Sukeno	3/3 (100%)

Principal activities of the Committee during the current fiscal 2024 are as follows:

- Deliberations on the CEO succession plan
- Deliberations on a director's remuneration (performance appraisal and financial figures)

* For the activities of the Nomination and Remuneration Advisory Committee, please refer to "Nomination and Remuneration Advisory Committee" in "4-4 Status of Corporate Governance, etc." of the 129th Yuka Shoken Hokokusho (Securities Report).

129th Yuka Shoken Hokokusho (Securities Report) <https://ir.fujifilm.com/ja/investors/ir-materials/securities-reports.html> (in Japanese only)

* For the evaluation of the effectiveness of the Board of Directors, see 2.1.6 The Evaluation of the Effectiveness of the Board of Directors and our website.

<https://holdings.fujifilm.com/en/about/governance/board-of-directors>

Remuneration for Each Director (FY2024)

Name	Category	Company	Total Amount of Remuneration (million yen)	Total Amount by Type of Remuneration (million yen)							
				Performance-linked Remuneration				Non-performance-linked Remuneration			
				Monetary Remuneration		Non-monetary Remuneration		Monetary Remuneration		Non-monetary Remuneration	
				Short-term Performance-linked Remuneration	(Former) Performance Share Units*	Medium-term Performance-linked Share-based Remuneration	Fixed Remuneration	(Former) Restricted Share-based Remuneration*	Non-performance-linked Share-based Remuneration		
Kenji Sukeno	Directors	FUJIFILM Holdings Corporation	273	—	—	—	—	—	158	23	91
	Directors	FUJIFILM Corporation	31	—	—	—	—	—	9	4	18
	Directors	FUJIFILM Business Innovation Corp.	2	—	—	—	—	—	2	—	—
	Total		308	—	—	—	—	—	170	28	109
Teiichi Goto	Directors	FUJIFILM Holdings Corporation	264	23	0	1	4	4	105	25	99
	Directors	FUJIFILM Corporation	71	5	0	0	0	0	43	4	16
	Directors	FUJIFILM Business Innovation Corp.	2	—	—	—	—	—	2	—	—
	Total		338	29	0	1	4	5	151	29	116
Masayuki Higuchi	Directors	FUJIFILM Holdings Corporation	46	6	0	0	0	0	34	1	4
	Directors	FUJIFILM Corporation	101	6	0	0	1	1	31	8	49
	Directors	FUJIFILM Business Innovation Corp.	2	—	—	—	—	—	2	—	—
	Total		150	13	0	0	1	2	68	9	54

Name	Category	Company	Total Amount of Remuneration (million yen)	Total Amount by Type of Remuneration (million yen)							
				Performance-linked Remuneration				Non-performance-linked Remuneration			
				Monetary Remuneration		Non-monetary Remuneration		Monetary Remuneration		Non-monetary Remuneration	
				Short-term Performance-linked Remuneration	(Former) Performance Share Units*	Medium-term Performance-linked Share-based Remuneration	Fixed Remuneration	(Former) Restricted Share-based Remuneration*	Non-performance-linked Share-based Remuneration		
Naoki Hama	Directors	FUJIFILM Holdings Corporation	17	—	0	0	0	0	11	1	4
	Directors	FUJIFILM Business Innovation Corp.	181	24	0	1	3	3	96	10	41
	Total		198	24	0	1	3	3	108	11	45
Chisato Yoshizawa	Directors	FUJIFILM Holdings Corporation	47	6	0	0	0	0	34	1	4
	Directors	FUJIFILM Corporation	107	6	3	3	1	1	31	8	49
	Total		154	13	3	3	1	2	66	9	54
Yoji Ito	Directors	FUJIFILM Holdings Corporation	23	—	1	1	0	0	11	5	4
	Directors	FUJIFILM Corporation	97	10	1	1	1	1	44	0	34
	Total		121	10	2	3	1	1	56	6	39

* Following the decision made in the 128th Ordinary General Meeting of Shareholders held on June 27, 2024, to introduce medium-term performance-linked share-based remuneration, the former Performance Share Units (PSUs) were abolished at the end of the said meeting. Also, following the decision to introduce non-performance-linked share-based remuneration made in the above meeting, the former Restricted Share-based Remuneration (RS) was abolished at the end of the said meeting.

* The table shows information limited to directors (excluding directors who resigned in the relevant fiscal year and outside directors).

* The figures for former PSUs, medium-term performance-linked share-based remuneration, former RS, and non-performance-linked share-based remuneration are the amounts booked on the income statement of the corresponding fiscal year.

* The table includes the figures for salaries and bonuses paid for work as an employee for those deemed to be an employee and director.

* For further details, please refer to the 129th Yuka Shoken Hokokusho (Securities Report).

<https://ir.fujifilm.com/ja/investors/ir-materials/securities-reports.html> (in Japanese only)

The Number and Amount of Remuneration Paid to Executive Officers (FY2024)

Name	Total Amount of Remuneration (million yen)	Total Amount by Type of Remuneration (million yen)								Number
		Performance-linked Remuneration				Non-performance-linked Remuneration				
		Monetary Remuneration		Non-monetary Remuneration		Monetary Remuneration		Non-monetary Remuneration		
		Short-term Performance-linked Remuneration	(Former) Performance Share Units	Medium-term Performance-linked Share-based Remuneration	Fixed Remuneration	(Former) Restricted Share-based Remuneration*	Non-performance-linked Share-based Remuneration			
Directors	766 (613)	36 (-)	1 (1)	2 (2)	4 (4)	5 (5)	429 (313)	57 (57)	229 (229)	11
Independent outside directors	93 (93)	- (-)	- (-)	- (-)	- (-)	- (-)	72 (72)	- (-)	20 (20)	5
Auditors	70 (70)	- (-)	- (-)	- (-)	- (-)	- (-)	70 (70)	- (-)	- (-)	6
Independent outside auditor	27 (27)	- (-)	- (-)	- (-)	- (-)	- (-)	27 (27)	- (-)	- (-)	3
Total	837 (683)	36 (-)	1 (1)	2 (2)	4 (4)	5 (5)	500 (383)	57 (57)	229 (229)	17
Independent outside executive officers	121 (121)	- (-)	- (-)	- (-)	- (-)	- (-)	100 (100)	- (-)	20 (20)	8

* Following the decision made in the 128th Ordinary General Meeting of Shareholders held on June 27, 2024, to introduce medium-term performance-linked share-based remuneration, the former Performance Share Units (PSUs) were abolished at the end of the said meeting. Also, following the decision to introduce non-performance-linked share-based remuneration made in the above meeting, the former Restricted Share-based Remuneration (RS) was abolished at the end of the said meeting.

* The figures for former PSUs, medium-term performance-linked share-based remuneration, former RS, and non-performance-linked share-based remuneration are the amounts booked on the income statement of the corresponding fiscal year.

* In the data covering auditor remuneration, the number of recipients and the remuneration figures include two auditors (one is an outside auditor) who resigned during the current fiscal year.

* The figures for remuneration for those deemed to be an employee and director include the portion of the remuneration as an employee. The portion of the remuneration as a director is shown in brackets. The number of directors who received a salary as an employee is three and bonus as an employee is three.

The target figures and results for these plans are as follows.

Target and Results (including ESG index)

	FY 2024 Results	FY2024 Target
Consolidated operating income	330.2 billion yen	300 billion yen
Consolidated revenue	3.1958 trillion yen	3.1 trillion yen
ROIC	5.9%	5.4%
CO2 emissions from the Fujifilm Group's energy consumption (Scopes 1 + 2)	(Estimated) 18% less (compared to FY2019)	17% less (compared to FY2019)
Engagement score	81%	80%

* For further details, please refer to the 129th Yuka Shoken Hokokusho (Securities Report).

<https://ir.fujifilm.com/ja/investors/ir-materials/securities-reports.html> (in Japanese only)

2.1.8 Tax Policy

Fujifilm Group Tax Policy

1. In line with its Code of Conduct, which advocates an "Open, Fair and Clear" corporate culture, the Fujifilm Group shall comply with taxation laws of countries around the world, international taxation regulations and the spirit of such laws and regulations. The Group shall make payment of all required taxes by all specified dates in all countries in which it operates
2. The Fujifilm Group shall thoroughly examine the contents of all business transactions in advance from the perspective of tax, receive advice from competent tax advisors if and when required, and implement reporting and preliminary approval processes for important tax matters in accordance with internal regulations in order to maintain and improve governance on tax affairs
3. The Fujifilm Group shall maintain trusting relations with tax authorities, and give full consideration to, and if deemed necessary, shall proceed with its application for the Advance Pricing Agreement, so as to avert any lack of transparency in tax affairs
4. The Fujifilm Group shall actively utilize beneficial tax treatment in countries in which it operates while complying with their legislative intent in order to maximize consolidated cash flow. The Group shall not engage in tax planning or use tax havens for the sole purpose of obtaining tax benefits.

Control of tax matters

Based on the "Fujifilm Group Tax Policy," the Fujifilm Group pays taxes in a timely and appropriate manner to the countries where it operates, and strives to maintain and improve tax governance.

We do not recognize any serious issue concerning tax-related risks at this moment.

- The director responsible for managing the accounting departments takes responsibility for execution of tax processing and instructions, and the creation of financial statements. Note that the financial statements are audited by an independent audit corporation.
- With the recognition that each auditor is an independent authority to form an overall corporate governance system, the auditors closely examine the directors' business fully adhering to the auditing standards specified by the Audit & Supervisory Board, as well as the company's auditing policies and plans.

129th Yuka Shoken Hokokusho (Securities Report) <https://ir.fujifilm.com/ja/investors/ir-materials/securities-reports.html> (in Japanese only)

2.2 Compliance and Risk Management

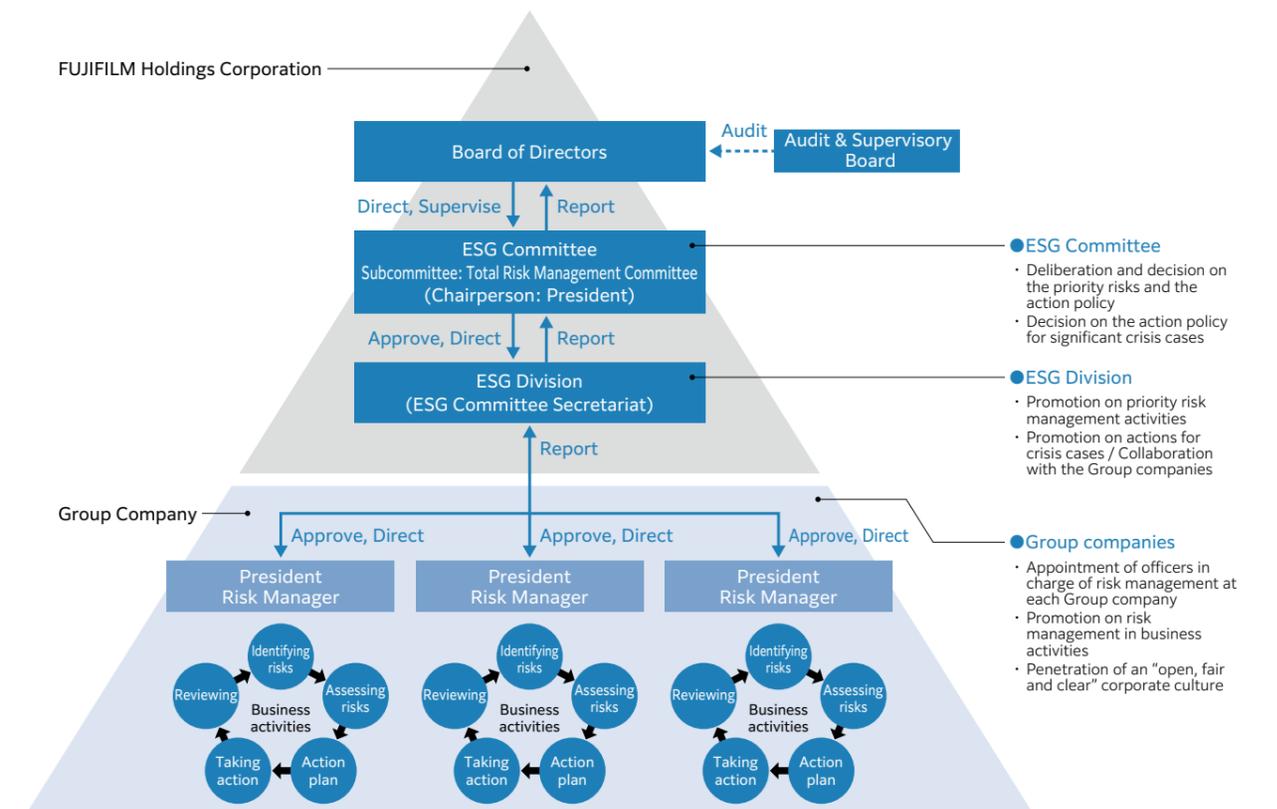
2.2.1 Basic Approach

The Fujifilm Group defines “compliance” as “not only to pursue the law but to behave correctly within the framework of common sense and ethics.” Moreover, we think the compliance and the risk are two sides of the coin, as the lack of compliance awareness among employees would lead to grow the possible corporate risk. For this reason, we are promoting compliance and risk management.

2.2.2 History of Measures Implemented for Compliance and Risk Management

1995-2005	<p>Establishment and reinforcement of foundation at each company</p> <ul style="list-style-type: none"> Formulation of a Code of Conduct for employees Establishment of responsible organization (committee) Opening of a helpline and whistle-blowing office Start raising employees’ Awareness, education, and monitoring through awareness surveys and briefings sessions
2006-2008	<p>Establishment and reinforcement of foundation for the entire Fujifilm Group</p> <ul style="list-style-type: none"> Establishment of FUJIFILM Holdings CSR Committee Expansion of initiative to Group companies outside of Japan Revision of Group’s Corporate Philosophy and Charter for Corporate Behavior , and formulation of Vision and code of Conduct and raising awareness
2009-2013	<p>Addressing new priority issues</p> <ul style="list-style-type: none"> Introduction of anti-corruption regulations Review of Group-wide risk issues related to natural disasters, such as large earthquake or possible eruption of Mt. Fuji Establishment of a system to ensure no relations with anti-social forces Introduction of information security regulations and guidelines etc.
2014-2016	<p>Further activity promotion toward Sustainable Value Plan 2016 targets</p> <ul style="list-style-type: none"> Review and clarification of major risks for the Fujifilm Group Strengthening measures to raise awareness on existing rules and regulations etc.
2017-2019	<p>Strengthening Corporate Governance as the Fujifilm Group</p> <ul style="list-style-type: none"> Compliance education for all Employees and distribution of CEO message concerning the inappropriate accounting issue Establishment of whistle-blowing system to report directly to FUJIFILM Holdings Revision of the Charter for Corporate Behavior and the Code of Conduct Establishment of FUJIFILM Holdings ESG Committee reorganized from CSR committee
2020-2023	<p>Strengthening compliance and risk management organizations and reinforcement of activities</p> <ul style="list-style-type: none"> Consolidation and reorganization of compliance and risk management organizations at FUJIFILM Corporation and FUJIFILM Business Innovation Corp. under FUJIFILM Holdings Corporation Consolidation and integration of various policies and whistle-blowing systems of the two corporations in Japan Establishment of Fujifilm Group Global Healthcare Code of Conduct Update of message from the president regarding the Fujifilm Group Charter for Corporate Behavior and Code of Conduct. Establishment of the Fujifilm Group’s Purpose as a milestone marking Fujifilm’s 90th anniversary.
2024	<p>Further reinforcement of governance over global compliance</p> <ul style="list-style-type: none"> Published our approach to customer harassment on official website in Japan. Established a whistle-blowing channel regarding compliance issues for stakeholders on official website.

2.2.3 Compliance and Risk Management Structure



The Fujifilm Group has set up an ESG Committee chaired by the president of FUJIFILM Holdings, with the director responsible for ESG serving as deputy chairperson. The Committee deliberates and makes decisions on priority issues related to risk management and ESG.

The activities of the Committee are reported to the Board of Directors, which in turn monitors and assures the effectiveness of risk management for the entire Group. The Audit & Supervisory Board conducts audits to ensure that the internal control systems are functioning appropriately.

The Fujifilm Group appoints officers in charge of compliance and risk management at each operating company to promote risk management for each business activity, and implements a variety of measures to establish an “open, fair and clear” corporate culture throughout the Group.

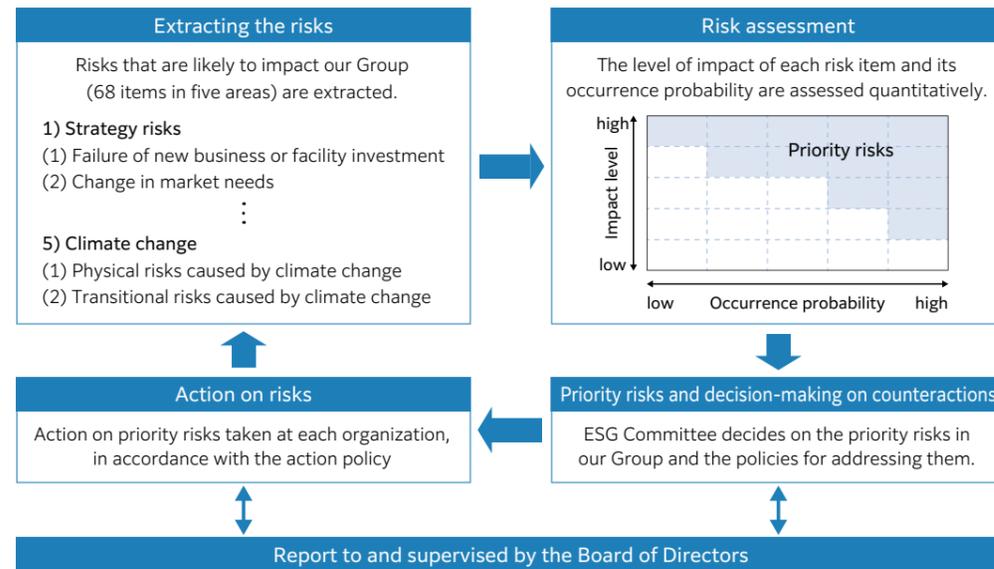
2.2.4 Risk Management

The Fujifilm Group employs Risk Management Regulations that specify the group-wide basic policy and risk management system. Based on these regulations, we identify the tasks required to counter various risks related to our business and are fully prepared to make appropriate responses in the event of a critical incident.

1. The decision-making process for priority risks

The Fujifilm Group has identified 68 items as risks that are likely to have a significant impact on the business management and has organized them into five areas: strategy risks, financial and taxation risks, operation risks, natural disasters and climate change. Each risk has been evaluated quantitatively based on the level of the impact multiplied by the probability of occurrence, as well as from the standpoint of respect for human rights and economic security assurance. Priority risks that require preferential action are decided by the ESG Committee, and the action status on these risks is reported to the Board of Directors semiannually.

Decision-making Process for Priority Risks



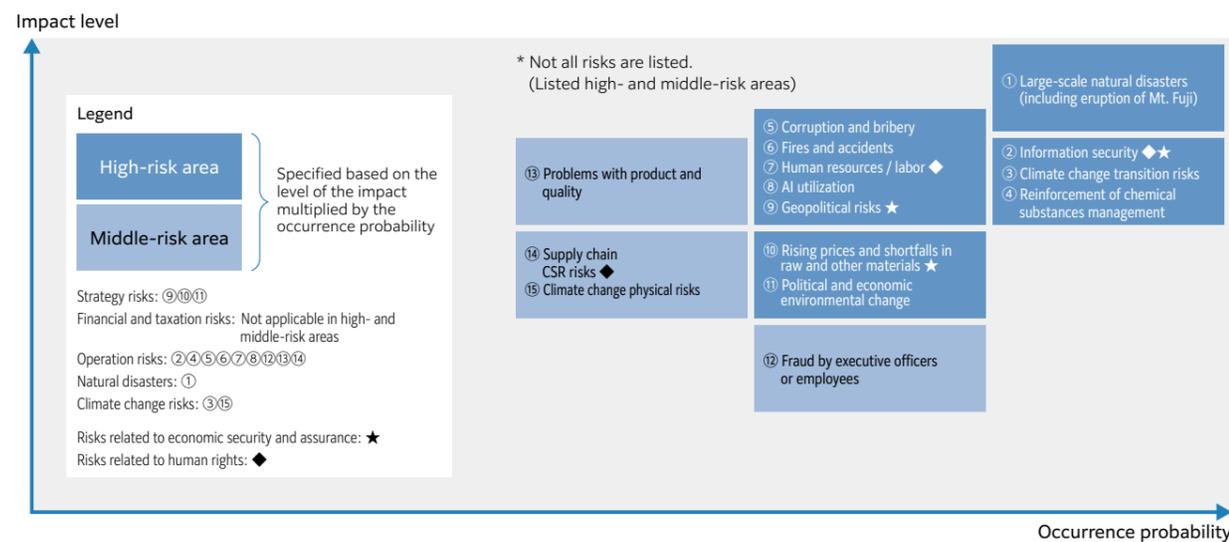
2. Priority risks in fiscal 2025

We recognize that the following major risks might affect our financial condition and the results of our business operations.

On the page for Risks on business, etc. of the *Yuka Shoken Hokokusho (Securities Report)*, in addition to the following items, economic risks such as loss of business opportunities are described.

129th *Yuka Shoken Hokokusho (Securities Report)* <https://ir.fujifilm.com/ja/investors/ir-materials/securities-reports.html> (in Japanese only)

FY2025 Fujifilm Group Risk Map (Partial excerpts)



FY2025 Fujifilm Group Risk Map (Partial excerpts)

Risk Items	Status of Action
Large-scale natural disasters (including eruption of Mt. Fuji)	Risk assessment, monitoring and BCP development have been conducted for each business site and supply chain. Reinforcing activities for an early recovery and reduction of disaster risks for BCP.
Information security (cyberattacks, confidential data leakage & personal information leakage)	Reinforcing measures against cyberattacks, installation of sensors to monitor the behavior of PCs, servers and development of a global scale security surveillance centers have been completed.
Climate change risks	Low-carbon investments are made by reducing CO2 emissions in the product life cycle, developing manufacturing methods with low environmental impact and the internal carbon pricing scheme.
Reinforcement of chemical substances management	Strict regulation requirements are likely to lead to prohibition of the use of existing raw materials. We recognize the PFAS control risks and plan to minimize the impact by developing substitute or alternative materials.
Corruption and bribery	Due to the strict restrictions and the government approval required in the healthcare business, corruption poses a high risk. Preventive measures are being strengthened, chiefly through employee education and monitoring middlemen through outside vendors.
Fires and accidents	Knowledge and skills on handling chemical substances and facility safety are employing to implement measures to prevent fires and explosions. Proceeding with comprehensive awareness raising of safety first practices, and reducing fire risks through fire risk assessments for production facilities and working procedures.
Risks related to use of AI	Promoting AI-related employee education and organizing an AI utilization system, taking account of the following major AI risks: lower competence due to delays in the use of AI, discrimination and prejudice caused by AI decision-making, and delay in legal compliance.
Rising prices and shortfalls in raw and other materials	Procurement from multiple origins for raw and other materials used in priority businesses and products. Also, centralizing the data for supply chain visualization to ensure a prompt initial response to an emergency.
Pandemic and infectious diseases	To reduce the impact of infectious diseases spreading through the business, each organization has developed its own BCP for comprehensive prevention of infection within the organization.
Fraud by executive officers or employees	Fraud is prevented through the development and appropriate implementation of internal control. Monitoring is also carried out for early detection and prevention.
Geopolitical risks	The manufacturing, development and marketing sites of the Group, as well as our suppliers, are distributed across various countries. The latest information on conditions is collected, and instructions on employee safety, asset protection and economic activities decided as part of the risk management system. The instructions are delivered promptly to minimize damage.
Problems with product and quality	In the healthcare business, problems with product quality pose risks that lead to customers experiencing health hazards. Strengthening audits regarding quality assurance.
CSR risks on supply chains	CSR risks on supply chains (human rights infringements, issues of occupational safety and health, conflict minerals, modern slavery, and forced labor violations) lead to supply disruptions and reputational risks. Promoting risk reduction activities through awareness of the code of conduct, self-checks and onsite visits.
Trade and commerce risks	In response to the U.S. tariffs, monitoring their movements and minimizing any group-wide negative impact by applying timely and appropriate measures, such as reviewing supply chains, further reducing costs, and reviewing product and pricing strategies.

3. Response to crisis

Any crisis that takes place in a Group company is handled by the Compliance and Risk Management Structure (described in 2.2.3) and in accordance with our risk management regulations. When found, it is reported to each operating company and ESG Division of FUJIFILM Holdings, and at the same time addressed swiftly to prevent further propagation of the risk. Incidents that may lead to serious crises are immediately reported to the General Risk Management Committee, which is a subcommittee of the ESG Committee, and the response policy is discussed and decided.

Serving as Secretariat, the ESG Division of FUJIFILM Holdings reports incidents received through our operating companies to the ESG Committee. At the same time, the Division monitors implementation of countermeasures for the reported incidents in the operating company, as well as requiring prevention measures to be undertaken by other operating companies to ensure group-wide protection from any recurrence. The ESG Division provides overviews of incidents and detailed reports of more serious incidents to the ESG Committee. Further, the Division provides a quarterly summary of such information to the Directors and Auditors to secure the efficacy of the group-wide risk management.

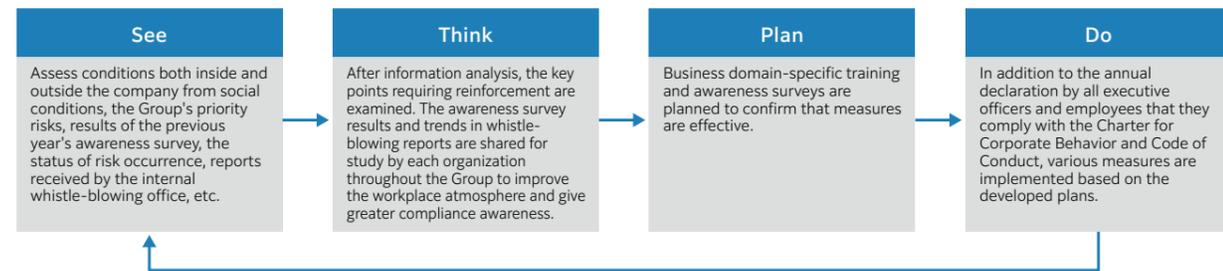
4. Status for fiscal 2024

In fiscal 2024, no significant crisis cases including corruption, discrimination, harassment, conflicts of interest, money laundering or insider trading that should be announced outside the company were confirmed.

2.2.5 Efforts to Promote Compliance

At the Fujifilm Group, the following four steps have been implemented in the STPD (See-Think-Plan-Do) cycle in the drive to maintain and increase awareness of employees' compliance.

For details of our approach to STPD, please refer to 4.5.2-1. *Human resource development programs.*



1. Charter for Corporate Behavior and Code of Conduct

The Fujifilm Group reviews the Charter for Corporate Behavior and Code of Conduct in step with changes in society and business operations. Revisions are made from a global perspective, and the new versions are shared globally in all 24 languages to ensure a correct understanding by employees in each country. In January 2024, the Message from Top Management has been updated with the establishment of the Fujifilm Group's Purpose.

The employees who violate the Code of Conduct possibly become subject to disciplinary measures depending on the content of the violation.

Fujifilm Group Charter for Corporate Behavior <https://holdings.fujifilm.com/en/about/commitment/conduct>

Fujifilm Group Code of Conduct <https://holdings.fujifilm.com/en/about/commitment/law>

Fujifilm Group Charter for Corporate Behavior and Code of Conduct in 24 Languages <https://holdings.fujifilm.com/en/about/philosophy#24languages>

In the healthcare business, we recognize that higher ethical conduct and transparency and fair business activities are requested by society and the regulatory authorities in each country. In accordance with this situation, in July 2020 we established the Fujifilm Group Global Healthcare Code of Conduct that must be adhered to in promoting proper business activities.

Fujifilm Group Global Healthcare Code of Conduct <https://holdings.fujifilm.com/en/about/philosophy/global-healthcare>

2. Compliance training

To establish compliance awareness widely among its employees, the Fujifilm Group has been organizing annual training courses on the Fujifilm Charter for Corporate Behavior and Code of Conduct since fiscal 2019. At the same time, we ask all employees to declare to "understand and act in compliance" with the provisions in the Charter and the Code of Conduct.

Additionally, workplace discussions are held on a regular basis for employees in each workplace to discuss specific and familiar compliance and risk issues such as prevention of harassment and misconduct and make them think as their own issues.

We identify a company, business, organizational level, etc. with a high risk through risk identification, critical incident reports, whistle-blowing reports, and awareness surveys. We then provide the appropriate training corresponding to the potential risks to the relevant people as necessary to provide the appropriate knowledge and thereby ensure compliance.

M&A cases are increasing in the Fujifilm Group in recent years, requiring training at newly acquired subsidiaries. Due diligence is conducted on compliance, followed by prompt introduction and training in the Group's Code of Conduct immediately after acquisition for penetration and understanding of the Group's corporate philosophy.

Contents and Objectives of Compliance Training

Intended audience	Category	Objective
All executive officers and employees	Charter for Corporate Behavior and Code of Conduct and declaration of compliance (Global)	Gaining a greater understanding of the Charter for Corporate Behavior and Code of Conduct Declaration of understanding, complying with and behaving according to the Code of Conduct
	Compliance in general (Prevention of misconduct, prevention of harassment, whistle-blowing, etc.)	Application of the Charter for Corporate Behavior and Code of Conduct to concrete behavior in compliance
	Information security	Acquire a correct understanding of the information security rules and prevent leaks of confidential information (For further details, please refer to 2.2.8-2. (4) <i>Employee training</i>)
All executive officers and employees in the healthcare business	Global Healthcare Code of Conduct and Healthcare Compliance	Study of the Code of Conduct and laws and regulations related to the healthcare business to prevent violations.
New employees (New executive officers, new managerial personnel, new general employees)	Compliance and risk management in general	Establish awareness of compliance and risk management pertaining to each employee's job level and function, to assure appropriate behavior.
Officers in charge of compliance/risk management at each organization	Risk management in general Handling harassment inquiries and current topics on information security, etc.	Promotion and guidance on compliance/risk management activities in each organization, in accordance with the group-wide policy.
Managerial personnel and general employees of organizations to be strengthened	Program content focused on key points in preventing misconduct, workplace discussions, preventing harassment, etc.	Education and training focused on key points to be strengthened in each organization, to ensure deeper knowledge and greater awareness and improvement

3. Awareness survey

The Fujifilm Group conducts regular compliance awareness surveys to examine the degree of awareness of compliance and comprehension among employees and to review the effectiveness of the Code of Conduct. In fiscal 2022, we introduced the Employee Engagement Survey covering past compliance awareness surveys.

The survey consolidates the various theme-specific employee surveys, such as on compliance and brand management, in order to assess the status of engagement in the entire Group. The survey covers all employees worldwide. We confirm the implementation and understanding of compliance responsibilities among our employees, awareness of the whistle-blowing system, and actual conditions involving harassment. The survey findings are reported to the Board of Directors, the ESG Committee and the top management of various Group companies. In addition, they are incorporated in the training programs and measures at each company to maintain and improve compliance awareness and to prevent violations.

4. Whistle-blowing system

The Fujifilm Group prepares two separate whistle-blowing systems. One is through the contact points in Japan and regional headquarters that accept a range of questions and reports including inter-personal issues and compliance in day-to-day business. The other is by directly contacting the ESG Division (the compliance division) of FUJIFILM Holdings concerning critical issues that could significantly impact our business, such as a misconduct and violation of laws. This type of report can be made in 24 different languages, including Japanese and English. In addition, website forms are available for the languages used in each region; we also accept reports from outside the Group.

Reports and inquiries are being handled swiftly and properly at each system for prompt resolution of problems. If a probable violation of the Code of Conduct is identified, the ESG Division (compliance division) investigates the issue. If a violation is confirmed, corrective actions are taken properly to prevent further occurrence. A serious case is immediately notified to the executive officer responsible for the ESG Division and top management to discuss and determine the response.

Anonymous reporting is essentially possible under each whistle-blowing system. As the regulations on whistle-blowing are established, investigations are conducted with confidentiality and protection for the whistle-blower, to prevent the retaliation as a result of their report. Particularly in Japan, in accordance with a new requirement by the amended Whistleblower Protection Act of 2022, officers engaged in responding to whistle-blowing reports were appointed in each Group company. We disseminate this whistle-blowing and consultation system among all employees through posters and the intranet to ensure that they can make contact whenever necessary.

For external stakeholders, we provide "Contact regarding Sustainability" form on our official website to obtain inquiries related to overall compliance and the feedback on our sustainability activities including those related to human rights from the public at large, either anonymous or named. All complaints and suggestions are examined and handled appropriately after investigating the facts.

The number of whistle-blowing reports and contents are regularly reported to the board of directors with due consideration to the whistle-blower.

2.2.6 Achievements for Efforts to Promote Compliance

1. Compliance training

- All executive officers and employees of the Fujifilm Group worldwide received training on the Charter for Corporate Behavior and Code of Conduct; 83,610 people (99.6%) participated in the training program and declared compliance.
- All executive officers and employees of the healthcare business in Japan underwent the e-learning programs on the Global Healthcare Code of Conduct; 13,684 people (97.1%) participated in the program. The Programs were held to ensure that they perform their business activities with understanding and a strong ethical code as regulatory control increases every year.
- Training on compliance and risk management has been conducted for newly joined employees, new managers and new executive officers in their respective positions.
- Corruption prevention training programs adapted to the laws and regulations of each country have been organized by each group company in the global Fujifilm Group.

2. Awareness survey

- An employee engagement survey covering all employees (around 71,000 people) worldwide was conducted in November 2024. The survey found that employees of the Fujifilm Group show an extremely high level of compliance awareness, understand the need to maintain an "open, fair and clear" corporate culture and have knowledge of the whistle-blowing system. Based on these results, interviews have been held with some of the organizations, and instructions were given to develop and implement measures to improve further compliance awareness, prevent harassment, and develop the workplace environment.

3. Whistle-blowing reports

- Number of whistle-blowing reports in fiscal 2024: 342 (248 in Japan and 94 in overseas)
Among the whistle-blowing reports received, issues related to human relationships, personnel and labor affairs and harassment accounted for 70% of the total, in which each case was handled appropriately. There have been no incidents that could lead to a serious situation for the Group.
- In fiscal 2024, we did not experience any critical violation of Code of Conduct that we needed to make public.

2.2.7 Efforts for Each Theme Related to Laws and Regulations Particularly Important in Business

An "open, fair and clear" corporate culture is the fundamental principle on which the Fujifilm Group conducts its business activities. Chapter 2 of the Charter for Corporate Behavior and Code of Conduct (Fair Business Activities) states explicitly that the Group will uphold fair competition, fair sales activities, fair procurement activities, prevention of corruption, prohibition of bribery and restrictions on gifts and entertainment and compliance with export and import control regulations. Similar provisions are stated explicitly in the Fujifilm Group Global Healthcare Code of Conduct.

1. Efforts for anti-corruption (bribery)

In the Charter for Corporate Behavior and Code of Conduct, the Fujifilm Group has declared that we will refuse any involvement in corruption or in any dubious action that could cause suspicion of fraud with suppliers, business partners, public officials and government representatives.

We took action to reduce the occurrence of priority risks related to corruption in fiscal 2024. Anti-corruption regulations in effect at Fujifilm Group companies in Japan and other countries are updated as required to adapt to new laws and revisions to existing laws and regulations.

Anti-corruption regulations are designed to control the following.

- Providing, requesting or promising monetary and other benefits for inappropriate purposes or outside normal social propriety.
- Advanced application and approval procedure required when providing benefits that are within the scope of normal social propriety.
- Preparatory inspections made before starting to trade with agents such as distributors and other intermediaries and anti-corruption provisions included in contracts.
- Procedure for handling reports in the event of violations or matters of concern

To deal with such cases, Fujifilm Group companies in Japan and other countries receive an annual self-audit on compliance with anti-corruption regulations and a review of the status of their anti-corruption training program.

Agents such as distributors and other intermediaries are also required to submit annual reports to confirm that they are free from any corrupt practices. In addition, agents are told to employ the services of an external research firm in carrying out compliance due diligence with the focus on preventing corruption.

An annual status report on these anti-corruption activities is sent to the Board of Directors of FUJIFILM Holdings.

Status for fiscal 2024

- We conducted self-audits on a global scale and confirmed that anti-corruption training has been given to all employees that require it. There have been no serious corruption incidents requiring disclosure. The findings are reported to the Board of Directors of FUJIFILM Holdings.
- We use an external research firm to manage compliance due diligence focused on anti-corruption and other issues. We started the global application of this service, expanding the coverage areas.

2. Preventing anti-competitive practices

The Fujifilm Group is working hard to observe anti-trust laws and has developed manuals and guidebooks that provide basic knowledge of anti-trust laws, standards of conduct to be observed and important points to be noted. We conduct employee trainings as needed, and perform annual self audits. No serious violations were reported to the global

headquarters.

To ensure compliance with Japan’s subcontractor law (Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors), we provide regular training sessions to the personnel responsible for managing subcontractors in each division and domestic Group companies, and to those who are responsible for submitting orders and wish to attend the lectures. We confirm our compliance with the law throughout the divisions and domestic Group companies in response to inspections either by the Japan Fair Trade Commission or the Small and Medium Enterprise Agency. In fiscal 2024, we again conducted an assessment of employees in Japan to confirm their understanding of Japanese laws, including the Japanese anti-trust law and subcontractor law, and have ensured awareness and compliance with these laws and regulations.

There were no serious cases pointed out for anti-competitive practices by administrative authorities in fiscal 2024.

3. Initiative on legal compliance in the healthcare business (Act on Securing Quality, Efficacy and Safety of Products Including Pharmaceuticals and Medical Devices)

The Fujifilm Group Global Healthcare Code of Conduct was established in fiscal 2020 to ensure legal compliance in the area of healthcare.

Status for fiscal 2024

Training was given to executive officers and employees working in the healthcare business. The administrative authorities have not identified any serious cases.

4. Export and import control

The Fujifilm Group has created the Global Security Trade Control Policy, one of the basic policies commonly shared across the Fujifilm Group, and control our exports based on this policy. This is our means of preventing products and goods that could be converted into arms or be adapted for military use from being obtained by terrorists or nations that could threaten international security. We can therefore state that we contribute to maintaining international peace and safety not only by observing the related laws. The Fujifilm Group has established Regulations on Export Security Control based on its Export Security Control Policy for export control in compliance with laws and regulations by an export control organization chaired by the President.

Fujifilm Group Export Control Framework



We have prepared e-learning programs to train employees in the purpose and outline of export and import control to facilitate acquisition of the necessary knowledge at the right time. Additionally, we hold briefings on revisions to laws and rules, concrete details on export and import control methods, etc., to foster greater understanding among employees.

For each division in our Group companies, we conduct annual written audits, as well as on-site audits, for continual improvement aimed at more solid and reliable export and import control.

Status for fiscal 2024

We carried out written audits and on-site audits also in fiscal 2024 and did not find any serious violations.

The Fujifilm Group never had a case pointed out by administrative authorities concerning export and import control.

Global Security Trade Control Policy <https://www.fujifilmholdings.com/en/sustainability/vision/control.html>

5. Appropriate application of economic partnership agreements

The Fujifilm Group is actively utilizing the international framework established by economic partnership agreements (EPAs) to reduce tariff payments to various countries. Due to the lack of uniformity in EPA provisions worldwide, requirements determined separately by the various agreements must be met. Satisfaction of the criteria is verified with reference materials on manufacturing parts and materials and production process and data on raw materials costs, product sale prices, etc. The verification reference materials produced by the development, manufacturing and sales divisions must be checked thoroughly, since failure to satisfy even one EPA requirement will be regarded tax evasion. To address this need, we have established the Fujifilm Group EPA Management Regulations to identify explicitly the responsibilities and roles of each business division, the need for continual confirmation of the viability of verification materials and storage periods for such materials. Inspection and confirmation by the EPA Promotion Division provides support to ensure that we continue to satisfy EPA provisions.

We provide relevant personnel with direct training on the requirements and methods for EPA application. At the same time, e-learning programs have been developed to assure appropriate application.

2.2.8 Information Security

1. The environment and risks surrounding information security

The financial damages related to cyberattacks have been rapidly increasing globally in recent years, and it is anticipated that in the long term, these threats may become even more severe. For the Fujifilm Group, which provides products and services such as medical systems and IT solution in Japan and other countries, information leakage from cyberattacks poses significant risks. This could lead to substantial fines and damage compensation claims due to legal violations. At the same time, such information leakage could easily cause a loss of trust by those customers who use our products and services.

Furthermore, with our global networks of bases interconnected, an attack on even a few vulnerable locations could result in large scale business disruptions.

We therefore recognize information security risks as one of the critical management issues and are enhancing our information security management system and measures described below, with the awareness that information security risks are long-term threats that could have a serious impact on our business.

2. Development of an information security management system

(1) Basic policy

The Fujifilm Group has established Information Security Policy as a group-wide action policy covering the following six items. This Policy has been disseminated to all employees.

Information Security Policy

The Fujifilm Group establishes the Information Security Policy towards the maintenance and improvement of Information Security as one of critical issues in business activities in order to continue to be a reliable corporation under our open, fair and clear corporate culture, and to fulfill our social responsibility.

- 1. Preparation and observance of information security rules**
We prepare documents such as regulations and guidelines and ensure that they are fully complied with to follow this Policy, as well as to comply with all applicable laws, and regulations enforced in the regions in which we conduct business.
- 2. Establishment of information security management organization**
We clearly define the organization structure and responsibilities to implement information security measures appropriately and reliably. Under our information security management organization, we, as a member of society, appropriately provide information and actively collect information from external information security organizations.
- 3. Information security education**
We endeavor to raise awareness through enlightenment, education and training to implement information security measures appropriately and reliably.
- 4. Continuous improvement of information security measures**
We review various measures as necessary for continuous improvement based on risk assessments to respond to changes in legal or regulatory requirements and new information security risks such as cyberattacks. We also maintain and improve supply chain security of business partners and other parties.
- 5. Maintenance and protection of information assets**
We protect critical information including customer information, information of business partners, and company technical information from threats of leak, falsification, and loss by observing our code of conduct. We endeavor to ensure information security of our products and services to protect customer information. In case of a security incident, we will minimize the impact by a prompt initial response such as the prevention of damage propagation, and taking recurrence prevention measures.
- 6. Compliance with laws and regulations**
We comply with information-security-related laws and regulations enforced in the regions in which we conduct business, as well as contracts with customers and business partners.

(2) Information security risk management system

The Fujifilm Group has implemented information security management for the entire group, with Corporate Information Security Governance Organization and Corporate ICT Security Management Organization set up under both Corporate Information Security Governance Officer, who is the executive officer in charge of the ESG Division of FUJIFILM Holdings and Corporate ICT Security Officer, who is the executive officer in charge of the ICT Strategy Division of FUJIFILM Holdings. The group-wide information security strategies are determined by the ESG Committee, chaired by the president of FUJIFILM Holdings. Issues concerning these strategies are also regularly reported by the ESG Committee to the Board of Directors, which supervises compliance and risk management across the entire group.

Measures regarding the information security are implemented by the information security managers in each organization.

(3) Cybersecurity response system

To ensure that all information on our products and services exchanged with our customers is secure and to safeguard business continuity, the Fujifilm Group has set up the Fujifilm Security Operation Center (Fujifilm SOC) to monitor information security for the entire Group. It has also set up the Fujifilm Cybersecurity Incident Response/Readiness Team (Fujifilm CERT) to be responsible for comprehensive surveillance of the entire Fujifilm Group, detect any signs of security incidents rapidly and respond swiftly to any incident to prevent damage from spreading.

Highly sophisticated protective measures based on the concept of zero trust network access and connected continuously to a cloud server provide solid security in a user-friendly environment, ensuring both convenience and safety. With the risk of cyberattacks growing every day, group-wide action is being taken to identify all internal issues to be resolved in the event of a sophisticated attack. Our systems' defense measures are being reviewed and strengthened from the outbreak of an incident and the initial response through to the recovery phase.

(4) Employee training

The Fujifilm Group believes that it is important for each and every employee to acquire the necessary knowledge and maintain a high level of awareness in order to prevent information security incidents and incidents or violations related to the handling of personal data. For this reason, e-learning programs on personal data protection are being conducted every year for all employees.

Additionally, we conduct training on cyberattacks, including targeted attack emails, by actually sending emails posing as phishing emails to employees. This suspicious email handling training, aimed at increasing sensitivity to security through the experience of receiving such emails, has been conducted every year since 2011. Since 2024, we have expanded the coverage areas of this training globally as our global common measures.

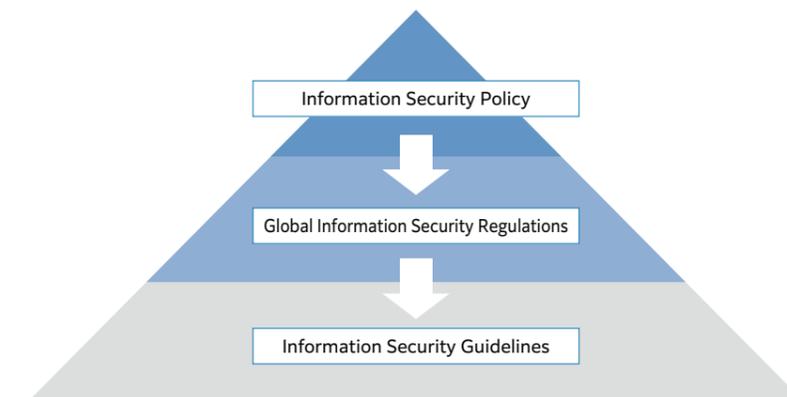
3. Identifying information security risks and countermeasures

(1) Establishing an information security management system

The Fujifilm Group ensures a uniform global security level led by our regional headquarters in Japan, the US, Europe, Southeast Asia, and China, based on the Information Security Guidelines and the Global Information Security Regulations, which complies with ISO/IEC 27001, the standards for an information security management system.

The Information Security Guidelines define concrete security management methods that are globally applicable and each company manages their security accordingly. In the "Global Information Security Regulations" that establish basic rules, global common requirements are deployed across the entire group, including overseas regions. The lower-level document, "Information Security Guidelines," specifies concrete management measures fit the environmental and operational conditions of each region in accordance with the requirements of the regulations. Both documents are reviewed and updated to adapt to the circumstances.

Structure of Information Security Rules at Fujifilm Group



(2) Information security PDCA cycle and other measures

The Fujifilm Group secures its information based on an ISO/IEC 27001-compliant PDCA cycle. We assess the information risks and create an action plan each year, and based on this plan, the information security manager appointed in each organization leads following activities.

I. Improved security quality of products

The Fujifilm Group has implemented a design and development process for better security quality throughout the product life cycle from product planning, design and development to maintenance and operation. Specifically, we are implementing threat analysis in the upstream process of design and development, secure coding, response to supply chain vulnerabilities and regular vulnerability inspections before and after product release, based on a policy of “security by design.”

II. Response to vulnerabilities

The Fujifilm Group collects vulnerability data from JPCERT/CC and other external organizations and disseminates information as needed to relevant organizations in the Group. If there is information on a vulnerability that will have a significant impact, we hold a vulnerability response meeting for each vulnerability theme to decide on the response policy and solution.

If a vulnerability in one of our products is reported from an outside whistle-blower, we disclose the vulnerability information and provide security patches, in accordance with the Information Security Early Warning Partnership Guideline and in coordination with IPA and JPCERT/CC.

III. Response to internal frauds

With Global Information Security Regulations, the Fujifilm Group prohibits the transfer of corporate information to any non-corporate equipment or device. As a part of data leakage prevention efforts, in domestic sites and some overseas sites, we are monitoring online transfers of corporate information to individual email addresses or external cloud services. If any suspicious conduct is detected, we investigate the evidence where necessary.

IV. Cyber-training

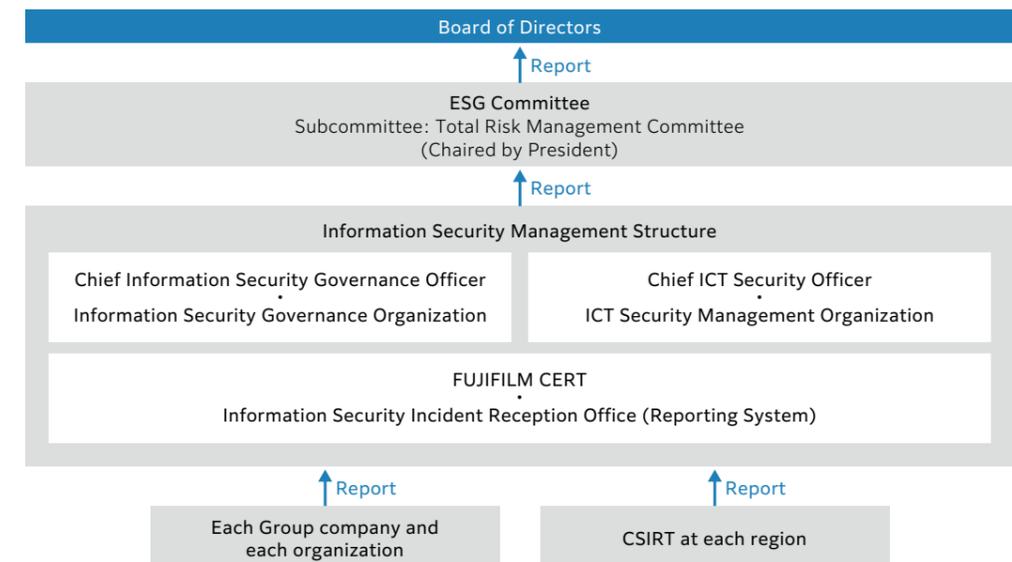
The Fujifilm Group participates in joint cyber drills organized annually with NISC (National Center of Incident Readiness and Strategy for Cybersecurity) hosted by the Nippon CSIRT Association. These exercises help ensure that we can respond flexibly and appropriately in the event of an incident caused by a cyber-attack. Through these drills, we confirm our response procedures and upgrade our response skills.

Additionally, starting from the fiscal year 2022, we conduct annual initial response drill for a cyber incident with the participation of executive officers and department heads responsible for cybersecurity. During the drill, within a set time frame, an interim report from Fujifilm CERT is organized and prepared by the department head for submission to the director responsible, who in turn decides how to limit the damage and the impact on business activities. The issues identified during the drills are reflected in the incident initial response procedure. By conducting drills with different scenarios each year, we continuously improve our initial response capabilities for when incident occur.

4. Development of an emergency response system to address incidents

The Fujifilm Group provides a one-stop report reception office to accept reports about information security incidents and cyberattacks to promptly gather information about such incidents in a centralized manner. In the event of an incident, the ICT security management organization and the information security governance organization work together, sharing tasks, to implement measures to minimize any damage.

Emergency Response System



5. Measures for supply chain security

The Fujifilm Group considers the entire supply chain, including business partners, within its management scope and conducts activities accordingly. In society, there have been reports of cyberattacks on supply chains affecting production activities and supply, and Japanese governments have been issuing alerts to strengthen cybersecurity measures. In response to these developments, we are bolstering our measures against security risks of our suppliers. In addition to the information security management that we have implemented to our subcontractors, we conducted an information security self-check targeting Japan and other countries' suppliers to confirm the information security status in fiscal 2024. Responses have been received from 1,204 companies. This self-check has enabled us to confirm the status of information security at our suppliers. This was followed up by a clear statement of the level expected of a company in the Fujifilm Group and a request to reinforce security. We will conduct these checks regularly in the future to reduce information security risks for our suppliers.

For details on information security management for our suppliers, please refer to *the FUJIFILM Holdings Information Security Report*, "Supply chain security."

Information Security Report <https://holdings.fujifilm.com/en/sustainability/activity/governance/security>

6. DX promotion and risk countermeasures

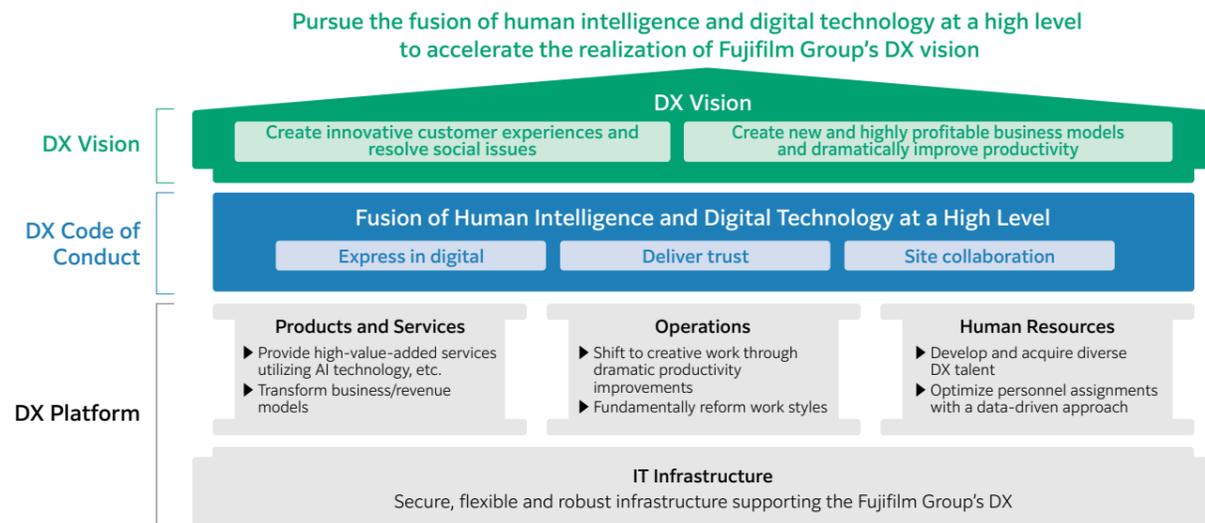
The Fujifilm Group has actively taken on DX by utilizing AI and IoT. In 2021, the company has drawn up the “DX Vision” to further promote DX to provide products and services of even greater quality than ever before, thereby dramatically enhance value the Group provides to customers as the company continues to work toward solving social issues.

Fujifilm Group's “DX Vision”

Fujifilm's relentless pursuit of a better world is entrenched in the Company's commitment to a more sustainable, healthier, and safer future. We are well prepared for taking on the greatest challenges of our time through the use of advanced and digital technology, valuable and innovative products and services, and from the connected contributions of every business, every team, and every individual at Fujifilm.

(1) The Fujifilm Group's DX and AI utilization

Efforts are currently being made in Product DX by putting robotics and AI technology to use in our products and services to support the acceleration of DX of customers; in Work DX by making use of software and other tools to fundamentally reform work processes and significantly increase productivity; and in Human Resources DX, which develops DX-capable human resources and promotes optimization of human resources deployment based on data. Furthermore, a flexible and robust IT infrastructure is being built under solid information security as a foundation for supporting these efforts.

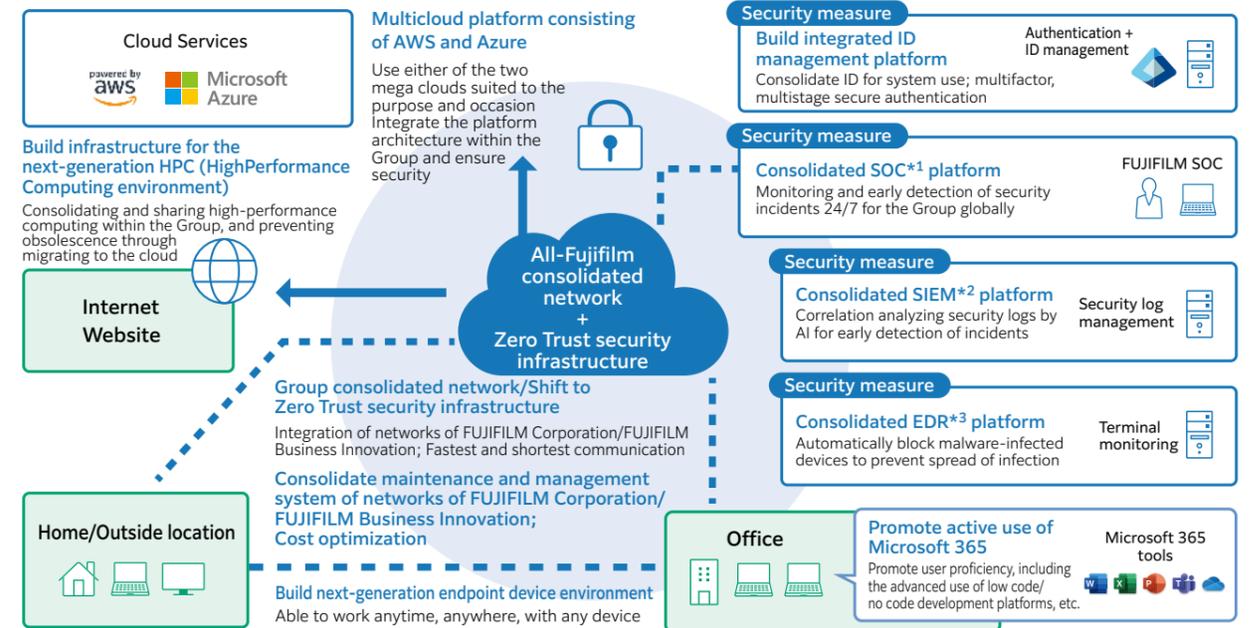


Responding to risk in the use of AI is another important factor in order to further accelerate the strengthening of products and services, improving productivity of work, and realizing active participation by diverse human resources, by proactively using AI at all the workplaces that are promoting DX inside and outside Japan.

At the Fujifilm Group, the relevant organization of each company handles risk not only in the aspect of cybersecurity but also in the aspects of coping with laws and new regulations of various countries related to such matters as copyright and privacy rights, in order to ensure appropriate use of AI.

(2) Key measures for infrastructure and security

High productivity and safe working environments are achieved through the use of cutting-edge technology and services, and the implementation of measures that are shared by all the Group companies in Japan and other countries.



*1 SOC: Security Operation Center. An organization dedicated to conducting monitoring, detection and analysis of cyberattacks
 *2 SIEM: Security Information and Event Management. A system for detecting such incidents as cyberattacks and malware infection through centralized collection of logs and data from firewalls, etc., and conducting correlation analysis of the aggregated data
 *3 EDR: Endpoint Detection and Response. Security software that monitors computers and servers connected to a network to detect suspicious behavior

Having drawn up a roadmap for promoting DX, it is our aim to get products and services to become established as “a foundation to support a sustainable society” and to continue to contribute to solving social issues through the formation of a new ecosystem by collaborating with various stakeholders. To accomplish this, it is absolutely essential that we provide all stakeholders with a safe and secure environment, for which we regard cybersecurity to be an indispensable factor.

(3) Strengthening cybersecurity measures

Using the global standard cybersecurity framework put forth by the National Institute of Standards and Technology (NIST), FUJIFILM is carrying forward the following robust measures from both aspects of technologies and operations.

Cybersecurity Framework Functions and Corresponding Focuses and Measures

Phase	Action item	Examples of measures
Identify	Identification of assets and important information	<ul style="list-style-type: none"> We are currently operating management processes such as conducting surveys on the implementation status of global common measures with our domestic and overseas group companies, as well as a prior application system for connections to external services such as SaaS. Network equipment management that is common to all the Group companies globally has been started, in order to grasp information of the network equipment configuration and strengthen vulnerability countermeasures
	Prevention of information leakage	<ul style="list-style-type: none"> SASE*1 has been started to restrict access to external services, in order to strengthen the prevention of removal of company information using private external storage or other means Started installing the patch management platform throughout Group companies in Japan and other countries to reliably and promptly address any vulnerabilities. In order to ensure safe storage of important information, shared storage for the Group companies in Japan and other countries is being deployed Encryption settings with IRM*2 are being used in order to prevent viewing by a device that is not a terminal device provided by the company, even if removal of important information has occurred
Protect	Platform measures	<ul style="list-style-type: none"> Use of multicloud platform environment based on common security settings has started, in order to ensure the security of the cloud environment of Group companies inside and outside Japan as a whole Strengthening of data center network security through microsegmentation*3 has been carried out, in order to minimize damage that would otherwise spread to others after intrusion by an attacker

Phase	Action item	Examples of measures
Detect	Early detection	<ul style="list-style-type: none"> A framework utilizing EDR and SOC for monitoring/responding to abnormalities around the clock, 365 days a year, is being implemented throughout Group companies inside and outside Japan as a whole, for the early detection of and response to signs of cyberattack Detection and response capabilities continue to be strengthened by making improvements to facilitate the identification of issues using Red Team tests*4 and other tools, with the aim of increasing the accuracy of monitoring and improving the operation quality of FUJIFILM SOC
	Whistle-blowing	<ul style="list-style-type: none"> A framework for reporting emergencies has been set up and is in operation, enabling employees to immediately report emergencies at any time, including nighttime and holidays
Respond	Instructions and responses for emergencies	<ul style="list-style-type: none"> Action rules have been put in place to use the disaster emergency report system that can be accessed from personal terminal devices, the public address system, and bulletin boards to enable emergency instructions to be sent to employees without using terminal devices provided by the company
	Action meeting	<ul style="list-style-type: none"> A process is in place that enables the ESG Committee to discuss countermeasures in the event of a serious cyberattack, so that prompt, appropriate decision-making can be carried out by top management
	Investigation of impact and cause	<ul style="list-style-type: none"> In anticipation of an emergency, preparations have been made, including deciding in advance on possible external vendors to be requested to conduct an investigation into the cause so that the investigation can be promptly carried out through digital forensics of terminal devices*5
	Report to relevant institutions	<ul style="list-style-type: none"> In order to comply with the Act on the Protection of Personal Information, reporting procedures have been prepared and are being put into effect for reporting to Personal Information Protection Commission and other possible institutions
Recover	Business continuity	<ul style="list-style-type: none"> In preparation for an emergency, alternative measures (BCP: Business Continuity Plan) for work that is anticipated to be seriously affected by a system outage have been prepared and are being put into effect so that such work is replaced with work that can be done without requiring the use of PCs
	Recovery	<ul style="list-style-type: none"> Determination is made of priority for recovering systems, and activities are periodically carried out to spread awareness of the necessity to back up important information in preparation for when systems become inoperable.

*1 SASE: Secure Access Service Edge. A network security model for achieving a zero-trust network. This model is a concept for realizing a safe environment, even in a cloud-centric environment, by having all communication go through a virtual security platform on the internet.
 *2 IRM: Information Rights Management. Software that encrypts document files, making it possible to manage and control the viewing and editing of files.
 *3 Microsegmentation: A design technology for subdividing the network segments and carrying out detailed visualization and control of traffic in order to heighten security.
 *4 Red Team Test: This is an assessment that calls for a security specialist to launch various realistic attacks on a customer company in order to test the effectiveness of the security measures of the company.
 *5 Forensics: A process that calls for meticulously retrieving information from data and management information, even if the data has been deleted, in order to reveal what operations have actually been carried out.

(4) Closer communication with stakeholders

To report on Fujifilm’s activities on information security and to win stakeholders’ trust for its business operations, the Fujifilm Group publishes an Information Security Report. In addition, we disseminate our initiatives both internally and externally through other publications, such as the Sustainability Report and Integrated Report.

FUJIFILM CERT is a member of the Forum of Incident Response and Security Teams (FIRST), the international CSIRT community, and also of the Nippon CSIRT Association, the CSIRT community in Japan. This contributes to greater security and safety in cyberspace through information exchange and coordination with other CSIRTs in Japan and other countries.

(5) External recognition

In principle, we remain flexible to adopting the latest technology for our cybersecurity measures. As technology has advanced, we have fundamentally transformed our corporate infrastructure under the leadership of senior management. Currently, all our infrastructure is internet-based and cloud-based, with measures that adopt the zero trust security model. We have implemented the latest measures, such as SASE, SIEM and EDR are also implemented at our sites overseas as well, aiming to achieve true zero trust security.

We have also established robust, group-wide security governance, including implementation of cyber incident reporting rules and a comprehensive response structure. In particular, we recognize the significant social importance of the medical field and are proactively working to enhance cybersecurity.

Our wide-ranging efforts have been highly evaluated externally, and we were awarded the Grand Prix at the Cyber Index Awards 2023*1 hosted by Nikkei Inc. In fiscal 2024, we received two stars, the top ranking in the Cyber Index Corporation Survey*2 2024, conducted by the Information Technology Federation of Japan.

The Fujifilm Group will continue to drive our business to achieve our mission: “Resolve social issues through our business activities.” We will also work to foster trust, which is the foundation of security and safety for our stakeholders and employees, and to strengthen the cybersecurity that supports this trust.

*1 Cyber Index Awards: Awards hosted by Nikkei Inc., recognizing companies and initiatives that have achieved outstanding results in cybersecurity, which are essential for significantly advancing digital transformation (DX) in the economy and society.
 *2 Cyber Index Corporation Survey: Rating awarded by the Information Technology Federation of Japan to companies that have demonstrated excellent commitment to cybersecurity and transparency in information disclosure, based on an assessment of their cybersecurity initiatives and disclosure practices.

2.2.9 Privacy Protection

1. Basic policy

The Fujifilm Group’s code of conduct, which defines how domestic and overseas employees should behave, stipulates the protection of personal information as a part of respecting human rights. Each group company defines a privacy policy that contains the common content of the Fujifilm Group to handle personal data with the Group’s common idea.

This policy is applied to the entire supply chain of the Fujifilm Group including suppliers and subcontractors.

2. Promotion structure

Based on the Privacy Policy, the Fujifilm Group established the Global Personal Information Protection Regulations and the Personal Information Management Regulations to specify the methods of handling personal data. The General Manager of the ESG Division is appointed as the officer responsible for building and maintaining the personal data protection structure.

Decisions on policies related to personal information for the Group as a whole are made by the ESG Committee, which is chaired by the President of FUJIFILM Holdings Corporation, with the decisions being regularly reported from the ESG Committee to the Board of Directors. The Board of Directors is responsible for the supervision of the Group compliance and risk management, with responsibility for the protection of personal information being understood to be an important issue, ensuring the effectiveness of this process in protecting personal information. After policies are decided by the ESG Committee, the policies and goals are disseminated throughout the Group by the ESG Division, which is responsible for controlling the protection of personal information. The ESG Division also strives to grasp the status of the implementation of the policies and progress towards the goals, provide instruction and advice to the head of each organization that handles personal information, and keep the employees thoroughly informed about the contents of regulations. Furthermore, with the rise in society’s awareness of personal information protection, the ESG Division understands that the protection of personal information is a critically important risk issue for the company, formulates action plans when carrying out risk identification every year, and checks activities taking place within the risk management structure of the entire Group.

The companies with ISMS certification or the Privacy Mark certification are implementing improvement activities with regular audits by external audit firms and audit results.

3. Employee training

Please refer to 2.2.8-2. (4) Employee training.

4. Appropriate handling of personal data

The Fujifilm Group has implemented appropriate safety management measures to protect the personal information held by the Group, establishing internal rules (the Global Personal Information Protection Regulations, the Personal Information Management Regulations, various guidelines, etc.) for the handling of personal information, as well as privacy policies.

Our Policy on Personal Information Protection and Privacy Policy are both applied to the collection and use of personal information on our stakeholders, including customers, business partners and shareholders. Such collected personal information is used solely for the purposes described at the point of data collection, and never beyond the scope of said purposes without the consent of the information owner, except in legally-permitted cases. All collected personal information is deleted swiftly after the usage purpose is fulfilled, except when legally required. When the owner of such personal information requests us to disclose, correct, or cease using their information, we undertake to fulfil the request in a reasonable manner following the procedures specified by the laws and company rules after confirming that the identity of the requesting party is indeed the owner of the information. Secondary use of customer data is prohibited by our internal regulations.

In addition, when there are any updates to our Privacy Policy, we disclose these updates on our website, and obtain appropriate consent from the data subject if required by law.

We conduct inventory checks to verify and correct safety management measures, as well as to confirm the disposal and deletion status of personal information that has fulfilled its intended purpose. The inventory status for each organization is audited by the ESG Division of FUJIFILM Holdings. In Japan, our work regulations stipulate actions, including disciplinary measures, against unauthorized handling of personal data, and similar measures are being implemented overseas. At the

same time, near-miss cases, including those that have occurred in other companies, are shared as a caution and to raise awareness. We take various measures to prevent information from being taken out of the company to assure protection of personal data.

When asked by the government agencies to disclose personal information, we decide properly after reviewing the content of the request and applied laws.

We are also implementing reasonable safety or correction measures against risks such as unauthorized access, loss, damage, and leakage of personal information. For further details, please refer to *the Information Security Report*.

Information Security Report <https://holdings.fujifilm.com/en/sustainability/activity/governance/security>

5. Action on global compliance

In face of the rapid development and review of personal data protection laws in various countries, as represented by EU's General Data Protection Regulation, it is important to keep abreast of such developments and assure compliance. The Fujifilm Group employs Global Personal Information Protection Regulations based on the OECD Privacy Principles as its fundamental group-wide rules to appropriately protect and manage the personal data used across the entire group, including overseas.

Although our regional headquarters and local subsidiaries are involved in the practical aspect of dealing with these developments, the ESG Division of FUJIFILM Holdings is also examining the development and review of the laws in various countries and confirming the activities of the various regional headquarters and local subsidiaries.

6. Incidents and violations in personal data handling

In the fiscal year 2024, there were no reports or indications from third parties or regulatory authorities regarding inappropriate handling of personal information, such as external leaks or use beyond the intended purpose, nor were there any significant incidents that needed to be disclosed externally.

Acquisition of P-Mark and ISMS at Fujifilm Group

As of June, 2025

Certification	Certified affiliates	
P-Mark*1	FUJIFILM Medical Co., Ltd. FUJIFILM Imaging Systems Co., Ltd. FUJIFILM Media Crest Co., Ltd. FUJIFILM Techno Service Co., Ltd. FUJIFILM Imaging Protec Co., Ltd.	FUJIFILM System Services Corp. FUJIFILM Medical Solutions Corporation FUJIFILM Healthcare Systems Corporation FUJIFILM Healthcare Laboratory Co., Ltd.
ISMS*2	FUJIFILM Corporation*4 FUJIFILM Imaging Systems Co., Ltd.*4 FUJIFILM Imaging Protec Co., Ltd. *4 FUJIFILM Medical Co., Ltd. *4 FUJIFILM Software Co., Ltd. *4 FUJIFILM Wako Pure Chemical Corporation*4 FUJIFILM Business Innovation Corp. FUJIFILM Business Innovation Japan Corp. FUJIFILM Manufacturing Co., Ltd.	FUJIFILM Printing Systems Co., Ltd. FUJIFILM System Service Co., Ltd. FUJIFILM Service Link Co., Ltd. FUJIFILM Service Creative Co., Ltd. FUJIFILM PBC Co., Ltd. FUJIFILM RIPCORD G.K. FUJIFILM Business Innovation overseas manufacturing companies (3 companies) FUJIFILM Business Innovation overseas sales companies (13 companies)
ISMS-PIMS*3	FUJIFILM System Service Co., Ltd.*4 FUJIFILM Business Innovation overseas sales companies (7 companies)	

The scope of application may be limited for some organizations. Please contact the relevant companies for details.

*1 Privacy Mark (P-Mark): A mark granted by the Japan Information Processing Development Corporation (JIPDEC) to companies in which personal information is handled appropriately.

*2 ISMS: Certification regarding the overall management framework for information including personal information (Information Security Management System).

*3 ISMS - PIMS: Certification related to privacy protection based on ISO/IEC 27701, granted with prior conformance to ISMS.

*4 The scope of application is limited. The scope of certification in Japan and the names of the organizations/divisions can be viewed by clicking on "Certified Org." at the "Information Security Management System Accreditation Center (ISMS-AC)" website.

FUJIFILM Holdings Information Security: Third party evaluation and certification

https://www.fujifilm.com/files-holdings/en/sustainability/activity/governance/security/security_report_en.pdf

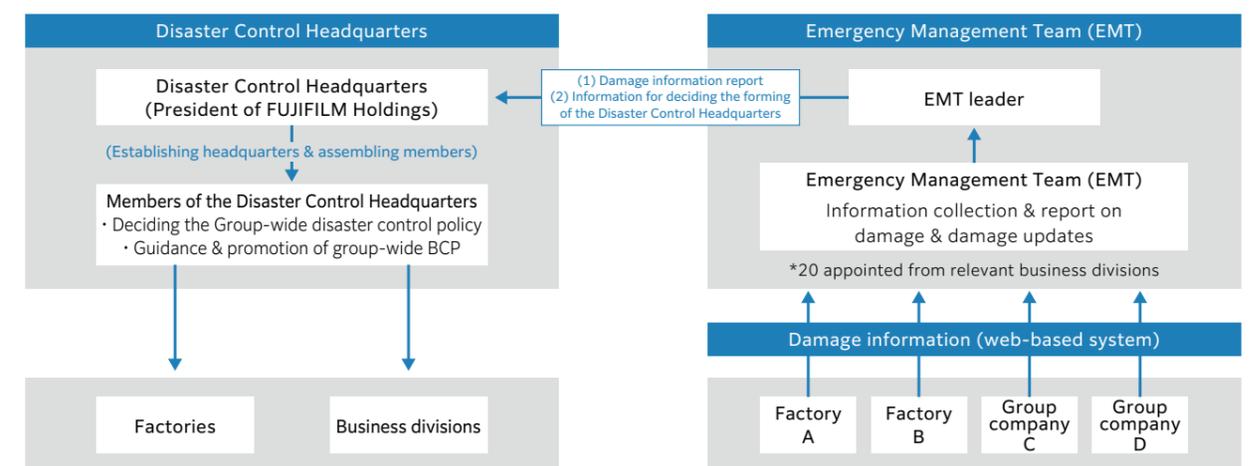
2.2.10 Initiatives on Business Continuity Such As Large Scale Natural Disasters

1. Basic policy

Of the variety of risks that threaten business continuity, risks related to large scale natural disasters have increased in recent years. Drastic environmental changes are happening around the world, represented by rises in sea levels and abnormal meteorological phenomena caused by climate change. The results of these changes are getting more serious each year. In conducting its business activities on a global scale, the Fujifilm Group believes in its social responsibility to maintain a continuous supply of its products and services (business continuity) while at the same time assuring safety and protecting the lives of its employees in various regions. To minimize damage to business in the event of a natural disaster, we actively work to protect against and mitigate damage from natural disasters.

2. Organization in the event of natural disasters

Disaster Information-Collection Organization



Speed in collecting information is vital to minimize the damage caused by natural disasters. In dealing with such damage, we have created an organization that focuses on information collection.

(1) Emergency Management Team (EMT)

The Emergency Management Team (EMT) is organized by representatives of General Affairs, Human Resources, and other divisions that have the ability to implement countermeasures to natural disasters. The team collects information on disaster damage, as well as damage to the Group, and the EMT leader proposes the formation of a disaster control headquarters. Among the emergency measures at disaster control headquarters, discussions on how to respond are based on the information supplied by the EMT, so it is a vitally important organization.

(2) Disaster control headquarters

In the event of a large-scale natural disaster, the decision on whether to form a disaster control headquarters headed by the Fujifilm Holding President is based on information collected by EMT. If approved, the headquarters is established at head office. The Disaster Control Headquarters determine early recovery measures and business continuity measures after discussion with factories and business divisions.

3. Summary of activities

We carry out projections of possible risks (and screening for disaster risks) for each business site in Japan and other countries. The Group is implementing measures, not only on an across-the-board, group-wide scale, but also those that are specific to the potential disaster risks at individual business sites and businesses.

(1) Reinforcement of preparatory action

The Fujifilm Group focuses on the following two important points.

① Assessment and greater visibility of disaster risks

- Disaster risks for each business site are assessed, followed by preparation of a risk map based on the information.
- Established the All Hazards BCP, which comprehensively covers various risks such as natural disasters and information security.

② Study and preparation of countermeasures to address the assessed disaster risks

- An "action manual" is produced by each production site, specifically for that site, to address each disaster risk made visible on the disaster risk map.
- Drills on how to proceed in the event of an emergency are held based on the manual.

To improve the Group's ability to address a wide-area disaster, the Fujifilm Group is adding and strengthening the measures to be taken when a natural disaster is anticipated. For torrential rain, we use information on rainstorms and river system water levels made available by the administrative authorities to strengthen preparatory measures in each region. We also use the information to predict changes in river water levels and develop a group-wide system to issue alerts when the warning criteria are reached. Each business site established a manual to respond to the alerts and estimates potential disasters and takes early countermeasures.

(2) Information collection on the outbreak of a disaster

To grasp an information such as employee and structural safety rapidly and properly, the Fujifilm Group has introduced various systems to assist in doing this.

① Employee safety check system

The system was introduced in 2009 that collects information and confirms the safety of all employees of the Fujifilm Group in Japan when an earthquake with a seismic intensity of 5 or more occurs, or a special alert is issued. A roll call system is employed at some major business sites to ensure promptness and accuracy in confirming the safety of employees.

② Internal damage information collection system

To assess damage to business operations, an internal damage information collection system was introduced in 2014. After introducing a disaster information mapping system in 2017, our system were interlinked to assess situations rapidly and centrally on a digital map that combines their respective data into one with information from the damage status reports from the Japan Meteorological Agency and the Ministry of Land, Infrastructure, Transport and Tourism, information on the status of railway operations from the various railway companies, information on electric power and water supply failures and other wide-area disaster data. All the information is shared rapidly among members at the disaster control headquarters at head office on the outbreak of a disaster.

③ Structural safety assessment system

A structural safety assessment system, which assesses the safety of structures at our major business sites in the event of a disaster, was introduced in 2017 and has been utilized for a first-round estimation of structural damage before allowing employees to enter to the facilities.

④ Reinforcing overseas risk management system

In 2019, an overseas risk management system was introduced for major overseas business sites in the Group to give a swift assessment of disaster damage and risks that are likely to impact business continuity. We use these systems to rapidly assess the risks and their potential impact on a digital map and are able to assist the relevant parties in taking prompt action.

For earthquakes, floods, wind damage and other major disasters, the probability of occurrence is classified into levels. For business sites located in high-risk regions susceptible to earthquakes, floods, and wind damage, we establish countermeasures as one of the priority risk issues and review its status once a year. We have also established an information collection procedure used in the event of a disaster. This procedure has been in operation since fiscal 2024, to ensure any damage in sites is quickly reported to the management.

(3) Emergency drills and employee training

In recent years, the risks of potential disasters have grown in Japan, including Nankai megathrust earthquakes, a greater Tokyo earthquake, a Mount Fuji eruption, torrential rainstorms and flash floods. We conduct drills that are designed to prepare for possible a Nankai Trough earthquake or a greater Tokyo earthquake, as well as an eruption of Mount Fuji. What kind of procedures will lead to the appropriate action and what is the best decision-making process that management should follow are all being studied.

Our employees are the most important factor for an early recovery when the company sustains damage. To minimize damage from a disaster, each and every employee must increase their understanding of disaster protection and the required preparations. In addition to regular disaster prevention training, a disaster prevention portal has been created on the intranet to actively communicate the relevant information to employees.

2.3 Product Development Management (Quality Control and Innovation)

2.3.1 Basic Approach

The Fujifilm Group's belief that assuring uniformity in the quality and providing a stable supply of products we have developed is the basis to earn customers' trust and contribute to society. We have retained this belief as the foundation of our business activities since the company's founding.

We offer products and services across a wide range of business fields, represented by digital cameras, medical imaging systems, BIO CDMO, LS solutions, and document systems such as printers and multifunction devices, as well as semiconductor materials and display materials. Amid the drastic changes in the market and the great technological advances brought about by recent digitization, we intend to continue meeting the expectations and trust of our customers in all our business fields through development and management, as well as to continue to update our comprehensive quality management systems for our products and services.

2.3.2 Quality Policy and Management System

To enable us to deliver products and services of the highest quality, the Fujifilm Group has established a Quality Policy and based on its principles, has been pursuing improvements in quality and reductions in risk. We have also implemented an integrated management system (IMS)*, which includes the quality management system that is chiefly for our manufacturing division in compliance with ISO 9001, to increase the effect of improvements.

* IMS: Integrated management system. The IMS integrates multiple management systems, including an environmental management system (EMS), quality management system (QMS) and occupational safety and health management system (OHSMS).

Effective Management System <https://holdings.fujifilm.com/en/sustainability/vision/management/management-system>

Fujifilm Group Quality Policy

The Fujifilm Group operates its businesses based on this policy in order to provide the highest quality of products and services to customers.

1. We will seek to ensure customer's satisfaction and trust in response to the demands of society.
2. We will pursue the highest standard quality in the market by taking advantage of our leading-edge, proprietary technologies. We will also strive for the highest quality and safety.
3. We will thoroughly comply with laws and regulations regarding our products and services.
4. We will correctly and properly disclose information regarding the quality and safety of our products and services.
5. We will listen carefully to market opinions and commit to further sustainable quality improvement continuously.

Status of QMS Certification and Audit in FY2024

* Target sites are determined in consideration of business characteristics.

Details of external expert inspection/audit/verification system (International certification under ISO 9001)	Scope 63% Target sites 52 / Certified sites 33
Details of internal expert inspection/audit/verification system	Scope 37% Inspections executed in accordance with the Quality Policy. Target sites 52 / Certified sites 19
Quality management system (QMS) coverage at the Fujifilm Group (total of the above two)	100%

Effective Management System <https://holdings.fujifilm.com/en/sustainability/vision/management/management-system>

2.3.3 Product Development Flow

In the development of new products (including improvements to existing products), the Fujifilm Group conducts verifications at each stage of the development process from product planning to product review, examining not only the level of achievement and quality targets but also environmental matters, safety and statutory regulations, as well as reviews from the viewpoint of user.

2.3.4 Product Safety

The Fujifilm Group upholds its attention to products and services in a safe and responsible manner in its Charter for Corporate Behavior and works to improve product safety levels in compliance with the legal requirements of each country. At the same time, product safety management is implemented uniformly throughout the Group based on the Product Safety Management Regulations. Management organizations responsible for product safety report directly to the president in each operating company. Should an incident occur, systems are in place for close communication and swift action.

In response to the amendments to the Japan's Consumer Product Safety Act in May 2007, a database for reports on information related to product liability (PL*) has been created to speed up information gathering and communication. Should there be a major product liability incident, the Total Risk Management Committee conducts a review, with the Secretariat coordinating with the relevant business division to implement swift action. For other incidents, the ESG Committee conducts a review to ensure group-wide implementation of all continual improvements. If it is necessary to issue guidance to customers, a warning is issued through the "Important Notice to Customers" on our website. We will continue to implement comprehensive product safety management and disclose information whenever appropriate.

There have been no serious incidents that fall under the Consumer Product Safety Act revised in May 2007.

* PL: Product liability

2.3.5 Participation in Collaborative R&D with Outside Organizations

Of the numerous collaborative R&D projects with outside organizations, we have focused especially in recent years on activities targeting needs in the medical field and solutions to optimize workflows, including assistance with diagnostic medical imaging systems, support with medical site workflows and maintenance services for medical equipment. In addition to our own technological development efforts, we have established partnerships with domestic and overseas AI technology vendors who have outstanding technologies to develop solutions for medical diagnosis assistance through imaging and to achieve greater workflow efficiency. AI technology that can be utilized in these areas is deployed under the brand name REIL. Many technology development projects are underway in cooperation with universities and research institutes.

In development themes related to the environment, we are actively participating in various industry-academia-government collaboration projects that come under the New Energy and Industrial Technology Development Organization (NEDO). Through these activities, we have been recognized as a "Zero-Emissions Challenge" company*¹ by the Ministry of Economy, Trade and Industry (METI).

*¹ Companies taking on the Zero-Emissions*² Challenge: project of the Ministry of Economy, Trade and Industry to create a list of companies that are tackling innovation in building a decarbonized society to provide beneficial information to investors and other interested parties. In TCFD Summit 2021 held on October 5, 2021, roughly 600 companies were announced as taking on the Zero-Emissions Challenge.

*² Achieving zero CO₂ emissions in this case.

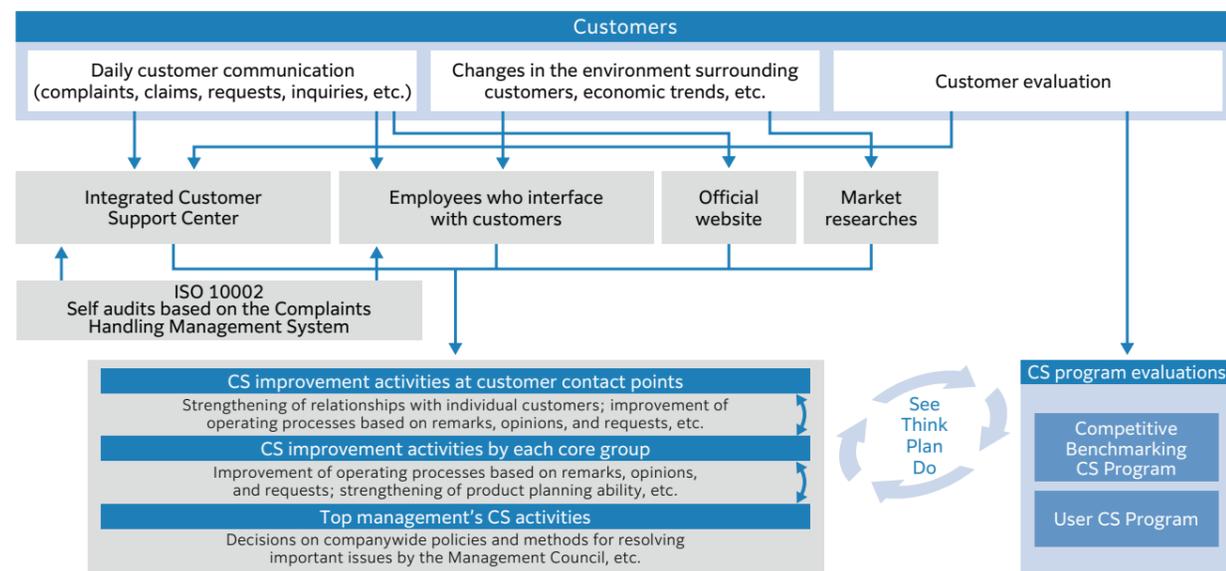
2.4 Customer Relationship Management

2.4.1 Basic Approach for Customer Relationship

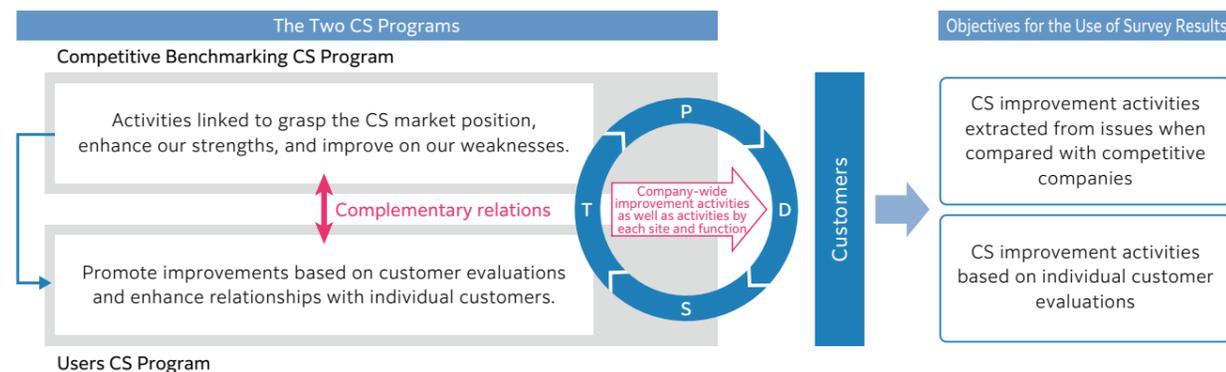
The Fujifilm Group aims to provide the best quality products and services which are safe, appealing to customers and provide them with peace of mind, by basing our management on "Customer Satisfaction (CS)." In order to achieve customer satisfaction, it is important to obtain the views of a wide range of customers and to have a mechanism in place for effectively reflecting these in our products and services. For this purpose, we pay special attention to communicating with our customers at customer centers which are our point of contact with them. We aim to correctly grasp their views, as well as seek to respond in a speedy, kind, accurate and fair manner, and we are constructing a system to link these views to improvements in our work processes and product development.

2.4.2 Structure for Customer Relationship

Mechanisms for Communicating with Customers



CS Program (Improvement activities based on the CS surveys)



2.4.3 Efforts to Improve Customer Satisfaction

1. Education and training programs for our employees and sales distribution network

The Fujifilm Group offers training not only to our own customer engineers but also to our external partners in authorized retailers to further improve our customer satisfaction.

In order to deliver high and consistent support quality to customers, we offer all partners product and service training sessions that cover the skills and knowledge required for software and hardware installation of various products and services, maintenance, repair, and usage instructions. We also share the results of customer satisfaction surveys in different regions, and hold associated training sessions to ensure better maintenance services and sales activities. Uniting the efforts of our companies and our external partners, we aim to further improve customer satisfaction across the world.

2. Online service

Online Service Usage Status

Unit: %

	FY2020	FY2021	FY2022	FY2023	FY2024	Target in FY2024
Online customers*1 (Percentage of customers who use online services or sales platforms among all customers)	85.6	86.9	88.3	90.2	91.5	91.0
Online sales*2 (Percentage of online sales (direct sales and advertising))	4.2	4.2	4.7	4.8	4.7	4.8

*1 Online customers refer to customers of the Business Innovation segment in Japan, with contract of online remote maintenance on our multifunction devices.

*2 Online sales were calculated from the online site sales in the sales of the Business Innovation segment in Japan.

3. Customer satisfaction survey results

(1) Customer satisfaction survey

Customer satisfaction percentage was calculated to take track of customer satisfaction where after-sales services are critical, i.e., in medical systems, multifunction devices, and photograph-related products such as digital cameras in the Fujifilm Group.

① Results of customer satisfaction survey

Unit: %

	FY2020	FY2021	FY2022	FY2023	FY2024	Target in FY2024
Percentage of satisfied customers among all customers (%)	87.5	88.0	87.3	87.3	87.7	87.5
Data coverage (within all the sales of our company)	77.9	75.2	75.8	76.7	86.5	

② Customer satisfaction by business fields in the above data

Unit: %

Segment	FY2020	FY2021	FY2022	FY2023	FY2024
Healthcare (medical products)	79	80	80	82	80
Business Innovation (multifunction device products)	93	93	92	92	91
Imaging (photograph-related products such as digital cameras)	93	93	90	90	92

(2) Efforts to improve customer satisfaction

In addition to initiatives at various liaison offices for customers, we improve our products and services through the views of a wide range of customers.

[Received awards for customer satisfaction survey]**● FUJIFILM Healthcare Laboratory**

No.1 in the 2024 Call Center Ranking hosted by Tribeck Brand Strategies, under the category of Cosmetic and Health Food Online Sales

<https://japanbrand.jp/ranking/ss-ranking/ss2024-5.html>

● FUJIFILM Business Innovation

No.1 in J.D. Power 2024 Japan IT Solution Provider Customer Satisfaction StudySM <Independent/User>

<https://www.fujifilm.com/fb/company/news/release/2024/82453> (in Japanese only)

No.1 in the J.D. Power 2024 Corporate Technical Support Call Center Customer Satisfaction SurveySM under both the Server category and the Copier/Printer category

<https://www.fujifilm.com/fb/company/news/release/2024/82563> (in Japanese only)

● FUJIFILM Service Creative

The company's help desk was received the HDI Certified Support Center Certification (Seven Stars), which is internationally recognized the highest qualification for customer support quality

<https://www.fujifilm.com/fb/company/news/release/2024/81824> (in Japanese only)

The company's help desk was received the KCS Award, a recognition of their excellent management level of knowledge center services

<https://www.fujifilm.com/fb/company/news/release/2025/82914> (in Japanese only)

Customer Relationship (FUJIFILM Holdings)

<https://holdings.fujifilm.com/en/sustainability/activity/other-activities/customer-service>

Customers Response (FUJIFILM's Activities)

<https://www.fujifilm.com/jp/en/about/sustainability/customer-service>

Activities Incorporating Customers' Feedback (FUJIFILM's Activities in Japan)

<https://www.fujifilm.com/jp/en/about/sustainability/customer-service/case-study>

Customer Satisfaction Improvement Committee (FUJIFILM Healthcare Laboratory Co., Ltd.)

<https://h-jp.fujifilm.com/contents/cs/voice/committee.html> (in Japanese only)

Aiming to enhance Customer Satisfaction (FUJIFILM Business Innovation)

<https://www.fujifilm.com/fbglobal/eng/company/cs>

4. Efforts in the Healthcare segment

The Healthcare segment is one of the most critical field that directly influences on people's life.

As the foundation of its business activities, the Fujifilm Group increases awareness of our Charter for Corporate Behavior and Code of Conduct among all employees. We also implement the following activities with the Healthcare segment in mind.

(1) Efforts to improve access to healthcare services

The Fujifilm Group appoints health as one of our priority areas and aims to improve the quality of life for people through our products, services, and technologies. Setting "Improve Accessibilities to Medical Services" as the priority issue in the area, we are promoting various efforts such as introducing a health check service within different regions and developing an early tuberculosis diagnosis system in developing countries.

CSR activity report Health [Priority Issue 2] Improve Accessibilities to Medical Services

<https://holdings.fujifilm.com/en/sustainability/activity/health/priority-issue-2>

(2) Efforts to ensure fairness and transparency in the Healthcare segment**① Sales activities through fair competition**

The Fujifilm Group recognizes the importance of ensuring transparency and trust in our relationships with medical institutions in the Healthcare segment. All activities conducted by the Fujifilm Group follow industrial regulations, such as the Code of Ethics, the Charter of Business Behavior, the Promotion Code of the Medical Devices Industry, and the Code of Practice and Fair Competition Code of the Medical Devices Industry in Japan, as specified by the Japan Federation of Medical Devices Associations, the Japan Fair Trade Council of the Medical Devices Industry, and the Japan Pharmaceutical Manufacturers Association. Further, we have set up the Fujifilm Group Charter for Corporate Behavior and Code of Conduct, as well as each company's regulations involved in the Healthcare segment.

In view of the laws and regulations we are required to comply with, we established Fujifilm Group Global Healthcare Code of Conduct for relevant Group companies in the Healthcare segment. Employees in the relevant Group companies take trainings on these regulations regularly and follow them in carrying out their business to ensure fair business competition.

② Information disclosure

The Fujifilm Group regularly discloses Healthcare segment information, such as funding, in order to gain the wider understanding of society with regards to the manner in which the Group operates its business to a high ethical standard.

2.5 Supply Chain Management

2.5.1 Basic Approach

The Fujifilm Group develops business activities in the four segments of Healthcare, Electronics, Business Innovation and Imaging, and is working to contribute to solving social issues through the value chains of these diverse businesses. As a global company, we distribute a range of products to customers across the world, procuring numerous materials and components for such products. We believe that we are responsible for not only ensuring the quality and safety of our products, but also appropriately managing the supply chain of materials and components used in our production. In response to recent increases in social demands, we are keen to promote sustainable procurement activities across the entire supply chain of the Fujifilm Group including our suppliers. The scope of these activities covers the global environment; ethics; and work environment of those working within the supply chain including their human rights, health and safety.

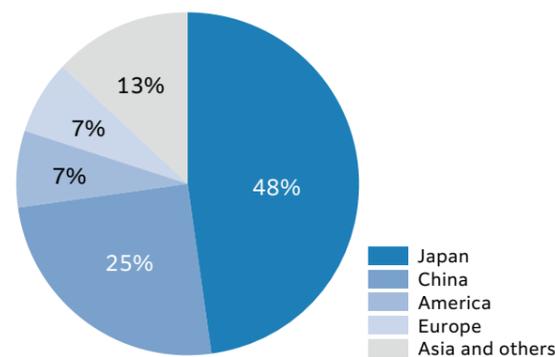
Under a partnership with our suppliers based on mutual understanding and trust, the Fujifilm Group aims to build a more robust supply chain through sustainable procurement that reduces business risks in the supply chain and increases the competitiveness and corporate value of all parties in the chain.

2.5.2 Fujifilm Group Procurement Overview

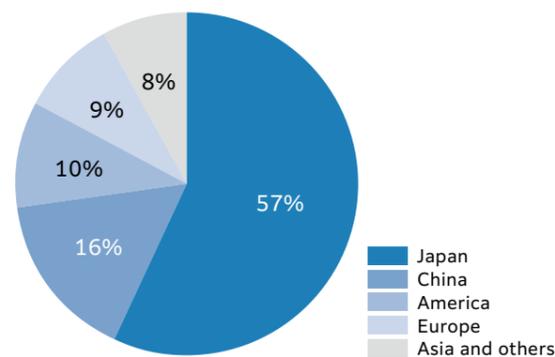
The Fujifilm Group manufactures a wide range of products, including medical, precision, optical, and office equipment; chemicals; and functional materials. Our major production sites are located in Japan, Americas, China, the Netherlands and Vietnam.

We have some 5,000 tier 1 suppliers across the world from which we procure production materials. We have identified approximately 1,500 critical suppliers, which accounts for almost 30% of our tier 1 suppliers. Critical suppliers refer to those who are significantly important for the Fujifilm Group's competitiveness and business continuation based on criteria concerning procurement amount and supply volume, substitutability of the suppliers themselves or the items they provide, and possibility of business continuity. The percentage of procurement amount by region is as follows: Japan 48%; China 25%; the Americas 7%; Europe 7%; and Asia and others 13%. The Fujifilm Group also actively procures from local suppliers. The percentage of local procurement at major production sites is as follows: Japan 92%; China 77%; and Asia and others 64% (as of the end of March 2025).

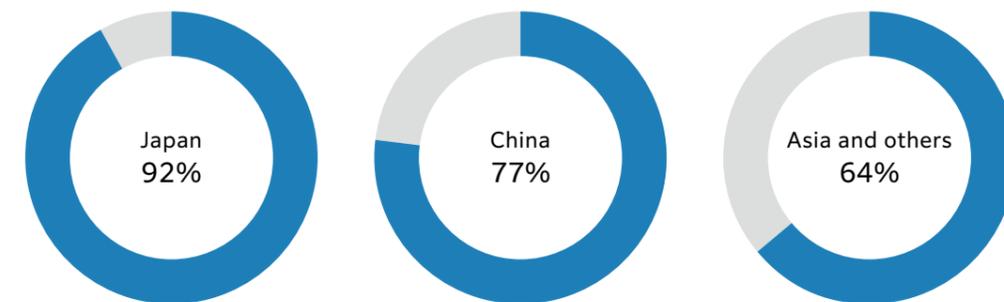
Procurement Amount by Region



Procurement Ratio by Region Based on Number of Tier 1 Suppliers



Percentage of Local Procurement at Major Production Sites



The Fujifilm Group pursues optimization of production and procurement process in all businesses in order to manufacture ever better products and offer them at appropriate prices. We are promoting our procurement activities by continually improving the following three points from the viewpoint of supply chain sustainability.

- (1) Quality
- (2) Cost
- (3) Delivery

The Fujifilm Group bears a variety of sustainability risks because we conduct business with various suppliers of different regional characteristics for our diversified businesses and products. Further, social demand for companies to pursue CSR is also increasing as a part of the ever-changing business environment.

Taking account of such situations, we are working to maintain sustainability-conscious procurement by incorporating CSR-based assessments when choosing a supplier and in periodic evaluations. In general, labor disputes tend to occur relatively frequently in Asian countries other than Japan. For this reason, and due to the rapid tightening of environmental regulations propelled by society, factories in Asian countries have a higher risk of operational cessation. To avoid such risk, the Fujifilm Group focuses on sustainable procurement in Asia, including China.

The Fujifilm Group's pursuit of sustainable procurement is not only to avoid risks, but also for the positive benefits it brings. We believe that respecting the human rights of workers in the supply chain increases productivity and moral action, which in turn lead to the provision of better products and services, as well encouraging innovation. We aim to develop together with our suppliers by encouraging them to take initiatives in such activities to spread such positive effects.

For more details on our concrete efforts of sustainable procurement, refer to 2.5.5 *Efforts to Improve Sustainability in the Supply Chain (Sustainable Procurement Activities)*.

2.5.3 Procurement Policy and Structure

1. Procurement policy and rules

The Fujifilm Group's policy and rules concerning sustainable procurement are described below.



2. Fujifilm Group Procurement Policy

Fujifilm Group upholds the Fujifilm Group's Procurement Policy as a group-wide policy. We believe it is important that the business partners and suppliers, especially production materials suppliers, understand the importance of initiatives from the viewpoint of CSR, such as environment, human rights, occupational health and safety, corporate ethics, etc. and work together with us in resolving issues. Therefore, we include the aspects of sustainability in our supplier evaluation standard.

Fujifilm Group Procurement Policy <https://holdings.fujifilm.com/en/sustainability/vision/policy/procurement>

3. Request to Suppliers (Supplier Code of Conduct)

The Fujifilm Group recognizes the importance of social responsibility and corporate ethics in undertaking business activities not only within the Group itself but also in partnership with our suppliers as we strive to build stronger partnerships. With this aim, we inform and request suppliers to adhere to the Fujifilm Group Charter for Corporate Behavior and the Code of Conduct.

We also ask our suppliers to request adherence to the Supplier Code of Conduct by their own employees and subcontractors (that is, tier 2 suppliers of the Fujifilm Group).

Fujifilm Group Request to Suppliers https://www.fujifilm.com/files-holdings/en/about/commitment/02_FF_CoC_202509_English.pdf

Fujifilm Group Charter for Corporate Behavior / Code of Conduct [24 languages including Japanese] <https://holdings.fujifilm.com/en/about/commitment#24languages>

Items for Fujifilm Group Code of Conduct

Respect for Human Rights	Respect of human rights, Respect of diverse personalities and individuality, Prohibition of discrimination, Prohibition of bullying and harassment, Protection of privacy, Promotion of work-life balance, Prohibition of forced labor / child labor, Promotion of occupational safety and health, Respect of labor rights
Fair Corporate Activities	Active communication, Information disclosure, Fair competition, Fair sales activities, Fair procurement, Prevention of corruption, Prohibition of bribery and restriction on gift-exchange and entertainment, Prohibition of personal engagement in political, ideological, or religious activities by using our corporate position, Rejection of organized crime, Compliance with trade control regulations, Accuracy of financial reporting and appropriate tax payments, Quality assurance/safety of products and services, Responsible marketing
Protection/Preservation of Corporate Assets and Information	Effective use of corporate assets, Prohibition of improper use of corporate assets, Prohibition of conflicts of interest, Prohibition of insider trading, Protection of confidential information, Protection of others' intellectual property, Protection of personal information, Crisis management
Measures Related to Environmental Issues	Response to climate change, Contribution to a circular economy, Safety and effective use of chemicals, Protection of local environments and partnerships with local communities

4. Sustainable Procurement Guidelines for Suppliers

The Fujifilm Group has compiled the most important points and an explanation of the Fujifilm Group Code of Conduct as the Fujifilm Group Sustainable Procurement Guidelines for Suppliers (revised in March 2022) so that suppliers can fully grasp the sustainability items to which they must adhere. The guidelines comprehensively cover the items specified in the Code of Conduct established by the RBA*, which promotes CSR in the global supply chains.

*RBA: Responsible Business Alliance / Virginia USA

<https://www.responsiblebusiness.org/>

Elements of Sustainable Procurement Guidelines for Suppliers

Respect for Human Rights	Respect of human rights, Respect of diverse personalities and individuality, Prohibition of discrimination, Prohibition of bullying and harassment (inhumane treatment), Protection of privacy, Promotion of work-life balance, Prohibition of forced labor/child labor, Promotion of occupational safety and health, Respect of labor rights
Fair Corporate Activities	Active communication, Information disclosure, Fair competition, Fair sales activities, Fair procurement, Prevention of corruption, Prohibition of bribery and restriction on gift-exchange and entertainment, Prohibition of personal engagement in political, ideological, or religious activities by using our corporate position, Rejection of organized crime, Compliance with trade control regulations, Accuracy of financial reporting and appropriate tax payments, Quality assurance/safety of products and services, Responsible marketing
Protection/Preservation of Corporate Assets and Information	Effective use of corporate assets, Prohibition of improper use of corporate assets, Prohibition of conflicts of interest, Prohibition of insider trading, Protection of confidential information, Protection of others' intellectual property, Protection of personal information, Crisis management
Measures Related to Environmental Issues	Response to climate change, Contribution to a circular economy, Safety and effective use of chemicals, Protection of local environments and partnerships with local communities
Others	Implementing the management system and promoting CSR awareness (i.e. requesting our suppliers to ask their own suppliers to also promote the above four elements)

Fujifilm Group Sustainable Procurement Guideline for Suppliers

<https://holdings.fujifilm.com/en/sustainability/vision/policy/procurement#link01>

5. Other standards

Other than the above, individual Fujifilm Group companies may request suppliers to follow certain rules specific to their company based on the FUJIFILM Holdings Environmental Policy and other standards.

To resolve environmental issues, it is important that we work together across the supply chain to reduce GHG emissions and energy consumption, seeking environmental solutions. We continue to build even closer relationships to help solve problems that our suppliers may encounter by offering support utilizing the technologies and knowledge concerning energy saving that our Group has accumulated.

- Environmental Policy
Fujifilm Group Green Policy (Environmental Policy) <https://holdings.fujifilm.com/en/sustainability/vision/policy/green>
- Requests to suppliers on environment
Fujifilm Green Procurement Standards <https://www.fujifilm.com/jp/en/about/sustainability/procurement>
- FUJIFILM Business Innovation Green Procurement Standards <https://www.fujifilm.com/fb/company/policy/purchase>
- Policy on human rights
Fujifilm Group Human Rights Statement <https://holdings.fujifilm.com/en/sustainability/vision/policy/statement>

2.5.4 Structure of Sustainable Procurement Promotion

Collaborating with FUJIFILM Corporation and FUJIFILM Business Innovation Corp., the ESG Division and the Procurement & Equipment Manufacturing Division of FUJIFILM Holdings Corporation formulate policies and plans for the Fujifilm Group's sustainable procurement. This is carried out under the monitoring of FUJIFILM Holding's director and corporate vice president. In fiscal 2021, the CSR Procurement Promotion Group (now Sustainable Procurement Group) was established within the Procurement & Equipment Manufacturing Division in FUJIFILM Holdings in order to expand sustainable procurement across the Group. Critical management issues concerning the sustainable procurement policy and planning are approved and adopted by FUJIFILM Holdings' ESG Committee, chaired by the president of FUJIFILM Holdings.

The matters approved and adopted by the ESG Committee and the policies and plans formulated by FUJIFILM Holdings are disseminated to the ESG and procurement divisions of the Group companies and implemented by each company.

In fiscal 2024, we appointed a dedicated officer to promote cross-group initiatives among our subsidiaries in China,

a priority region for risk management, to strengthen the foundation for sustainable procurement. These activities commenced in fiscal 2025.

The sustainable procurement promotion structure and roles of the organizations within it are as follows.

Sustainable Procurement Promotion Structure



Roles of Each Organization

Organization	Major roles
ESG Committee (headed by the President) of FUJIFILM Holdings Corporation	Deliberation and decision on important matters
ESG Division, Procurement & Equipment Manufacturing Division in FUJIFILM Holdings Corporation	Formulation of group-wide policies and plans, support for Group companies, and contact point for external inquiries and reporting on human rights issues*
ESG and Procurement Divisions in FUJIFILM Corporation and FUJIFILM Business Innovation Corp.	Dissemination of the group-wide policies and plans to the relevant divisions, formulation of concrete action plans based on such policies and plans, and support for sustainability activities in the company and other Group companies
ESG and Procurement Divisions in Group companies	<ul style="list-style-type: none"> Dissemination of group-wide policies and plans, and support for sustainability activities within the company Request to suppliers of sustainability activities based on Fujifilm Group Procurement and Environmental Policies; checking sustainability activities implementation status by surveys and site visits; and providing advice and support for improvement
Dedicated Officer for Sustainable Procurement Promotion (China), appointed by FUJIFILM Holdings Corporation	Promotion of sustainable procurement activities across Group companies in China with procurement functions

* Our official website accepts any type of enquiry, including consultations and complaints on Fujifilm Group sustainability activities. We also accept reports on suspected human rights violations from the grievance form of the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), of which our Group is a member.

Contact Sustainability <https://holdings.fujifilm.com/en/contact>
 Respect for Human Rights (Grievance Mechanisms) <https://holdings.fujifilm.com/en/sustainability/activity/other-activities/human-rights>
 Supply Chain Management (Contact) <https://holdings.fujifilm.com/en/sustainability/activity/supply-chain/supply-chain-management>
 Grievance Form of the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) <https://jacer-bhr.org/en/application/form.html>

Strengthening the Foundation for Sustainable Procurement in China

In recent years, regulatory enforcement has been tightening in China. Given that China is a key region for the Fujifilm Group—ranking second after Japan in both procurement volume and number of suppliers—we have designated China as a priority area for risk management and are working to strengthen our activities there.

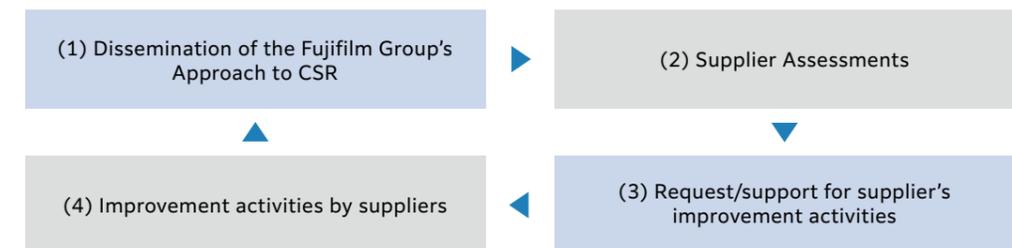
Capacity building for suppliers is a critical challenge for risk mitigation. To achieve this, enhancing engagement with suppliers is essential. As part of these efforts, in fiscal 2024, we appointed a local officer responsible for promoting cross-group activities among our subsidiaries in China, aiming to establish a system that enables direct support such as improvement requests and advice in Chinese, as well as on-site visits for verification. These activities commenced in fiscal 2025. Going forward, we will leverage the improvement know-how gained through these initiatives to expand such practices across the entire Group, while further strengthening risk management in China.

2.5.5 Efforts to Improve Sustainability in the Supply Chain (Sustainable Procurement Activities)

1. Sustainable procurement activity cycle

To promote sustainable procurement activities, the Fujifilm Group has designated a Sustainable Procurement Promotion Program that is run cyclically in the following four steps.

Sustainable Procurement Activity Cycle



Activities in Each Step

(1) Dissemination of the Fujifilm Group's Approach to CSR

To help our suppliers gain an understanding of the Fujifilm Group's CSR approach and requirements, instead of just disclosing our Code of Conduct and Procurement Policy on our website, we hold supplier briefings to explain our policies and standards directly, and request for their compliance. To go even further, we also send out our Code of Conduct to the suppliers and receive their consent forms on a regular basis to disseminate our approach (Disseminated basically once in three years and at the revision of Fujifilm Group Code of Conduct). In Europe and the Americas, in addition to obtaining consent forms, we also conduct activities to raise awareness of the Code of Conduct at the time of contract signing and order placement.

(2) Supplier Assessments

To identify sustainability-related risks and issues concerning suppliers, the Fujifilm Group conducts regular risk assessments and requests suppliers to carry out self-checks (see the table on the next page for fields and elements). Such assessments are carried out on critical suppliers determined by procurement amounts and replaceability of the procured items, as well as on suppliers in the priority risk management regions,* such as China and Asia. When a tier 1 supplier is a trading company, we request self-checks from the production companies beyond the trading company. When a tier 1 supplier is a production company, we request self-checks for each of its production sites, thereby expanding the scope of evaluation. In addition to evaluating existing suppliers, we also conduct assessments on sustainability-related risks when selecting potential new suppliers.

Also, we started using a risk screening tool provided by an external vendor in fiscal 2022 for more efficient identification of sustainability risks concerning suppliers to enable a prompt response in the event of a risk-related incident. With this tool, we are now screening legal violations from the viewpoints of environment, social and governance in our supply chain.

(3) Request/support for supplier's improvement activities, and (4) Improvement activities by suppliers

Feedback sheets are sent to all suppliers who have completed the self-checks described above (2). For suppliers with a conformance rate below 80%, as well as those with non-conformance in high-priority items, advice is provided within the feedback sheets to encourage improvements. Additionally, for some suppliers, follow-up interviews and other measures are conducted to directly verify the status of non-compliant items. If corrective actions are deemed necessary, we ask the suppliers to resolve and subsequently monitor the progress.

Furthermore, for suppliers judged to be high-risk based on self-checks and day-to-day procurement, as well as for "most critical suppliers" that have a significant impact on our business due to procurement volume or the scarcity of procured items, we conduct individual onsite verifications and provide improvement requests and support. In China and Asia, our internal expert teams conduct onsite visit and check for sustainability activities by the supplier and provides advice on making improvements. We position this onsite review by expert teams as equivalent to a Responsible Business Alliance (RBA) audit. Based on the check results, we encourage the suppliers to proceed with improvements, and thereby promote the Fujifilm Group's sustainable procurement methods across the whole supply chain.

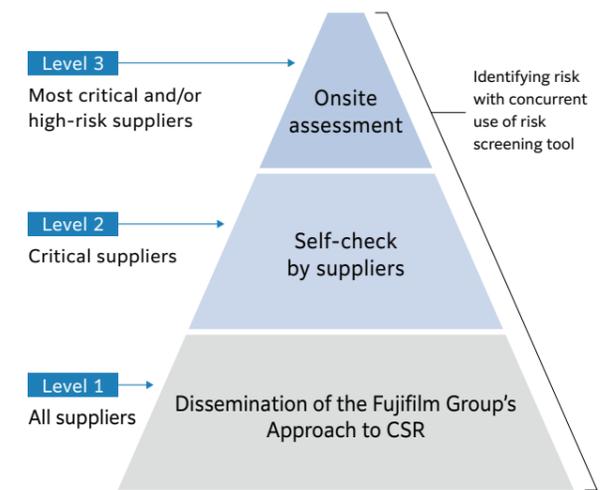
* The Fujifilm Group identifies risk areas within its supply chain from the viewpoint of sustainability by analyzing the regional environment, social risks and the relevant regulations in countries and regions.

Self-Check Fields and Major Elements

Field	Elements
Human rights & Labor	Policy, Legal monitoring, Discriminatory treatment at the time of employment (inappropriate medical checks), Forced labor, Human rights of international employees, Child/youth labor, Discrimination and harassment, Reasonable accommodations for workers with disabilities and religious practices, Discipline, Working hours management (control of long working hours, etc.), Wages (minimum wage, overtime allowance), Human-rights and labor-related certifications, Working conditions, Collective bargaining rights, Health and productivity management, Technical Intern Training Program and Specified Skilled Worker Program* * This question applies only to suppliers in Japan.
Environment	Policy, Legal monitoring, Prevention of global warming (greenhouse gas reduction targets), Reduction of resource use, Hazardous chemicals management, Recycling and proper disposal of waste, Antipollution, Licenses, EMS, Supplier management, EMS certifications
Health & Safety	Policy, Monitoring of law/regulation, Personal protective equipment, Machinery safety, Chemical substance management, Disaster prevention, Physical examination, Hygiene control in the canteens and dormitories, Management system
Ethics	Fair business, Legal monitoring, Compliance investigation, Anti-corruption, Intellectual property, Fair business, Whistle-blowing, Complaints, Information security, Due diligence policy on conflict minerals, Certification for corporate ethics
Supplier management & BCP	Identifying critical suppliers, Business Continuity Plan (BCP)

The Fujifilm Group's Basic Approach to Sustainable Procurement

To ensure viable sustainable procurement, Fujifilm classifies suppliers into different levels, as shown in the diagram on the right, to apply appropriate measures. Level 1 covers all suppliers and we request them to comply with the Fujifilm Group's Approach to CSR. Level 2 covers critical suppliers, as determined by procurement costs along with the substitutability of the items they provide. These suppliers are requested to carry out regular self-check risk assessments. Level 3 covers high-risk suppliers, determined by the self-check results and day-to-day procurement practices, and the "most critical suppliers" who are significantly important to our business from the viewpoint of procurement costs and the rarity of the procured items. We visit these suppliers in the order of criticality to assess risks, request improvements, and provide support. Also, use of an external risk screening tool enables us to detect sustainability-related risks among our suppliers, in order to make an early response in the event of an incident.



2. Overview of fiscal 2024 activities

(1) Dissemination of the Fujifilm Group's Approach to CSR

The Fujifilm Group disseminated its Requests to Suppliers (Fujifilm Group Charter of Corporate Behavior and Code of Conduct) to its suppliers in Japan, China and other Asian countries, which are the focus of its risk management efforts, and collected consent forms from 622 suppliers.

As our Group standard, we disseminate the Requests to Suppliers once every three years. In fiscal 2024, we collected consent forms from more than 400 companies, which was our original target. This was due to consecutive dissemination to critical suppliers in China and other regions over two years, as well as dissemination by Group companies that newly started sustainable procurement activities. In Japan, we also confirm understanding of the Fujifilm Group's Corporate Behavior Charter and Code of Conduct with indirect material suppliers at the start of business transactions.

In Europe and the U.S., based on the Fujifilm Group's Charter for Corporate Behavior and Code of Conduct, we have established standards that consolidate sustainability-related requests to business partners. We are promoting activities to inform suppliers and obtain their agreement when concluding new contracts, renewing contracts, or placing orders. In addition, we utilize opportunities such as supplier briefings to enhance awareness of our standards.

For more details, refer to (3) Request/support for supplier's improvement activities, (III) Training and capacity building.

(2) Supplier assessments

(I) Self-checks

We requested critical suppliers to carry out self-checks. For fiscal year 2024, we have newly added some questions, including whether reasonable accommodations are being provided for workers with disabilities and those with religious practices. We received self-check responses from 1,027 suppliers (1,550 sites), marking a 92% response rate.

The fiscal 2024 self-check results did not reveal any significant risks related to child labor, forced labor, or freedom of association.

At the same time, we also conducted the information security survey (self-check), which we started in fiscal 2022. This is to understand the security risk management status in our suppliers, in response to reports that cyberattacks on supply chains were affecting production activities and supplies. The number of responding suppliers was 1,101 in fiscal 2024.

For more details on the Information Security Survey, refer to 2.2.8-5. Measures for supply chain security.

(II) Use of risk screening tool

The risk screening tool, which was introduced in fiscal year 2022, continues to be used in fiscal year 2023 to conduct risk checks on approximately 3,000 suppliers located in key risk management regions, including Japan, China, and rest of Asia. Detected risk information is promptly reviewed through consultations between the ESG Division and the Procurement & Equipment Manufacturing Division of FUJIFILM Holdings. Based on the nature and severity of the risk

events, necessary measures are taken, such as requesting corrective actions through the relevant procurement divisions that have transactions with the affected suppliers.

In fiscal 2024, we detected 92 cases of risk information related to Fujifilm Group suppliers. We confirmed that none of these cases were serious enough to impact the Group's supply; however, we urged the procurement departments involved to continuously monitor the suppliers where risk events were detected.

(III) Checks on Contractors Involved in Recycling and Disposal

We conduct regular sustainability surveys not only on suppliers of production materials but also on contractors involved in the downstream stages of the value chain, such as recycling and disposal. The checklist includes items related to occupational health and safety, business continuity planning (BCP), and other relevant aspects, which are verified during on-site visits to the contractors.

(3) Request/support for supplier's improvement activities

(I) Post-self-check feedback to suppliers

In fiscal 2024, based on the fiscal 2023 self-check results, we sent feedback sheets to all surveyed suppliers. Additionally, we conducted follow-up interviews with 85 suppliers through face-to-face meetings, telephone calls, and e-mails, focusing on those with conformance rates below 80% or with non-conformance in high-priority items. As a result of the follow-up, we confirmed specific examples of improvement such as: "Although we did not understand the necessity of formalizing the policy, we have newly established human rights and environmental policies to ensure thorough implementation," and "While risk management from a sustainability perspective for suppliers had not been conducted, we have newly started a risk check survey for suppliers."

In fiscal 2024, we confirmed that 69 of the 85 suppliers who received follow-up interviews and other communications in the previous year improved their conformance rates.

(II) Onsite visits and checks by expert teams

Reviewing the self-check results from the previous year and considering the procurement amount and business status of our suppliers, we identified 67 suppliers in China and Vietnam and other locations as requiring risk assessment. Expert teams from our production sites provided onsite visits and checks to 66 suppliers out of 67.

In onsite visits and checks during fiscal 2024, as usual we visited suppliers' production sites and their employee dormitories. We also inspected their labor agreements and related documents. These assessments identified the following problems and continuously confirmed that they had been rectified.

Examples of Improvement Request

Categories	Issues	Examples of Improvements
Occupational safety and health	Electrical distribution panels are not secured with locks.	Conducted safety management training for responsible employees and strengthened lock management by limiting key control to those employees only
Human rights	Lack of systems to protect young workers	Although there are currently no young workers employed, established systems to protect their health, safety, and morals, including prohibition of overtime work, and conducted internal awareness activities
Environment	Hazardous waste storage signage is not updated to the latest version	Replaced signage with the latest version and started regular checks to ensure compliance with relevant legal requirements
Corporate ethics	Lack of internal grievance and whistleblowing systems	Established new internal grievance and whistleblowing systems and conducted internal awareness activities

We confirmed that such critical issues were improved by the end of that fiscal year for all suppliers where onsite assessments had been conducted. We continue monitoring the suppliers' progress for those issues that require some time for improvement.

(III) Training and capacity building

In supplier briefings in Japan, we raised awareness of the importance of appropriate chemical management in the supply chain. We also provided concrete information on the latest trends concerning procurement-related laws and regulations, and promoted thorough communications on the regulated chemicals contained (or not contained) in the procured goods. We always opened the briefings with an explanation of the importance of sustainability and our efforts in sustainable procurement. We also fostered understanding of the Fujifilm Group Charter of Corporate Behavior and Code of Conduct and requested suppliers to submit their consent form for the Code of Conduct. Following on from the previous year, the fiscal 2024 briefings were held as a webinar. A total of 136 participants from 112 companies attended the webinars.

For more details on chemical management throughout the supply chain, refer to *3.6.4 Contribution to Sound Chemical Management Across the Supply Chain*.

Continuing from fiscal 2023, we held a face-to-face briefing on sustainable procurement for suppliers at our major production sites in China. A total of 18 participants from 16 subcontractor suppliers participated. The supplier briefing explained the Fujifilm Group's procurement policy, the sustainable procurement procedure in China, examples of how to meet the requirements, and descriptions of self-check questions. According to the participant questionnaires, 95% of the suppliers responded that they had learned a lot from the briefing.

Briefings and Interviews Conducted

Target	Outline	FY2024 Results
Suppliers (in Japan)	Supplier briefings on CSR initiatives (Online session combined with other online content)	Released in October 2024 A total of 112 tier 1 suppliers participated.
Suppliers (in Japan, Business Innovation Segment)	Briefing on sustainable procurement and information security (Video distribution)	Released in December 2024 About 120 tier 1 suppliers viewed.
Suppliers (in China)	Briefing on sustainable procurement (On-site)	Held in February 2025 A total of 16 subcontractor suppliers participated.
Critical suppliers (Priority businesses and regions)	Individual follow-up interviews after self-checks, etc.	Held for 85 suppliers (Of these, 69 showed improvement in self-check score over results for the previous year.)

(IV) Support for resolving issues through collaboration with suppliers

The Fujifilm Group is proactively strengthening partnerships with suppliers in order to address climate change, one of the most important international issues, through united efforts across the supply chain. Concretely, we disseminate the Fujifilm Group's climate change policy through the supplier briefings.

In fiscal 2024, continuing from fiscal 2023, we conducted a questionnaire survey targeting suppliers of our Group companies both in Japan and overseas to understand the status of GHG emissions calculation, whether or not they had set reduction targets, and if there were any obstacles to their emissions reduction efforts. Furthermore, in fiscal 2024, based on the survey results, we launched a GHG emissions calculation support program for some suppliers and began implementing support measures for emissions reduction, including proposals for optimizing electricity usage.

Further information, please refer to *2.5.6 Environmental Efforts in the Supply Chain*.

(4) Others (Employee education and awareness program)

ESG Division and Procurement & Equipment Manufacturing Division of the FUJIFILM Holdings hold individual meetings several times a year with the procurement and purchasing departments of the 17 major Group companies that procure production materials. The meetings provided explanations on social demands concerning sustainable procurement and the group procurement policy, as well as opportunities for dialogue on initiatives and issues.

In addition, amid the growing importance of initiatives on "Business and Human Rights," we are strengthening education and awareness efforts related to respect for human rights within the Group. Since fiscal 2023, we have been conducting annual basic training on "Business and Human Rights" for all domestic employees in Japan, including procurement personnel. This training includes explanations with concrete examples of human rights violations that may occur at various stages of the value chain, such as forced labor and child labor.

For more details, please refer to *4.6.5 Prevention and Mitigation of Adverse Impact and Monitoring*.

Results of Sustainable Procurement Activities and Targets (KPI)

Activity	Item	FY2022	FY2023	FY2024		FY2025 target
				Target	Result	
Dissemination of Code of Conduct, Collection of consent forms	Number of suppliers' consent forms collected	733	867	400	622	1,600
Self-check regarding sustainability	Number of suppliers responded, Number of sites responded (Response rate)	774 suppliers, 1,262 sites (92%)	995 suppliers, 1,493 sites (96%)	1,000 suppliers	1,027 suppliers, 1,550 sites (92%)	1,000 suppliers
	Percentage of suppliers with 90% or over conformance rate	70%	69%	90% or over	71%	90% or over
Information security survey*	Number of suppliers responded	722	1,064	1,000	1,101	1,000
Onsite visit and check	Number of suppliers evaluated (Plan achievement rate)	24 (57%)	50 (77%)	Plan achievement rate 100%	66 (99%)	Plan achievement rate 100%

Conformance Rate at Self-check Regarding Sustainability

Conformance Rate	Evaluation	Percentage of Suppliers
90% or over	Almost satisfy the requirements of our Code of Conduct	71%
80% to 89%	Some issues need improvements	20%
Less than 80%	Need our supports for improvement	9%

2.5.6 Environmental Efforts in the Supply Chain

1. Basic approach

The Fujifilm Group's business originated with photographic film, a product for which lots of clean water and fresh air are essential to the manufacturing process. It is also a product which requires customers to "buy on trust," since they cannot try it out beforehand. Thus, for the Fujifilm Group, an approach which emphasizes environmental conservation and maintaining the trust of stakeholders has been a major premise at the very foundations of our business activities. This approach is the starting point for our CSR activities and continues to be passed down within our Group, as the Fujifilm Group's "DNA."

Over the years, due to the nature of our founding business, the Fujifilm Group has been working to reduce the environmental impact from our business throughout the product life cycle, from material procurement, manufacturing, transportation, and use, to final disposal. Particularly in material procurement, we are expanding the scope of efforts to include our suppliers through the structure of sustainable procurement.

2. Cooperation with suppliers

(1) Requesting suppliers to comply with environmental guidelines

Based on Measures Related to Environmental Issues in the Fujifilm Group Code of Conduct, we actively undertake actions to reduce the environmental impact from our business. We also inform our suppliers about the Code and request them to comply with it. For a better understanding of the rules to be followed, we also distribute the Fujifilm Group Sustainable Procurement Guidelines for Suppliers.

For Fujifilm Group Code of Conduct and Sustainable Procurement Guidelines for Suppliers, please refer to 2.5.3 Procurement Policy and Structure.

(2) Enhancing engagement in GHG emissions reduction at suppliers

About 70% of our entire GHG emissions derives from our procured goods that fall under Scope 3 Category 1. To reduce these emissions, the understanding and cooperation of our suppliers is essential. Also, a third of the Scope 3 Category 1 emissions is from chemical materials. In fiscal 2024, continuing from fiscal 2023, we conducted a questionnaire survey for suppliers of chemical raw materials, which account for about one-third of Scope 3 Category 1 emissions, to understand the status of GHG emissions calculation, and whether or not they had set reduction targets, as well as learning about any obstacles to emissions reduction efforts. The questionnaire was submitted to 214 suppliers of our Group companies both in Japan and overseas, and 187 responded (90% response rate). The scope of the survey has been expanded beyond the domestic Group companies in Japan, which were the target of the fiscal 2023 questionnaire survey, to include some overseas Group companies. Additionally, when the tier 1 supplier is a trading company, the survey is extended to manufacturers at the secondary trading level.

Further, we visited some of the respondent companies to hold interviews to learn about their actual status and gain some insight into any obstacles they faced. As a result, we clarified that some 73% of the suppliers had already calculated their own GHG emissions or will be able to calculate them within the next two years. Also, 63% of the suppliers have set emissions reduction targets or will set them within two years.

On the other hand, of those suppliers who have completed calculation of the Scopes 1 and 2 emissions, only 45% had completed calculations for Scope 3 emissions. To date, we have used a representative emission intensity database. Continuing from fiscal 2023, we calculate our Scope 3 Category 1 emissions using the actual emissions (primary data) obtained from suppliers through the recent questionnaire, and reflect their emissions reduction efforts in our GHG emissions calculations. For more details about the Scope 3 calculation, please refer to 3.3.3 Data Related to Climate Change Measures.

In fiscal 2024, we launched a new GHG Emissions Calculation Support Program for suppliers that have not yet calculated their GHG emissions. This program provides explanatory videos on calculation methods, calculation sheets, and proposals for effective reduction measures based on the calculation results. Regarding reduction measures, we promote the use of the "Inter-Company Collaboration Advanced Model Support," which provides subsidies when the company and suppliers jointly update equipment to reduce GHG emissions. We also propose optimizing electricity usage to reduce Scope 2 emissions.

(3) Activity Overview of the Major Themes

Theme	Overview	Reference
Sharing information on chemical substances	We use chemSHERPA, a chemical information communication system compliant with international standards, to share information on chemical substances and to ensure the proper management of chemical substances. We also offer regular explanatory meetings for suppliers in how to use chemSHERPA.	3.6.4 Contribution to Sound Chemical Management Across the Supply Chain
Responsible plant-derived raw materials procurement	To meet the social demand for biodiversity conservation, we established company-wide rules for the procurement of plant-derived raw material such as cellulose in fiscal 2021. We have been gradually implementing these rules at all Fujifilm Group sites since fiscal 2022.	3.7 Biodiversity Conservation
Responsible paper procurement	To achieve responsible paper procurement, we have established procurement standards based on biodiversity and respect for the rights of local residents. Our procurement process is always in line with these standards.	2.5.9 Efforts in Paper Procurement

3. Efforts in logistics

In order to reduce CO2 emissions in logistics, it is necessary to shift to transportation methods with a lower environmental impact. It is also important to revise the transportation routes for more efficient timetables, and to streamline activities across the entire transportation industry through collaboration with shipping and logistics companies. FUJIFILM Logistics, which is responsible for goods transportation for the Fujifilm Group—mainly in Japan—has been actively working to realize a modal shift* and EV utilization. The company has continued to streamline the logistics process through cross-industrial collaboration since fiscal 2022 and reduced successfully CO2 emissions and environmental impact in long-distance relay trucking in fiscal 2024. FUJIFILM Logistics and seven companies partnered in this project received the MLIT Minister's Commendation, the highest ranking in the Excellent Green Logistics Partnership Commendation Program 2022.

In fiscal 2024, to further promote modal shift, we reviewed some transportation routes and shifted from land transportation to ferry transportation. As a result of this initiative, the vehicle load factor on the targeted routes improved by approximately 30% compared to the previous year, and CO2 emissions were reduced by 28.9% year-on-year. This effort, conducted together with two partner companies, received the Excellence Award in the "Efficiency and Labor-saving Category" at the 1st Modal Shift Excellence Awards of FY2024.

* Modal shift: Transitioning from vehicle-based freight transport to trains and ships, which have less environmental impact

2.5.7 Efforts in Fujifilm Group Production Sites

1. Audit by customers

We appropriately respond to audits conducted by our customers, to whom we supply our products. In fiscal 2024 we received several customer audits in both Japanese and overseas sites and no issues that could have an effect on the continuation of our partnerships were identified.

2. Self-checks by our production sites

In the Business Innovation segment, we conducted the Responsible Business Alliance (RBA) Facility Risk SAQ* at six production sites in Japan and overseas, and confirmed that none of the sites were classified as High Risk.

*SAQ: Self Assessment Questionnaire

3. Recognition

(1) RBA recognition status

Fujifilm Group's main production sites have been undergoing audits under the Validated Assessment Program (VAP).

Site	Country/Region	Status	Expiration date
FUJIFILM Manufacturing Shenzhen Corp.	China	Silver	April 17, 2027
FUJIFILM Manufacturing Hai Phong Co., Ltd.	Vietnam	Silver	February 27, 2027

(2) Sustainability assessment by EcoVadis

Major companies within the Fujifilm Group have received the following ratings in the sustainability assessment conducted by EcoVadis* (headquartered in Paris, France) as of August 2025. The latest evaluation results are posted on our website.

* EcoVadis: The EcoVadis Sustainability Rating evaluates companies' policies and initiatives in four categories: Environment, Labour & Human Rights, Ethics, and Sustainable Procurement.

Company Name	Rating
FUJIFILM Corporation	Bronze
FUJIFILM Business Innovation Corp.	Gold
FUJIFILM Diosynth Biotechnologies U.S.A., Inc. (FUJIFILM Biotechnologies)	Bronze
FUJIFILM Electronic Materials France SAS	Silver

Efforts in Fujifilm Group Production Sites (Recognition)

<https://holdings.fujifilm.com/en/sustainability/activity/supply-chain/supply-chain-management/sustainable-procurement#link05>

2.5.8 Responsible Minerals Procurement

1. Policy and framework of efforts

In the supply chains of minerals from conflict-affected and high-risk areas, the Fujifilm Group perceives the issues concerning the minerals such as tin, tantalum, tungsten and gold (3TG), which are associated to human rights abuse such as child labor, environmental destruction, and funding for groups involved in inhumane armed acts, are one of the serious social issues. The Fujifilm Group manages minerals by following the five steps of the "OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas" specified by the Organisation for Economic Co-operation and Development (OECD) to ensure responsible procurement across our supply chain.

Fujifilm Group's stance toward the issue of responsible minerals procurement <https://holdings.fujifilm.com/en/sustainability/vision/policy/procurement#link02>

Fujifilm Group Efforts

OECD 5 steps	Fujifilm Group Efforts
(1) Establish strong company management systems	The ESG Division of FUJIFILM Holdings formulates and announces the group-wide policy. Business Innovation segment handles products closely related to the targeted minerals. Led by the director responsible for production and procurement, the procurement divisions and the ESG division promote mineral management, such as formulating annual plans, collecting survey results, and creating measures based on risk assessment results.
(2) Identify and assess risks in the supply chain	In Electronics, Business Innovation, and Imaging segments, we conduct annual surveys respectively on their products that are particularly relevant to targeted minerals, including verifying results and identifying the country of origin. The tools specified by the Responsible Minerals Initiative (RMI)*1 are used for the surveys. The investigation results are reported to Business Innovation OEM customers. We conduct the mineral risk assessment based on the investigation results, report the assessment results to the procurement & manufacturing director, and obtain approval. Even for businesses that are not subject to annual investigations (including healthcare segment, where requests for mineral surveys are rare due to industry characteristics), we respond appropriately according to our internal rules when we receive requests for origin investigation of minerals from client companies.
(3) Design and implement a strategy to respond to identified risks	Based on the results of the risk assessment, each division responsible for risk evaluation requests the suppliers to switch to certified smelters. We request suppliers who use high-risk smelters to switch at the earliest opportunity. In addition, to receive and address all reports from stakeholders regarding actual or suspected human rights violations, including child labor and forced labor in the upstream supply chain, the Fujifilm Group joined the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) as a full member in June 2024.
(4) Carry out independent third-party audits of the due diligence practices of smelters/refiners	As a JEITA*2 Responsible Minerals Trade Working Group member, Fujifilm and FUJIFILM Business Innovation encourage smelters to undergo the Responsible Minerals Assurance Process (RMAP*3). FUJIFILM Business Innovation also carries out activities as a member of RMI.
(5) Report annually on supply chain due diligence	The Fujifilm Group's conflict minerals*4 policies, measures and results are disclosed on the official website and in the sustainability report.

*1 RMI: Responsible Minerals Initiative

*2 JEITA: Japan Electronics and Information Technology Industries Association.

*3 RMAP: Responsible Minerals Assurance Process.

*4 Minerals (tin, tantalum, tungsten, and gold) regarded to be problematic because profits may be used for inhumane purposes or its mining may infringe human rights.

2. Results and targets for responsible minerals procurement

The Fujifilm Group is reinforcing its efforts concerning responsible mineral procurement, taking into account the expanding number of countries and regions where we make sales and rising social demands. The following table shows the fiscal 2024 investigation results and targets by business segment per year.

(1) Results of minerals survey by segment (Supplier response rate)

Business Innovation

	FY2022	FY2023	FY2024	FY2025 target
3TG	99%	99%	100%	100%
Cobalt and Mica	99%	98%	99%	100%

Electronics

	FY2023	FY2024	FY2025 target
3TG	87%	94%	92% or over
Cobalt and Mica	87%	94%	92% or over

Imaging

	FY2023	FY2024	FY2025 target
3TG	82%	84%	90%
Cobalt and Mica	89%	85%	90%

(2) Rate of conformant smelters by segment

Business Innovation

FY2024	Tin	Tantalum	Tungsten	Gold	3TG Total	Cobalt	Mica
Number of identified smelters	70	34	52	179	335	92	30
Number of RMAP conformant smelters	51	32	34	91	208	50	3
Rate of RMAP conformant smelters	73%	94%	65%	51%	62%	54%	10%

Electronics

FY2024	Tin	Tantalum	Tungsten	Gold	3TG Total	Cobalt	Mica
Number of identified smelters	0	3	29	0	32	0	0
Number of RMAP conformant smelters	0	3	28	0	31	0	0
Rate of RMAP conformant smelters	-	100%	97%	-	97%	-	-

Imaging

FY2024	Tin	Tantalum	Tungsten	Gold	3TG Total	Cobalt	Mica
Number of identified smelters	92	45	53	174	364	64	10
Number of RMAP conformant smelters	71	39	32	90	232	46	4
Rate of RMAP conformant smelters	77%	87%	60%	52%	64%	72%	40%

2.5.9 Efforts in Paper Procurement

The Fujifilm Group established the "Procurement Management Regulations for Plant-Derived Raw Materials" in 2021 with the aim of protecting plant resources and conserving biodiversity, and is working on the appropriate procurement of materials derived from pulp and palm oil. Since our Business Innovation segment sells copy and printer paper as one of its major products, we declare that we procure raw materials from forest resources managed with consideration for the environment and human rights, thereby avoiding involvement in deforestation or human rights violations, and have established the "Paper Procurement Regulation Standards." These regulations specify paper quality standards for procurement and selection criteria for material suppliers. These requirements instruct material suppliers to pay attention to biodiversity and respect the rights of local residents in their business operations.

In fiscal 2024, we also held the ESG Paper Procurement Committee, chaired by the director responsible for procurement, to confirm the conformity status of existing suppliers with our requirements and to select new suppliers. At this committee, in addition to reviewing the conformity status based on the collected signed pledges, checklists, and materials reports from all paper suppliers, we share the results of on-site audits conducted at some supplier factories. Furthermore, we make decisions on continuing transactions and selecting new suppliers by comprehensively considering information obtained through dialogues with environmental NGOs regarding international trends and issues such as deforestation and human rights violations.

As of March 2025, the ratio of FSC®-certified* branded paper products in the Business Innovation segment in Japan is 42%, and the ratio of recycled paper (containing 70% or more recycled pulp) is 17%. Please also refer to 3.7.2 Activity Overview.

* License number: FSC®-C020731

Paper Procurement Regulation Standards

(1) Principles on paper procurement

- I. The paper materials shall be derived from forests managed in a sustainable manner.
- II. For recycled pulp, the supplier of waste paper used as raw materials shall be clearly identifiable.
- III. The chemical substances used in the manufacturing process shall be confirmed to be safe.
- IV. The bleaching process used for the paper shall be chlorine-free.
- V. The manufacturing facilities shall have environmental management systems.

(2) Principles on transactions with paper suppliers

- I. Environment: Suppliers shall comply with both national and regional laws and regulations in the countries where they operate, and shall conduct business in consideration of the protection of valuable local forests and their ecosystem.
- II. Right of local communities: Suppliers shall see to it that the rights of local communities, such as the right to exist, are protected, and shall fully engage in dialogue with local communities whose rights might be seriously affected by their business activities.
- III. Corporate ethics: Suppliers shall protect the rights of their workers, conduct fair transactions as a matter of routine, and avoid any association with antisocial forces or organizations.

Paper Procurement Efforts KPI

	FY2022	FY2023	FY2024	FY2025 target
Confirmation of conformity status with our regulations for paper suppliers • Percentage of signed pledges, checklists, and materials reports collected from paper suppliers (Business Innovation Segment)	100%	100%	100%	100%

2.5.10 Sustainable Procurement Efforts in Logistics

Japan's logistics industry faces serious social issues, such as long working hours by courier drivers, death from overworking, and environmental and safety issues caused by poorly maintained vehicles. These problems are caused by the increasing trend of internet shopping and the home delivery demand.

FUJIFILM Logistics, which is in charge of logistics operations for the Fujifilm Group, has been requesting its logistics partners (tier 1 suppliers) to cooperate in our sustainable procurement for logistics in Japan since fiscal 2009. Through such requests, logistics partners conduct sustainability self-checks and if their conformance rate is less than 90%, FUJIFILM Logistics visits the partner company to offer advice for correction.

In fiscal 2024, we requested 114 suppliers to conduct self-checks and collected the results from all suppliers.

In the fiscal year, we added questions to the self-check to assess logistics partners' appropriate response to the "2024 logistics industry issue," which arises from Japan's Work Style Reform-related law limiting drivers' overtime to 960 hours per year. For companies that had less than a 90% conformance rate in the previous year, we made an onsite interview and confirmed that the nonconforming aspects had been improved. As a result, all these companies improved their self-check conformance rates.

Sustainable Procurement Effort KPI in Domestic Logistics in Japan

	FY2022	FY2023	FY2024	FY2025 target
Percentage of companies with 90% or more sustainability self-check conformance rate	97%	99%	100%	100%

FUJIFILM Logistics has been focusing on improving logistics efficiency through cross-industry collaboration since fiscal 2022 and continued to implement "long-distance relay trucking," where multiple drivers change over after covering a set intermediate distance, in fiscal 2024. Relay trucking reduced both the number of vehicles and working hours, as well as minimizing the long-hour working resulting from long-distance single driver transportation.

Furthermore, in fiscal 2024, we reviewed certain transportation routes and strengthened our ongoing efforts toward modal shift to address challenges such as the "2024 logistics industry issue" and driver shortages, thereby securing stable transportation methods. As a result, we reduced driver driving time by 60% on the targeted routes.

Since fiscal 2020, FUJIFILM Logistics has been using the GoStop Management System, a logistics service provided by the Japan Weather Association, to support transportation safety in bad weather. We provide our partners with information gained from the system, such as bad weather forecasts and other data that helps determine whether it is necessary to cancel transportation. In fiscal 2024, there were no accidents caused by natural disasters.

Further information, please refer to 2.5.6-3. *Efforts in Logistics.*

2.5.11 Collaboration with Initiatives in the Supply Chain Area

The Fujifilm Group participates in various initiatives to meet the evolving globally-applicable production and procurement standards and deliver our products with confidence, valuing the importance of global CSR trends. Below are the initiatives in which we participate in the supply chain area.

- **Joint Article Management Promotion-consortium (JAMP)**

FUJIFILM Corporation and FUJIFILM Business Innovation Corp. participate in JAMP, which aims to disseminate a system to manage chemical substance information and smoothly communicate such information across supply chains.

- **United Nations Global Compact (UNGC), and Global Compact Network Japan (GCNJ)**

FUJIFILM Business Innovation Corp. became a signatory to the United Nations Global Compact in 2002. Since June 2020, we have signed UNGC as FUJIFILM Holdings. Moreover, we are working actively in the Supply Chain Working Group and the Human Rights Due Diligence Working Group of the GCNJ.

- **Japan Electronics and Information Technology Industries Association (JEITA)**

Both FUJIFILM Corporation and FUJIFILM Business Innovation Corp. participate in the Responsible Minerals Trade

Working Group led by the JEITA, the industrial organization of the Japanese IT and electronics industry.

- **Responsible Minerals Initiatives (RMI)**

FUJIFILM Business Innovation Corp. joined RMI in May 2021. RMI is the leading organization dedicated to global efforts for the responsible procurement of conflict minerals. We will strengthen our efforts for responsible minerals procurement through collaboration with RMI and JEITA.

- **Responsible Business Alliance (RBA)**

FUJIFILM Business Innovation Corp. joined the RBA in April 2022. The RBA sets out standards in the electronics industry supply chains to ensure that the working environment is safe, that workers are treated with respect and dignity, and that they are environmentally friendly.

- **Japan Business Machine and Information System Industries Association (JBMIA)**

FUJIFILM Business Innovation Corp. participates in the activities of the JBMIA as a member of the Responsible Corporate Behavior Committee, established in April 2022. The JBMIA is an organization that contributes to the development of Japan's business machines and information systems industries. The Responsible Corporate Behavior Committee mainly works in the area of human rights issues within the supply chain.

- **Pharmaceutical Supply Chain Initiative (PSCI)**

In fiscal 2024, all production companies of FUJIFILM Biotechnologies, a contract development and manufacturing organization (CDMO) for biopharmaceuticals, joined the PSCI. PSCI is a nonprofit organization aimed at realizing responsible supply chains in the pharmaceutical and healthcare industries.

3.0 Environmental data

Boundaries and coverage rates used in environmental data

The range of environmental data shown in Chapter 3 of this Report covers all consolidated companies of FUJIFILM Holdings Corporation.

While data collected from manufacturing and development companies is in the areas of energy, water usage and waste as a rule, other data is calculated in accordance with the following general rules.

- Companies located on properties where water consumption and wastes data cannot be gathered and companies employing less than ten workers have been excluded.
- Regarding sales companies, data that assures accurate measurement of the amount of energy used, such as electric power usage by each company and the use of company-owned vehicles, has been collected. Other data items are optional.
- Data from companies that submit their financial statements indirectly related to FUJIFILM Holdings, excluding the five companies that are being collected separately, are being submitted after combining with their respective parent companies.
- The Semiconductor High Purity Process Chemicals Business purchased from Entegris, Inc., of the U.S. in May 2023 was included in the scope of statistical data of this report.
- The coverage rate for each aforementioned statistical data, for manufacturing and development and for sales separately, is calculated as: Employees of the target company (including full-time, contract-based and temporary workers) / Total number of employees (in manufacturing, development or sales).

Data Coverage Rate (consolidated companies of FUJIFILM Holdings)

	Manufacturing/Development	Sales
Energy (Scope 1, 2)	99.9%	82.9%
Water	96.0%	15.6%
Wastes	94.4%	67.6%
CFCs	83.0%	11.2%

3.1 Environmental Policy and Management System

3.1.1 Basic Approach

The Fujifilm Group organizes activities aimed at contributions to “sustainable development” in all the Group’s business activities, in accordance with its environmental policy (Fujifilm Group Green Policy).

Fujifilm Group Green Policy

Basic Policy

“Sustainable development” is the most important issue for our planet, the human race, and all business entities in the 21st century. Through all products and services and businesses, we will strive our contributions to “sustainable development” by initiative to address climate change, promote resource circulation, ensure chemical safety, preservation for regional environment and biodiversity conservation.

Action Guidelines

1. We will contribute to solving environmental issues with original and advanced technology in the product life cycle.
2. We will comply with the rules established by each country and region, self-regulations of the Fujifilm Group companies, standards, individually agreed requirements.
3. As a member of the supply chain and community, we will work with each stakeholder to promote activities to solve environmental issues.
4. We will actively disclose information on environmental initiatives and their results to various stakeholders such as local communities, governments, shareholders and investors, NGOs and NPOs, employees of the Fujifilm Group companies, and ensure good communication.
5. We strengthen the foundation to address environmental issues voluntarily by providing education to employees of each group company thoroughly to raise awareness.

3.1.2 Environmental Management

The Fujifilm Group collects environmental performance data from all our sites each year, and reports the data to top management through the ESG Committee. This data is analyzed to determine the priority measures for the following fiscal year. Each company and site sets targets and action plans based on the priority measures to improve their environmental performance while also reducing environmental risks. Utilizing the Integrated Management System (IMS)* for these continuing environmental activities, enhances their effect.

In 2017, we released SVP 2030, the Fujifilm Group CSR Plan toward 2030, setting targets in six areas to build a sustainable society. The following list shows the fiscal 2022 priority measures corresponding to the area of environmental safety in SVP2030.

* Integrated management system (IMS): Management system integrating, quality management system (QMS), occupational health and safety assessment system (OHSMS) and information security management system (ISMS).

Effective Management System <https://holdings.fujifilm.com/en/sustainability/vision/management/management-system>

FY2025 Fujifilm Group Priority Measures

SVP2030 priority issues	FY2025 priority measures
1. Address climate change	Promote CO ₂ emission reduction activities in each business domain based on the Fujifilm Group environmental strategy "Green Value Climate Strategy" Enhance carbon efficiency of business operations 1) Create and promote "Green Value Products" to be certified under the Fujifilm Group's environmentally-conscious product certification program (i) Reduce CO ₂ emissions across the entire product life cycle (ii) Communicate and collaborate with suppliers to reduce CO ₂ emissions (iii) Contribute to reducing CO ₂ emissions in society and at the customer end 2) Promote "Green Value Manufacturing" that has lower environmental impact (i) Develop and introduce production processes and manufacturing technologies that have lower CO ₂ emissions (ii) Expand the use of renewable energy (iii) Implement concrete measures aimed at introduction of fuels that do not emit CO ₂
2. Promote recycling of resources	1) Design product life cycles that make efficient use of mined resources ● (i) Expand the use of raw materials having low environmental impact (ii) Expand the scope of application of reuse, refurbish, and recycle throughout the product life cycle (iii) Utilize waste plastics as resources, and promote the use of recycled plastics for products and packaging materials 2) Reduce the use of mined resources at the Fujifilm Group's production sites ● (i) Reduce input of raw materials by streamlining production activities (ii) Reduce incineration/landfill waste or change to alternative disposal methods
3. Biodiversity conservation	1) Promote water recycling and purification in areas with high water risk ● 2) Promote water resource conservation activities across the organization 3) Prevent accidental discharges from aging infrastructure through periodic inspections and monitoring ● 4) Appropriate procurement of biologically derived raw materials ●
4. Ensure product and chemical safety	1) Continue to improve the system for evaluating and monitoring product safety based on the company-wide rules ● 2) Promote reduction and replacement of priority chemical substances based on anticipatory risk management. 3) Disseminate knowledge and systems that support sound chemical management throughout the supply chain
5. Promote management of a healthy workplace & prevent workplace accidents	1) Expand equipment and work risk assessments to prevent fires and explosions ● 2) Thorough investigation of the causes of serious industrial accidents and implementation of preventive measures 3) Improve the level of management of the handling of biological materials based on the internal rules
6. Information disclosure and communication	1) Establish a system for information disclosure in accordance with laws and regulations, and internationally applicable guidelines
7. Employee education	1) Implement educational programs to promote measures for the SVP2030 priority issues 2) Continue educational programs related to environmental safety, product safety, and occupational safety

●: Revised from the FY2025 priority measures

3.1.3 EMS: Certification/Audit/Verification

Status of EMS Certification and Audit in FY2024

* Target sites are determined in consideration of business characteristics

Certification/audit/verification system by specialized companies with International Certification (ISO14001, EMAS)	Coverage: 69.2% Target sites: 52 Certified sites: 36
Certification/audit/verification system by internal experts	Coverage: 30.8% Through internal management rules, our internal experts verify the status of environmental activities based on the Environmental Policy and the priority issues. Target sites: 52 Certified sites: 16
Total Coverage of Environmental Management System (EMS) for our company (The sum of the above two)	100%

Effective Management System <https://www.fujifilmholdings.com/en/sustainability/vision/activity.html>

3.1.4 Risk Management by Environmental Due Diligence

For M&As, we conduct a survey on the environmental aspects of the investee (usage history of buildings and premises, soil pollution, exhaust and wastewater emission, biodiversity, compliance, etc.). This is to accurately assess the investment possibility and costs in order to reflect them in decision making. From fiscal 2021, new assessment items, such as hazard risks and energy usage status, were added from the viewpoint of reducing climate change.

3.1.5 Response to Environmental Laws and Regulations

Legal Compliance and Reports on Complaints in FY2024

In fiscal 2024, there was no violations of environment-related laws, but relatively minor violations have been excluded.

Number of Environment-Related Complaints and Legal Violations

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of legal violations	1	1	5	5	0
Penalty (USD)	168	3,600	20,744	503,626	0

3.1.6 Environmental Training for Employees

To promote our group-wide environmental activities, the Fujifilm Group provides environmental education for all employees to acquire basic environmental knowledge and raise awareness for environmental issues. The education program is provided continuously through the e-learning system to encourage understanding and implementation of the Fujifilm Group Green Policy and SVP2030.

For employees who require specific environmental knowledge and skills, we also offer specialized education programs, including those about management of chemical substances, Design for the Environment, waste management, and product safety.

Environmental Education <https://holdings.fujifilm.com/en/sustainability/activity/environment/education>

3.1.7 Environmental Management in the Supply Chain

The Fujifilm Group considers the impact that our business has on the environment throughout its life cycle, from the procurement of raw materials to the manufacturing, transportation, use, and disposal of products, and is working to reduce the environmental impact.

For further information on the Group's basic policy and specific cases, please refer to 2.5.6 *Environmental Efforts in the Supply Chain*.

3.2 Climate Change Response Strategy

3.2.1 Basic Approach

The Fujifilm Group regards the 1.5°C goal set out in the Paris Agreement as a social challenge that we must achieve together, and, therefore, we raised our CO₂ emissions reduction targets in December 2021. These targets are for us to aim at net zero CO₂ emissions from our energy consumption*¹ by the end of FY2040, and reduce CO₂ emissions across the entire product life cycle—from procurement of raw materials to manufacture, transportation, use, and disposal—by 50% (compared to the FY 2019 level) by the end of FY2030.

To achieve these targets, we established a Fujifilm Group environmental strategy, "Green Value Climate Strategy"*² that promotes manufacturing with a lower environmental impact, and the development and dissemination of products and services with excellent environmental performance.

In manufacturing, we are working to maximize energy usage efficiency and actively employ renewable energy. We are also introducing and utilizing fuels that offset CO₂ emissions, such as synthetic methane and hydrogen, in addition to electricity. To promote investment in such low-carbon schemes, we started Internal Carbon Pricing (ICP) system in fiscal 2022.

In the area of products and services, we are actively developing and spreading our Green Value Products, which significantly reduce environmental impact. Through reduction of energy consumption and resource usage in our products, and offering business solutions that can reduce transportation of both people and goods, minimize time and resources consumed, we aim to reduce CO₂ emissions throughout our product life cycles and thereby contribute to CO₂ emissions reduction in society.

Following the "Green Value Climate Strategy" and uniting a range of knowledge gathered from both inside and outside the Fujifilm Group, we are addressing climate change, which is an imminent social issue facing international society.

*1 Direct emissions from our manufacturing processes (Scope 1) and indirect emissions due to the use of electricity and steam supplied from other companies (Scope 2).

*2 Please refer to the following site for Green Climate Strategy

CSR plan SVP2030 Environment <https://holdings.fujifilm.com/en/sustainability/plan/svp2030/environment>

3.2.2 Governance

Our activities related to climate change are deliberated on and determined by the ESG Committee, chaired by the president. The Committee is held on a regular basis, and the agenda is then reported to the Board of Directors, who then issue instructions and advice in response to the report received from the ESG Committee to ensure the effectiveness of the process.

Issues related to climate change are deliberated on by the ESG Committee as priority risks, along with issues concerning compliance and other risks (2.2.3 *Compliance and Risk Management Promotion Structure*). To date, deliberations by the Committee include raising CO₂ emissions reduction targets, setting renewable energy introduction targets, and participation in climate change initiatives, such as endorsing TCFD recommendations, joining RE100, and obtaining SBT validation. The Committee also discussed introducing Internal Carbon Pricing (ICP) system and the Virtual Power Purchase Agreement (VPPA) scheme for the procurement of renewable energy-based electric power.

Further, the ESG Committee discusses and decides upon annual CO₂ emissions reduction targets, which are used as ESG indicators, as well as assessing actual performance and results. This indicator is used to determine the performance share included in directors' remunerations and the committee also reports its conclusions to the Board of Directors.

To effectively apply the resolutions of the ESG Committee to the respective business operations, the GX (Green Transformation) Committees has been formed as subcommittees in 2023. The GX Committee deliberates ESG issues in each business division and business site and determines the concrete measures to be adopted. Measures implemented by the GX Committee include CO₂ emissions reduction measures suited to local characteristics, resource recycling schemes tailored to different types of business, and intracompany standardization of product carbon footprints (CFPs).

As described above, the GX Committee helps to put into practice the climate change countermeasures adopted by the ESG Committee within each business division. Through this system, the Fujifilm Group is working for comprehensive and coherent climate change strategy across the organization.

3.2.3 Risk Management

The Fujifilm Group has been operating a global IT system to monitor environmental performance related to climate change for all Group companies. The system enables us to collect emission volumes of greenhouse gases such as CO₂ and CFCs and types of energy and consumption volumes at each of our business sites in various countries and regions and use the data to identify risks. The Energy Strategy Promotion Committee analyzes factors affecting these risks and reports the high-priority issues to the ESG Committee, and consequently supports them in deciding on the appropriate operations. We have utilized an ICP system to evaluate climate-related risks, and have reviewed the anticipated impacts and action required.

A scenario analysis based on the TCFD recommendations enables us to identify the risks derived from our environmental performance as well as the risks happening in our supply chain and site locations. We take measures to deal with important issues to be implemented.

3.2.4 Strategy

For scenario analysis based on the TCFD recommendations, we have set and evaluated two types of climate-related scenarios—1.5°C and 4°C—in reference to low-carbon 2°C scenario (2DS) based on the Representative Concentration Pathways (RCP) 2.6 through 8.5 described in the report of the Intergovernmental Panel on Climate Change (IPCC) and the IEA (International Energy Agency) ETP (Energy Technology Perspectives). One is the 1.5°C scenario in which more rigorous measures are implemented to build a decarbonized society and effectively keep the rise in temperatures by the year 2100 to 1.5°C compared with the level during the Industrial Revolution. The other is the 4°C scenario in which the temperature rises by 3.2°C to 5°C over the Industrial Revolution level as a result of failing to implement measures that surpass those currently in place.

For further detail on scenario analysis, please refer to *TCFD Report*.

TCFD Report https://www.fujifilm.com/files-holdings/ja/sustainability/report/2023/tcf_d_report2023.pdf

[Scenario analysis overview]

1. 4°C scenario

Measures surpassing those in place at present are not implemented, resulting in the average temperature rising by the year 2100 by 3.2°C to 5°C over the level during the Industrial Revolution. Natural disasters will increase in intensity and irreversible ecological changes will occur.

(1) Business risks (Physical risks)

- I. Impact on production facilities due to extreme weather conditions, suspension of supply of raw materials for products and factory shutdowns due to power outages
[Countermeasures] Promote measures such as the decentralization of production bases and raw material suppliers by formulating business continuity plans (BCP) and securing a stable power supply by installing in-house cogeneration systems.
- II. Instability and soaring prices of plant-derived raw materials due to ecological changes caused by climate change
[Countermeasures] Reduce the amount of raw materials used by producing thinner films made from plant-derived raw materials and promoting the recycling (reuse) of multifunction devices in the area of business innovation.

(2) Business opportunity

- I. Developing resilience of social infrastructure against disasters
 - Highly sensitive camera products that can monitor rivers and sea surfaces at night and in stormy weather

- Deterioration diagnosis technology for bridges, levees, etc., using high-precision image analysis and AI technology
- Digitalization of local governments' disaster response processes to help residents quickly rebuild their lives after a disaster.
- II. Reducing the burden on healthcare professionals and improving access to healthcare
 - Global deployment of medical IT, medical diagnostic imaging and AI technologies that help reduce the workload on healthcare professionals and contribute to remote diagnosis

2. 1.5°C scenario

Rigorous measures are implemented to build a decarbonized society, keeping temperature rises by the year 2100 down to 1.5°C in comparison with the level during the Industrial Revolution.

(1) Business risks (Transition risks)

Carbon pricing would be legalized in different countries and regions, leading to a rise in costs. Scopes 1 and 2 CO₂ emitted by the Fujifilm Group in fiscal 2024 amounted to 919,000 tons. When assuming that the carbon tax per 1 ton of CO₂ emissions to be 13,000 yen, the financial risk would be some 12.0 billion yen.

[Countermeasure] Accelerate capital investment for decarbonization by utilizing an internal carbon pricing system.

(2) Business opportunity

Help solve energy issues and achieve a decentralized society based on fundamental and core technologies.

- I. Energy conservation
 - Data archive storage systems using high-capacity magnetic tape to reduce CO₂ emissions during data storage
 - Multifunction devices with enhanced power-saving performance
- II. Energy creation
 - Technology that enables inspection and diagnosis of operating wind turbine blades even in harsh environments by combining a high-performance anti-vibration and ultra-telephoto camera with high-precision image analysis and AI technologies
- III. CO₂ capture and fixation
 - Bio-production of useful substances from CO₂ using bioengineering technology
- IV. Solutions and services adapted to a decentralized society
 - Solutions that support lifestyles and business activities in a decentralized society by promoting digitization, automation and paperless business processes
 - Solutions and services to support healthcare professionals and improve access to healthcare through the use of healthcare IT and AI technologies

3.2.5 Metrics and Targets

The Fujifilm Group has established the following targets for addressing climate change in SVP 2030 and is planning to promote energy conservation and renewable energy proactively. In addition, we manage the Green Value Products certification program certifying our products and services that excel in reducing environmental impact to make a greater contribution to reducing CO₂ emissions in society.

1. Targets and progresses of CO₂ emissions reduction across the entire product life cycle*

Long-term target: Reduce CO₂ emissions by 50% by the end of FY2030 (compared to the FY2019 level)
Progress: 8% reduction at the end of FY2024 (compared to the FY2019 level).

* "CO₂ emissions reduction across the entire product life cycle" refers to the total of Scopes 1 and 2 figures and the figures from Scope 3 categories (1, 3, 4, 11, and 12).

2. Targets and progresses of the Fujifilm Group's CO₂ emissions from energy consumption*

Long-term target: Achieve net zero CO₂ emissions by the end of FY2040.
Mid-term target: Reduce the Fujifilm Group's CO₂ emissions by 50% by the end of FY2030 (compared to the FY2019 level).

Short-term target: Reduce the Fujifilm Group's CO2 emissions by 17% by the end of FY2024 (compared to the FY2019 level).

Progress: 18% reduction at the end of FY2024 (compared to the FY2019 level).

* "Fujifilm Group's CO2 emissions from energy consumption" refers to Scopes 1 and 2.

3. Renewable energy usage targets

- Convert 50% of purchased electric power to renewable energy-derived power by FY2030.
Progress: We converted 10% of purchased electric power to renewable energy-derived power as of the end of FY2024.
- Convert 100% of purchased electric power to renewable energy-derived power aiming at zero CO2 emissions from our energy consumption by converting using fuels to fuels which do not accompany CO2 emissions like hydrogen in our in-house cogeneration systems by FY2040.
- This target was recognized as being in line with the purpose of the RE100; we joined RE100 in April 2019.

4. Targets for contribution to reducing CO2 emissions through products and services

- Contribute to reducing accumulated 90 million tons CO2 emissions by FY2030.
Progress: Contribute to reducing 15 million tons by FY2024.

3.3 Activities Related to Climate Change Response

3.3.1 Activity Overview

The Fujifilm Group is working to reduce GHG emissions across the entire product life cycle, from the material procurement to manufacturing, transportation, use and disposal, through the following activities.

	Measures
Procurement	Promote material recycling Encouragement of CO2 emissions reduction among suppliers and support for their reduction efforts.
Manufacturing	Promote Green Value Manufacturing* * Please refer to the following site for Green Climate Strategy. CSR plan SVP2030 Environment https://holdings.fujifilm.com/en/sustainability/plan/svp2030/environment
Transportation	More efficient transportation
Use	Provide low-carbon type solution services
Disposal	Waste recycling Develop products with low CO2 emissions at disposal

3.3.2 Collaboration with Initiatives

1. Participating in climate change initiatives

The Fujifilm Group participates in the following climate change initiatives to endorse and support their activities.

(1) Japan Climate Leader's Partnership (JCLP)

A coalition of Japanese companies that aim to build a sustainable decarbonized society, established in 2009. We became a partner in May 2018.

<Our activities>

- In July 2020, we gave a presentation, "The Fujifilm Group's Procurement of Renewable Energy," at a seminar held by JCLP. The presentation introduced our renewable energy usage practices and the company's electricity and fuel strategy towards decarbonization.
- In March 2024, we participated in projects on renewable energy, supply chains and thermal energy. We shared information on the current conditions and issues in energy use in the manufacturing industry from the perspectives of both electric power and thermal energy and applied the findings in our activities.

(2) Japan Climate Initiative (JCI)

Established in July 2018 as a voluntary network to reinforce communications and exchange opinions among corporations, local governments, NGOs, and other organizations that are actively working to combat climate change. We joined the initiative in 2018.

<Our activities>

- In June 2020, as a JCI member, we participated in an opinion exchange session with the Environment Minister towards Green Recovery from the COVID-19 pandemic. We appealed for the government's support in technological development and infrastructure building towards fuel decarbonization, which is critical in the chemical industry.
- In January 2021, as one of 93 corporate members, we published a message calling for the Japanese government to raise its 2030 renewable energy target to 40-50% in the 2030 electricity mix.
- In April 2021, JCI submitted a statement to request the Japanese government to raise its emission reduction target

from 26% to a more ambitious level, one that better represents Japan's responsibility as a leading economy and is more aligned with the European Union's target of 55% and the United States' 50%. At the press conference related to the statement, we announced our endorsement of the JCI message along with our own efforts towards reducing climate change.

- In April and December 2023, as a JCI member company, we announced our support for the JCI's recommendations to the Japanese government "to expanding the introduction of renewable energy" and "to introduce carbon pricing that is fair and aligned internationally." Since internationally-aligned carbon pricing involves policy measures on the carbon border adjustment mechanism (CBAM) in other countries, we urged the government to take action through the announcement of these recommendations.

(3) Task Force for Climate-related Financial Disclosure (TCFD)

An organization that advises corporations on disclosing financial information concerning climate change risks and opportunities. We announced our endorsement of the TCFD recommendations in December 2018.

<Our activities>

- Joined the TCFD Support Project by the Ministry of the Environment in 2019.
- Joined the TCFD Consortium in 2019.
- Began disclosing environmental analyses and information based on TCFD recommendations starting with our Sustainability Report 2019.
- In fiscal 2023, we released an independent report on our analysis based on TCFD recommendations.

(4) RE100

An international initiative of corporations that are committed to using 100% renewable electricity for their business operations. We joined the organization in 2019.

<Participation background: Decarbonization difficulties in the chemical industry>

The chemical industry requires high temperature steam heat. It is extremely difficult to replace the conventional energy required for these processes with renewable energy using current technology. We are aware that acceleration of technological innovation is indispensable towards the decarbonization of electricity and energy, not only within our companies but across society as a whole. For this reason, we joined RE100 in 2019, aiming at zero CO₂ emissions by 2050 through replacement with fuels without CO₂ emissions, such as hydrogen, in addition to our renewable energy usage target. In 2021, we increased the target values and brought forward the goal date to 2040.

<Our activities>

- In June 2019 at the JCLP Symposium, the "Proposal from Corporate Consumers Aiming to Source 100% of Power from Renewable Electricity" was released based on discussions among RE100 Japanese companies.
- In 2020, in a series of seminars, "Corporate Sourcing of Renewable Energy," jointly held by RE100 and GWEC/CDP, we presented the Fujifilm Group's practice of renewable energy procurement.
- In March 2021, under a collaboration with JCLP, 53 of the RE100 companies submitted a letter calling for the Japanese government to increase their renewables ambitions.
- In January 2024, we participated in the Policy Working Group for RE100 and sent a policy message to the Japanese government on the issues involved in expanding the introduction of renewable electricity and on resolving the issues.

(5) Science-Based Targets initiative (SBTi)

A partnership comprising the WWF, CDP, United Nations Global Compact, and the World Resources Institute (WRI). The initiative recommends corporations to set science-based CO₂ emissions reduction targets to limit the global average temperature rise to 1.5°C above pre-industrial levels.

<Our activities>

- In 2017, we announced our reduction targets and obtained the official 2°C Limit validation within the same month.
- In 2020, we obtained the official Well-Below 2°C Limit validation by presenting our revised targets.
- In 2021, we revised the targets upward. In 2023, we obtained the official 1.5°C Limit validation from SBTi.

(6) Japan Hydrogen Association (JH2A)

This organization was established in 2020 to set up a hydrogen infrastructure and related services in Japan, to run projects for social implementation, raise hydrogen demands, and make policy proposals for easing hydrogen regulations. FUJIFILM Corporation has been a member since 2022.

2. Endorsement and support for climate change policies

The Fujifilm Group announces political requests and endorsements through participating in climate change initiatives and industry organizations.

<Our activities>

- 2019: Participated in the "Project to Support the Use of Scenario Analysis in line with TCFD recommendations" by the Ministry of the Environment.
- 2020: Participated in the Ministry of the Environment's project to promote a decarbonized society, "Spreading Carbon Neutral – Senior Management Talks about Decarbonization" through our video. The video introduced the Fujifilm Group's anti-climate change efforts, such as the 100% switch to wind energy in FUJIFILM Manufacturing Europe B.V. in the Netherlands in 2016, and setting group targets for renewable energy usage in 2019.
- Participating in projects by the New Energy and Industrial Technology Development Organization (NEDO), "Development of Continuous Production and Process Technologies of Fine Chemicals" and "Artificial Photosynthesis." We were listed among the corporations under the Zero Emissions Challenge 2021, which covers companies participating in projects related to the Environment Innovation Strategy, under the Ministry of Economy, Trade and Industry.
- We participated in the plan through the Japan Chemical Industry Association by annually reporting progress in CO₂ emissions reduction and energy-saving measures. Keidanren Carbon Neutrality Action Plan (former Commitment to a Low Carbon Society) is cross-border voluntary efforts by the business community aiming at carbon neutrality by 2050. The plan is designed to encourage corporations to create their carbon neutrality visions and monitor their progress by undertaking checking and assessment.
- We participate in the System for the Disclosure of Information in the Periodic Report Under the Act Rationalizing Energy Use, which is promoted by the Agency for Natural Resources and Energy (ANRE). In addition to conventional fossil fuel-derived energy consumption, we disclose our decarbonization efforts such as the amount of renewable energy on a trial basis, and cooperate in the smooth introduction of this system.
- The Ministry of the Environment (MOE) now provides the Support for High-efficiency Installations for Facilities with Targets (SHIFT) program to assist carbon neutrality efforts across the value chains of corporations. As a part of the program, the Support for Intercompany Cooperation Model, we gave a presentation on our own project and its benefits at a seminar hosted by MOE to promote dissemination of the program.

<Our concrete measures>

- We are working to reduce CO₂ emissions by continuing our pursuit of efficient energy usage in production processes, begun in the 1990s, and a gradual switch to low carbon fuels, such as natural gas, since the 2000s.
- The manufacturing industry tends to aim at optimization of production efficiency towards a set CO₂ emissions intensity target. However, we decided to set an absolute reduction target determined from the base year to achieve business expansion and emissions reduction at the same time.
- Participation to GX League
The GX League is an initiative to support companies that are leading the Green Transformation (GX) of the entire economic and social system, collaborating with a variety of stakeholders, including participants in their value chains, consumers, educational institutes, and NGOs. We joined in fiscal 2023, endorsing the GX League plan announced in February 2022 by the Ministry of Economy, Trade and Industry. We started disclosing our CO₂ emissions data.

3.3.3 Data Related to Climate Change Measures

1. GHG emissions (Scope 1, 2)

Calculating standards and methods for Scope 1 and 2

- Greenhouse gas emissions are calculated in accordance with the GHG Protocol (WRI/WBSCD) and Japan's Act on the Promotion of Global Warming Countermeasures.
We calculate emissions of the following gases: CO₂, CH₄, N₂O, SF₆, NF₃, HFC, and PFC. The base year for the group-wide GHG emissions reduction targets is 2019, and their annual emissions have been reflected in the data since then.
- Global warming coefficients for HFC and PFC have been calculated with reference to GWP-100 of IPCC AR6 for each substance separately and the Act on the Rational Use and Proper Management of Fluorocarbons for mixed refrigerants.

For the unit calorific value and CO₂ emission factor for fossil fuel incineration, the GHG emissions accounting, reporting and disclosure system (SHK System) has been used as reference.

- For Scope 1, the calculation does not include “use of lubricants,” which was added to “emissions derived from non-energy factors,” according to the 2023 revision of Systems for Calculation, Reporting and Public Disclosure of Greenhouse Gas Emissions. From the current fiscal year, the calculation includes “Incineration of solvents, including non-methane volatile organic compounds” and its calculation result was reflected in the data from the base year of fiscal 2019.
- In the market-based method for Scope 2, emission factors for electric utility operators under the SHK System in Japan and emissions factors obtained from electric power companies in other countries were used. Electric power identified as renewable electricity has its emission factor set at zero.
- In the location-based method for Scope 2, emissions factors from IEA Emission Factors 2024 were used.
- The fuel used for electric power wheeling between Group companies is covered on the supplier side under Scope 1 and not on the user side under Scope 2.

For the data coverage, please refer to 3.0 Boundaries and coverage rates used in environmental data.

Annual Changes

	Unit		FY2019 (Base year)	FY2020	FY2021	FY2022	FY2023	FY2024
Total direct GHG emissions (Scope 1)	kt CO ₂ e	Fujifilm Group Total	673	642	674	615	563	527★
		Fujifilm	633	606	640	581	533	497
		FUJIFILM Business Innovation	40	36	34	33	30	30

	Unit		FY2019 (Base year)	FY2020	FY2021	FY2022	FY2023	FY2024
Total indirect GHG emissions (Scope 2) Market-based	kt CO ₂ e	Fujifilm Group Total	451	409	420	400	390	392★
		Fujifilm	325	294	306	291	291	301
		FUJIFILM Business Innovation	126	115	114	109	99	91

	Unit		FY2019 (Base year)	FY2020	FY2021	FY2022	FY2023	FY2024
Total indirect GHG emissions (Scope 2) Location-based	kt CO ₂ e	Fujifilm Group Total	514	475	494	472	454	425★
		Fujifilm	382	354	375	357	349	330
		FUJIFILM Business Innovation	132	120	118	115	105	94

★ : Items designated for independent assurance by LRQA Group Limited.

2. GHG emissions (Scope 3)

In Scope 3 calculations, emission volumes have been calculated as “amount of activity × emission intensity” as a basic rule in accordance with Basic Guidelines on Accounting for Greenhouse Gas Emissions throughout the Supply Chain (Version 2.6) and GHG Protocol (WRI/WBSCD). Unless specified otherwise, the emission intensity is based on the *Database on Emissions Unit Values for Calculation of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain (Ver. 3.4)*.

FY2024 Results

No.	Category	Emissions from the Fujifilm Group (kt CO ₂ e)		Proportion of Scope 3	Calculation Method and Data Coverage
1	Purchased goods and services	Fujifilm Group Total	5,713★	70.6%	The volume and value of raw materials and parts, purchased goods and purchase of outsourced services are expressed as activity amounts. 100% of our variable costs is considered within the calculation range. For the emission intensity, ① emission intensity calculated from actual emissions by the supplier proportionate to the ratio of their trade with us (company-wide emission allocation method); ② aggregate-based emission intensity (IDEA Ver. 3.4); and ③ emission intensity based on the correspondence table for the industry are applied, in order of priority.
		Fujifilm	4,778		
		FUJIFILM Business Innovation	935		
2	Capital goods	Fujifilm Group Total	1,523	18.8%	Capital investment value by business operation is defined as the activity amount, which is then multiplied by the emission intensity per price of the capital goods for calculation.
		Fujifilm	1,437		
		FUJIFILM Business Innovation	86		
3	Energy excluding Scope 1,2	Fujifilm Group Total	173	2.1%	The annual fuel purchase volume is multiplied by the aggregate-based emission intensity by fuel type (IDEA Ver. 3.4).
		Fujifilm	149		
		FUJIFILM Business Innovation	23		
4	Transportation and distribution (Upstream)	Fujifilm Group Total	148	1.8 %	① Emissions from distribution from the supplier to us: Calculated as the weight of purchased raw materials multiplied by the means and distance of the freight transport. ② Emissions from sales of goods for which we covered costs: Calculated as the weight of sold goods multiplied by the emission intensity corresponding to the means and distance of the freight transport.
		Fujifilm	76		
		FUJIFILM Business Innovation	72		
5	Waste generated in operation	Fujifilm Group Total	18	0.2%	Outsourced amount by the type of waste is multiplied by the emission intensity by the waste processing method. Sales of valuables are excluded.
		Fujifilm	14		
		FUJIFILM Business Innovation	4		
6	Business travel	Fujifilm Group Total	9	0.1%	Calculated by multiplying the annual business travel expenses by emission intensity by the means of transportation.
		Fujifilm	5		
		FUJIFILM Business Innovation	4		
7	Employee commuting	Fujifilm Group Total	30	0.4%	The ratio of employees in each Group company is multiplied by the emission intensity corresponding to the commuting distance and means for the scale of each city in which the company is located.
		Fujifilm	17		
		FUJIFILM Business Innovation	13		
8	Leased assets (Upstream)	Fujifilm Group Total	-	-	Emissions related to assets on lease by our company are classified in Scope 1 and 2.
		Fujifilm	-		
		FUJIFILM Business Innovation	-		
9	Transportation and Distribution (Downstream)	Fujifilm Group Total	78	1.0%	The typical scenario for transport, storage, handling and retail sales of sold goods is assumed value and is multiplied by the sales volume.
		Fujifilm	16		
		FUJIFILM Business Innovation	62		
10	Processing of sold products	Fujifilm Group Total	88	1.1%	The number of display units manufactured by a client manufacturer is estimated from the sales volume of high-performance film, our leading manufacturing material, and multiplied by emissions per display unit produced (IDEA Ver. 3.4—ratio of raw materials consumed excluded from inventory).
		Fujifilm	88		
		FUJIFILM Business Innovation	0		

No.	Category	Emissions from the Fujifilm Group (kt CO ₂ e)		Proportion of Scope 3	Calculation Method and Data Coverage
11	Use of sold products	Fujifilm Group Total	253★	3.1%	The annual electric power consumption per product model* is multiplied by the number of units in the market (estimated by the sales volume for the target year and assumed product life) and CO ₂ emissions factor (IDEA Ver. 3.4). * The calculations are based on the typical use scenario per product model (referring to product specifications for healthcare devices, industrial equipment and cameras; and TEC values Ver. 2.0 or 3.0 specified by the International ENERGY STAR Program for imaging devices).
		Fujifilm	146		
		FUJIFILM Business Innovation	107		
12	Disposal of sold products	Fujifilm Group Total	61	0.7%	Calculation for material products is based on a scenario estimate of the ratio between simple incineration/landfill disposal and recycling. As recycling is assumed, equipment products are calculated by multiplying the sales volume (number of units) by the emissions factor based on the waste disposal channels.
		Fujifilm	60		
		FUJIFILM Business Innovation	0		
13	Leased assets (Downstream)	Fujifilm Group Total	-	-	We do not lease our assets.
		Fujifilm	-		
		FUJIFILM Business Innovation	-		
14	Franchise	Fujifilm Group Total	-	-	We do not engage in the franchising business.
		Fujifilm	-		
		FUJIFILM Business Innovation	-		
15	Investment	Fujifilm Group Total	1	0.0%	Emissions volumes from the affiliate companies (where we hold 20-50% voting rights) are calculated proportionately according to their respective investment ratios.
		Fujifilm	-		
		FUJIFILM Business Innovation	-		
Total		Fujifilm Group Total	8,095	100%	
		Fujifilm	6,788		
		FUJIFILM Business Innovation	1,306		

* Scope 3 Category 1 emissions include emissions from the following items: raw materials and parts to be used in products, products that we subcontracted for manufacture, purchased services, and products that we purchased to sell.
★: Item designated for independent assurance by LRQA Group Limited.

3. GHG emissions across the entire product life cycle

FY2024 Result of GHG Emission

Unit: kt-CO₂e

	Procurement		Manufacturing		Transportation	Use	Disposal	Total
		5,886		919		148	253	61
Items	Raw materials (aluminum, silver, chemicals, natural resources, etc.)	1,621	Fossil fuel	493	Multifunction devices	78		
	Parts for equipment	1,217	Purchased electric power (Offset amount by certificate)	375 (-1)				
	Products and services (products manufactured by outsourcers, IT equipment, paper, accessories, etc.)	1,106	Purchased heat	17	Medical equipment	124		
	Packaging materials	79	Fuel for vehicles	12	Imaging equipment, etc.	51		
	Fuels	173	Non-energy source	12				
	Others	1,690						

* In some cases, the total may not match the combined total of the numerical values shown, depending on how the numerical values are processed.
* In the above table, "Procurement" corresponds to Scope 3 Categories 1 and 3; "Manufacturing" to Scopes 1 and 2; "Transportation" to Scope 3 Category 4; "Use" to Scope 3 Category 11; and "Disposal" to Scope 3 Category 12.

Progress in Reducing GHG Emissions across the Entire Product Life Cycle

		Unit	FY2019 (Base year)	FY2023	FY2024
Scope 1 and 2 (A)	Fujifilm Group Total	kt CO ₂ e	1,124	954	919
	Reduction rate against base year	%	-	15	18
	Achievement rate	%	0	30	36
Total Scope 3 emissions prioritized by our company* (B)	Fujifilm Group Total	kt CO ₂ e	6,761	6,545	6,347
	Reduction rate against base year	%	-	3	6
	Achievement rate	%	-	10	16
GHG emissions across the entire product life cycle (A + B)	Fujifilm Group Total	kt CO ₂ e	7,885	7,453	7,267
	Reduction rate against base year	%	-	5	8
	Achievement rate	%	-	10	16

* Scope 3 Categories 1, 3, 4, 11, 12, corresponding to SBTi target setting.

4. Energy consumption data*

Annual Changes

Unit: TJ

Scope		FY2020	FY2021	FY2022	FY2023	FY2024
Heavy oil, etc.*1	Fujifilm Group Total	923	907	781	695	574
	Fujifilm	920	905	778	695	574
	FUJIFILM Business Innovation	2	2	3	0	0
Vehicles	Fujifilm Group Total	374	373	373	348	331
	Fujifilm	116	121	129	104	103
	FUJIFILM Business Innovation	257	252	244	244	228
Gas*2	Fujifilm Group Total	9,959	10,562	9,520	8,791	8,961
	Fujifilm	9,654	10,297	9,241	8,549	8,715
	FUJIFILM Business Innovation	304	266	278	241	246
Bio Gas*3	Fujifilm Group Total	53	54	31	0	0
	Fujifilm	53	54	31	0	0
	FUJIFILM Business Innovation	0	0	0	0	0
Purchased electric power	Fujifilm Group Total	9,339	9,465	8,809	7,664	7,905
	Fujifilm	7,167	7,325	6,706	5,973	6,273
	FUJIFILM Business Innovation	2,172	2,140	2,104	1,691	1,632
Purchased heat	Fujifilm Group Total	188	233	320	211	331
	Fujifilm	83	120	207	105	225
	FUJIFILM Business Innovation	105	114	114	105	107
Renewable Energy*4	Fujifilm Group Total	794	982	1,042	680	680
	Fujifilm	794	982	1,041	667	654
	FUJIFILM Business Innovation	0	0	1	12	26
Fujifilm Group Total		21,630	22,576	20,876	18,447	18,782
Fujifilm		18,794	19,801	18,133	16,194	16,543
FUJIFILM Business Innovation		2,836	2,775	2,743	2,253	2,239

* The actual sum may not match the total of the displayed values due to how the values are handled.
*1 Total of heavy oil A, heavy oil C, kerosene oil, light oil, and gasoline.
*2 Total of natural gas, liquified natural gas, city gas, butane, and liquified petroleum gas.
*3 Landfill methane gas.
*4 Total of power from private generators and purchased energy

5. Renewable energy-derived power consumption

Annual Changes

Unit: MWh

		FY2020	FY2021	FY2022	FY2023	FY2024
Renewable energy-derived power consumption	Fujifilm Group Total	94,038	108,290	119,606	101,211	100,704
	Fujifilm	94,038	108,290	119,381	99,455	95,748
	FUJIFILM Business Innovation	0	0	225	1,873	4,956

6. Introduction of renewable energy-derived power in latest three years

Year	Site	Status
2021	Fujifilm Asia Pacific Pte. Ltd. Singapore	Purchased
2022	FUJIFILM Safety Evaluation Center Japan	EACs*1
	FUJIFILM Eco-Manufacturing (Suzhou) Corp. China	Onsite and EACs
	FUJIFILM Advanced Research Laboratories Japan	EACs
	FUJIFILM Miyanodai Technology Development Center Japan	EACs
2023	FUJIFILM Miyanodai Technology Development Center Japan	Onsite
	FUJIFILM Corporation Omiya Office Japan	Onsite
	FUJIFILM Healthcare Manufacturing Corporation Sano Factory Japan	Onsite*2
	FUJIFILM Optics Co., Ltd. Taiwa Factory Japan	Onsite
	FUJIFILM Sericol India Private Limited India	Onsite
	FUJIFILM Creative Village Japan	EACs
	Shinjuku First Tower Japan	EACs
	FUJIFILM Optics Philippines, Inc. Philippines	EACs
2024	FUJIFILM Manufacturing Hai Phong Co., Ltd. Vietnam	EACs

*1 Energy Attribute Certificates (EACs) and renewable energy certificates such as REC and GO.
 *2 Introduced in phases since 2019 at Fujifilm Healthcare Manufacturing Corporation Sano Factory

7. Green electricity certificate

Efforts in FY2024

Business fields	Coverage
Business Innovation	<ul style="list-style-type: none"> Green Electricity Certificate* <ul style="list-style-type: none"> All energy consumption at the 103rd All Japan High School Soccer Tournament All energy consumption at FUJIFILM SUPER CUP 2024 Power consumed in the use of the production system printer, Revoria Press, ApeosPro, etc. All energy consumption in the use of the private office services CocoDesk All energy consumption at "Green Park FLOOP" in the Yokohama Minato Mirai Office, a hands-on facility where visitors learn about environmental issues and our technology for multifunction devices in an easy-to-understand way, while exploring a sustainable future for the Earth. <p>* The Green Electricity Certificate is a validation of green power sourced from renewable energy (wind), demonstrating our contribution to energy saving (fossil fuel usage reduction), CO2 emissions reduction, and climate change mitigation.</p>

3.4 Promoting Resource Recycling

3.4.1 Basic Approach

The Fujifilm Group have been continuously working on recycling resources since the 1990s by establishing recycling schemes for used products such as QuickSnap cameras and multifunction devices, as well as recovering silver and other materials from our products to reuse them. We have been promoting our comprehensive efforts in recycling and waste reduction taking account of product life cycles, such as by ensuring product designs incorporate consideration of the 3Rs (reduce, reuse, recycle), loss reduction in the production stage, collection-reuse-recycle of used products, and converting wastes into valuables or recycling them.

3.4.2 Resource Recycling Policy and Targets

1. The Fujifilm Group's new Resource Recycling Policy and targets

Following the flow of the transition to a global recycling economy, the Fujifilm Group established its Resource Recycling Policy in fiscal 2024. The policy is designed not only to reduce waste in manufacturing, but also to reduce the use of new resources. Our aim is to contribute to preventing exhaustion of the natural resources on the Earth, and shift to better controlled resource consumption by promoting recycling-oriented product design.

The Fujifilm Group Resource Recycling Policy

Aim at not using resources from new mines*1

*1 Mines for non-renewable oil and mineral resources

Under the new Resource Recycling Policy, we revised our recycling targets in fiscal 2024.

Target: Improve "Resource efficiency*2" by more than 5% by fiscal 2030 (compared to FY2023 level)

*2 Resource efficiency = Sales / Newly mined resource usage

To achieve this target, we are expanding our resource recycling scheme beyond the office solution business to other businesses, as well as covering the entire product life cycle—including material procurement, manufacture, use, and disposal. In this way, we are minimizing the use of resources from new mines and encouraging resource recycling. FUJIFILM Business Innovation (our office solution business) has already integrated material recycling into its business through the FUJIFILM Business Innovation Resource Circulation System. In fiscal 2024, the company set "reduce Natural Resource Input Ratio to 60% or less" as its resource recycling target.

The Fujifilm Group's Resource Recycling Approaches

	Current	From 2030s to 2040s (Transitional period)	From 2050
Future vision	• Waste reduction	• No usage of resources from new mines*1 (Usage reduction of finite resources and exhaustion prevention)	
Methods	• No landfill and no incineration of wastes • High quality recycling	• "Efficient" use of new resources (increase resource intensity per new resource usage) • Develop new recycling technologies	• Not using newly mined resources at all • Active employment and implementation of new recycling technologies
KPIs	FY2030 targets • Waste reduction by 30% (compared to the FY2013 level) • Recycling index more than 10 • Valuables conversion index more than 1	• Improve resource efficiency*2 (Entire Fujifilm Group) • Natural resource input ratio of 60% or less by FY2030. (FUJIFILM Business Innovation)	• Reduce usage of newly mined resources (across the Group)
Efforts and issues	• Expansion of recycling and valuables conversion through separated waste collection • 3Rs • Collection and reuse of waste and used materials	• Resource usage reduction (increase resource use efficiency in manufacturing, and reduce packaging) • Usage expansion of recycled plastic and base metal materials • Design products for prolonged life • Expansion of refurbished products	• Expansion of recycled materials (solvents and chemical products) • Utilization of plant- or animal-derived materials in products and packaging

*1 Non-renewable mined resources, such as oil and minerals

*2 The index refers to resource intensity per new resource usage (e.g. sales / newly mined resource usage)

2. Targets and progresses on resource recycling (Target for 2030)

Target 1: Improve resource efficiency by more than 5% by fiscal 2030 (compared to FY2023 level)

Progress: 2% improvement

Target 2: Reduce use of newly mined resources to 60% or less (by FUJIFILM Business Innovation)

Progress: 83%

3. Reducing waste

Waste Generation

Unit: thousand tons

		FY2020	FY2021	FY2022	FY2023	FY2024
A. Total waste generated volume*1	Fujifilm Group Total	88.7	92.5	109.3	100.7	93.8★
	Fujifilm	81.1	85.7	97.4	88.8	82.6
	FUJIFILM Business Innovation	7.5	6.8	11.9	11.9	11.2
B. Total wastes used, recycled or sold	Fujifilm Group Total	47.3	52.0	69.0	58.6	54.3
	Fujifilm	43.2	48.1	62.0	51.8	47.4
	FUJIFILM Business Innovation	4.1	3.9	7.0	6.8	7.0
C. Total thermal recycled wastes	Fujifilm Group Total	19.4	20.4	22.6	22.4	22.7
	Fujifilm	16.8	18.5	19.2	18.8	21.3
	FUJIFILM Business Innovation	2.6	1.9	3.4	3.6	1.4
Total volume of simple disposal waste*2 (A- B-C)	Fujifilm Group Total	22.0	20.1	17.7	21.4	16.7
	Fujifilm	21.1	19.1	16.1	19.8	13.9
	FUJIFILM Business Innovation	0.9	0.9	1.6	1.5	2.8

*1 "Total waste generated volume" refers to the sum of wastes sent to external waste service providers, onsite landfills, and onsite incineration.

*2 "Total volume of simple disposal waste" refers to the volume of wastes sent to simple incineration and simple landfills either onsite or at external service providers.

★: Items designated for independent assurance by LRQA Group Limited.

For the data coverage, please refer to 3.0 Boundaries and coverage rates used in environmental data.

4. Valuable-converted waste

Annual Changes in Valuable-converted Waste*

Unit: thousand tons/year

	FY2020	FY2021	FY2022	FY2023	FY2024
Valuable-converted waste	39.3	43.8	44.9	36.8	34.4

* Valuable resources sold to the third party.

5. Annual Changes in Recycling Index*1 and Valuables Conversion Index*2

	FY2020	FY2021	FY2022	FY2023	FY2024
Recycling index	6.8	7.8	7.7	5.4	6.7
Valuables conversion index	0.59	0.61	0.49	0.46	0.45

*1 Recycling index = (Recycled volume (B+C) + Valuable-converted volume)/Simple disposal volume

*2 Valuables conversion index = Valuable-converted volume/Recycled volume

6. Product packaging

Annual Changes in Container and Packaging Material* Used (Fujifilm non-consolidated)

Unit: thousand tons/year

	FY2020	FY2021	FY2022	FY2023	FY2024
Total consumption	12.6	14.2	13.4	13.0	13.7

* Total of corrugated paper boxes, paper materials, paper containers, metal materials, plastic molds, plastic film/sheet and glass used.

Annual Changes in Reduction in export Packaging Material Weight*1 (Cumulative total)

Unit: %

	FY2020	FY2021	FY2022	FY2023	FY2024
Packaging material reduction rate*2	15.4	12.9	10.6	11.4	9.1

*1 Total weight of export packaging materials handled by FUJIFILM Logistics in FY2024.

*2 Packaging material reduction rate (%) = $\frac{\text{Weight reduced}}{\text{Total material weight} + \text{weight reduced}}$

3.4.3 Effective Recycling of Used Products

As a part of resource input reduction, we employ the Closed Loop Recycling System of recycling in different business areas.

1. Resource recycling in the office solution business

We follow the recycling policy in the office solution business, as described below.

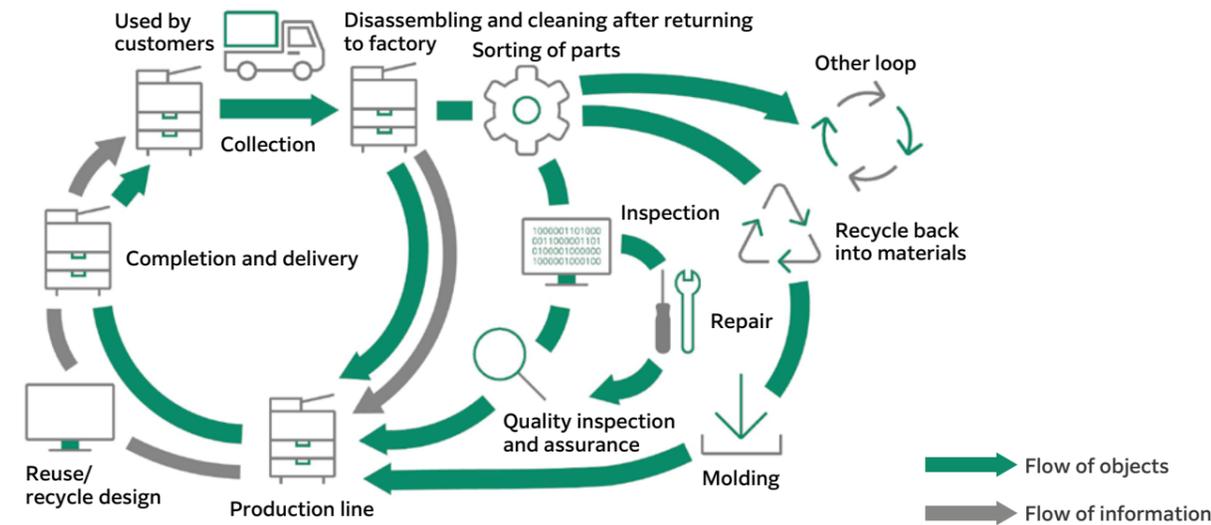
FUJIFILM Business Innovation Recycling Policy

Promoting Resource Circulation Toward Zero Waste

(1) FUJIFILM Business Innovation Resource Circulation System

Based on the concept of “used products are valuable resources, not waste,” we established the FUJIFILM Business Innovation Resource Circulation System in 1995. The system demonstrates our determination to pursue resource recycling that takes account of the entire product life cycle—from product planning, development, manufacturing, through to disposal.

FUJIFILM Business Innovation Resource Circulation System



(2) Initiatives in resource recycling promotion

Since 1995, we have developed technologies in the office solution business to reuse components collected from used multifunction devices for reuse in new products. For the first time in the industry, we launched a multifunction device adopting some reused components. In 2000, we achieved the first zero waste in the industry in Japan (99.5% or higher recycling rate). In 2010, we expanded the application coverage of reused components and released a recycled device with guaranteed quality and reliability as a new product.

In May 2024 we also set a new resource circulation target to aim at “natural resource input ratio of 60% or less by FY2030.” This target aims to accelerate our resource recycling initiatives stated in the Fujifilm Group Sustainable Value Plan 2030 (SVP 2030). In addition to the expansion of recycled multifunction devices—mainly through a sales increase of recycled multifunction devices—we also plan to increase the usage of recycled materials, such as plastics and iron.

Further, we opened our Circular Manufacturing Center in Europe in May 2024. We plan to spread our resource recycling technologies and system developed in Japan and other countries, to Europe, accelerating the shift to a circular economy.

Initiatives in the office solution business <https://www.fujifilm.com/fbglobal/eng/company/csr/svp2030/environment/recycle.html>

Collection of used toner cartridges <https://www.fujifilm.com/fb/support/cru/printer> (In Japanese only)

(3) Results in resource recycling

Natural Resource Input Ratio* in the Office Solution Business

Unit: %

	FY2024	FY2030 target
Natural resource input ratio	83.1%	60% or less

* Natural resource input ratio: Percentage of new resources used in the total weight of a toner-based multifunction device, printer, or production printer; including its packaging, consumables such as toner cartridges, and optional items. Natural resources: Refers to finite underground resources, including fossil fuels, gold, silver, copper, and iron. It does not include recycled materials, such as recycled iron and plastics, or renewable resources, such as timber and paper.

The Percentage of Used Product Recycling by Regions in Office Solution Business*1

	FY2020	FY2021	FY2022	FY2023	FY2024
Japan	99.9%	99.9% or more	99.9% or more	99.9%	99.9%
Other Asia-Pacific Region*2	96.3%~99.8%	96.1%~99.8%	97.6%~99.9%	97.2%~99.3%	97.4%~99.5%

* There were no serious violations of the Basel Convention concerning our product recycling initiatives.

*1 Percentage of used product recycling by regions: Including thermal recycle (heat recovery)

*2 Asia Pacific Region: Korea, Taiwan, Hong Kong, China, Singapore, Malaysia, Thailand, Philippines, Vietnam, Australia, and New Zealand.

2. PLATE to PLATE – Closed loop recycling system in the Graphic Communication business

In Japan, we have established a closed loop recycling system called “PLATE to PLATE” in the printing supply chain, through which we extract aluminum as pure as newly purchased aluminum from used CTP and PS plates and reuse it in the next plate production. Various stakeholders, including printing companies, aluminum recycling companies, alloy manufacturers, and roller manufacturers are involved in this system. Through this PLATE to PLATE system, we have reduced CO2 emissions throughout the CTP and PS plate life cycle by up to 60%, compared with using new aluminum.

Compared to cascade recycling, in which lower grade materials are recycled from the original product, closed loop recycling is a more advanced and stable recycling system that can maintain the higher quality of the materials than using recycled material vendors.

Closed loop recycling system for used CTP and PS plates <https://holdings.fujifilm.com/en/sustainability/activity/environment/fpd#link01>

3.4.4 Communication with Stakeholders

In June 2024, we opened a hands-on environmental learning center, Green Park FLOOP, in FUJIFILM Business Innovation Yokohama Minatomirai Center. The center offers easy-to-understand hands-on experience to learn about the various technologies used in our multifunction devices, through which visitors can gain a better understanding of environmental issues and their technological solutions, as well as initiatives for the sustainable future of the Earth.

The center is designed not only to provide education for children but also to deliver new discoveries for adults, and was named with the aim of it becoming “a place where free ideas can circulate.” We hope the exhibitions in the center will enable us to create further new value in conjunction with our customers and the community. We continue to contribute to resolving environmental issues towards building a sustainable future.

3.5 Product Stewardship (Design for Environment)

3.5.1 Basic Approach

Based on the Fujifilm Group Green Policy (Environmental Policy), we are working to implement Design for Environment in all new and re-designed products. We set environmental quality targets at the product development stage, then we conduct product assessment in the design and development stage in order to evaluate and deliberate the level of achievement against our set environmental targets before market introduction of products. The assessment results and requirements from the market are then reflected in the targets for future product development. The approach has been implemented in all areas, not only in the development of material products and equipment products, but also in the development of software and solutions. With this, we are contributing to reducing the environmental impact on society through our products, services and technologies. Along with an objective and quantitative appraisal of environmental impact through our Life Cycle Assessment, we proactively demonstrate our environmental consideration through environmental labels.

Design for Environment <https://holdings.fujifilm.com/en/sustainability/activity/environment#link07>
<https://holdings.fujifilm.com/en/sustainability/activity/environment/design-for-environment>

3.5.2 Design for Environment

1. Standards of Design for Environment

(1) Materials and equipment

In the development of environmentally conscious products, we also set targets concerning environmental quality from the perspective of climate change mitigation (reduced power use, etc.), the Reduce, Reuse & Recycle principle of resource saving and recycling, risk reduction of chemical substances, and biodiversity by considering each stage of product life cycle including material procurement, manufacturing, transportation, use and disposal. The degree of target achievement is then assessed once a product has been developed.

(2) Software, service, and IT solutions

In the area of software and service solutions, we set resource conservation, energy conservation, transportation reduction, space saving, and time saving in customers' sites as our environmentally conscious evaluation items. We are working to create products that can contribute to environmental impact reduction throughout the whole of society.

2. Life Cycle Assessment (LCA)

The Fujifilm Group is developing products with less environmental impact through objective and quantitative environmental impact assessment throughout product life cycle (material procurement, manufacturing, transportation, use, and disposal) utilizing Life Cycle Assessment (LCA) in the product development stage.

LCA is also applied to assess the progress of efforts for the Group target, which is to reduce CO₂ emissions across the entire product life cycle by 50% by FY2030 (compared to the FY2019 level).

3.5.3 "Green Value Products" Certification Program

To create environmentally conscious products, the Fujifilm Group introduced "Green Value Products" certification in fiscal 2018 for products and services that satisfy certain standards for environmental consciousness as said above.

This certification program sets certification criteria by product category with different weights according to the use and features of each product throughout their entire life cycles. We classify products and services into three certification ranks (diamond, gold, and silver) according to their degree of contribution to environmental impact reduction. We continue developing and disseminating products and services with high environmental value through this program.

Certification Level

Level	Certification Criteria
Diamond	Products and services that use their respective industries' innovative technologies to substantially contribute to reducing environmental impact
Gold	Products and services that reduce environmental impact at their respective industries' highest level
Silver	Products and services that reduce environmental impact at a higher level than their respective industries' standard

3.5.4 Result of Design for Environment

1. Certifications of Fujifilm Group Green Value Products

Target: Make Green Value Products rate per sales 60% by FY2030.

Progress: 24% per sales.

Level	Number of the Certified Products		Major Certified Products
	FY2024	Total	
Diamond	0	3	<ul style="list-style-type: none"> Flow Synthesis for the production of Chemicals by Low-temperature Sequential Reaction of Lithiation and Borate Esterification SUPERIA ZN-II and ZN-B system for process-less CTP plates for newspaper printing
Gold	25	117	<ul style="list-style-type: none"> FUJIFILM DR CALNEO Flow series X-ray fluoroscopy system with flat panel sensor of cassette-size digital radiography FUJIFILM DR CALNEO CROSS X-ray diagnostic imaging system FCR PROTECT CS Plus Digital X-ray diagnostic imaging system ELUXEO EI-740D/S endoscope system LTO Tape data archive media SUPERIA ZD-II process-less CTP plates for commercial printing Biomass plastic IC card Jet Press 750S digital inkjet press Apeos C3067/C3061/C2561/C2061 color multifunction devices Remanufactured products ApeosPort-VII C7773/C6673/C5573/C4473 /C3373/ C2273 R color multifunction devices IT Expert Services for customers' IT administration/management FUJIFILM IWpro, providing the digital transformation of a wide range of business processes MPS Guardia: optimizing and transforming your print & document environment Private office services "Cocodesk" Cloud service with document handling software "DocuWorks Cloud," etc.
Silver	8	156	<ul style="list-style-type: none"> AMULET SOPHINITY (Digital Mammography System (FDR MS-4000)) SYNAPSE series for medical imaging IT systems Apeos C7071/C6571/C5571/C4571/C3571/C2571 color multifunction device ApeosPrint C4030/C3530 color printers Apeos 3060/2560 black and white multifunction devices ApeosWide 6050/3030 wide format multifunction printer Reveria Press PC1120 production printer Jet Press 2160CFG digital inkjet press Public Print Certificate issuance service, etc.

"Green Value Products" Certified Products <https://holdings.fujifilm.com/en/sustainability/activity/environment/green-value-products>

* The total number of certified products above shown is the cumulative one of certifications given to products and services to date. Some products and services included here may no longer be available on the market.

2. Products contributing to climate change response

(1) Measures for mitigating climate change

Products to reduce CO2 emissions in the entire product life cycle	<p>(1) Target: Reduce CO2 emissions across the entire product life cycle by 50% by FY2030 (compared to the FY2019 level).</p> <p>(2) Progress: Reduce by 8% compared to the FY2019 level.</p> <p>(3) Major products:</p> <ul style="list-style-type: none"> • Process-less thermal CTP plates: No film development process and closed loop recycle of used plates • Digital inkjet press: Reduction of processes by digital printing • TAC Display films: thinner film; using biomass materials • Diagnostic medical devices: downsize and lightweight • Multifunction devices/printers: Design for Environment; reuse, reduce and reuse by used products • Cosmetics: Using refill container
Products to contribute reduce CO2 emissions in society	<p>(1) Target: Contribute to reducing accumulated 90 million tons CO2 emissions in society by FY2030.</p> <p>(2) Progress: Progress: Contribution amount was 15 million tons. Progress: 16.4%</p> <p>(3) Major products:</p> <ul style="list-style-type: none"> • High capacity magnetic tape: Energy-saving by archive data storage • Multifunction devices/printers and medical equipment: Reducing energy consumption • Document handling software: Paper reduction • Net printing services: transportation reduction and streamlining business process • Medical IT System: Streamlining business process

(2) Measures in response to climate change

Major product examples:

[Strengthen infrastructure and create energy]

- Provide high-sensitivity surveillance cameras to monitor river and sea levels at night and during inclement weather.
- Provide multifunction zoom cameras to enable remote diagnostics of offshore/land wind turbines during operation.
- Provide structural degradation diagnosis and inspection services for bridges, roads, and embankments to prepare for typhoons, etc.

[Adapt to decentralized society]

- Provide a document management cloud service to encourage businesses to adapt to social changes through use of secure, high-capacity cloud storage services.

[Reduce burden on medical professionals and improve accessibility to medical services]

- Provide emergency medical solutions when accessibility to medical services is restricted due to transportation disruptions from natural disasters or disease control etc. and support medical professionals. Such solutions include a portable X-ray device and other diagnostic devices that use medical IT, image analysis, and AI.

3.5.5 Disclosing Environment-Related Information for Products

The Fujifilm Group actively discloses environment-related data for products, while aiming to contribute to the resolution environmental issues through our products and services.

1. Environmental labels

The environmental labels indicate products with low environmental impact. We actively use the label as a part of environmental information disclosure. We use the following labels:

Environmental Labels Which the Fujifilm Group Obtained

Type	Description	Country/Region	Example
Type I: Third party certification (ISO14024)	A third party certifier defines and operates product classification and judgment criteria for environmental certification. In response to a company's request, the certifier examines the product and permits use of their mark if the product meets their criteria. The certified product can then display the mark, which encourages consumers to choose products that support environmental protection.	Japan Japan Japan China South Korea Thailand Singapore New Zealand	<ul style="list-style-type: none"> • Eco Mark (JEM) • Green Printing Certification • FSC Certification System • China Environmental Labeling • Korea Eco-labeling Program • Green Label (TGL) • Singapore Green Labelling Scheme (SGLS) • ECO Choice Aotearoa
Type II: Self-declared environmental claims (ISO14021)	This is a program by manufacturers to promote the environmental quality of their products, services, and systems to the market through self-declaration. No third-party judgment is involved. Environmental quality is demonstrated by labels attached to products and descriptions in instruction manuals, promotional materials, and Sustainable Reports.	-	<ul style="list-style-type: none"> • Green Value Products (for all products) • PLATE to PLATE aluminum recycling label
Type III: Environmental Product Declarations (ISO14025)	This is a method to indicate quantitative data on a product's environmental impact calculated by the Life Cycle Assessment (LCA). ECO LEAF is an environmental label that displays quantitative environmental data for various ranges, while Carbon Footprint shows simply quantitative data on global warming potential.	Japan Japan	<ul style="list-style-type: none"> • EPD (former EcoLeaf) • Carbon footprint (ISO14067)
Others	There are environmental labels other than Type I to III, including energy-saving labels that display the achievement level of a certain environmental performance. Also, green purchase systems are available to encourage consumers (including public organizations) to choose products and services with lower environmental impact.	Japan, the US China	<ul style="list-style-type: none"> • Energy Star Program • China Energy Label

2. Article Information Sheet (AIS)

To ensure customers' safety when handling our material products*, the Fujifilm Group publishes safety information on the chemical substances contained in the products and handling precautions.

* Material products: Various functional films, photographic papers, and other articles manufactured from chemical substances.

3. Incidents of non-compliance concerning product and service information and labeling

In fiscal 2024, there was no serious incident of non-compliance concerning product and service information and labeling.

3.6 Chemical Management

3.6.1 Basic Approach

The Fujifilm Group focuses on ensuring chemical safety, taking account of the nature of our business, which creates chemicals meeting society's needs and uses diverse chemicals in our products. Based on the concept that evaluating impact of chemicals on the environment and human health is the foundation of chemical management, the Fujifilm Group established a safety testing facility for chemicals in 1975. A certain chemical safety evaluation procedure requires animal testing, and therefore we are constantly developing and adopting alternative methods to such testing, valuing the welfare of animals*.

As technological development and research advances, it is possible that chemical impacts on the environment and on human health are newly reported. The Fujifilm Group understands that being compliant with the current laws and regulations governing chemicals is insufficient to fully secure chemical safety. In light of this, we are voluntarily reducing the usage of chemicals that have been found to be seriously hazardous and of potential concern to society ahead of the introduction of new legal requirements.

Knowing exactly which chemicals are being used in our products and handling them correctly are important issues in chemical management. To achieve this, it is essential to share information about chemicals and the methods for handling them safely across the supply chain. The Fujifilm Group operates a variety of businesses in the supply chain, from upstream to downstream, and we believe that our expertise of handling chemicals can be useful more widely in society. On this basis, we are actively disseminating our expertise and management system throughout our supply chains.

* 3Rs of animal protection (Replacement: Use of alternative method; Reduction: Reduction of the number of animals used; and Refinement: Relief of animal pain)

3.6.2 Anticipatory Risk Management of Chemical Substances

The Fujifilm Group specifies the chemical substances that require special attention based on their hazard levels, the strictness of requirements specified by the applicable laws and regulations, and our own management policy. These chemical substances are classified into our own standard; S category and we have established a voluntary management policy for each category. Those chemical substances that are deemed to potentially fall into the S category in the future are designated as "priority risk management chemical substances," and we are starting activities to reduce their usage or to replace them as soon as possible to minimize the related risks caused by chemical substances.

Target and Progress Anticipatory Risk Management of Chemical Substances

Target: Replace or reduce usage of "priority risk management chemical substances" by FY2030.

Progress:

- Two of the seven risk management priority substances identified in fiscal 2020 have been replaced in fiscal 2021. We reduced amount used of four others. We are developing alternative technologies for substances including two substances specified as risk management priority substances in fiscal 2022.

Table of the Classification of Our Chemical Management

S category and its voluntary management policy	
S0	Ban on use
S1	Substitute
S2	Reduce the usage or the emissions
S3	Plan to substitute
S4	Study for replacement of substances
Priority risk management chemical substances	
Not classified	

Management based on risk assessment

Compliance with laws and industry standards

3.6.3 Promoting Alternatives to Animal Testing

To reduce animal testing in the safety evaluation of chemicals, the Fujifilm Group is actively developing alternative methods for skin sensitization testing, skin irritation testing, etc. as well as participating in joint studies on alternative methods.

Targets and Progresses

Targets: Adopting alternatives to animal testing in all safety assessments.

- Conduct the safety evaluation for our newly developed chemicals using alternative methods for animal testing by FY2025*¹.
- Obtain the safety data on the safety data sheet for our chemical products using alternative methods for animal testing by FY2030*².

Progress: Skin sensitization*³ is one way to assess chemical safety. Fujifilm developed a proprietary safety prediction model*⁴ to evaluate the level of skin sensitization based on computer simulations. This model can predict potential chemical reactions (e.g. structural changes and protein bindings) in a living organism that may trigger skin sensitization. It is also capable of predicting an occurrence of lymphoid activation and inflammation caused by chemical substances.

Combining this safety prediction model with Amino acid Derivative Reactivity Assay (ADRA)*⁵ which was developed by us and listed in the OECD Test Guidelines, provided us with an alternative means to animal testing to assess the safety of new chemicals that we develop. To achieve Target (2), we are now considering applying this assessment model to obtain safety data for chemical products we develop.

*¹ We haven't already tested with animals for safety evaluation of chemicals used in cosmetics (including quasi-pharmaceutical products). We do not plan to conduct animal testing for this purpose unless such testing is required to achieve accountability of chemical safety or is instructed by the authorities concerned. Note that we conduct legally specified safety evaluation for chemical substances used in medicines and foods.

*² Chemical products: Fine chemicals, various treatment chemicals, chemicals or mixture.

*³ Allergic reaction of the skin.

*⁴ The model was presented at the 37th Annual Meeting of the Japan Society for Alternatives to Animal Experiments and the SOT 64th Annual Meeting. It was also published in *Computational Toxicology*, a renowned international journal specializing in computational approaches in toxicological safety assessments of chemical substances.

*⁵ ADRA is our own *in chemico* alternative to animal testing to predict potential skin sensitization using a reagent with a high detection sensitivity.

3.6.4 Contribution to Sound Chemical Management Across the Supply Chain

The Fujifilm Group uses chemSHERPA, a chemical information communication system conforming to international standards, to communicate information about chemicals in products from suppliers and customers and to comply fully with laws and regulations, as well as IEC 62474 and other standards. We are a member of the system's operational consortium, helping promote chemSHERPA throughout the supply chain by offering explanatory meetings and individual consultations to our transaction partners.

It is a legal requirement to provide product safety information using Safety Data Sheet (SDS) for inks, processing chemicals, and chemical products. Voluntary use of an Article Information Sheet (AIS) in the photographic industry has been a common practice to communicate safety information concerning articles such as photographic films and printing paper. Now, the Fujifilm Group is proactively using AISs beyond our photographic products for other industrial materials, display materials, etc. to communicate with our customers and ensure safe usage of our products.

Targets and Progresses

Target 1: Communicate information on chemical substances in our products in compliance with international standards.

Progress: To promote wider use of chemSHERPA in the supply chain in compliance with international standard IEC 62474, we continuously hold explanatory meetings for suppliers via our website.

Target 2: Continue providing Article Information Sheets (AIS).

Progress: 593 AISs have been cumulatively created or updated and published on our official website.

Target 3: Disseminate knowhow about the safe handling of chemical substances.

Progress: • We provided training programs covering the Fujifilm Group's chemical life cycle (procurement, R&D, manufacturing, sales, and disposal) to all relevant divisions in Japan. The program covers the safe handling of chemicals, accident case studies, and related laws.

- In line with the Industrial Safety and Health Act and our internal regulations, we appointed a chemical manager within all business division that handles, sells, or provides chemicals, in Japan. We also plan to provide a training program continuously to ensure the safe handling of chemicals at both our own sites and customers' sites.

3.6.5 Fluorocarbons Emissions/Volatile Organic Compounds (VOC) Emissions

We are introducing measures to reduce perfluorocarbons (PFC) and hydrofluorocarbons (HFC) as the greenhouse gases, and also chlorofluorocarbons (CFC) and hydrochlorofluorocarbons (HCFC) as ozone depleting substances, according to the regulations in each country. We have set a target to reduce VOC emissions to less than the smallest value in the last three years.

1. Emissions of FCs and VOC

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
PFC	kg PFC/ metric tons produced	0	0	55	0	0 ★
CFC	kg	0	0	0	0	0 ★
HCFC	kg	3,815	4,590	1,286	1,358	425★
HFC	kg	5,419	5,165	5,774	4,993	3,125★

★ : Items designated for independent assurance by LRQA Group Limited.
For the data coverage, please refer to 3.0 Boundaries and coverage rates used in environmental data.

2. Response to the PRTR Law (Fujifilm Group) in Japan

The Fujifilm Group controls substances that must be reported under the PRTR Law (Pollutant Release and Transfer Register Law) and another substances on a voluntary basis, and has been endeavoring to reduce those emission. Data (usage volume, atmospheric emissions volume, emission into public water, volume going into sewage water, volume moved outside of facilities, and volume recycled) on substances used in amounts of one ton or more per year by Fujifilm and its domestic subsidiaries may be reported on the following Fujifilm website.

Subjects and Circumstances for PRTR Notification https://holdings.fujifilm.com/en/sustainability/activity/environment/environmental-preservation#nav_02

3. VOC emissions by region

Unit: tons/year

	FY2020	FY2021	FY2022	FY2023	FY2024
Japan	567	657	572	485	536
Overseas	142	136	113	72	60
Group total	710	793	685	557	596

* Values presented are rounded and the sums of the items do not always make up the totals.

4. Reductions in VOCs atmospheric emissions*1 (Fujifilm non-consolidated)

Category	Name of Substance	Reduction (tons)	Reduction Rate in Comparison to Previous Fiscal Year (%)
Substances requiring reporting under the PRTR Law	Dichloromethane	-20.4	-38.4
Substances voluntarily controlled by the company	Methyl alcohol	-14.4	-14.7
	Ethyl acetate	12.1	10.0
	Methyl ethyl ketone	0.8	3.0
	Acetone	-3.7	-441.6

*1 Reduction in volumes in FY2024 compared with actual levels in previous year

* The increase in emissions of dichloromethane, methyl alcohol and acetone in FY2024 is attributable to changes in the composition for product groups using these substances.

3.6.6 Managing Hazardous Waste

We store hazardous waste in a place designated by a certified officer under appropriate management, and then treated by authorized disposers.

Items that contain polychlorinated biphenyls (PCBs) are strictly managed following the laws of different countries and treated according to a predetermined disposal plan.

1. Annual changes in amount of specified hazardous waste

Unit: t

		FY2020	FY2021	FY2022	FY2023	FY2024
Amount of specified hazardous waste	Fujifilm Group Total	1,709	2,015	2,652	2,481	5,531
	Fujifilm	928	1,165	1,840	1,689	4,800
	FUJIFILM Business Innovation	782	850	812	792	731

* Figures for the Fujifilm Group Total may not reflect the sum of each subtotal.

* The increase in emissions for FY2024 is attributable to outsourcing some parts of the disposal process for flammable waste oil and waste alkali that had previously been handled internally.

2. Storage and management of devices/equipment containing PCBs* (FY2024)

Types of Equipment Containing PCBs Unit	Unit	Storing and Managing Amount	
		Japan	Group Total
High voltage transformers	Quantity	0	34
High voltage condensers	Quantity	0	180
PCB oil waste, etc.	kg	0	0
Sludge, etc.	m ³	0	0
Fluorescent lamp stabilizers	Quantity	5,069	0
Low voltage condenser excluding fluorescent lamps	Quantity	0	0
Low voltage transformer	Quantity	0	0
Rags	kg	7	0
Other devices Quantity	Quantity	0	0

* Excludes PCB wastes in low concentration

3.6.7 Managing Pollutants

We have established management standards for air and water pollutants to meet the requirements and limit values concerning concentrations and emission quantities specified by the laws and regulations applicable to each site. Pollutant emissions are monitored and regularly checked for compliance with these specified limits.

In addition to environmental risk assessment, we have been reinforcing environmental monitoring to prevent the release of waste in excess of regulatory levels outside factory premises.

1. Annual changes in volume of atmospheric emissions

Unit: tons/year

		FY2020	FY2021	FY2022	FY2023	FY2024
SOx emissions	Japan	15.0	12.1	11.1	7.7	7.6
	Overseas	0.2	2.7	7.0	7.3	0.4
	Group total	15.2	14.8	18.1	15.1	8.0
NOx emissions	Japan	225.1	220.2	194.7	172.3	156.1
	Overseas	43.4	49.1	107.7	80.3	23.5
	Group total	268.5	269.3	302.4	252.5	182.2
Soot particle emissions	Japan	2.2	3.6	2.5	2.9	2.4
	Overseas	0.1	1.9	2.1	2.1	0.6
	Group total	2.3	5.5	4.6	5.0	3.0

* Group total, below the limit of detection = 0

* Values presented are rounded and the sums of the items do not always make up the totals.

2. Annual changes in water contaminant load & emissions*1

Unit: tons/year

		FY2020	FY2021	FY2022	FY2023	FY2024
Total amount of COD*2	Japan	54.1	48.0	46.6	63.7	52.4
Total amount of BOD*3	Japan	21.5	20.9	17.0	32.8	44.3
Total amount of nitrogen emissions	Japan	149.4	193.9	190.6	118.4	160.7
Total amount of phosphorous emissions	Japan	2.7	1.9	1.9	1.3	2.3

*1 Effluent release into public water bodies

*2 COD (Chemical Oxygen Demand): An indicator of water pollution. COD indicates the amount of oxygen consumed when water-borne pollutants (primarily organic contaminants) are oxidized upon the introduction of an oxidant.

*3 BOD (Biochemical Oxygen Demand): BOD is a way to measure the degree of water pollution, and indicates how much oxygen in the water is being used by organisms to decompose contaminants by looking at the reduction in oxygen in the water.

3. Surveying and remediating soil and underground water pollution

The Fujifilm Group autonomously conducts environmental surveys on soil and underground water pollution. Regarding substances that are used at manufacturing facilities and that are subject to environmental limits set by regulations, the Group rigorously manages the usage and storage of such substances and monitors the concentrations of such substances in underground water. We are prepared to deal with any unforeseen pollution incidents in a timely fashion.

Soil/Underground Water Contamination Measures

https://holdings.fujifilm.com/en/sustainability/activity/environment/environmental-preservation#nav_03

3.7 Biodiversity Conservation

3.7.1 Basic Approach

Since its establishment, the Fujifilm Group has been keenly aware of the benefits that nature bestows on us in all of our business activities, as well as of the impact our businesses have on nature. This is why we emphasize the importance of protecting biodiversity and the environment. In contributing to building a sustainable society through our business activities, we believe that a nature-positive attitude (preventing loss of ecosystems and restoring them) is a priority social issue and have set out policies that will serve as the basis of this belief. We are engaged in a range of activities in line with these policies.

For this reason, we support the Taskforce on Nature-related Financial Disclosures (TNFD), an international initiative aimed at evaluating the impact of economic activities by business enterprises and financial organizations to ecosystems and the environment and are building a framework for information disclosure. For the results of our assessment conducted in line with our LEAP Approach* as proposed in TNFD Recommendations v1.0, please refer to our *TNFD Report* published separately.

As biodiversity is an issue that affects localities more than climate change, we intend to communicate with our stakeholders with an emphasis on regional social issues, while continuing to approach issues from an international perspective.

* LEAP Approach: The comprehensive approach to assessment of nature-related issues recommended by TNFD. Diagnosis is made up of four steps in addition to the preliminary step of "scoping." They are "locate," "evaluate," "assess" and "prepare" and are aimed at locating the contact points with nature, evaluating dependence, impacts, risks and opportunities related to nature and promoting disclosure of information such as details of the measures, indices and goals, etc.

FUJIFILM Holdings Green Policy (Environmental Policy) <https://holdings.fujifilm.com/en/sustainability/mission/policy/green>

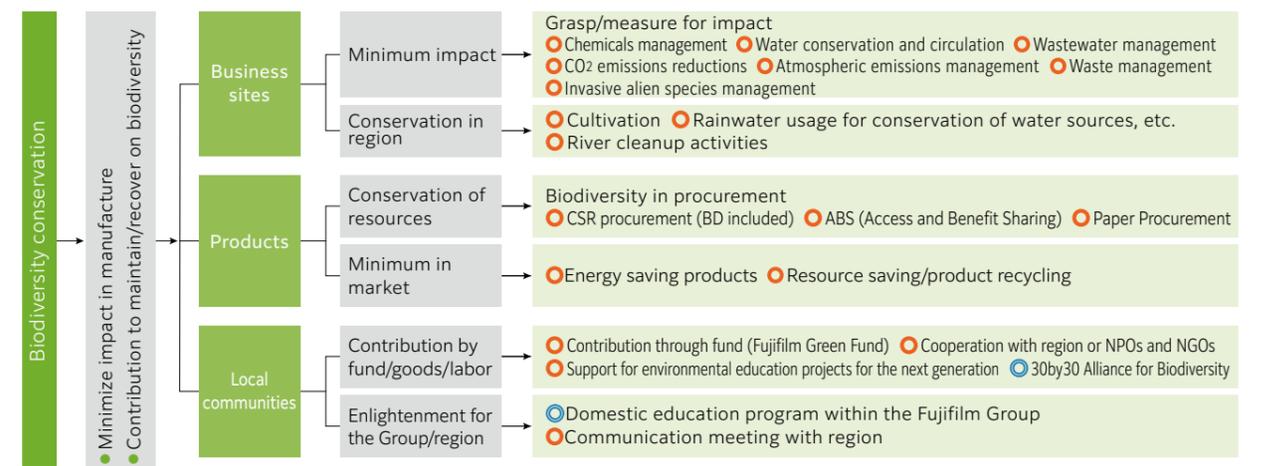
FUJIFILM Holdings Guidelines for Biodiversity <https://holdings.fujifilm.com/en/sustainability/mission/policy/biodiversity>

FUJIFILM Holdings Sustainable Procurement <https://www.fujifilm.com/jp/en/about/sustainability/procurement>

3.7.2 Activity Overview

The Fujifilm Group is engaged in a range of activities from the "business sites," "products" and "local communities" perspectives in response to the risks and opportunities related to biodiversity.

Major Activities on Biodiversity Conservation



○: Activities to conserve biodiversity (currently underway) ●: Activities to conserve biodiversity (to be strengthened) ●: Indirect activities to conserve biodiversity

1. Consideration for biodiversity in business sites

(1) Minimizing impact

The chemical substances that are used in many of our business sites are toxic and hazardous to varying degrees. Once environmental impact such as air pollution, water contamination and soil pollution occurs, biodiversity suffers a decline not only around our business sites but also in surrounding land areas and water systems. Once damaged, restoration may require a long period of time in some cases. To prevent occurrence, we are not only following the relevant laws and regulations but have also established our own independent management standards for business site management on a higher level.

(2) Environmental protection in local communities

• Preservation of paddy fields in areas that are water sources

FUJIFILM MATERIAL MANUFACTURING CO., LTD. Eighth Manufacturing Headquarters (Kumamoto) has signed contracts with farmers in Minami-Aso Village to support rice cultivation with the aim of replenishing groundwater levels and preserving the paddy field landscape since fiscal 2010. Since fiscal 2020, preservation activities have engaged in at Kikuyomachi where its factory is located. Employees of the company and their families participate in planting and harvesting rice every year.

• Maintaining forests that protect watersheds

FUJIFILM MATERIAL MANUFACTURING CO., LTD. Eighth Manufacturing Headquarters (Kumamoto) cooperates in planting trees and maintaining forests that protect the catchment function of the watershed on the upper reaches of the Shirakawa River. This has contributed to providing sustainable water supplies for people living in the Kumamoto City area. Thirteen thousand broad-leaf trees including konara oak and yamazakura cherry have been planted over 5.24 hectares of land.

• Removing invasive alien plants along the riverside within our factory

At our FUJIFILM Fujinomiya Factory, we have the Shimizu River running through its premises along with several springs that feed water into the river. The river offers an important habitat for rare plants such as *Ranunculus nipponicus*, an aquatic flower that only grows in clean water, as well as *Veronica undulata* and *Sparganium erectum*, both of which are listed as a near-threatened species*. To preserve the habitat for these domestic plants, we regularly remove invasive alien species, such as *Veronica anagallis-aquatica*, and clean up the river as a part of our business activities.

* Red List 2025, the Ministry of the Environment, Japan

2. Biodiversity in products

The Fujifilm Group manufactures environmentally conscious products that do not adversely affect biodiversity.

(1) Efforts to procure plant-derived materials

The Fujifilm Group established "Management Rules for Procurement of Plant-Derived Materials" in fiscal 2021. The rules are to strictly control procurement of materials made from plant resources, such as pulp and palm oil, to ensure that they are managed with consideration for the environment and human rights. The rules ensure that we are not involved in the destruction of nature nor human rights infringement.

In our Business Innovation segment, specific subrules for paper procurement require not only quality standards but also supplier criteria to ensure that our suppliers pay attention to biodiversity and respect the rights of local residents in their business operations. To confirm the compliance status of existing suppliers and new suppliers, the officer responsible for procurement chairs the CSR Paper Procurement Committee annually. The Committee confirms that all paper suppliers are compliant with our supplier sustainability requirements. We also decide whether to continue business with existing suppliers or adopt new suppliers based on comprehensive information, including onsite audit results (limited sites) and dialogues with environmental NGOs.

- Percentage of suppliers fully meeting our paper procurement standards for shared paper procurement (Business Innovation): 100%
- Percentage of Forest Stewardship Council (FSC®) certified paper among our branded paper range in the Business Innovation segment (in Japan) is 42%, and that among our recycled paper range (containing 70% or more recycled pulp) is 17% (as of March 2025)

As references, please refer to 2.5.6 *Environmental Efforts in the Supply Chain* and 2.5.9 *Efforts in Paper Procurement*.

* Licence No.: FSC® - C020731

(2) Design for the Environment

In product development, we have adopted conservation of biodiversity as a theme in Design for the Environment. Biodiversity assessments are conducted across the entire product life cycle.

The key points in assessment are (1) reduction of environmental impact from the production stage to minimize or reduce the impact on the ecosystem; (2) investigation of losses, reductions, splits, etc., in the growth and habitat of biological resources at procurement locations; and (3) availability of sustainable biological resources. Confirming that there are no issues in these three assessment areas ensures that our products and services are sustainable and have high environmental value.

FUJIFILM Management Rules for Procurement of Plant-Derived Materials <https://www.fujifilm.com/jp/en/about/sustainability/procurement>
 FUJIFILM Business Innovation paper procurement regulations https://www.fujifilm.com/fbglobal/eng/company/csr/svp2030/environment/chem_bio.html#anc02

3. Biodiversity in local communities

(1) Promoting environmental awareness in cooperation with NPOs and other organizations

Activities to promote greater environmental awareness among young people have been organized in cooperation with NPOs.

- FUJIFILM (China) Investment Co., Ltd., is working in cooperation with a local NPO in voluntary tree planting activities that have been held for the past 27 years. (The labor union began its activities in 1998. The company has participated in the activities since 2007 and has been organizing them since 2017.)
- Charitable Trust Fujifilm Green Fund and other funds: "Watashi-no-Shizenkansatsuro Competition" features elementary and junior high school students submitting picture maps of nature observation trails along with a text description.
- Green Cross Japan: Roughly 100,000 children think about and take actions related to nature close to their lives in the Kankyo Nikki program, "Midori-no-Komichi."
- Network for Coexistence with Nature, an approved NPO and others: In the Kikigaki-Koshien project, high school students attend talk sessions by experts on forests, rivers and oceans to learn about coexistence with nature and then write essays giving their impressions.
- Oze Preservation Foundation: Support its landscape preservation activities, such as by displaying "Take your garbage home" promotional banners at Ozegahara.

(2) Collaboration with initiatives regarding biodiversity

FUJIFILM Holdings participates in the Japan Business Initiative for Biodiversity (JBIB), an organization promoting innovative actions to conserve biodiversity in Japan and contributes to member businesses conserving biodiversity in the supply chain by sharing standards on paper procurement and knowledge on inspection and audit methods.

4. Stakeholder engagement regarding biodiversity

As a member of the community, the Fujifilm Group proactively discloses the Group's environmental protection activities and holds events in the form of environmental communication meetings and similar activities to collect feedbacks from the local community.

3.7.3 Water Resources from the Viewpoint of Biodiversity

In contrast to the fact that climate change is a global environmental issue affected by the concentration of greenhouse gases in the atmosphere, biodiversity is a highly regionalized issue, with problems in ecosystems largely affected by factors related to air, water, soil and minerals. Due to the importance of water for our business site operations, we are introducing activities with a focus on the relationship between our business operations and water.

1. Effective use of water resources

In the production of films for the motion picture and photography that had formed the mainstay of its business operations since its foundation, the Fujifilm Group had made extravagant use of clean water. For this reason, the Group has taken early steps in reducing water use and in water recycling. In face of the recent growth in the interest focused on water risks as an important international issue, the Group is implementing further steps for the reduction and efficient use of water resources.

Targets and progress on water

Long-term target: Reduce the amount of water the Fujifilm Group uses for production by 30% by FY2030 (compared to the FY2013 level).

Mid-term target: Reduce the amount of water the Fujifilm Group uses for production by 20% by FY2025 (compared to the FY2013 level).

Short-term target: Reduce the amount of water the Fujifilm Group uses for production by 18% by the end of FY2024 (compared to the FY2013 level).

Progress: 15.2% reduction at the end of FY2024 (compared to the FY2013 level).

2. Results in water resource management

Water Withdrawal/Discharge in FY2024

		Unit		FY2020	FY2021	FY2022	FY2023	FY2024
Water withdrawal	Clean water	million m ³	Fujifilm Group Total	4.2	4.1	4.1	4.5	4.7
			Fujifilm	3.7	3.7	3.7	4.1	4.4
			FUJIFILM Business Innovation	0.5	0.4	0.4	0.4	0.3
	Industrial water	million m ³	Fujifilm Group Total	3.3	3.3	3.3	3.2	3.3
			Fujifilm	3.3	3.3	3.3	3.2	3.3
			FUJIFILM Business Innovation	0	0	0	0	0
	Underground water	million m ³	Fujifilm Group Total	33.6	35.7	34.3	33.8	34.4
			Fujifilm	32.3	34.4	32.9	32.6	33.1
			FUJIFILM Business Innovation	1.3	1.4	1.4	1.3	1.3
	Rain water, others	million m ³	Fujifilm Group Total	0.2	0.2	0.2	0.2	0.2
			Fujifilm	0.2	0.2	0.2	0.2	0.2
			FUJIFILM Business Innovation	0.02	0.01	0.06	0	0
Total water withdrawal		million m ³	Fujifilm Group Total	41.3	43.3	41.8	41.8	42.6★
Water discharge	Sewage water	million m ³	Fujifilm Group Total	16.3	14.9	14.4	15.5	8.8
			Fujifilm	15.7	14.5	14.0	15.1	8.4
			FUJIFILM Business Innovation	0.6	0.5	0.4	0.4	0.4
	Rivers	million m ³	Fujifilm Group Total	22.7	21.8	20.4	20.2	27.4
			Fujifilm	21.7	20.7	19.1	19.1	26.3
			FUJIFILM Business Innovation	1.0	1.2	1.2	1.2	1.1
	Others	million m ³	Fujifilm Group Total	0.9	0.8	0.9	0.9	0.9
			Fujifilm	0.9	0.8	0.9	0.9	0.9
			FUJIFILM Business Innovation	0	0	0	0	0
Total water discharge		million m ³	Fujifilm Group Total	39.9	37.5	35.7	36.6	37.2★
Total volume of recycled and reused water		million m ³	Fujifilm Group Total	57.4	76.1	63.5	60.8	59.2
Percentage within total volume of water used*		%	Fujifilm Group Total	58.1	63.7	60.3	59.5	58.2

* Calculated by: Total volume of recycled and reused water / (Total water withdrawal + Total volume of recycled and reused water)

★: Items designated for independent assurance by LRQA Group Limited.

For the data coverage, refer to 3.0 Boundaries and coverage rates used in environmental data.

FY2024 Revenue Intensity

		Unit		FY2020	FY2021	FY2022	FY2023	FY2024
Revenue intensity	Withdrawal	kt/100 million yen	Fujifilm Group Total	1.92	1.67	1.46	1.41	1.33
	Water consumption		Fujifilm Group Total	1.76	1.45	1.25	1.24	1.16

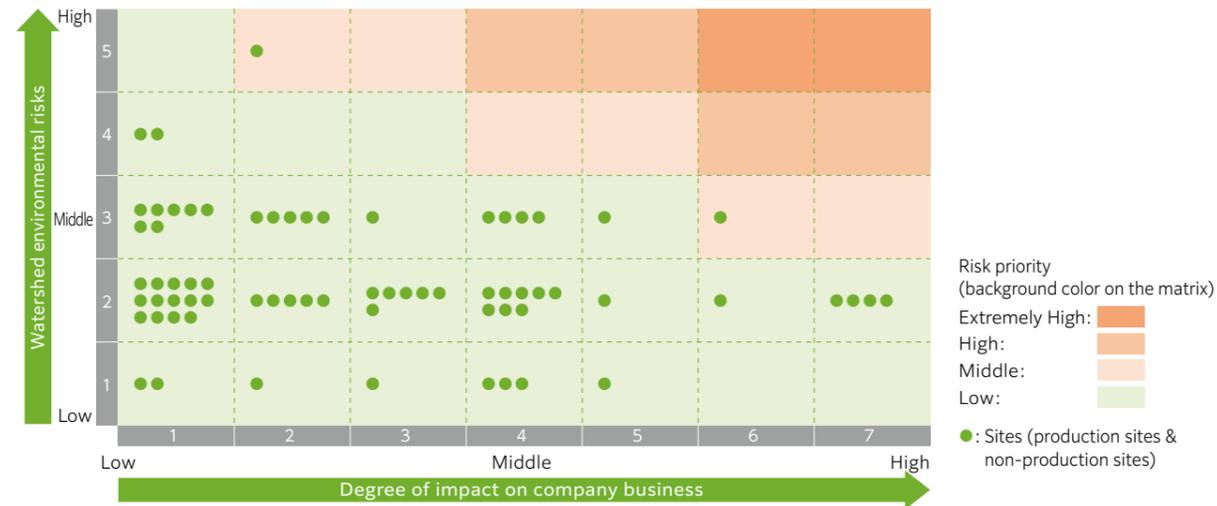
* Data coverage for all Fujifilm Group's sites

3.7.4 Response to Water Risks

Due to concerns over the possible expansion of areas stricken by water shortages, in 2014 the Group created a matrix system for evaluating water risk that uses conditions in water stress regions and the impact on businesses based on water withdrawal as its two indicators, and has been continually evaluating water risks for all the Group's business operations. Since 2024 we have been using Aqueduct's Baseline Water Stress (BWS) to conduct screening evaluations for water stressed regions using a two-indicator matrix. Based on the results of these evaluations, we prioritize and check water risks at each site in sequence.

1. Water risk evaluation for business operation

Assessment Map of the Impact of Water Resources on Company Business



2. Water withdrawal by region

FY2024 Results

Unit: %

		Japan	Americas	Europe	China, Asia/Oceania	Total
Water withdrawal	Clean water	16	26	16	42	100
	Industrial water	98	0	0	2	100
	Underground water	99	0	1	0	100
	Rain water, Others	97	0	3	0	100

* Data coverage for Fujifilm Group's production sites & non-production sites

3. Efforts at our business sites

Water conservation and circulation

In film production, we use a lot of water (including groundwater) as cooling water, to produce steam and for cleaning. However, the water that is used to cool the film manufacturing facilities is circulated and reused.

At the No. 8 Manufacturing Site of FUJIFILM Material Manufacturing (Kumamoto), which manufactures optical film for displays, filtered rainwater is used as cooling water to reduce the amount of groundwater collected. This has reduced the water reuse rate for this site to 60%.

4. Working together with water-related stakeholders

The Fujifilm Group is promoting environmental protection activities together with local residents and NGOs. In the production of the motion picture and photographic film that had formed the mainstay of our business operations since our foundation, we have been working to protect water sources up to the present.

Major Activities

Sites	Details	Stakeholders
FUJIFILM MATERIAL MANUFACTURING CO., LTD.	Tree planting in the important water recharge zone of the Shirakawa river	Minami-Aso village, Kumamoto Prefecture
FUJIFILM (Shanghai) Trading Co., Ltd.	Voluntary tree planting for 27 years	Local NPO
FUJIFILM Manufacturing Europe B.V.	Conducting joint wastewater treatment with four neighboring corporations by installing a large-capacity water treatment facility in our own premises.	Neighboring four companies

4.1 Employee Overview

Definitions in this section (Chapter 4.1)

- Fujifilm Group: FUJIFILM Holdings Corporation and its consolidated companies
- Fujifilm Group Japan: FUJIFILM Holdings Corporation and its consolidated companies in Japan
- Fujifilm Group Overseas: FUJIFILM Holdings Corporation and its consolidated companies outside of Japan

4.1.1 Basic Approach

To realize the Fujifilm Group's Purpose, we emphasize that each and every one of our diverse employees has his/her unique strengths, exercises the full potential, and create changes through productive manners of working while collaborating with various stakeholders, both inside and outside the Group.

4.1.2 Employee Basic Data

1. Fujifilm Group: All employees

Fujifilm Group Employee Structure

As of March 31, 2025

	Total	Male	% of total	Female	% of total
Regular employees	72,593	50,164	69.1%	22,429	30.9%
Managerial personnel*	14,414	11,838	82.1%	2,576	17.9%
General employees	58,179	38,326	65.9%	19,853	34.1%
Non-regular employees	9,309	-	-	-	-

* Based on the definition by each overseas subsidiary

2. Fujifilm Group Japan operating companies: Regular employees

FUJIFILM Corporation

As of March 31, 2025

	Total	Male	Female
Number of employees*1 Proportion	5,695 100%	4,571 80.3%	1,124 19.7%
Managerial personnel Proportion	1,482 100%	1,383 93.3%	99 6.7%
Average age*2	42.7	43.4	40.1
Average length of employment (years)	17.5	17.9	15.7
Utilization of paid leave*3	74.3%	-	-
Turnover rate*4	2.1%	2.2%	1.6%
Percentage of male employees taking childcare leave*5	85.3%		
Gender wage gap*6	All workers	Regular workers	Part-time or temporary workers
	73.9%	75.0%	55.8%
	Regular workers		General
	Managers	97.7%	
		82.0%	

*1 Number of FUJIFILM Corporation regular employees. The number includes our own employees on temporary assignment, but excludes other company's employees on temporary assignment. This also applies to managerial personnel.

*2 Calculated based on full age

*3 From October 1, 2023 to September 30, 2024

*4 Turnover rate = $\frac{\text{Attrition} + \text{Voluntary}}{\text{Total number of regular employees at FUJIFILM Corporation at the end of the preceding fiscal year} + \text{number of retirees}}$
(numerator not counting compulsory retiree, transferee to other Group companies, or retiree through the early retirement program)

*5 Of male regular employees whose spouse gave birth between April 1, 2024 and March 31, 2025, the total of those who took leave by order, used expired Stock Leave for childcare, or took special leave at the time of childbirth (excluding overlaps).

*6 The percentage of average wage for female compared with the male average wage being regarded as 100. Calculation excludes employees on a leave of absence. Wages for the same labor are identical. Differences appearing here are due to the difference in the number of employees in each job class.

FUJIFILM Business Innovation Corp.

As of March 31, 2025

	Total	Male	Female
Number of employees*1 Proportion	4,191 100%	3,496 83.4%	695 16.6%
Managerial personnel Proportion	964 100%	879 91.2%	85 8.8%
Average age*2	44.6	45.4	40.8
Average length of employment (years)	19.3	19.9	16.3
Utilization of paid leave*3	73.4%	-	-
Turnover rate*4	1.6%	1.6%	1.8%
Percentage of male employees taking childcare leave*5	86.4%		
Gender wage gap*6	All workers	Regular workers	Part-time or temporary workers
	78.4%	78.5%	76.2%
	Regular workers		Managers
	Managers	86.6%	
	99.6%		

*1 Number of FUJIFILM Business Innovation Corp. regular employees. The number includes our own employees on temporary assignment, but excludes other company's employees on temporary assignment. This also applies to managerial personnel.

*2 Calculated based on full age

*3 From April 1, 2024 to March 31, 2025

*4 Turnover rate = $\frac{\text{Attrition} + \text{Voluntary}}{\text{Total number of regular employees at FUJIFILM Business Innovation Corp. at the end of the preceding fiscal year} + \text{number of retirees}}$
(numerator not counting compulsory retiree, transferee to other Group companies, or retiree through the early retirement program)

*5 Of male regular employees whose spouse gave birth between April 1, 2024 and March 31, 2025, the total of those who took leave by order, used accumulated expired paid leave for childcare, or took special leave at the time of childbirth (excluding overlaps).

*6 The percentage of average wage for female compared with the male average wage being regarded as 100. Calculation was carried out based on the number of employees who worked for a full 12-month period. It excludes those on a leave of absence, those who joined or left the company during the period, and those whose employment categories changed during the period (e.g. re-employed retirees). Wages for the same labor are identical. Differences appearing here are due to the difference in the number of employees in each job class.

3. Fujifilm Group Japan operating companies: New regular employee hires

FUJIFILM Corporation

As of March 31, 2025

		Total	Male	Female
Number of new graduate new hires*1	Total	191	122	69
	Technical positions	130	85	45
	Administrative positions	61	37	24
Starting salaries for new graduates	Graduate	296,000 yen*3		
	Master	323,900 yen*3		
	Doctor	347,900 yen*3		
Number of mid-career recruitment*2		79	57	22

FUJIFILM Business Innovation Corp.

As of March 31, 2025

		Total	Male	Female
Number of new graduate new hires*1	Total	152	102	50
	Technical positions	110	89	21
	Administrative positions	42	13	29
Starting salaries for new graduates	Graduate	296,000 yen*3		
	Master	323,900 yen*3		
	Doctor	347,900 yen*3		
Number of mid-career recruitment*2		134	112	22

*1 The number of new employees joined on April 1, 2025 (including graduates and postgraduates).

*2 The number of employees, excluding new graduates, joined within relevant fiscal year.

*3 Amount after the labor-management agreement on June 1, 2025

Number of New Employee Hires*

		FY2020	FY2021	FY2022	FY2023	FY2024
FUJIFILM Corporation	Total	122	129	175	236	270
	Male	96	101	130	177	179
	Female	26	28	45	59	91
FUJIFILM Business Innovation Corp.	Total	208	81	77	176	286
	Male	162	61	60	125	214
	Female	46	20	17	51	72
FUJIFILM Corporation and FUJIFILM Business Innovation Corp.	Total	330	210	252	412	556
	Male	258	162	190	302	393
	Female	72	48	62	110	163

* The total number of new graduates on April 1 of the next fiscal year and mid-career recruitment within relevant fiscal year

4. Fujifilm Group Japan operating companies: Post retirement employees

FUJIFILM Corporation and FUJIFILM Business Innovation Corp. have been employing post retirement employees whose ages are over sixty because the experience and expertise they accumulated in-house are invaluable.

Post Retirement Employees*

As of March 31, 2025

	FY2024
FUJIFILM Corporation	107
FUJIFILM Business Innovation Corp.	125

* Employees re-employed during the relevant fiscal year

5. Fujifilm Group Japan operating companies: Nationalities of employees

Since 2019, we have kept a record of the nationalities of employees directly employed in Japan by our major operating companies. As of the end of fiscal 2024, we had 207 employees from 19 countries and regions outside Japan; the top four nationalities in descending order are China (127), Korea (42), Brazil (7), and India (6).

4.2 Diverse Personalities and Individuality and Equal Opportunities for Employees

Definitions in this section (Chapter 4.2)

- Fujifilm Group: FUJIFILM Holdings Corporation and its consolidated companies
- Fujifilm Group Japan: FUJIFILM Holdings Corporation and its consolidated companies in Japan
- Fujifilm Group Overseas: FUJIFILM Holdings Corporation and its consolidated companies outside of Japan

4.2.1 Basic Approach

The Fujifilm Group lists “Respect of diverse personalities and individuality” and “Prohibition of discrimination” in the Fujifilm Group Code of Conduct. Diversity of our people and non-discrimination culture form the base for us at the Fujifilm Group. We aim to become a robust organization that can contribute to a prosperous society by creating new values through respecting, accepting, and being inspired by each employee’s personality and individuality.

We are fully committed to providing equal opportunities in hiring, promotion and advancement, compensation, benefits, and training regardless of nationality, age, gender, sexual orientation or gender identity, race, ethnicity, religion, political creed, ideology, national or social origin, disability, etc. In line with this commitment, we establish and operate the company systems and rules.

Even during a major life event, such as childcare and nursing care, our workplace allows flexibility to enable employees to continue their work and then smoothly resume working. This support aims to ensure opportunities not only for the employees to grow through their working experiences but also for the Fujifilm Group to fully leverage their diverse personalities and individuality for the Group.

Fujifilm Group Code of Conduct Chapter 1 Respect of human rights <https://holdings.fujifilm.com/en/about/philosophy/law>

4.2.2 Management System

One of the Priority Issues addressed in the Sustainable Value Plan 2030 (SVP 2030), our CSR plan, states “Create systems and workplaces so that the Fujifilm Group’s diverse employees may exert their capabilities and creativity to the fullest extent.” Concretely, we set the following targets to monitor the progress of our efforts to transform the way we work and to advance diversity and inclusion: (1) Promoting talented employees worldwide; (2) Promoting women in leadership (in Japan); (3) Involving men in childcare; (4) Continue exceeding the legally-stipulated rate of employment of people with disabilities (in Japan); and (5) Achieve zero retirement of employees due to childcare or nursing care (in Japan).

We clearly state respect of diverse personalities and individuality, and prohibition of discrimination in the Fujifilm Group Charter for Corporate Behavior and Code of Conduct. Our Code of Conduct is shared in 24 languages and penetrated through the Group across the globe by trainings including e-Learning.

At the Fujifilm Group, within an open, fair, and clear corporate culture, we respect each other’s individuality and values, and we refer to the accumulated experiences as a “story.” Under the vision of “Respect each other’s STORY,” we value each person and their values and experiences, and strive to build a safe and secure working environment and corporate culture by celebrating the power of the Diverse Stories and supporting each other.

In October 2024, Diverse Stories Forum was held in Japan, featuring a +STORY LIVE presentation of narratives of women on overseas assignments and a seminar on nursing care featuring external specialists. We are also organizing measures to support a higher awareness of Diverse Stories and to cultivate a corporate culture that fosters Diverse Stories, including events such as a Family Day at each work site and a Smile Sports Festival that welcomes participation by Fujifilm Group employees and their families.

4.2.3 Effort Results and Progress

The Fujifilm Group has set new long-term targets in line with SVP 2030, against the indices to measure “the extent to which diverse employees are exerting their capabilities and creativity to the fullest extent.”

1. Targets and results

Target 1: Promoting talented employees worldwide

Principal indices: Percentage of international employees*1 in major positions*2 in the Fujifilm Group
 FY2030 target: 35%, FY2024 results: 26.7%

*1 International employees: Non-Japanese. We continue to promote talents who can lead our businesses in different markets regardless of their nationalities.

*2 Major positions: Presidents of major subsidiaries, general managers of major businesses, and several other senior positions. Taking our Group globally, we reviewed our key senior positions. In addition to the existing major positions in our Group companies, we include key senior positions in our businesses and headquarters that are becoming increasingly important when looking toward the future.

Percentage of International Employees in Major Positions

As of March 31, 2025

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2030 target
Fujifilm Group	27.1%	27.7%	27.8%	28.6%	26.7%	35%

Target 2: Promoting women in leadership (in Japan)

Principal indices: Percentage of women in managerial positions in the Fujifilm Group Japan
 FY2030 target: 15%, FY2024 results: 7.3 %

Fujifilm and FUJIFILM Business Innovation individually formulated a five-year action plan covering fiscal 2021-2026 for promoting women’s advancement in response to the Act on Promotion of Women’s Participation and Advancement in the Workplace. Both plans have been made public. The percentage of female managers is between 10 and 14% in the manufacturing industry in Japan. We have set steadily achievable targets based on our past records.

To attract and train as many as manager candidates as possible, we have adopted a range of systems to support female employees as a first step. In fiscal 2024, we organized “+STORY for Women: Study into the Leadership Image Best Suited to the Person” as a training program for women in leadership positions that allowed each person to take stock of their past experiences (STORY) and a “+STORY for Women exchange meeting,” and an “Exchange Meeting between women in various business sectors” to provide venues for women both in our companies and other companies to interact and broaden their horizons.

To support their job and childcare, we provide a session for those who have recently returned from childcare leave and their managers. We held a guidance explaining the keys to balancing work and childcare and the importance of support from colleagues and managers. We also organize a panel discussion between employees and their managers. In this way, we are helping employees come back to work smoothly and continue to follow their careers. We are also holding regular exchanges for employees on childcare so that they can talk and share their feelings and any problems relating to balancing work and childcare. We continue to work to achieve our current targets and will aim for higher targets through steadily implementing measures.

Percentage of Women in Managerial Positions

As of March 31, 2025

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2030 target
Fujifilm Group Japan	5.8%	6.4%	6.9%	6.8%	7.3%	15.0%

* Based on the definition by each overseas subsidiary

Target 3: Involving men in childcare (in Japan)

Principal indices: Childcare leave taken by male employees in the Fujifilm Group in Japan
 FY2030 target: 100%, FY2024 results: 80.1%

We are creating an environment and support systems that will allow employees to work with enthusiasm by balancing work and private life and enjoying and sharing various life events with their families, and continues to provide them with support. We have set our target on the rate of taking childcare leave by male employees at 100% to create a climate that encourages them to take childcare leave without hesitation. As part of this program, we introduced the Good Parental Leave system that provides 20 days of special leave to employees with newborn children, covering the time of childbirth and also when returning to work when help is most necessary. Additionally, we are organizing measures to create a culture that fosters diverse personalities and individuality through the Family Day, Smile Sports Festival and other events organized for Fujifilm Group employees and their families.

Percentage of Taking Childcare Leave by Male Employees*

As of March 31, 2025

	FY2022	FY2023	FY2024	FY2030 target
Fujifilm Group	-	-	-	100.0%
FUJIFILM Corporation	52.0%	66.7%	85.3%	100.0%
FUJIFILM Business Innovation Corp.	82.2%	83.5%	86.4%	100.0%

*The percentage of childcare leave taken by male employees when a child is born to their spouse.

Target 4: Continue exceeding the legally-stipulated rate of employment of people with disabilities (in Japan)

Principal indices: Percentage of employees with disabilities according to the group-wide calculation under FUJIFILM Holdings
 FY2030 target: 2.7% (Higher than the legally-specified percentage), FY2024 results: 2.55%

Since fiscal 2016, the Fujifilm Group Japan's percentage of employees with disabilities remains higher than the legally-specified percentage. We will continue to maintain this figure in the future.

In order to create inclusive workplaces for all employees including members with disabilities, we continue our collaboration with external agencies such as the Vocational Training Center for the Disabled. Together with those experts, we have identified jobs for physically challenged employees and supported their retention. Further, we have set up new workplaces to help people with intellectual or mental disabilities gain opportunities to actively participate in working.

Percentage of Employment of Persons with Disabilities*

As of May 1, 2025

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2030 target
Fujifilm Group Japan	2.48%	2.47%	2.45%	2.52%	2.55%	2.7% (Higher than the legally-specified percentage)

* We disclose the actual percentage determined by the Group-wide calculation method under FUJIFILM Holdings.

Target 5: Achieve zero retirement of employees due to childcare or nursing care (in Japan)

Principal indices: (1) Job retention rate three years after returning from childcare leave
 FY2030 target: 100% (Fujifilm Group Japan), FY2024 results: 90.9% (FUJIFILM Corporation)
 (2) Job retention rate three years after returning from nursing care leave.
 FY2030 target: 100% (Fujifilm Group Japan), FY2024 results: 100% (FUJIFILM Corporation)

In the area of childcare, 20 days of special leave were introduced in July 2024 for employees with childbirth. The special leave is designed to promote group-wide action to create an environment that encourages employees of both genders to take childcare leave without hesitation, as well as workplaces that want to encourage their employees to take leave. Combined with encouraging them to make use of their Stock Leave (accumulated paid leave), we are promoting awareness and wider use of these programs. As for nursing care, we are increasing the types of support available through our nursing care consultation service in addition to holding a specialist seminar to prevent employees from leaving their jobs due to nursing care.

We introduced the home working system so that diverse employees can work proactively with motivation, balancing their work and private lives. Not limited to those currently facing major life events, with the Work Style Innovation with DX, all employees in the Group are encouraged to increase innovation in their working styles. While promoting digital transformation (DX)—such as utilization of the M365 communication tool and the shift to paperless—in day-to-day work, we aim to reduce the total working hours and generate business results through encouraging diverse employees to work in lively and creative ways in less hours.

We continue to create a better working environment by introducing new measures to respond to the changing times.

Returning Rate from Childcare and Nursing Care leaves in FY2024

FUJIFILM Corporation

	Total	Male	Female
Returning rate from childcare leave*1	100% (80/80)	100% (48/48)	100% (32/32)
Returning rate from nursing care leave*1	66.7% (2/3)	66.7% (2/3)	-% (0/0)
Retention rate after 3 years from reinstatement (childcare)*2	90.9% (60/66)	86.4% (19/22)	93.2% (41/44)
Retention rate after 3 years from reinstatement (nursing care)*3	100% (1/1)	100% (1/1)	-% (0/0)

FUJIFILM Business Innovation Corp.

	Total	Male	Female
Returning rate from childcare leave*1	100% (104/104)	100% (72/72)	100% (32/32)
Returning rate from nursing care leave*1	100% (2/2)	100% (2/2)	-% (0/0)
Retention rate after 3 years from reinstatement (childcare)*2	80.8% (80/99)	78.2% (43/55)	84.1% (37/44)
Retention rate after 3 years from reinstatement (nursing care)*3	100% (2/2)	-% (0/0)	100% (2/2)

*1 Returning rate = $\frac{\text{Number of returned employees whose expiration date of the leave arrived in FY2024}}{\text{Number of all employees whose expiration date of the leave arrived in FY2024}}$

*2 Retention rate after 3 years from reinstatement = $\frac{\text{Number of regular employees as of the end of FY2024 among those who reinstated in FY2021}}{\text{Number of regular employees reinstated after the leave in FY2021}}$

*3 Based on the same method as *2

2. Systems for balancing work and life

We have established multiple company systems and offer various benefits that more than satisfy legal requirements in order to accommodate flexible work during the period of life events such as childcare and nursing care.

FUJIFILM Corporation

Childbirth and Childcare	Nursing Care	Others
<ul style="list-style-type: none"> • Maternity leave (within seven weeks before childbirth) • Leave of absence for childcare (two-year leave at maximum) • Stock Leave* for childcare • Child medical care leave program • Shorter working hours (student in the third grade or lower of junior high school) • Limited overtime work and late-night overtime • Special leave for supporting the wife at the time of childbirth • Reinstatement to same workplace after leave of absence for childcare • Use of Stock Leave* for fertility treatment • Leave of absence for birth support (one year leave system for fertility treatment) • Leave for participating in childcare (system for all employees to have 20 days of special leave at the time of childbirth) 	<ul style="list-style-type: none"> • Leave of absence for nursing care program • Nursing care leave program • Shorter working hours program for nursing family member • Stock Leave* for nursing care 	<ul style="list-style-type: none"> • Flexible working hours • Working from home • Special leave according to length of employment • Using of Stock Leave* for volunteer work • Leave of absence for volunteer work • Stock Leave* for self-development • Leave of absence when employee's spouse is transferred • Discretionary labor system • Re-employment Program • Paid leave on an hourly basis

* Stock Leave is unused paid leave that can be accumulated up to 60 days per employee to be used for medical treatment, rehabilitation, childcare, nursing care, and volunteer activities.

FUJIFILM Business Innovation Corp. (All those systems provide for generous leave beyond that required by law.)

Childbirth and Childcare	Nursing Care	Others
<ul style="list-style-type: none"> • Maternity leave (within seven weeks before childbirth) • Leave of absence for childcare (two-year leave at maximum) • Accumulated paid leave* for healthcare of employees' family • Child medical care leave program • Shorter working hours (student in the third grade or lower of junior high school) • Limited overtime work and late-night overtime • Special leave for supporting the wife at the time of childbirth • Reinstatement to same workplace after leave of absence for childcare • Use of accumulated paid leave* for fertility treatment • Leave of absence for birth support (one year leave system for fertility treatment) • Leave for participating in childcare (system for all employees to have 20 days of special leave at the time of childbirth) 	<ul style="list-style-type: none"> • Leave of absence for nursing care program • Nursing care leave program • Shorter working hours program for nursing family member • Accumulated paid leave* for nursing care 	<ul style="list-style-type: none"> • Flexible working hours • Working from home • Special leave according to length of employment/ refresh vacation • Accumulated paid leave* for volunteer activities • Leave of absence program for employees participating in socially beneficial activities • Leave of absence program for self-development • Leave of absence for education • Support program for senior employees' second career • Leave of absence when employee's spouse is transferred • Re-employment Program • Paid leave on an hourly basis

* Accumulated paid leave is unused leave that can be accumulated up to 60 days per employee to be used for healthcare of the family, childcare, nursing care, and volunteer activities.

4.2.4 Freedom of Association

The Fujifilm Group clearly states that we maintain good relations between employees and employers while respecting the right to engage in collective bargaining and the right to enjoy freedom of association, as permitted by applicable laws, and rules in the country where business is conducted.

Fujifilm Group Human Rights Statement: Consideration for Fujifilm Group Personnel <https://holdings.fujifilm.com/en/sustainability/vision/policy/statement>

Fujifilm Group Code of Conduct: Article 9, Chapter 1 Basic Labor Rights <https://holdings.fujifilm.com/en/about/philosophy/law>

1. Labor union membership

As of March 31, 2025

	Total Number of Employees Represented by an Independent Trade Union	% of Employees Represented by an Independent Trade Union*
FUJIFILM Corporation and FUJIFILM Business Innovation Corp.	6,551	66.3%

* % of employees represented by an independent trade union = Ratio to regular employees including managerial staff.

2. Major revisions to systems that operate based on agreements between the Labor Unions and the Company (in the last five years)

FUJIFILM Corporation

As of March 31, 2025

FY	Item
2020	<ul style="list-style-type: none"> • Partial revision of wage rules • Partial revision of collective labor agreement and corresponding work rules to allow paid leave for childcare or nursing care on an hourly basis • Addition of Group companies in Japan as destination for temporary transfer of employees (e.g. FUJIFILM Healthcare Corporation)
2021	<ul style="list-style-type: none"> • Partial revision of wage rules (revision of starting salary) • Establishment of a new site (Amagasaki) • Change in job assignment destination within the Fujifilm Group in Japan (FUJIFILM Business Innovation Corp. and else)
2022	<ul style="list-style-type: none"> • Partial revision of wage rules (revision of the F-PRO* allowance and supplement expansion of Shinkansen expense supplement etc.) • Revision of childcare leave rules (newly established childcare leave at a childbirth)
2023	<ul style="list-style-type: none"> • Revision of rules for overseas representatives (new allowance for overseas representatives) • Review of home working system
2024	<ul style="list-style-type: none"> • Standardization of annual working hours (reduction) • Revision of commuter allowance (subsidy for Shinkansen commuters) • Creation of the new special childcare leave (Good Parental Leave) • Review of domestic/overseas business travel regulations

* F-PRO: Discretionary labor system of FUJIFILM Corporation

FUJIFILM Business Innovation Corp.

As of March 31, 2025

FY	Item
2020	<ul style="list-style-type: none"> • Introduction of hour-based paid leave for nursing children or other family members • Revision of basic conditions at the time of transfer
2021	<ul style="list-style-type: none"> • Fixation of the number of annual scheduled holidays • Change of normal working hours per day • Revision of welfare system
2022	<ul style="list-style-type: none"> • Provision of a childcare counseling office, and procedure to confirm the intention of childcare leave usage based on the revised Act on Childcare Leave, Caregiver Leave. • Revision of treatment when returning from leave for private/injury/illness reasons • Revision of childcare-related rules based on the Act on Childcare Leave, Caregiver Leave. • Revision of remote working system • Revision of work-childcare balancing system (shorter working hours for childcare, child nursing care leave, pre-birth leave, accumulated expired leave) • Revision of retirement benefit system
2023	<ul style="list-style-type: none"> • Revision of rules for overseas representatives
2024	<ul style="list-style-type: none"> • Revision of flextime scheme • Creation of the new special childcare leave (Good Parental Leave) • Revision of domestic/overseas business travel regulations • Revision of corporate housing lease standards • Broader application of subsidy for family separation allowance for job relocation and travel expenses for returning home • Revision of overseas assignee scheme

4.2.5 Standard Entry Level Wage

We confirmed that the standard entry level wage paid by the Fujifilm Group companies for fiscal 2024 exceeded the current local minimum wage where the company is located.

Comparison Rate Between Standard Entry Level Wage and the Local Minimum Wage in FY2024

	Japan	The Americas	Europe	Asia and others
% of companies* which standard entry level wage exceeded local minimum wage	100%	100%	100%	100%

* Consolidated companies

4.3 Health and Wellness of Employees

Definitions in this section (Chapter 4.3)

- Fujifilm Group: FUJIFILM Holdings Corporation and its consolidated companies
- Fujifilm Group Japan: FUJIFILM Holdings Corporation and its consolidated companies in Japan
- Fujifilm Group Overseas: FUJIFILM Holdings Corporation and its consolidated companies outside of Japan

4.3.1 Basic Approach

As we believe it is one of the major managements' priorities to maintain and enhance the health and wellness of employees, we adopted Fujifilm Group Health Management Declaration in September 2019 to demonstrate our strong commitment to KENKO Investment for Health®* (strategic management of the health of employees). To ensure that our employees maintain good physical and mental health and retain their work incentive, we are accelerating our efforts to enhance health and wellness of employee throughout the Group in our drive to meet the Fujifilm Group's Purpose.

* KENKO Investment for Health® is a registered trademark of Nonprofit Organization KenkoKeiei.

Fujifilm Group Health Management Declaration

To enhance our leading position in consistently demonstrating new value for society, the Fujifilm Group will actively support employee wellness initiatives designed to inspire our employees to improve their physical and mental wellbeing so they can be energetic and have a zest for life in this era of longer life expectancy.

Activity Policy

1. Improve workplace health by promoting healthy lifestyles to help prevent diseases, such as lifestyle diseases and cancer, promoting anti-smoking awareness, and supporting mental health initiatives as well as maintaining appropriate working hours to ensure that employees are healthy in mind and body and can continue living and working energetically.
2. Actively engage in employee education to promote personal health awareness and provide guidance and encouragement for the maintenance and improvement of wellness.
3. Promote employee wellness in a manner compatible with the practices of each particular country or region.
4. Develop and provide innovative healthcare products and services related to prevention, diagnosis and treatment that are designed to improve the health of employees and people worldwide in an era of increasing life expectancy.
5. Communicate the overall effectiveness of our wellness programs to our stakeholders thereby contributing to the enhanced wellness awareness across society.

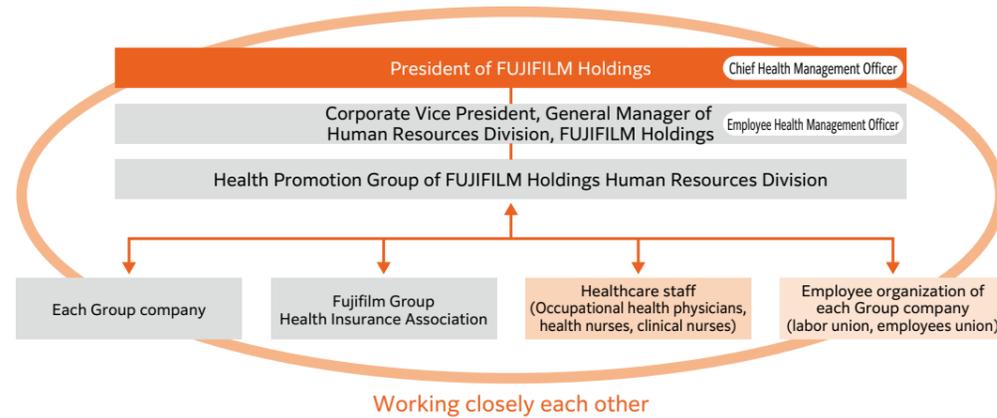
Fujifilm Group Health Management Declaration and related information <https://holdings.fujifilm.com/en/sustainability/vision/policy/health-safety>

4.3.2 Promotion Structure

We have appointed President of FUJIFILM Holdings as Chief Health Management Officer for the Group and Corporate Vice President, General Manager of FUJIFILM Holdings Human Resources Division as Health Management Officer for the Group. Our Health Promotion Group of FUJIFILM Holdings Human Resources Division acts the key role to manage each health promotion department in the Fujifilm Group, and to plan and roll out group-wide health and wellness promotion initiatives.

The Group companies are working closely with the Health Insurance Association and healthcare staff (occupational health physicians, health nurses, and clinical nurses), and employee organizations (labor union and employees union) to maintain and promote employee health and wellness. Since fiscal 2019, we have organized group-wide health promotion meetings to share the Group policy and related information with the individuals responsible for employee health and wellness promotion in every company in Japan at the officer and person in-charge levels.

Promotion Structure



4.3.3 Promoting Health and Wellness

We have disseminated to all Group companies across the world, and we are now taking actions that most suit to their region and country.

1. Dissemination of Fujifilm Group Health Management Declaration

We regularly publish messages from the president concerning health management to all Fujifilm Group employees.

From fiscal 2019 we have also been providing a health-related e-learning course under the supervision of occupational health physicians. More than 42,000 employees in Japan participate in the course to raise their health and wellness awareness. At the same time, we shared health and wellness information via FUJIFILM Holdings' and domestic Group companies' intranets and newsletters. All executive officers of FUJIFILM Corporation and FUJIFILM Business Innovation Corp. and the presidents of their subsidiaries have declared their personal health and wellness commitments on the intranet. With the disclosed commitments including endoscopic screenings and no-smoking declarations by executive officers, we accelerate health management under the leadership of the top management.

We also established the Seven Actions for Good Health in July 2020 to help employees put into practice those habits that will support them maintain their healthy lifestyles.

2. Central management and analysis of employees' health data

In 2015, we introduced an information system that centrally manages employees' health checkup results linked to their working hours and results of stress level checks. The healthcare staff (occupational health physicians, health nurses, etc.) uses it for each employee's health management and guidance per company or across the entire Group.

On top of that, we analyze the health data combined with medical data provided by Fujifilm Group Health Insurance Association to evaluate collective employee health level for each Group company and issue a health report that includes specific advice for further wellness enhancements. Those reports enable each company to clarify health issues to be addressed.

3. Setting the mid-term target for health and wellness issues

Since fiscal 2018, we have focused on five priority areas associated with health and wellness: behavior-related diseases; smoking; cancer; mental health; and long working hours. For each of the priority areas, we have set KPIs and group-wide targets for fiscal 2025 and are implementing initiatives for improvements.

(1) KPIs and Mid-term Targets

Fujifilm Group KPIs in Health Issues, Mid-term Targets and Results

Priority Areas	KPIs	Mid-term Targets for FY2025	Results			
			FY2022	FY2023	FY2024	
Behavior-related Diseases	Employees with BMI > 25 (%)	21%	26.8%	26.2%	27.1%	
	Employees with HbA1c > 6.0 (%)	6%	7.9%	8.6%	9.0%	
Smoking	Employees who smoke	12%	18.3%	17.4%	16.7%	
Cancer	Employees who received screening	Lungs	100%	99.3%	99.3%	99.4%
		Stomach	100%	80.0%	83.1%	84.1%
		Endoscope	90%+	64.1%	77.5%	80.2%
		Large intestine	100%	89.6%	90.7%	91.4%
		Breasts	90%+	80.1%	84.0%	84.1%
		Cervical	90%+	67.2%	71.7%	72.2%

* Scope: Fujifilm Group employees in Japan (Screening rates for stomach and large intestine cancers are for employees aged 40 or over)

(2) Efforts against cancer

Cancer is one of the five priority areas. We launched Fujifilm Group Nishi-Azabu Endoscopic Screening Clinic on the first floor of Fujifilm Nishi-Azabu Building in 2014. For employees who require endoscope, we use our own system which incorporates our unique advanced technology. The system includes transnasal endoscope which reduces nausea caused by gag reflex that tends to occur with conventional transoral endoscope.

In April 2022, we opened FUJIFILM Mediterrace Yokohama, a medical clinic for Fujifilm Group Health Insurance Association members, in FUJIFILM Business Innovation Yokohama Minatomirai Center. To provide high-quality health checkups for our employees, in June 2023 we introduced FUJIFILM's latest medical equipment services, including endoscopy and mammography systems, as well as an AI-driven medical IT system. A CT scanning service was started in January 2024, and MRI scanning service was started in May 2025.

Moving forward, by fiscal 2025, we strive to bring this figure to 90% at lowest for stomach cancer, large intestine cancer, breast cancer, and cervical cancer. We promote this initiative with our strong will to minimize the number of Group employees passing away from cancer by increasing the chances of early cancer detection and receiving appropriate treatment.

Cancer Screening (Fujifilm Group Health Insurance Association Subsidy Program)

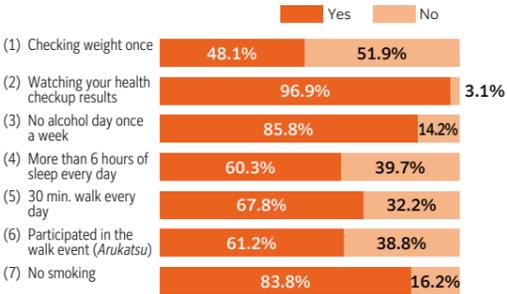
Cancer type	Procedure	Target Group	Interval
Stomach	Endoscopy (X-ray)	Over 35/over 40	Annual
Esophagus			
Large Intestine	Fecal occult blood test	Over 35/over 40	Annual
	Colonoscopy	Over 50	Once during employment period
Breast	Ultrasound (under 39)	Female	Annual
	Mammography (over 40)		
Cervical	Cytologic diagnosis	Female	Annual
Prostate	PSA (blood)	Male over 50	Biennial
Lung	Chest helical CT	Over 40	Annual
Liver, kidney, pancreatic, biliary tract	Ultrasound	Over 35/over 40	Annual

4. Health and wellness promotion initiatives

We have started a wide range of initiatives for health and wellness under the leadership of the Health Management Officer assigned in each company.

(1) Initiatives in Japan

Example activities in Japan in the priority areas

Priority Areas	FY2024 Programs	FY2024 Results, etc.
Behavior-related diseases	Establishment of the "Seven Actions for Good Health*" to acquire health and wellness  * Seven Actions for Good Health is a set of practices for employees to acquire healthy habits. (1) Check weight once a week; (2) Confirm your health checkup results; (3) No alcohol day once a week; (4) More than 6 hours of sleep every day; (5) 30 min. walk every day; (6) Participate in the walk event (Arukatsu); (7) No smoking.	Results of the implementation survey for "Seven Actions for Good Health"  Scope: All employees of the Fujifilm Group Japan 42,015 (FY2024)
	Smoking	<ul style="list-style-type: none"> Online program for quitting smoking: 9 participants Free distribution of two weeks' worth of antismoking patches: 48 participants Free distribution of antismoking chewing gum: 91 participants Non-smoking during working hours: Incorporated into working regulations since April 2020 Smoking areas on company premises closed: All of the 131 smoking areas in the Group were closed since fiscal 2020. Comprehensive understanding of Group Policies and Rules: As the Health Management Officer for the entire Group, the General Manager of FUJIFILM Holdings Human Resources Division sent a "Request to Strengthen Efforts for Antismoking" to the President of each Group company.
Cancer	Implementation of the Group policies	In stomach cancer screening, upper endoscopy (gastroscopy) is basically employed to detect early-stage esophageal cancer and stomach cancer that cannot be found easily with X-rays (using barium). Each company has been asked to take the appropriate steps to adapt to and align with medical institutions.
Mental health	Mental health-related training	<ul style="list-style-type: none"> e-Learning program for all employees. "Mental Healthcare: Self-care, Part 1 Knowledge Section (42,742 participants) Improved conditions in high stress workplaces judged by stress check results
	Mental health consultation office	Established a mental health consultation office via phone, face-to-face meeting, and web (24/7)

Raising health and wellness awareness among employees

To further promote health management, we set up the Seven Actions for Good Health Committee in fiscal 2022 jointly with all domestic Group companies, the Health Insurance Association and employee organizations (labor union and employees union).

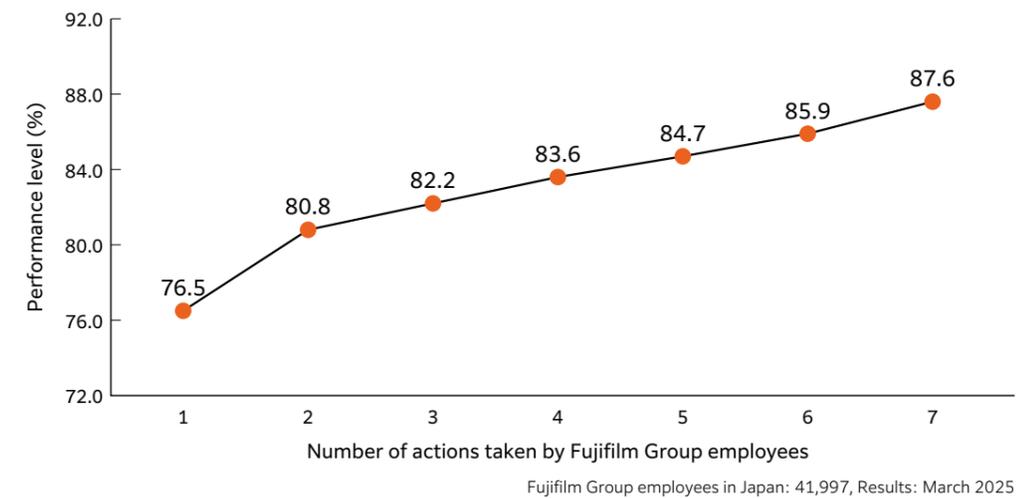
We plan to expand the programs through which group employees can improve their health and wellness in a fun manner, such as Arukatsu, a twice-yearly walking event (in spring and autumn) jointly organized every year by the Health Insurance Association and employee organizations (labor union and employees union), and Arukatsu Koshien, a group-wide walking competition. In fiscal 2024, 40 domestic Group companies in the spring and 38 in the autumn participated in this competition to enjoy fitness programs across the Group.

We found that there is positive correlation between the number of actions actually taken from the Seven Actions for Good Health, and the level of performance*1 and work engagement.*2 We recommend employees to put these actions into practice.

*1 Level of performance: Employees assess their own work performance over the last four weeks compared to their 100% performance when they are free from illness or injury, using the Single-Item Presenteeism Questionnaire developed by the University of Tokyo.

*2 Work engagement: Defined as the state where three aspects are fulfilled. (1) Feeling refreshed or obtaining energy from one's work (vigor); (2) Feeling pride and a sense of satisfaction in one's work (dedication); and (3) Devoting significant energy to one's work (absorption). We measure this using the 3-item Utrecht Work Engagement Scale.

Seven Actions for Good Health and Performance Level



Seven Actions for Good Health and Work Engagement



(2) Initiatives around the world

In the U.S., we evaluate employee welfare programs each year so that we can provide flexible and affordable programs that satisfy the health and welfare needs of our employees and their loved ones. In China, we recommend employees to practice the “Seven Actions for Good Health” adopted in Japan.

Europe and the Asia Pacific consist of many countries whose cultures, regulations and medical care systems are different. We are developing and implementing various health and wellness enhancing initiatives, including sports events, health education by experts and health and wellness programs, that are suited to local conditions and employees’ needs in each region and country.

(3) Health and wellness promotion among suppliers

We confirm that our suppliers have external assessment results and certificates concerning their health management. We also provide a lecture every year for suppliers to raise health and wellness awareness among their employees by explaining the importance of health management and describing our own health and wellness promotion activities.

(4) Recognition

In March 2025, FUJIFILM Holdings was listed on the KENKO Investment for Health for the fifth consecutive year. The KENKO Investment for Health certifies industry leader companies listed on the Tokyo Stock Exchange that are strategically implementing initiatives that lead to the maintenance and promotion of their employees’ health and wellness from a business-management perspective of KENKO Investment for Health. The certification was started in 2015 jointly by the Ministry of Economy, Trade and Industry, Japan (METI) and the Tokyo Stock Exchange.

Also, 31 companies (as of July 2025) in the Fujifilm Group were certified as the 2025 Outstanding Organizations of KENKO Investment for Health accredited by METI. The certification is given to the outstanding large and small/medium-sized enterprises implementing the KENKO Investment for Health program promoted by Nippon Kenko Kaigi. The honor indicates that active initiatives for the maintenance and promotion of their employees’ health by those companies are highly recognized.

Listed on the KENKO Investment for Health for the fifth consecutive year



Certified as the White 500 in the Outstanding Organizations of KENKO Investment for Health for the ninth consecutive year



4.4 Safety of Employees

Definitions in this section (Chapter 4.4)

- Fujifilm Group: FUJIFILM Holdings Corporation and its consolidated companies
- Fujifilm Group Japan: FUJIFILM Holdings Corporation and its consolidated companies in Japan
- Fujifilm Group Overseas: FUJIFILM Holdings Corporation and its consolidated companies outside of Japan

4.4.1 Basic Approach

In Fujifilm Group Code of Conduct, the Fujifilm Group clearly states that we comply with applicable occupational health and safety laws and regulations, such as those designed to prevent workplace accidents. We also state that we aim to maintain and enhance safe, healthy and fit working environments by giving due consideration to the physical and mental health of our employees. In April 2019, we revised Fujifilm Group Occupational Safety and Health Policy to show concrete measures based on this Code of Conduct. We have been putting this idea into practice and promoting activities.

Fujifilm Group Occupational Safety and Health Policy

The Fujifilm Group operates its businesses based on this policy, considering that the promotion of workers’ occupational safety and health is the most important foundation of its corporate activities.

1. We will consider the occupational safety and health of employees including dispatched workers and contractors as the top priority, and maintain safe, healthy and fit working environments.
2. We will comply with applicable occupational safety and health laws and self-regulations, such as those designed to prevent workplace accidents and excessive working hours.
3. We will promote health and productivity management through proactively supporting employees to maintain and enhance their physical and mental health.
4. We will establish smooth communications between all the Fujifilm Group companies and their employees on promoting occupational safety and health.
5. We will actively and continuously provide employee education and training on occupational safety and health.

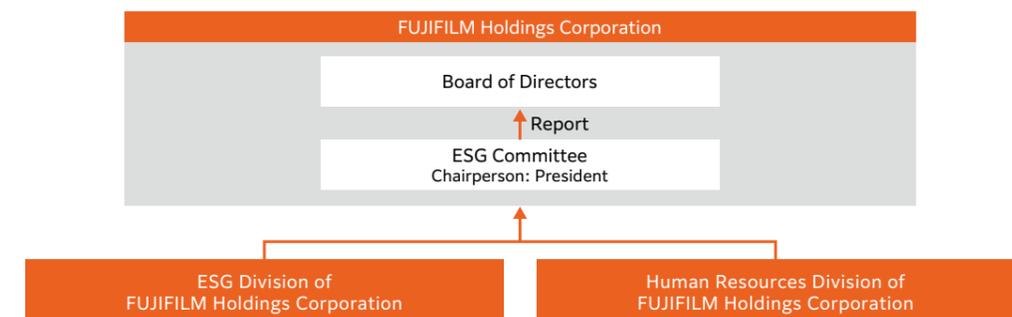
Fujifilm Group Code of Conduct: Article 8, Chapter 1 Occupational Safety and Health/Health Promotion

<https://holdings.fujifilm.com/en/about/philosophy/law>

4.4.2 Management System

In FUJIFILM Holdings, ESG Division and Human Resources Division are responsible for occupational health and safety. Major issues related to occupational health and safety are reported to the Board of Directors through the ESG Committee chaired by the President of FUJIFILM Holdings.

Promotion Structure



4.4.3 Occupational Health and Safety

With the concept of “Occupational health and safety is the basis of all business activities,” FUJIFILM Holdings gives the highest priority to the health and safety of its employees and is fully compliant with the related laws and regulations. For companies newly joining our Group following M&A, we manage their occupational safety and labor risks appropriately by conducting related due diligence, including risks of workplace accidents deriving from the facilities and working procedures, along with their compliance with related laws and regulations. The priority issues and results of each Group company are reported to and discussed by the FUJIFILM Holdings ESG Committee, and then reported to the Board of Directors.

In 2020, FUJIFILM Holdings enacted, at its sites all over the world, Occupational Health and Safety Regulations that meet the requirements of ISO 45001:2018, an international occupational health and safety standard. The operation of the said regulations help clarify the safety management structure and safety promotion activity goals throughout the group to further reinforce our governance of occupational health and safety.

The Fujifilm Group reduces occupational risks according to the characteristics of each workplace and company. Some examples of such risk reduction activities and safety training are given below.

- The occupational safety committee is operated jointly by management and employees and occupational safety meetings are held regularly.
- Occupational safety managers are appointed and checklist-based workplace inspections are undertaken.
- When a new working procedure is introduced or an existing procedure is changed, a risk assessment is carried out to identify risk factors and create risk countermeasures.
- Chemical risk assessments are carried out to identify risk factors in working procedures that involve chemicals.
- Enhancing each employee's risk sensitivity and risk anticipation skills through participation in our proprietary safety training program, the "Risk Experience Workshop"
- Chemical handling training are provided to employees and contract workers who handle chemicals, as well as the standard occupational safety training.

1. Efforts for occupational health and safety

Group-wide target 1: Zero serious workplace accidents * Serious workplace accident: An accident that causes death or permanent disability.

Group-wide target 2: Workplace accident rate of 0.1 or less by FY2030.

Number of Employees Taking Occupational Health and Safety Training

	FY2024
Fujifilm Group*	16,792

* Including those who are acquired licenses, skill training courses, and special education required by law when engaging in hazardous work.

2. Serious workplace accidents in fiscal 2024

Fujifilm Group: 0

Number of Fatal Workplace Accidents

		FY2020	FY2021	FY2022	FY2023	FY2024	Target for 2025
Fujifilm Group	Employees	0	0	0	0	0	0
	Contracted	0	0	0	0	0	0
Fujifilm*	Employees	0	0	0	0	0	0
	Contracted	0	0	0	0	0	0
FUJIFILM Business Innovation*	Employees	0	0	0	0	0	0
	Contracted	0	0	0	0	0	0

3. Workplace accident rate and workplace accident severity

Workplace accident rate*1

() : chemical industry average in parenthesis*2

Japan	FY2020	FY2021	FY2022	FY2023	FY2024	Target
Fujifilm Group in Japan	0.29 (0.32)	0.36 (0.58)	0.36 (0.34)	0.40 (0.49)	0.22 (0.50)	Workplace accident rate of 0.1 or less by FY2030
Fujifilm and its Group companies in Japan	0.31	0.29	0.34	0.30	0.27	
FUJIFILM Business Innovation and its Group companies in Japan	0.28	0.43	0.39	0.50	0.18	
Overseas	FY2020	FY2021	FY2022	FY2023	FY2024	Target
Fujifilm Group outside of Japan	2.01	1.40	1.94	1.29	1.84	Workplace accident rate of 0.1 or less by FY2030
Fujifilm and its Group companies outside of Japan	1.85	1.40	1.87	1.46	2.40	
FUJIFILM Business Innovation and its Group companies outside of Japan	2.24	1.39	2.05	1.04	1.02	

Workplace accident severity*3

Japan	FY2020	FY2021	FY2022	FY2023	FY2024	Target
Fujifilm Group in Japan	0.004 (0.01)	0.006 (0.01)	0.007 (0.01)	0.005 (0.01)	0.001 (0.01)	Workplace accident severity of 0.1 or less by FY2030
Fujifilm and its Group companies in Japan	0.003	0.007	0.010	0.002	0.002	
FUJIFILM Business Innovation and its Group companies in Japan	0.004	0.006	0.003	0.009	0.001	
Overseas	FY2020	FY2021	FY2022	FY2023	FY2024	Target
Fujifilm Group outside of Japan	0.036	0.025	0.031	0.035	0.035	Workplace accident severity of 0.1 or less by FY2030
Fujifilm and its Group companies outside of Japan	0.033	0.021	0.040	0.042	0.039	
FUJIFILM Business Innovation and its Group companies outside of Japan	0.041	0.029	0.018	0.026	0.029	

TRIR*4

	FY2020	FY2021	FY2022	FY2023	FY2024
Fujifilm Group	2.34	2.07	2.70	2.24	2.68

*1 Workplace accident rate (LITR) = $\frac{\text{Number of employees involved in workplace accidents}}{\text{Gross number of hours worked}} \times 1,000,000$

*2 Source for chemical industry average: 2024 Survey on Industrial Accidents, Ministry of Health, Labour and Welfare

*3 Workplace accident severity = $\frac{\text{Number of workdays lost}}{\text{Gross number of hours worked}} \times 1,000$

*4 Total recordable incident rate (TRIR) is the number of injuries per million working hours (accidents not associated with lost work time + accidents involving lost time & deaths)

4.5 Employee Development, Talent Attraction and Engagement

Definitions in this section (Chapter 4.5)

- Fujifilm Group: FUJIFILM Holdings Corporation and its consolidated companies
- Fujifilm Group Japan: FUJIFILM Holdings Corporation and its consolidated companies in Japan
- Fujifilm Group Overseas: FUJIFILM Holdings Corporation and its consolidated companies outside of Japan

4.5.1 Fujifilm Group's Human Resource Development

Our goal is to encourage employees who have backgrounds with a wide-ranging STORY to take on challenges proactively and aspire to attain our Group's Purpose.

Fujifilm Group's Vision



Our goal is to prompt employee growth and organizational growth to spiral in an "open, fair and clear" corporate culture and to enhance employee engagement. To achieve this, we place emphasis on building the basics of work and the foundation for individual growth.

4.5.2 Structure for Human Resource Development

1. Human resource development programs

(1) Build on the basics of work (Strengthening Problem formulation ability)

The Fujifilm Group defines its basics of work as the FF method (Fujifilm-WAY). This method is implemented in all divisions and departments across the Group. The FF method refers to the See-Think-Plan-Do (STPD) cycle, where See is to collect the factual information, Think is to capture their essence through consideration, Plan is to formulate approaches, and Do is to implement the plan. We develop all employees—from new employees to those working overseas—to acquire the FF

method as an approach to their work.

Additionally, at our overseas subsidiaries, we have started to develop local trainers to promote proactive educational initiatives. As a result, we achieved a high score of 86 for the question "Understanding the Fujifilm Method" in the Employee Engagement Survey.

The Fujifilm Group's Unique Management Cycle – STPD (See-Think-Plan-Do)



(2) Strengthen foundation for individual growth (self-development assistance program "+STORY")

The Fujifilm Group has offered a self-development assistance program called "+STORY" with the aim of capturing maximum opportunities for growth from the changes they face. Fostering a willingness to take on challenges and growth autonomously.

+STORY in the Fujifilm Group refers to the experience that each employee accumulates through their work. We named this program hoping that employees could flourish through utilizing their personal feelings and experiences they acquired through tackling the challenges they face at work and taking them as opportunities to grow. Also, learning from their valuable meetings with a variety of people, we hope that each employee will weave their own "story" of their experiences.

In this program, an employee has an annual interview with a manager—called the "+STORY Dialogue" in which the employee and manager review the experiences of the past year together. We value that the employees accumulate their stories deriving sustenance from all that they have experienced, so that managers can support their subordinates' STORY through this dialogue to motivate them to take on new challenges.

As each and every employee creates their own unique STORY, we believe that such diverse STORIES serve as a driving force for the Fujifilm Group.

2. Individual performance appraisal

The Fujifilm Group has been introducing performance assessments through the Management by Objectives approach in Group companies across the world. The Management by Objectives approach draws out employees' sense of ownership and facilitates mutual communication with their supervisors, and hence help build an "open, fair, and clear" corporate culture.

We aim to embed this approach throughout the Group companies for a better corporate culture. In those organizations or functions where the Management by Objectives approach is already in place, we have introduced one-on-one meetings for performance reviews with their supervisors, annually for managerial personnel and biannually for general employees.

4.5.3 Results and Progress

1. Human resource development programs

The Fujifilm Group is implementing employee training from a global perspective, organizing a wide range of programs represented by group-wide training programs for all levels of regular employees combined with tiered training, training for major positions and professional skill development programs. We also pay special attention to the development of DX human resources essential for innovation and are working aggressively in this area in fiscal 2024.

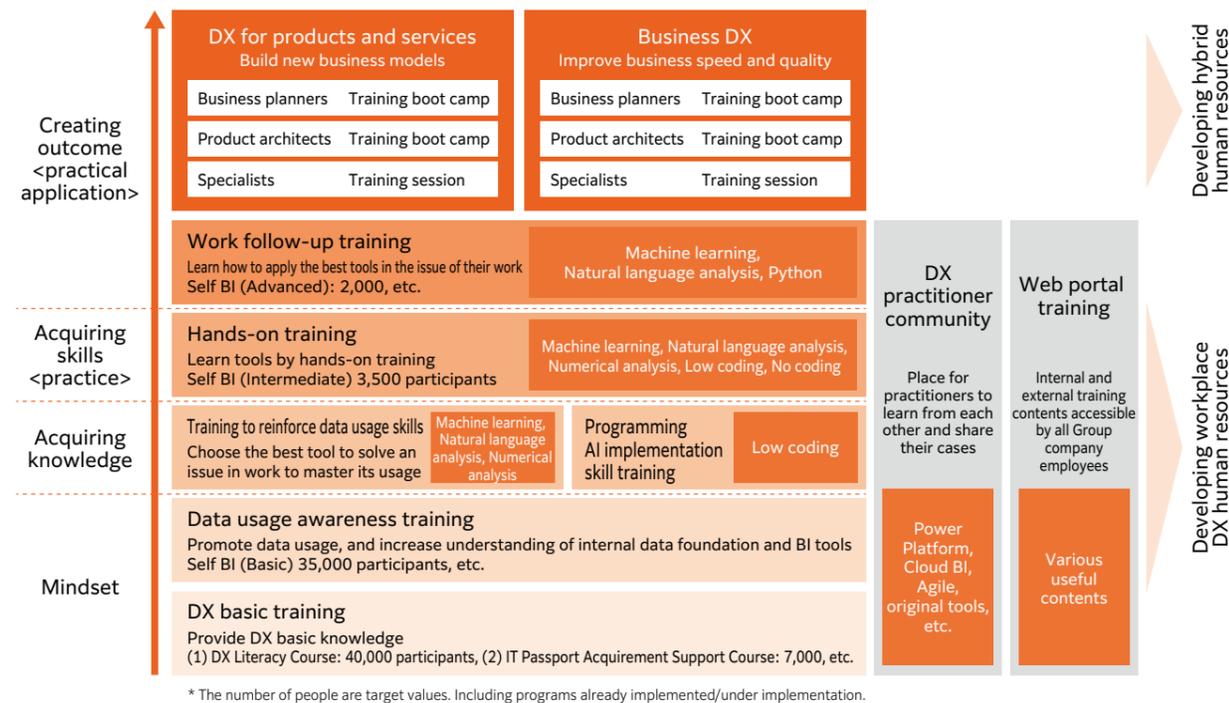
FY2024 Training and Development Inputs

	Hours/Days	Amount Spent
Total	approx. 1.01 million hours	approx. 3.4 billion yen
Average per employee	approx. 12 hours	approx. 42 thousand yen

We are building an environment that fosters greater employee understanding of DX and the acquisition of knowledge and skills in the areas that will produce results. We are also pushing for greater business efficiency and value improvement by each employee incorporating DX in their jobs.

Specifically, we organized a Self BI Basic Course for basic skills improvement that drew the participation of approx. 40,000 employees. In addition, 300 employees have completed the advanced course for application to business practice. We have in-house online events aimed at improving IT skills and special training programs for greater IT efficiency in each business division. We are encouraging all employees to acquire IT Passport qualification and have seen more than 6,000 employees earn the Passport successfully. In the development of skilled workers, we have organized a hybrid human resources development program in which employees who are highly motivated to improve their IT skills take on concurrent assignments in their own jobs and in the IT division. This effort has produced results in materials development making use of materials informatics, etc. We are accelerating business reform by encouraging core human resources to take charge of DX application.

The Fujifilm Group's Reinforced DX HR Development Program



2. Self-development assistance program “+STORY” and “Challenge Cycle”

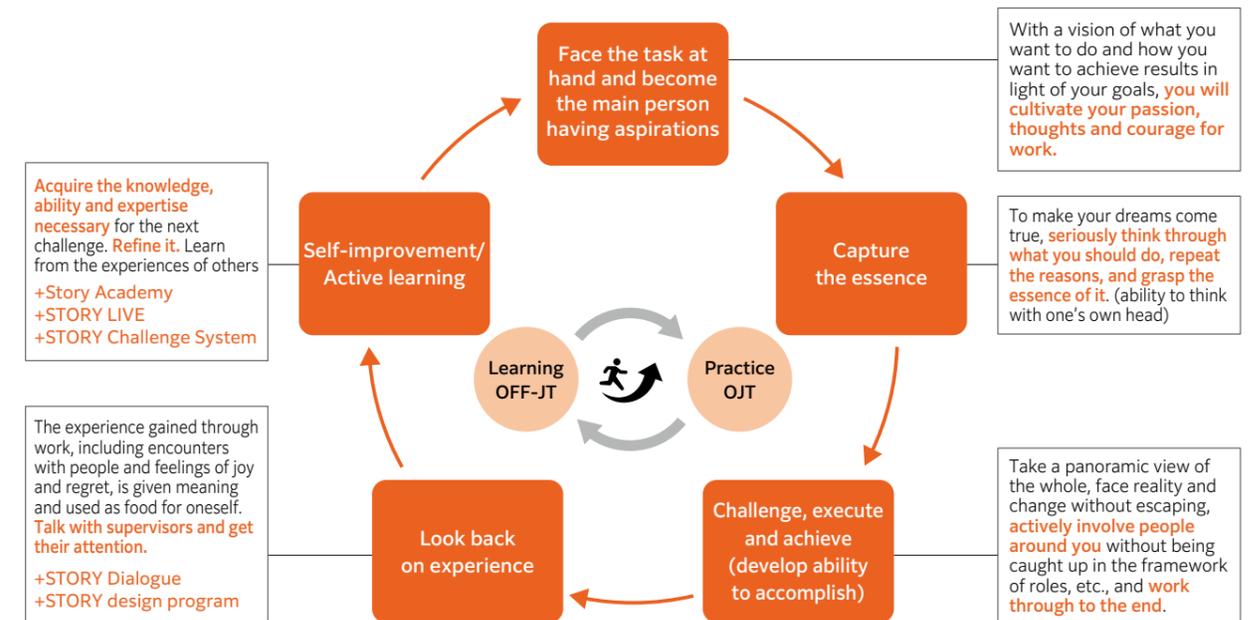
Based on the concept of +STORY, we provide the +STORY program which includes “+STORY Dialogue” for employees and managers, “+STORY LIVE” online live streaming program, “+STORY Site” intranet program which publishes employee interviews, and “+STORY Challenge System,” which offers internal job posting system. We also formed the +STORY Challenge Cycle to link these activities in the +STORY program within the +STORY philosophy.

The +STORY Challenge Cycle is presented to employees as a challenge cycle in the Fujifilm Group. The cycle has the following steps: (1) Have aspirations, face the task at hand and become the main person -> (2) Capture the essence -> (3) Challenge, execute and achieve -> (4) Look back on experience-> (5) Self-improvement and active learning -> Back to (1).

All +STORY activities are linked to this cycle and are designed to drive forward the cycle for all ages and job classes.

In June 2023, our +STORY program, including the +STORY Academy which will be explained in the following section, received awards for excellence in the Human Resource Development category at the 12th Japan HR Challenge Awards 2023, sponsored by the HR Research Institute. Moreover, FUJIFILM Holdings was awarded the highest honor in the Corporate HR category of HR Awards 2023, bestowed by HR Vision Co., Ltd. and hosted by the HR Awards Steering Committee.

“+STORY Challenge Cycle” Turning Change into Growth Opportunities



3. +STORY Academy to support employees' voluntary learning

+STORY Academy is a platform to support and promote employees' voluntary learning for their growth. It has been established to support each employee's career development and ultimately to contribute to value creation for the entire company.

The process begins with each employee holding a +STORY Dialogue with their supervisors on a regular basis, in which the employee is given the opportunity to assess the skills necessary to achieve their own STORY. Subsequently, the employee is able to choose from a wide range of online learning programs, including “GLOBIS Unlimited Learning” provided by Globis, Inc. and “Udemy Business” by Benesse Corporation, and participate in the program of their choice. These programs offer specialized and practical training in business skills, MBA course essentials, foreign language study, project management, programming and other subjects. There are over 2,000 courses in total to cater to diversifying needs.

There are also specialized training programs for technical employees. At the catch UP Seminars, experts are invited from universities and research institutes that specialize in cutting-edge research and technology development to give participants a wider knowledge of the fundamentals of manufacturing technology, including advanced biotechnology and functional material synthesis technology. In “connect JAM” programs, technical employees are employed as speakers for information-sharing across divisions. It is a venue for employees to learn from each other across a wide range of themes including product development and technology acquisition. In the period from April 2024 to March 2025, well over 20 seminars have been held, drawing the participation of more than 1,000 employees in total.

Through these initiatives, we are developing an environment in which the employee's on-the-job training (practice) interacts with their off-the-job learning (desktop study) in an upwards spiral of self-improvement. We believe that learning and growth for each employee will improve sustainability for the company as a whole.

4. Employee engagement

We believe that maintaining an organization in which employees are highly engaged in their work and are acting spontaneously while embracing the corporate philosophy and vision, will lead to corporate growth. Since 2022, we have conducted an Employee Engagement Survey of over 70,000 employees across the world. The response rate was still high at 94% and the resulting engagement score* was 81%, which is satisfactory.

We plan to conduct this survey every year to identify any issues across the entire Group. We also plan to provide each workplace with an opportunity to discuss their survey result to identify both their strengths and any issues to be addressed. We intend to utilize these discussions to improve employee engagement across the Group and support the growth of both employees and organizations.

* Engagement score: percentage for the two most favorable responses out of a five-point rating scale (positive responses). The higher the score, the higher the employees' motivation and willingness to contribute.

FY 2024 Employee Engagement Survey

	Response rate	Number of responses	Engagement score
Fujifilm Group Total (Global results including Japan)	94%	70,640	81%

5. Attracting talented human resources

As an organization that operates a wide range of businesses across the world, the Fujifilm Group puts the highest priority on securing talented human resources and constantly strengthens recruitment measures.

In recent years, we have been actively hosting IT-related interns and organizing events, such as the Fujifilm Group Hackathon*1 and the Materials Informatics Academy*2 to recruit human resources with advanced IT skills. These events are designed to nurture students in the AI and IT fields and to recruit excellent and talented people.

*1 Fujifilm Group Hackathon: An event to develop human resources who has problem formulation ability to respond to that meet advanced ICT demands, proposing IT-based new services and solutions that can add value for existing businesses in the Fujifilm Group.

*2 Materials Informatics Academy: Materials informatics is a field of study to accelerate materials development utilizing information science. In this academy, participants learn the technical skills and ideas on the field of study as a subject testing their implementation of its program and result accuracy.

6. Individual performance appraisal

We completed the introduction of the Management by Objectives approach to all Fujifilm Group employees in Japan by fiscal 2019. Employees have an interview with their managers every six months for general employees or one year for managerial personnel to review their level of achievement towards the goals set at the beginning of the term, along with the processes they followed. The manager also gives the employee a relative appraisal of those in the same job class to create a plan for the following term.

Implementation of the Management by Objectives Approach (Fujifilm Group Japan)

	FY2024
Percentage of employees subject to the Management by Objectives approach	100%
Percentage subject to relative appraisal in the same job class	100%

7. Employee stock ownership

Fujifilm Group Japan started its employee stock ownership scheme in 1975 for Fujifilm Group employees in Japan to help motivate their job engagement.

Employee Stock Owners

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of employee stock owners	13,227	14,197	15,154	15,227	17,189
% of ownership*	37%	39%	41%	42%	47%

* % of ownership = $\frac{\text{Number of employee stock owners as of relevant fiscal year}}{\text{Number of domestic Group company employees as of relevant fiscal year}}$

4.6 Human Rights

4.6.1 Basic Approach

The Fujifilm Group recognizes that respect for human rights is our responsibility. We clearly state our commitment to this responsibility in Fujifilm Group's Charter for Corporate Behavior and Code of Conduct translated into 24 languages. The Charter for Corporate Behavior and the Code of Conduct state our basic approach toward respecting human rights. We established Fujifilm Group Human Rights Statement, in which we declare our support for a range of global human rights principles, including the UN International Bill of Human Rights and the UN's Guiding Principles on Business and Human Rights and to take any necessary measures to assess and mitigate the risks that negatively impact human rights in business activities. To create the Human Rights Statement, we sought opinions and advice from our Group companies and stakeholders across the world and it was introduced after adoption by the CSR Committee (current ESG Committee), chaired by the President of FUJIFILM Holdings Corporation in 2018. We have established the following other policies on human rights through discussions and approval by the ESG Committee.

In step with the expansion of our healthcare business, in July 2020 we established the Fujifilm Group Global Healthcare Code of Conduct to clarify our basic principles, such as respect for the human rights of our patients in all of our activities, as well as to ensure appropriateness and transparency in our interactions with medical professionals. In April 2023, the Guidelines on the Global Healthcare Code of Conduct intended for our employees were updated.

In December 2020, we adopted the Fujifilm Group AI Policy as the basis for our active utilization of AI in the drive to accelerate our efforts to resolve social issues in our various business areas. In view of the fact that AI technology has yet to reach maturity, we will examine the risks that are likely to emerge in ethics and other areas to ensure that we carry out our business activities with respect for basic human rights.

The Fujifilm Group established the "Diverse Stories Vision," which is based on the fundamental principle of respecting human rights, in March 2024. Under this vision, we are committed to fostering a workplace culture where each employee can confidently share and create their own story.

The Fujifilm Group aims to grow together with our suppliers through sharing with them the importance of social responsibility and corporate ethics in undertaking business activities. With this aim, we communicate to our suppliers our "Request to Suppliers" which refers to Fujifilm Group Charter for Corporate Behavior and Code of Conduct, and Fujifilm Group Sustainable Procurement Guidelines, and request them to operate in line with the Charter and the Code. As a company operating in Japan, we also implement initiatives to support respect for human rights in our supply chain, following the Guidelines on Respecting Human Rights in Responsible Supply Chains announced by the Japanese government in September 2022.

- Fujifilm Group Charter for Corporate Behavior Article 2. Social Responsibility, Article 3. Respect for Human Rights, Article 5. Vibrant Workplaces
 - <https://holdings.fujifilm.com/en/about/commitment/conduct>
 - <https://holdings.fujifilm.com/en/about/commitment/law>
- Fujifilm Group Code of Conduct Chapter 1 Respect of human rights
 - <https://holdings.fujifilm.com/en/sustainability/vision/policy/global-healthcare>
- Fujifilm Group Global Healthcare Code of Conduct
 - <https://holdings.fujifilm.com/en/sustainability/vision/policy/statement>
- Fujifilm Group Human Rights Statement
 - <https://holdings.fujifilm.com/en/sustainability/vision/policy/procurement>
 - <https://holdings.fujifilm.com/en/sustainability/vision/policy/ai>
 - <https://holdings.fujifilm.com/en/sustainability/vision/policy/diverse-stories-vision>
- Fujifilm Group Sustainable Procurement Guidelines, Request to Suppliers and Fujifilm Group Sustainable Procurement Guidelines
 - <https://holdings.fujifilm.com/en/sustainability/vision/policy/procurement>
 - <https://holdings.fujifilm.com/en/sustainability/vision/policy/ai>
 - <https://holdings.fujifilm.com/en/sustainability/vision/policy/diverse-stories-vision>
- Fujifilm Group AI Policy
 - <https://holdings.fujifilm.com/en/sustainability/vision/policy/ai>
- Diverse Stories Vision
 - <https://holdings.fujifilm.com/en/sustainability/vision/policy/diverse-stories-vision>

4.6.2 Management System

1. Promotion structure

In the Fujifilm Group, priority issues concerning human rights and the results of measures to prevent/mitigate any violations are reported to and deliberated on by the FUJIFILM Holdings ESG Committee (chaired by the President) and then reported to the Board of Directors. The policy of the Board of Directors and the ESG Committee state clearly that "activities for identifying significant human rights issues in business activities and preventing and reducing any issues" shall be deliberated on and decided by the Committee.

In October 2023, to strengthen efforts to foster a workplace culture where diverse employees can work with confidence and vitality, we established the FUJIFILM Holdings Diverse Stories Promotion Committee, chaired by the President and CEO. At the same time, affiliated companies in Japan and abroad launched their own Diverse Stories Promotion

Committees, each chaired by their respective presidents. Together, the entire group is advancing initiatives to create environments where every individual can express their unique personality and values and work in safe and comfortable environments.

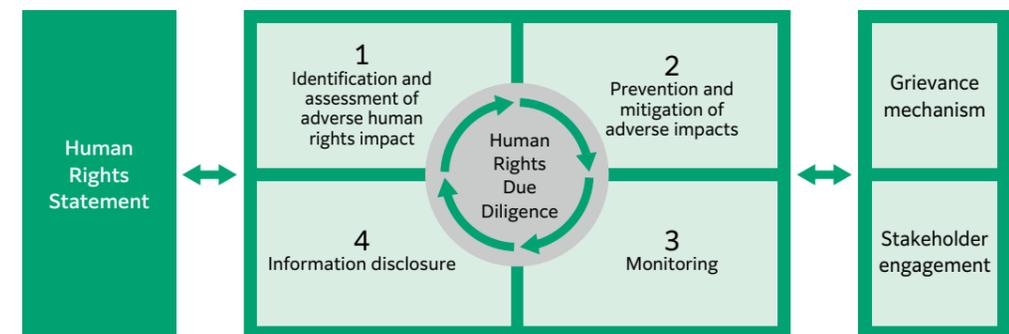


Resources to ensure respect for human rights are allocated by the section in question on a day-to-day basis depending on the potential impact: by Human Resources Division for issues concerning Fujifilm Group employees and by procurement divisions for issues concerning suppliers or in-plant contractors. Prior to completing a merger and acquisition or at the start of a new business involving a large investment, we assess the appropriateness of the investment by reviewing the human rights status as part of our comprehensive due diligence. In addition, the ESG Division provides monthly reports on supply chain risk management and human rights initiatives to the Audit & Supervisory Board Office*, and regular exchanges of opinions are held, incorporating perspectives on corporate governance.

*Established directly under the Audit & Supervisory Board to enhance the effectiveness of the audit function.

4.6.3 Human Rights Due Diligence Processes

The Fujifilm Group has implemented a human rights due diligence process in accordance with the procedures set out in the UN Guiding Principles on Business and Human Rights, covering all business activities we are operating or involved in.



To facilitate the process, we referred to the requirements in the UN Guiding Principles Reporting Framework with Implementation Guidance, which we studied in the Human Rights Due Diligence Working Group under the Global Compact Network Japan.

Specifically, we identify potential and actual risks, investigate where in the value chain of business activities such risks are likely to occur, specify the individuals who could be negatively impacted and how, evaluate likelihood and severity of impacts, examine and implement preventive or mitigating measures, communicate with external stakeholders, and periodically disclose relevant information.

4.6.4 Identification and Assessment of Adverse Human Rights Impacts

From July to October 2024, we conducted an assessment of challenges related to the overall human rights activities and promotion framework of the Fujifilm Group, with the support of external experts. As a result, we identified the following key issues that our group should prioritize:

1. Reviewing priority human rights issues in light of changes in business structure and the emergence of new human rights risks.
2. Enhancing the effectiveness of grievance mechanisms, particularly within the supply chain.
3. Anticipating and addressing human rights risks associated with the active use of AI.
4. Creating an environment where diverse talent can thrive.
5. Strengthening internal framework to further advance human rights initiatives.

For items 2, 3, 4, and 5, we are working collaboratively with relevant internal departments, such as procurement, ICT, and human resources, to discuss and implement improvements. Regarding item 1, the review of priority human rights issues, we have begun conducting human rights risk assessments and human rights impact assessments for each business segment starting in fiscal year 2024, with the cooperation of the nonprofit organization Caux Round Table Japan (hereinafter, CRT Japan). For more details on these efforts, please refer to "(1) Priority Human Rights Issues" under "1. Identification and assessment method" below.

1. Identification and assessment method

(1) Priority human rights issues

Regarding the adverse impact of the Group's business activities, in fiscal 2019 we re-examined potential human rights issues based on the character of our businesses and the countries in which we operate. We also assessed the potential and likely severity of those issues. Potential human rights issues were identified for each stakeholder, including our own employees and the employees of our business partners, suppliers and subcontractors, our customers and consumers and local communities. We are assessing the adverse impact in light of the status of our Group's activities.

Since then, we have been working on risk mitigation measures based on priority human rights issues every year. However, considering the changes in the business environment, we determined that a review was necessary. In February 2025, with the support of CRT Japan, we initiated a review of our priority human rights issues.

Initiatives for Human Rights Risk Assessment in the Business Innovation Segment

The Fujifilm Group operates a wide range of businesses, including "Healthcare," which provides support for drug discovery and medical devices; "Electronics," which supplies high-performance materials for various industries; "Imaging," which handles cameras and lenses; and "Business Innovation," which supports customers in transforming their workstyles through multifunction devices and solutions. When reviewing the Group's priority human rights issues, it is essential not only to address issues common across diverse businesses but also to identify human rights issues specific to the characteristics of each business. Therefore, after discussions with CRT Japan, the Business Innovation segment was selected as a priority business segment for the following reasons.

Reasons for Selecting the Business Innovation for FY2025:

- Among the four business segments of our Group, it is the largest in scale and has the greatest impact on stakeholders.
- Products such as multifunction devices consist of a large number of components and involve many labor-intensive manufacturing processes.
- Many of its manufacturing sites and suppliers are located in Asia, a region considered to have relatively high human rights risks.

Building on this, we are proceeding with the human rights risk assessment in the Business Innovation segment as outlined below (as of June 10th, 2025).

- Assessment of Potential Human Rights Risks (Desktop Research, March–May 2025):
Potential human rights risks in the Business Innovation field are assessed based on human rights risks in the countries and regions where business sites are located (country risk assessment) and human rights risks related to the nature and scale of the business (business risk assessment), with high-risk regions and issues identified.
- Identification of Potential Human Rights Risk Factors (Cross-Functional Workshop, May 2025):
Specific human rights risk factors related to business activities are identified and clarified through internal cross-departmental workshops involving relevant divisions of the business. Examples of participating organizations: Human Resources, Corporate Communications, ESG, Compliance, Information Security, Production Planning and Management, Procurement, Production Sites (in Japan and overseas), Resource Circulation, Logistics, Sales Promotion, Customer Service, Global Audit, etc.

Based on the activities described above, after identifying potential human rights risks, we will continue to conduct Human Rights Impact Assessments to understand whether there are any actual and specific adverse human rights impacts. The progress of these activities will also be disclosed on our official website.

(2) Human rights risks in group-wide priority risks

In the Fujifilm Group, the ESG Committee reviews and determines the group-wide priority risks involved in our business activities annually, and reports them to the Board of Directors. Since fiscal 2022, these reviews have identified items requiring consideration from a human rights perspective and determined the risk items to be addressed by the Group as a whole, taking human rights risks into account. When extracting risk items, the responsible business divisions evaluate them based on their potential occurrence and the anticipated damage and impact.

For further details on identification, prevention and mitigation of group-wide priority risks, please refer to 2.2.4 *Risk Management*.

2. Impact Assessment of Potential Human Rights Issues (Risks Associated with Existing Businesses)

(1) Priority human rights issues

Based on the impact assessment conducted in fiscal 2019, we have set three priority human rights issues and these were shared and discussed with top management at the regular Board of Directors meeting of FUJIFILM Holdings held in July 2020. Since then, we have continued to implement activities associated with the following three priority issues:

- Inappropriate work environment and labor practices at suppliers;
- Long working hours, discrimination and harassment of our employees;
- Violations of the rights of clinical trial participants in the healthcare business.

As stated in "1. Identification and assessment method," the review of priority human rights issues by business segment began in fiscal year 2024.



(2) Human rights risks in group-wide priority risks

In the Fujifilm Group, we conduct annual evaluations of each risk item by the responsible departments and use these evaluations to review the group-wide priority risks. Among these, the major risks identified as related to human rights include long working hours, discrimination, and harassment for employees. In fiscal 2024, as part of harassment countermeasures, we implemented e-learning programs for all employees and shared case studies via the intranet to raise awareness among employees. Additionally, we are working to reduce long working hours by introducing tools (in Japan) that enable timely monitoring of each employee's working conditions and vacation usage rates.

Furthermore, based on the results of the Fujifilm Group's common "Employee Engagement Survey," which includes a compliance awareness survey, as well as the content and trends of reports made through the internal whistleblowing system, the Compliance & Risk Management Group of the ESG Division continues to take initiatives to understand the current situation and improve the organizational culture. In the development of the group-wide priority risk map for fiscal 2025, issues related to human rights were also clearly identified and deliberated on and determined at the ESG Committee in March 2025.

For further details on identification, prevention and mitigation of group-wide priority risks, please refer to 2.2.4 Risk Management.

4.6.5 Prevention and Mitigation of Adverse Impact and Monitoring

The Fujifilm Group is implementing several initiatives to prevent and/or mitigate any adverse impact on the following three priority human rights issues.

1. Inappropriate work environment and labor practices at suppliers

The Fujifilm Group operates businesses that require assembling and processing products and parts, and has a large number of suppliers to work with. In these circumstances, one of our priority human rights issues to tackle is possible inappropriate work environment and labor practices at our suppliers. The Fujifilm Group implements actions for respecting human rights in our supply chain at the suppliers and in-plant contractors mainly within the framework of sustainable procurement.

We clearly specify the Procurement Policy and Request to Suppliers as a procurement approach and present specific checkpoints in the Fujifilm Group Sustainable Procurement Guidelines to gain the understanding of suppliers involved in our global product manufacturing regarding the importance of CSR management. On the other hand, to ensure that the suppliers understand our approach to procurement, employees who participate in our procurement activities must also be aware of the importance of sustainable procurement. Our regular in-house procurement meetings arrange for reports to be presented on sustainable procurement activities and for any issues to be shared, emphasizing the importance of acting to ensure respect for human rights.

In the Sustainable Value Plan 2030 (SVP 2030), our CSR plan announced in 2017, we committed to reinforce the CSR foundations such as labor practices, human rights, environment, and corporate ethics throughout the supply chain which we set as the base for business activities. The Group's sustainable procurement program comprises the following 4-step cycle: (1) Communication of sustainable procurement-related policies; (2) Risk assessments on suppliers; (3) Requesting suppliers to improve and offering support; (4) Improvement activities by suppliers. We provide various checks and support for suppliers, aiming to eliminate forced labor and child labor and encouraging better labor management, occupational health and safety, and consideration for migrant workers.

For further details of our sustainable procurement activities, including activities related to conflict minerals and other themes that involve potential human rights violations, please refer to 2.5 Supply Chain Management.

Procurement Policy, Request to Suppliers and Fujifilm Group Sustainable Procurement Guidelines

<https://holdings.fujifilm.com/en/sustainability/vision/policy/procurement>

Sustainable Value Plan 2030 (SVP 2030), Mid-Term to Long-Term CSR Plan

<https://holdings.fujifilm.com/en/sustainability/plan/svp2030>

[Efforts in fiscal 2024]

● Self-checks and improvement initiatives by suppliers

In fiscal 2024, a risk assessment based on self-checks on issues related to human rights, labor, the environment and corporate ethics was conducted mainly for the Group's critical suppliers and with other suppliers located in Japan, China and other Asian countries targeted as priority regions. We sent feedback sheets to all suppliers who responded to our self-checks. In particular, we sent feedback sheets with advice on improvements to suppliers with compliance rates of under 80% and those who failed to comply with higher priority items in human rights and labor.

Examples of High-Priority Items in the Human Rights and Labor Fields

Categories	Checkpoints	Non-conformance Rate in Self-Checks
Forced Labor	Are employees required to submit money or original identification documents at the time of employment?	1.7%
Child Labor	Is age verification conducted using identification documents at the time of employment?	5.8%
Child Labor	Is there a policy prohibiting the employment of workers under the minimum working age, and is it being implemented?	1.5%
Right to Collective Bargaining	Are employees allowed to participate in collective bargaining?	3.4%
Occupational Health and Safety	Are fire detection and alarm systems, as required by law, installed in all building areas?	0.5%

For some of our suppliers, we investigated items they failed to comply with through follow-up interviews. Where we found corrective action to be necessary, we encouraged them directly to make improvements and confirmed the implementation status.

For example, in cases where suppliers responded that "original identification documents are stored in the company's safe," we explain that even if this is done with good intentions, such as managing employees' valuables, if employees cannot freely retrieve their documents, it could hinder their freedom of movement or resignation, potentially leading to forced labor. We encourage these suppliers to review their practices. In this way, we continue to engage with suppliers to understand actual conditions and encourage improvements, focusing on high-priority items in the human rights and labor fields, through the Fujifilm Group companies that conduct business with these suppliers.

● On-site diagnoses at suppliers and efforts to improve

When conducting on-site diagnoses at suppliers, checks are also conducted from the human rights perspective. Required improvements are requested and subsequently confirmed (see the examples below).

Examples of Improvement Requests

Categories	Issues	Examples of Improvements
Young Workers	No system in place to protect young workers regarding health, safety and morals and protective measures such as a ban on overtime work.	Although there are currently no young workers employed, the systems have been established to protect their health, safety, and morals, including the prohibition of overtime work, and awareness activities were conducted within the company.
Grievance Mechanism	Lack of an internal grievance and whistleblowing system.	The internal grievance and whistleblowing system has been newly established and awareness activities were conducted within the company.

We include items related to modern slavery and human trafficking in the supply chain in supplier self-checks and monitor them regularly. In fiscal 2024, there were no reported incidents involving violations of the rights of indigenous peoples in the business activities and procurement activities of the Fujifilm Group.

For further details on education and awareness activities for employees who participate in our procurement activities, please refer to 4.6.5-2. (5) Education and awareness.

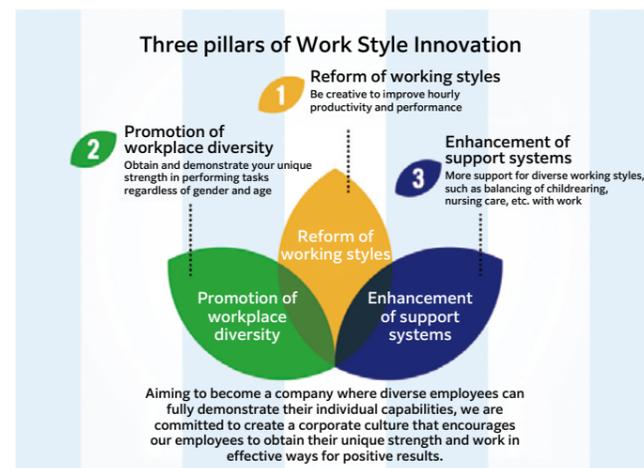
2. Long working hours, discrimination, harassment and human rights issues of our employees

(1) Efforts to prevent long working hours

Regarding overtime working hours, trend in monthly overtime is monitored, and warnings and guidance are issued to the business divisions exceeding the designated levels and the necessary corrective measures are implemented continuously.

The Fujifilm Group has been engaged in WSI (Work Style Innovation) activities since 2014, with the aim of becoming a company where diverse employees can fully demonstrate their individual capabilities. Work style reforms include improved working hours and the provision of support to enable employees to continue working while achieving a balance with family responsibilities such as childcare and nursing care.

Work Style Innovation (WSI) Activities



Specifically, employee training for their work attendance recording is provided to improve their long working hours. Human resources divisions manage work attendance by monitoring the difference between the time the computer is turned on and the recorded data. We are also working to ensure that everyone is aware of the need to prevent long working hours by putting a ban on overtime exceeding 80 hours per month and through our training programs for managers.

We want to establish environments that will lead to a motivated workplace where all of our employees can demonstrate their capabilities. For this, we will strengthen initiatives that apply DX actively in WSI activities (WSI x DX) and accelerate daily work style reforms.

For further details on the Group's activities to prevent long working hours, please refer to Target 5 in 4.2.3 Effort Results and Progress.

(2) Efforts to prevent discrimination and harassment

The Fujifilm Group lists "Respect of diverse personalities and individuality" and "Prohibition of discrimination" in the Fujifilm Group Code of Conduct. We aim to become a robust organization that can contribute to a prosperous society by creating new values through respecting, accepting, and being inspired by each employee's personality and individuality. In addition to regular employee education and awareness promotion, we are continuously communicating our commitment to promoting these efforts to our employees.

[Efforts in fiscal 2024]

● Employee education and awareness

To establish compliance awareness widely among our employees, the Fujifilm Group has been organizing annual training courses on the Fujifilm Charter for Corporate Behavior and Code of Conduct since fiscal 2019. At the same time, we ask all employees to declare to "understand and act in compliance" with the provisions in the Charter and the Code of Conduct. In fiscal 2024, 83,610 employees participated in training courses and made a pledge of compliance. In Japan, alongside education on the Corporate Behavior Charter and Code of Conduct, we have also provided training on harassment issues involving external stakeholders, such as customer harassment, which has become a serious social issue in recent years.

Additionally, stratified training is provided for new employees, newly appointed managers and newly appointed executive officers.

● Respect of Diverse Personalities and Individuality

Under our "open, fair and clear" corporate culture, the Fujifilm Group uses the term "stories" to describe the experiences that each of our diverse employees acquires as a result of demonstrating their unique strengths and values. The Fujifilm Group views "Diverse stories" as a driving force for innovation and strives to realize its purpose of "Giving our world more smiles".

In October 2024, to foster a culture where diverse employees can work vibrantly, we shared messages from the President and CEO as well as conducted dialogue content featuring representatives from global regions. Additionally, a seminar focusing on balancing work with childcare and nursing care was held for employees in Japan.

In the Fujifilm Group, we intend to create a safe and secure workplace environment through measures that include promoting women, supporting a balance between work and childcare/nursing care and encouraging male employees in childcare and recruiting talented personnel globally.

For further details on the relevant initiatives, please refer to 4.2 Diverse Personalities and Individuality and Equal Opportunities for Employees.

● Initiatives to Prevent Customer Harassment

In March 2025, as a statement of our Group's stance on customer harassment, we published our "Approach to Customer Harassment" on the official websites of our operating companies, including Fujifilm and FUJIFILM Business Innovation. While valuing communication at customer contact points and adhering to the principles of promptness, kindness, accuracy, and fairness in our responses, we have clearly stated that if customer requests or behavior lack reasonableness or are deemed inappropriate by societal standards, we will take appropriate measures. These measures may include suspending responses, reporting to the police, or pursuing legal action.

Fujifilm "Approach to Customer Harassment" (in Japanese only) <https://www.fujifilm.com/jp/ja/contact/customer-harassment>

FUJIFILM Business Innovation "Approach to Customer Harassment" (in Japanese only) <https://www.fujifilm.com/fb/support/callcenter/customer-harassment>

● Fujifilm Group Employee Engagement Survey

As a method of monitoring the opinions of our employees, a Fujifilm Group Employee Engagement Survey has been conducted annually for the entire Group since fiscal 2022. The fiscal 2024 survey response rate reached 94%. We hold the survey every year to constantly assess issues that include harassment affecting the entire Group, and to increase employee engagement through workplace discussions based on the survey findings.

For the results of the fiscal 2024 survey, please refer to 4.5.3-4. Employee Engagement.

(3) Violation of the rights of clinical trial participants in healthcare business

Our healthcare business including medical systems and BIO CDMO is one of the Group's major businesses and is expected to grow in the future. Considering the increasing number of people affected by the growth in our Group's business, it has become increasingly important to pay attention to clinical trial participants, as well as medical professionals and patients who use our products and services, in addition to other interested parties.

The Fujifilm Group Global Healthcare Code of Conduct published in fiscal 2020 opens with a declaration of respect for the right to self-determination, dignity, privacy and the human rights of clinical trial participants. Our Global Healthcare Code of Conduct has been disseminated across the Fujifilm Group. It applies to all executive officers and employees in our healthcare businesses as well as to our subcontractors, temporary workers, sales agents and distributors, and all other business partners and interested parties involved in the provision, sales and support of our healthcare products and services. To ensure that the standards and requirements of the Fujifilm Group Global Healthcare Code of Conduct are respected, the In-house Guidelines on the Global Healthcare Code of Conduct that explain the Code in detail were also released.

Complaints related to healthcare products and services are reported promptly to the relevant business division or affiliate. Appropriate investigation will then be carried out, followed by corrective measures where necessary. Complaints may be reported to the relevant regulatory authority where appropriate

[Efforts in fiscal 2024]

● **Employee education and awareness promotion**

An e-learning program on our Global Healthcare Code of Conduct was provided for all executive officers and employees engaged in the healthcare business in Japan to ensure that they understand the rigorous laws and regulations that are increasing every year and to make them aware of the need to execute their jobs to a high ethical standard. 13,684 employees (97.1%) participated in the program.

● **Bioethics Review Committee**

We have set up the Bioethics Review Committee to monitor clinical trials by external experts to protect the interests of participants. For the status of the review, please refer to 4.6.8-4. *Adopting opinions of external experts pertaining to bioethics (Bioethics Review Committee).*

(4) Efforts covering other human rights issues

We are also involved in a range of efforts related to other human rights issues.

I. Preventing child labor

For direct employment, the Fujifilm Group checks all candidates' ages with public documents such as residence certificates. In fiscal 2024, we confirmed that no instances of child labor were found among Fujifilm Group employees. Additionally, items related to child and youth labor are included in the self-checks for suppliers and their implementation is confirmed.

Specifically, we confirm that suppliers verify the ages of their candidates during recruitment and have human rights policies that include preventing child labor and the hiring of workers below the age of 15 or the minimum working age permitted by local laws. We held follow-up interviews with suppliers who were found not to be complying with such high priority items to clarify the situation.

II. Improvement based on reporting

All complaints and suggestions will be considered and handled appropriately after investigating the facts. There were no significant human rights violation cases among the reports and consultations that required public disclosure.

For examples of improvements based on reports and further details of the grievance mechanism, please refer to 4.6.7 *Grievance Mechanism.*

III. Assessment of the status of foreign workers in Japan

Taking into account that human rights issues concerning foreign workers are surfacing in Japan, the Fujifilm Group started a survey on the status of foreign workers directly employed by our operating companies in fiscal 2019. As of the end of fiscal 2024, we have confirmed the presence of 207 employees from 19 countries and regions. In fiscal 2024, there were no reports of issues related to the working environment and practices for foreign workers in Japan.

In view of the anticipated increase in foreign workers, we plan to continue monitoring conditions in the work environment and introduce initiatives such as sharing best practices across the Group.

For occupational health and safety efforts, please refer to 4.4 *Safety of Employees.*

(5) Education and awareness

The Fujifilm Group requires all executive officers and employees in the worldwide Group to declare to comply with its basic stance on respect for human rights as stated in the Fujifilm Group Charter for Corporate Behavior and Code of Conduct. We conduct the global education including dissemination of Human Rights Statement to raise awareness for human rights continuously.

[Efforts in fiscal 2024]

● **Executive officer and employee training**

In face of the growing importance of business and human rights initiatives, we are organizing training and awareness programs utilizing various contact points with employees.

The following major training and awareness programs were provided in fiscal 2024.

Major Training and Awareness Programs

Program Name	Outline
Training in the Fujifilm Group Charter for Corporate Behavior and Code of Conduct and declaration of compliance with the Code of Conduct	Provided to deepen understanding of the Charter for Corporate Behavior and Code of Conduct (including specific topics on harassment, corruption prevention, etc.). As of April 2024, 99.6% of the target participants (83,610) took part in the program.
Basic training on business and human rights	[Japan] Basic training on business and human rights (e-learning) was conducted in November and December 2024. 97.4% of all executive officers and employees in Japan, equivalent to 47,270 participants, took part in the program.
	[Japan] Basic training on business and human rights (e-learning) for new graduates and mid-career hires was launched in February 2025. As of March 2025, 213 participants have completed the training.
Information security training (including personal data protection, etc.)	[China] Basic training on "Business and Human Rights" was conducted for the first time in the China region from September to December 2024. A total of 2,959 participants from the targeted sites completed the training during the fiscal year.
	The program is designed to give all executive officers and employees globally an accurate understanding of information security rules and to prevent confidential data leaks. In Japan, it was conducted in January and February 2025, with 98.4% of the target participants (47,147) taking part in the program.
Training in Global Healthcare Code of Conduct	The program held in October and November 2024 was designed to explain the code of conduct and laws pertaining to the healthcare business and to prevent violations. It covers all executive officers and employees in our healthcare business in Japan. 97.1% of the target participants (13,684) took part in the program.
CSR training (including human rights issues)	CSR training programs were provided for newly appointed executive officers and new employees in fiscal 2024, with 245 executive officers and 1,010 employees taking the respective training programs.

In planning global education and awareness initiatives on "Business and Human Rights," we began in fiscal 2023 by engaging in dialogues with the presidents of regional headquarters in Europe, the Americas, China, and Asia, as well as with leaders responsible for human resources, sustainability, compliance, and other areas.

Taking into account the differing human rights issues and social contexts in each region, we assessed the status and challenges of education and awareness efforts related to human rights in each region. It was confirmed that a basic understanding of "Business and Human Rights" is essential across all regions, but that education and awareness initiatives should be tailored to the specific needs of each region. Based on this, concrete initiatives have been implemented in each region starting in fiscal 2024.

In addition, M&A cases have increased in the Fujifilm Group in recent years, requiring training at our acquired subsidiaries. Due diligence is conducted on compliance, followed immediately after acquisition by introduction and training on the Group's Code of Conduct to disseminate an understanding of the Group's corporate philosophy.

● Briefings and exchanges of views with internal divisions

In addition to executive officer and employee training described above, briefings and exchanges of views were organized with internal relevant divisions concerned with human rights issues. The following are the major activities.

[Procurement and purchasing]

- Individual meetings and exchanges of views regarding sustainable procurement activities with Group companies (all year)

Individual meetings were conducted at least once every half term in fiscal 2024 with procurement and purchasing departments of 16 major Group companies that procure production materials. They exchanged views concerning identification of the human rights issues and improvement advice among suppliers.

- Briefings on the grievance mechanism

Briefings were held in May 2024 for the Procurement Division of FUJIFILM Holdings to foster an understanding of the importance of the grievance mechanism, and 52 people participated. In July 2024, briefings on the grievance mechanism and the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), a general incorporated association, were held for the procurement departments of subsidiaries in Japan that purchase production materials, and 35 employees participated.

● Discussion Meeting with the Indirect Materials Procurement Department

In June 2024, we held a session for the indirect materials procurement department in Japan to explain and exchange opinions on addressing the risks of forced labor in procurement activities. For specific indirect materials where concerns are anticipated, we have established and begun operating a procurement selection process that incorporates human rights considerations to ensure thorough human rights due diligence.

[Legal affairs and compliance]

In May 2025, a presentation focused on supplier onsite assessments, which are being strengthened to mitigate human rights and labor risks such as forced labor, was conducted at the European regional meeting of the legal affairs and compliance departments of the Fujifilm Group.

● Training and awareness among suppliers

Multiple briefings for our suppliers were held in fiscal 2024. In the explanation of our CSR initiatives organized for our suppliers in Japan, we emphasized the importance of respect for human rights, as well as of responsible minerals procurement, forced labor and other human rights issues in the supply chain.

In China, which we regard as a priority region in sustainable procurement activities, we gave a presentation on our human rights policy and related activities at our briefings on sustainable procurement. Additionally, we explained the items in the self-checks we ask our suppliers to submit and asked for their understanding and cooperation with our efforts.

For details of the briefings conducted in fiscal 2024, please refer to 2.5.5-2. (3) *Request/support for supplier's improvement activities: (III) Training and capacity building.*

4.6.6 Information Disclosure

Information on the activities to promote respect for human rights is given in our Sustainability Report, Integrated Report, official website and other sources. We are collecting the observations that have resulted from handling inquiries and survey requests received from our customers, investors, ESG assessment organizations, NGOs and media organizations and are using them to make further improvements.

Response to the Modern Slavery Act

The Fujifilm Group releases a statement in response to the Modern Slavery Act 2015 of the UK, the Modern Slavery Act 2018 of Australia, and the Fighting Against Forced Labour and Child Labour in Supply Chains Act of Canada.

Response to the Modern Slavery Act at Fujifilm Group <https://holdings.fujifilm.com/en/sustainability/activity/other-activities/human-rights#link03>

4.6.7 Grievance Mechanism

Under the UN Guiding Principles on Business and Human Rights (UNGPR), companies are requested to establish a "grievance mechanism" that will give rightsholders access to appropriate remedies.

Chapter 1 of the Fujifilm Group Code of Conduct states our policies on Respect for Human Rights. The Fujifilm Group employees have access to an internal whistle-blowing system that offers hotlines to report any concerns related to violation of any item listed in the chapter or infringements of human rights that require correction and remedies. (Please refer to 1. *Internal whistle-blowing system.*) For external stakeholders, we provide a "Contact Us/Regarding Sustainability" form on our official website and also accept grievances and inquiries through external platforms. (Please refer to 2. *Reporting through external platforms.*)

In each of these processes, we assure confidentiality and privacy for the whistle-blower and ensure that they suffer no recrimination or retaliatory action as a result of their report. Anonymous and secure reporting is also possible.

By reinforcing the reporting system, the Fujifilm Group is working to develop and manage the grievance mechanism in compliance with UNGP and other international frameworks, in addition to compliance with laws and regulations.

These reports are submitted regularly to the ESG Committee, and the ESG Division of FUJIFILM Holdings reports regularly to the Board of Directors. The Board of Directors is responsible for supervising compliance and risk management for the entire Group, issuing instructions and advice and ensuring that the processes are effective.

1. Internal whistle-blowing systems

The Fujifilm Group operates internal whistle-blowing systems on two levels —within each company or region and at a Group-wide level— and receives reports from both inside and outside the Group. Reporting forms are available on our websites and our telephone reporting service is available in the language of each region. All of these processes are managed and reported incidents are handled under regulations that comply with the country or region in which each company operates and under the applicable management rules.

For further details on the whistle-blowing system, please refer to 2.2.5-4. *Whistle-blowing system.* For results of the internal whistle-blowing system in fiscal 2024, please refer to 2.2.6-3. *Whistle-blowing reports.*

FUJIFILM Europe Whistleblowing System

Whistleblower Policy

FUJIFILM Holdings Contact Us/Regarding Sustainability

<https://www.fujifilm.com/de/en/about/whistleblowing>

<https://www.fujifilm.com/fbdms/doing-the-right-thing-whistleblower-policy/>

<https://holdings.fujifilm.com/en/contact>

2. Reporting through external platforms

The Fujifilm Group has been a regular member of the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) since June 2024. JaCER is an organization that provides an "Engagement and Remedy Platform," a non-judicial grievance mechanism that complies with the UNGP.

By using this platform, the Fujifilm Group boosts the transparency and equity that UNGP calls for. At the same time, the Group operates contact points for receiving grievances and consultations related to human rights from a wide range of stakeholders, including local communities, customers, and direct and indirect business partners. For each case received, we conduct neutral and impartial fact-finding and take appropriate corrective measures, while receiving advice from experts through JaCER. The results and progress status of the cases we receive via JaCER are published on the JaCER website's Grievance List, with anonymity preserved for the whistle-blowers involved.

The Fujifilm Group leverages JaCER to strengthen the acceptance of reports, particularly focusing on addressing the following potential human rights violations in the supply chain:

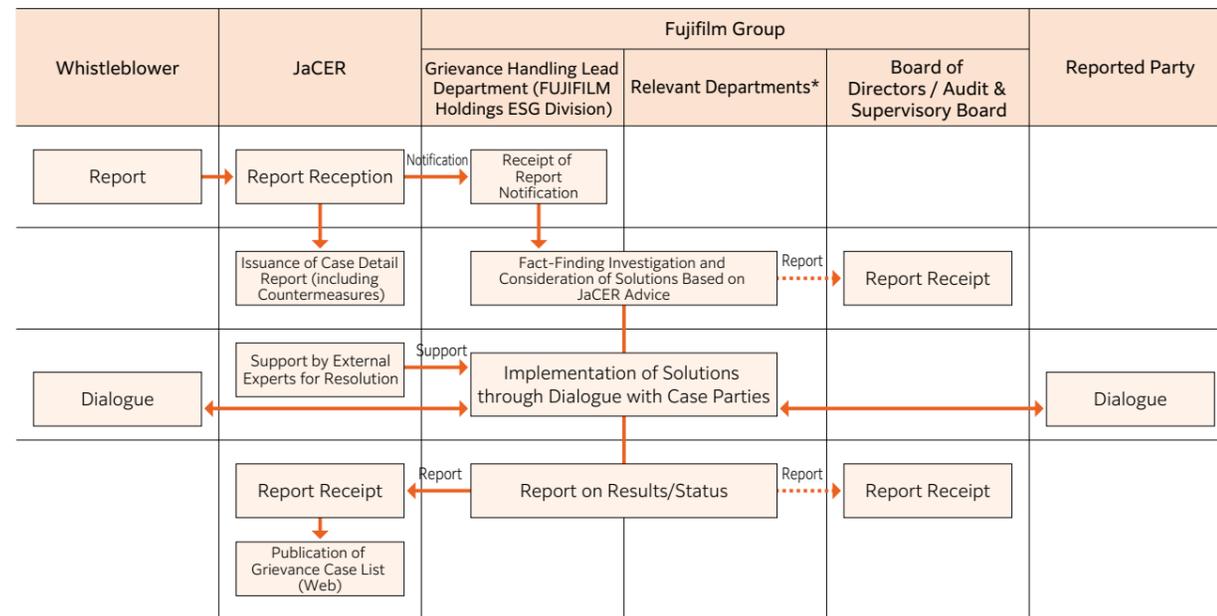
- Forced labor and child labor at sites for the collection or mining of natural raw materials (including conflict minerals issues)
- Adverse impacts on the livelihoods of indigenous peoples due to business development
- Health damage to local residents caused by the release of hazardous substances
- Workplace accidents caused by inadequate safety management at manufacturing sites
- Unjust dismissal of workers or non-payment of wages

[Efforts in fiscal 2024]

Although no cases were reported through JaCER in fiscal 2024, we prepared for potential future reports by enhancing our internal systems for handling reports, documenting operational regulations and procedures, and other related measures.

Additionally, to strengthen awareness among suppliers, who are the primary intended users of this reporting channel, we promoted the purpose of our membership in JaCER and the availability of the reporting channel. This was done through opportunities such as supplier briefings, requests for responses to CSR self-checks, and feedback sessions with suppliers during fiscal 2024.

Basic Workflow for Handling Reports



*Departments within the Fujifilm Group that are directly or indirectly involved in the reported case, such as those having a business relationship with the reported party (including companies)

3. Example of Response After Report Receipt

The following is an example of a report received and improvement actions taken in fiscal 2024.

Whistleblower	Case	Response
Supplier Employee	In March 2025, an employee working for a supplier of a Fujifilm Group company in Asia submitted an anonymous report via the Group company's external whistleblowing channel (email). The employee stated that toilet breaks and water intake were limited to within 15 minutes per day. Exceeding this limit resulted in fines.	The reporting response department of the Group company conducted an on-site visit to the supplier and confirmed the reported facts. Taking into consideration the anonymity of the whistleblower, they engaged in dialogue with the supplier's management and explained that such a system could constitute a human rights violation (forced labor) against employees. They requested the supplier to revise the system, inform employees about the revision, and ensure that the anonymous whistleblower would not suffer any disadvantages. Approximately one month later, it was confirmed that the system had been revised and employees had been informed accordingly.

JaCER Grievance Form <https://jacer-bhr.org/en/application/form.html>

FUJIFILM Holdings Respect for Human Rights <https://holdings.fujifilm.com/en/sustainability/activity/other-activities/human-rights>

4.6.8 Stakeholder Engagement

1. Signing of the UN Global Compact

FUJIFILM Holdings is signed up for United Nations Global Compact, a voluntary initiative that encourages companies to undertake fair operations in the areas of human rights, labor, environment, and anti-corruption. We have also been in collaboration with the Global Compact local network in Japan, by participating in, to name those concerning human rights, the Human Rights Due Diligence Working Group, Supply Chain Working Group and Human Rights Education Working Group.

From June to December 2024, we participated in the "Business and Human Rights Accelerator," which was held for the first time in Japan. The Business and Human Rights Accelerator is a six-month learning program organized by the United Nations Global Compact for member companies to learn about human rights and labor rights across industries and regions, and to move from commitment to action. Our company participated with two staff members and an ESG officer in charge serving as an ambassador.

The program for staff totaled approximately 50 to 60 hours and included on-demand self-study and explanatory sessions to learn the basic concepts of human rights due diligence. Lectures by experts such as lawyers and exchanges of opinions with other participating companies deepened understanding of specific topics such as risk assessment and remedy and grievance mechanisms. At the end of the program, participants created a human rights due diligence action plan, which has been incorporated into our Group's initiatives.

2. Participation in Business and Human Rights (B+HR) Academy hosted by the United Nations Development Programme (UNDP)

FUJIFILM Holdings participated in the "Business and Human Rights Academy" program hosted by the United Nations Development Programme (UNDP) from February 27 to 28, 2023.

The Academy was organized to support business efforts in Japan contributing to the implementation of human rights due diligence by businesses and the creation of responsible global supply chains for Japanese businesses, their affiliates, suppliers and business partners operating in 17 countries, with the cooperation of UNDP and the Japanese government.

Since then, we have continued to participate in the Human Rights Dialogues for participating companies of the Academy held in Tokyo (1st Dialogue: August 23, 2023; 2nd Dialogue: January 19, 2024; 3rd Dialogue: February 6, 2025). We have learned about laws, trends, and practical application methods related to human rights due diligence from leading domestic and international experts in business and human rights, and reflected on our own initiatives through discussions with other participating companies. We will continue to apply the insights gained through dialogues with external stakeholders to our Group's human rights due diligence efforts going forward.

3. Participation in the Stakeholder Engagement Program by the Caux Round Table Japan Committee (CRT Japan)

FUJIFILM Holdings participates in the Stakeholder Engagement Program (SHE) organized by the Caux Round Table Japan Committee (CRT Japan), a specified nonprofit corporation. In fiscal 2024, the program was held over eight sessions from June 7 to August 7, with three representatives from our company participating. Through group work with participating companies, NGOs/NPOs, and academic experts, we engaged in discussions on implementing human rights due diligence as required by the UN Guiding Principles on Business and Human Rights, and reviewed key human rights issues to be prioritized by industry sectors together with other companies.

4. Adopting opinions of external experts pertaining to bioethics (Bioethics Review Committee)

We have set up Fujifilm Bioethics Review Committee to oversee our research and business activities related to life sciences. The committee members include external experts, allowing the committee to conduct comprehensive studies into protecting personal information and the viability of action in terms of ethics and science. The findings of such reviews are fed back to our research & development and other related activities appropriately. The targets for review are genetic analysis with the use of human-derived tissue, immunological research, clinical research and the handling of personal genetic data and related operations. In clinical trials, for example, our clinical trial plans are reviewed by the external experts to ensure that they do not affect the interests of the clinical trial participants.

In fiscal 2024, we concluded 26 bioethics reviews in total including simplified reviews. The Committee's regulations, list of members, related research documents published, and minutes of the committee meetings are available on our website.

Minutes of the Bioethics Review Committee <https://www.fujifilm.com/jp/ja/about/sustainability/bioethics> (in Japanese only)

5. Dialogue with community

As a member of the community, the Fujifilm Group proactively discloses the Group's environmental protection activities and holds events in the form of environmental communication meetings and similar activities to collect feedbacks from the local community. We plan to upgrade the environmental activities conducted by our factories and carry out active and continuous information communication and disclosure to the public at large.

6. Dialogue with employees to achieve our Purpose

In January 2024, on the occasion of the 90th anniversary of the company's founding, we established the purpose of the Fujifilm Group, which highlights the significance of our existence in society: "Giving our world more smiles." To define this purpose, we launched a cross-divisional project and conducted interviews with Group members ranging from top management in Japan and other countries to employees at our sites. We discussed the strengths, DNA, and direction of the Fujifilm Group and also sought the opinions of external experts.

Since establishing our Group Purpose, we have been holding dialogues between the President and employees. A total of 26 town hall meetings have been held worldwide, during which the President has directly conveyed his thoughts on the Group Purpose to a cumulative total of 17,000 employees and actively engaged in exchanges of views.

4.7 Corporate Citizenship

4.7.1 Basic Approach

The Fujifilm Group is committed to contributing to the sustainable development of society, working together with local communities as a good corporate citizen and responding sincerely to the demands and expectations of those communities. In 2008 we formulated the Fujifilm Group Social Contribution Policy. Based on the Policy, we are conducting activities focusing on the fields of education and research, culture, arts and sports, health and environment. We value cooperation and collaboration with local communities, institutions, NPO/NGOs, and others and contribution by employees' voluntary activities.

Fujifilm Group Social Contribution Policy

The Fujifilm Group will work together with local communities as a good corporate citizen and contribute to society by responding sincerely to needs and expectations of those communities. The Group has established following action plans to implement this policy.

1. Focus of activities

The Fujifilm Group will primarily focus on the fields of education and research; culture, arts and sports; health; and environment.

2. The Fujifilm Group will place value on following points when we conduct social contribution activities:

1. The Group will collaborate and work together with stakeholders. We place importance on mutual communication and partnerships with local communities, institutions, NPO/NGOs, and others.
2. The Group values the importance of employees to participate in volunteer activities that would enhance local community harmonization, as well as to enhance social improvements. The Group will fully support such employee volunteer activities.
3. As a means of social contribution, the Group will utilize its business strengths, such as products, services, technologies and know-how.

4.7.2 Major Examples of Social Contribution through Business Activities

	Priority Activities in Each Field (Relation to Business)	SDGs	Impact on Business (Effects on Business and KPIs)	Typical Activities (Concrete Activities and KPIs)
Environment	The Fujifilm Group has always paid attention and protected the environment as clean water and fresh air are essential for our businesses. Environmental issues have a great impact on all our businesses, so we continue social contributions related to environment.		We control the environmental impact on our business and society by setting KPIs for CO ₂ and waste emissions, and water management.	<ul style="list-style-type: none"> Voluntary tree planting in China (KPI: Number of participants) Ground Water Conservation activities in Minami Aso Village (KPI: Number of participants)
Education and research	Our Group is promoting a range of businesses, and so needs a diversity of human resources. We work with partners and NPOs to foster diversity in the coming generations in the regions where we operate. This will enable us to establish relationships with local communities through the development of human resources and to increase recognition of our Group.		These activities will allow us to enhance our relationship with the regions where we operate and establish the Fujifilm brand. We set the continuity of our business and sales in the region as our KPIs.	<ul style="list-style-type: none"> Offering large-font textbooks to students with low vision (KPI: Volume of our production) Competition operated by Charitable Trust Fujifilm Green Fund and NPOs Kikigaki Koushien by high school students (KPI: Number of participants) Sponsoring All Japan High School Soccer Tournament (KPI: to be continued)
Culture, arts and sports	Since our foundation, we have operated a business of photographic films and photosensitive materials to "contribute to society by offering more informative images." We also focus on activities utilizing multifunction devices and latest technologies under the banner of "Valuable communication beyond the times."		We expect to create further printing demand in photographic products and in the graphic system business. Our approach should also create new demand for our Business Innovation business. The results will be seen in our sales and profits.	<ul style="list-style-type: none"> Holding The Heart to Heart Communication—"PHOTO IS" Photo Exhibition, and other events in FUJIFILM Square Reproduction and digitalization of historical documents (KPI: Number of documents restored) Supporting Special Olympics Nippon Sponsoring FUJIFILM SUPER CUP Supporting FUJIFILM, Studio Alice Ladies Open
Health	We aim to create a healthier society and further develop our healthcare business simultaneously. This will be achieved by promoting disease prevention, diagnosis, and treatment in emerging and other countries. In this way, we can drive forward our healthcare business, which offers medical products such as mammography systems, diagnostic imaging systems, and medicines. As a part of our social contribution, we are raising health awareness, including disease prevention, diagnosis, and treatment in emerging countries which encourages people to take health checks and visit doctors. This should enhance the healthcare market. This movement should also increase our reputation in this field and help stable expansion of business development.		We anticipate sustainable growth of the healthcare business. Such business encompasses medical systems, contract development manufacturing of biomedicines, and life sciences. The results will be seen in our sales and profits.	<ul style="list-style-type: none"> Improving medical accessibility in all 196 countries in the world in which we operate by introducing AI-based medical products and services by FY2030. Establishing 100 health screening centers by FY2030, mainly in emerging countries, by utilizing our medical equipment and AI technology know-how. Promoting initiatives centered on health screenings to end tuberculosis worldwide. Offering medical training Supporting the Pink Ribbon campaign etc.

4.7.3 Social Contribution Activities Continued by the Fujifilm Group

Environment	<ul style="list-style-type: none"> Voluntary tree planting activity in China (Fujifilm) Ground water conservation activities in Minami-Aso village (FUJIFILM MATERIAL MANUFACTURING CO., LTD. Eighth Manufacturing Headquarters (Kumamoto)) Charitable Trust Fujifilm Green Fund (Fujifilm) Removing alien species from spring-fed streams in Fujinomiya Factory (Fujifilm)
Education and research	<ul style="list-style-type: none"> Kankyo-Nikki, "Midori-no-Komichi" (Fujifilm) "Watashi-no-Shizenkansatsuro Competition" (Fujifilm Green Fund, etc.)
Education and research	<ul style="list-style-type: none"> Support to make large-font textbooks to students with low vision (FUJIFILM Business Innovation) Photo class for young people (Fujifilm) Kikigaki-Koshien (Fujifilm)
Culture, arts and sports	<ul style="list-style-type: none"> The Heart to Heart Communication—"PHOTO IS" Photo Exhibition (Fujifilm) Fujifilm Square Reproducing historical documents (FUJIFILM Business Innovation) Creating digital archives of cultural assets (Fujifilm) Supporting Photo rescue activities (Fujifilm) Special Olympics Nippon (FUJIFILM Business Innovation) All Japan High School Soccer Tournament (FUJIFILM Business Innovation) FUJIFILM SUPER CUP (FUJIFILM Business Innovation) FUJIFILM, Studio Alice Ladies Open (Fujifilm)
Health	<ul style="list-style-type: none"> Improving medical accessibility in all 196 countries in the world in which we operate by introducing AI-based medical products and services by FY2030. Establishing 100 health screening centers by FY2030, mainly in emerging countries, by utilizing our medical equipment and AI technology know-how. Promoting initiatives centered on health screenings to end tuberculosis worldwide. Offering medical training Pink Ribbon Campaign (Fujifilm)

4.7.4 Results of Social Contribution (Fiscal 2024)

1. The amount of expense on social contribution

The Amount of Expense of FY2024 by Category in the Fujifilm Group

Unit: million yen

Type of contribution	Amount
Education for future generations	223
Harmony with the local community	209
Promote culture and the arts in society (in Japan)	842
Consideration for the international community and international cultures	41
Cooperation with NGOs and NPOs	1,054
Total	2,369

* See Chapter 5. Sustainability Accounting

* Values presented are rounded and the sums of the items do not always make up the totals.

Monetary value of Social Contribution Activities in the Fujifilm Group in Japan in FY2024 Unit: million yen

	Cash	Goods	Volunteering Cost*	Operation Cost / Other Expenses, etc.
Types of Social Contribution (converted into money)	1,657	76	24	585

* Volunteering cost = Hours spent on volunteer activities x salary

2. Community investment cases

- Fujifilm Green Fund**
 In 1983, in commemoration of FUJIFILM's 50th anniversary, Fujifilm contributed a billion yen and started this Fund. This is the first charitable trust in Japan established by a private company aiming to preserve nature. Through this fund, we offer financial support for nature protection activities and research bodies, and host nature protection awareness raising programs for primary and junior high school pupils. In 2024, Fujifilm made an additional contribution of a billion yen to this Fund in commemoration of FUJIFILM's 90th anniversary.
- HASU-Club (FUJIFILM Business Innovation)**
 This is a volunteer support organization established in 1991 and operated by employees' own initiative. The organization is funded through the payroll giving by the employees who opted to donate a fraction (less than 100 yen) of their salary and bonus, plus an amount that the individual wishes to add monthly as 100 yen per unit. The fund is then reserved in four charity areas; "social welfare," "culture and education," "natural environment," "international aid," chosen by employees to support their volunteer activities and related NPOs.

4.7.5 Efforts to Assess the Impact on Society and the Environment

1. Social impact assessment of social contribution

In 2018, FUJIFILM Business Innovation worked to "visualize" its social contribution activities in order to understand their social significance, results, and effects and make them improve. We will continue to carry out impact assessments regularly to clarify and improve our activities.

[Implementation method]

To evaluate the social impact from our major social contribution activities, including the project to offer learning materials in emerging countries and reproduction and utilization of historical documents, we created a logic model and made trial assessments. We did not find any negative impact on a local community from the result of trial assessments.

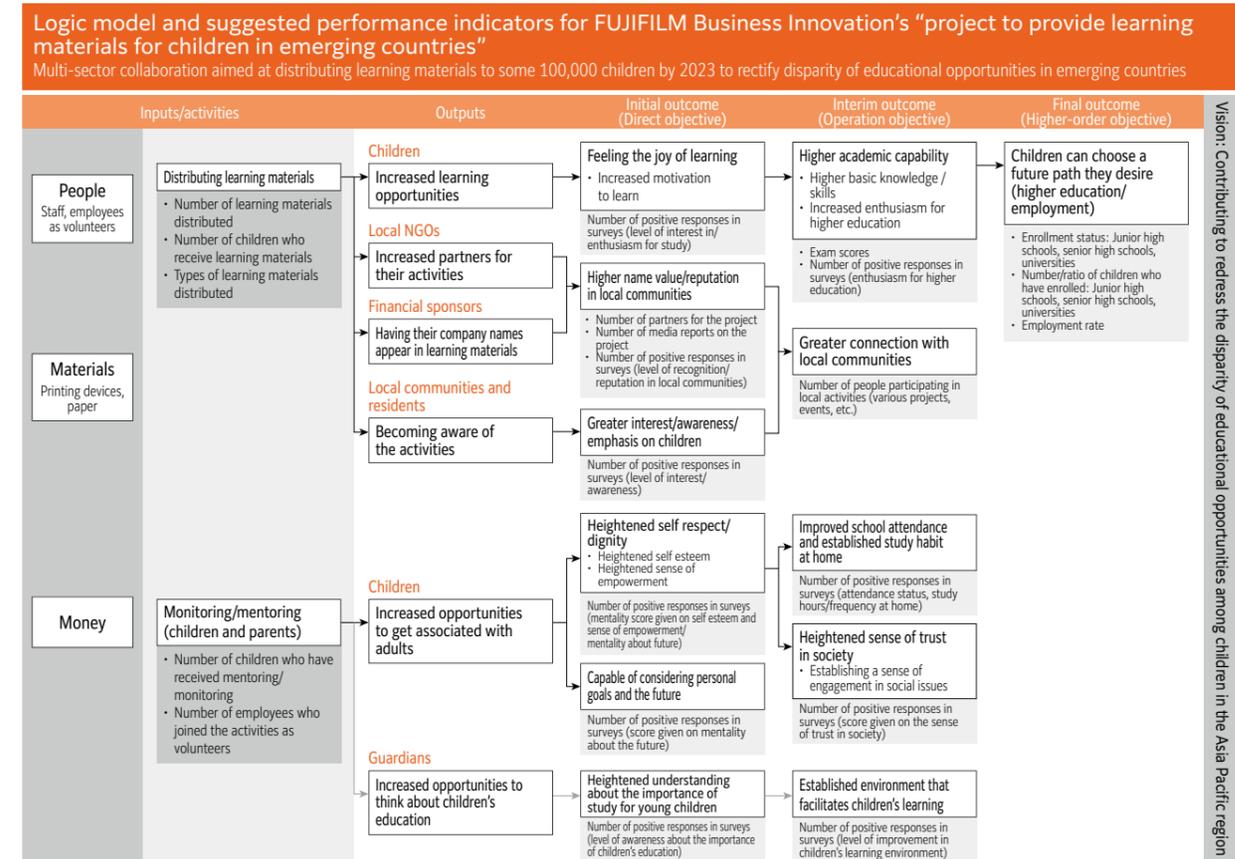
(1) Considering a logic model utilizing the Social Impact Assessment Tool Set created by GSG.

(2) Creating a logic model based on a program evaluation approach and a review by Meiji University.

To enhance the reliability of our own assessments, we asked the Institute for Program Evaluation of Meiji University to review our assessment results in FY2017.

2. Discussion example: Suggested social impact assessment logic model and indices

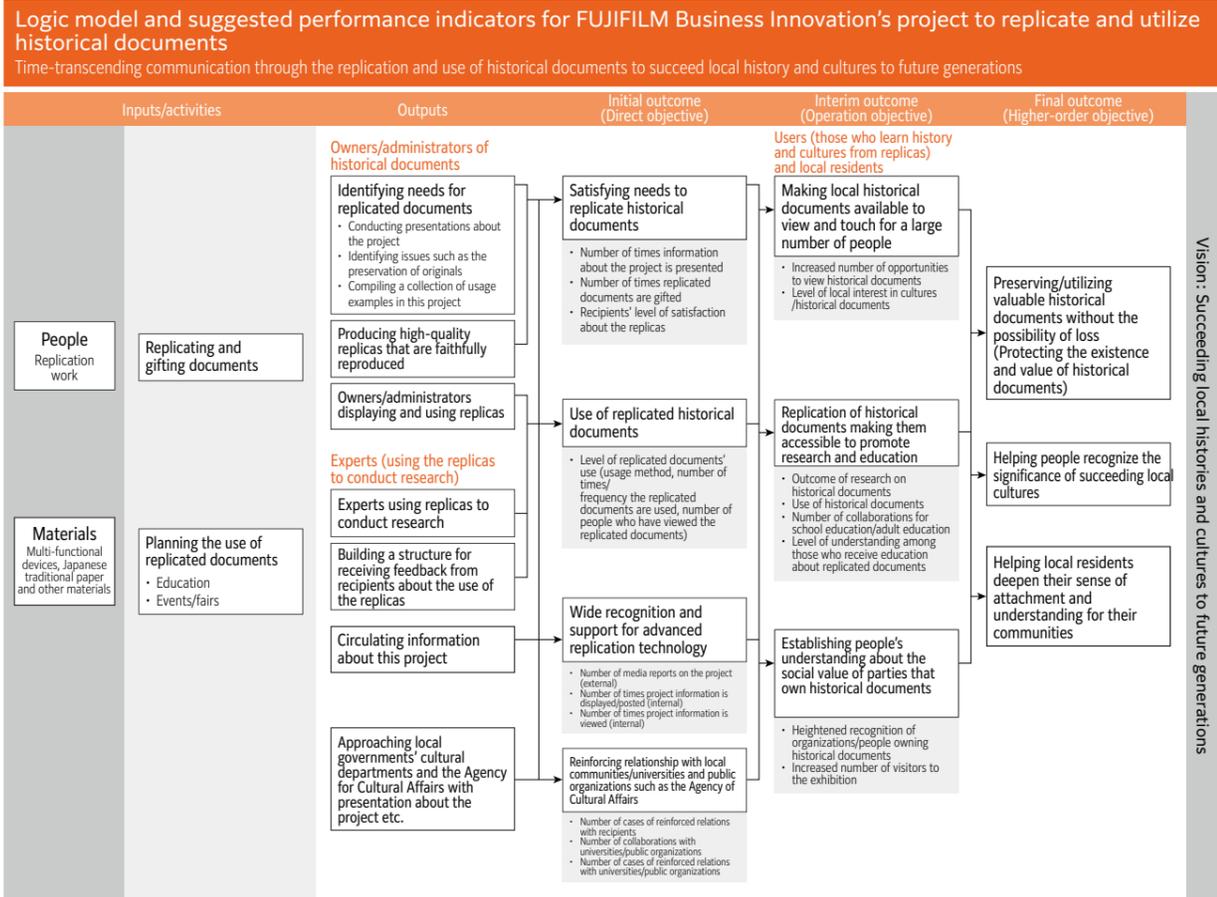
(1) Project to provide learning materials for children in emerging countries



* This shows a logic model and suggested performance indicators for social impact measurement as of June 2018.

Vision: Contributing to redress the disparity of educational opportunities among children in the Asia Pacific region

(2) Project to replicate and utilize historical documents



* This shows a logic model and suggested performance indicators for social impact measurement as of June 2018.

5. Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)

<Period of coverage> · Fiscal 2024 (April 1, 2024 to March 31, 2025)
 <Scope of sustainability accounting> · 25 domestic companies in the Fujifilm Group
 (FUJIFILM Holdings, FUJIFILM Corporation and 15 Fujifilm affiliates, FUJIFILM Business Innovation Corp. (30 branch offices) and 6 FUJIFILM Business Innovation affiliates)

5.1 Labor Environment and Social Benefit Accounting

<Basic items>

● Objectives of labor environment and social benefit accounting

These accounts are prepared to get the picture of our activities in this area. The amounts spent for improving the working environment of our employees and social contributions are calculated with classification by each stakeholder.

● Accounting method

The expenditures (including investments) for the year have been added up to arrive at the figures shown. These figures do not include depreciation. Figures for employee development and social contributions may overlap with figures in the Environmental Account as well.

* "Promote physical and mental health (Health Management)" includes the expenses for members of the Fujifilm Group Health Insurance Association (insured and dependent of special-case retired insured persons system).

* For "Promote culture and the arts in society," expenditure includes Fujifilm Square as the base for preservation and communication concerning photographic culture, as well as for photo contests.

* Values presented are rounded and the sums of the items do not always make up the totals.

* Starting with our financial disclosure for the current fiscal term, we have revised the scope of accounting and the accounting method for the promotion of culture and arts in society. The numerical figures for fiscal 2023 have been updated as well.

Breakdown of Labor Environment and Social Benefit Accounting

Unit: million yen

Stakeholder	Goal	Cost Totals	
		FY2023	FY2024
Employees	Occupational health and safety	958	1360
	Promote physical and mental health (Health Management)	2,805	3,004
	Human resource development	985	1,836
	Protect diversity	12	40
	Develop a workplace in which employees can work comfortably	3,117	3,513
Customers	Ensure appropriate customer response and safety	137	215
Future generations	Education for future generations	154	223
Communities (local society and government)	Harmony with the local community	191	209
	Promote culture and the arts in society (in Japan)	866	842
International community	Consideration for the international community and international cultures	138	41
NGOs and NPOs	Cooperation with NGOs and NPOs	31	1,054
Suppliers	Consideration for products	25	25
Total		9,419	12,361

Volunteer Activities by Employees

	FY2023	FY2024
Hours spent on volunteer activities (hours)	4,068	5,457
Volunteering cost (million yen)	12	24

* Volunteer activities

Calculated based on the hours spent on volunteer activities, such as area clean-up during working hours, the salary equivalent to that of those hours, and cost of the activities.

Overview of fiscal 2024

· As part of our collaboration with NGOs and NPOs and to commemorate Fujifilm's 90th anniversary, we donated a total of ¥1 billion to the Charitable Trust Fujifilm Green Fund.

5.2 Environmental Accounting

<Basic items>

● Objectives of environmental accounting

- (1) To provide accurate quantitative information on volumes and economic effects to interested parties inside and outside the Group
- (2) To provide numerical environment-related information useful for decision making by management and supervisors of the facilities

● Accounting method

Based on the "Environmental Accounting Guidelines (2018 edition)" published by the Ministry of the Environment in Japan.

1. Depreciation is calculated in principle according to the straight-line method over a three-year period.
2. When costs include expenditures for both environmental and non-environmental purposes, the portion relating to non-environmental purposes has been excluded.
3. Economic impact within the Group: The difference in value terms from the previous year in pollution load levy and usage of energy, raw materials, water, and other resources is accounted for, as well as the real impact of recovery, recycling, and other measures in value terms for the year in question.
4. Economic impact outside the Group: The difference in value terms from the previous fiscal year has been shown for SOx, VOCs, and CO₂. For recycling, the anticipated benefit in value terms has been shown for the year in question.

* Values presented are rounded and the sums of the items do not always make up the totals.

1. Environmental accounting

Unit: million yen

Environmental Conservation Costs					Environmental Conservation Benefits					
Fiscal Year	Capital Investment		Expenses		Economic Impact inside the Group			Economic Impact outside the Group		
	2023	2024	2023	2024	Fiscal Year	2023	2024	Fiscal Year	2023	2024
1. Costs incurred within the business site	3,202	2,363	15,301	16,398						
(1) Environmental damage prevention	590	752	1,733	1,783	Reduced pollution load levy	4	1	Reduction in SOx emissions* ¹	0	0
								Reduction in volume of SOx emissions	3 t	0 t
								Reduction in volume of NOx emissions	22 t	16 t
								Reduction in VOC emissions* ²	43	-31
(2) Global environmental preservation	2,514	1,602	2,691	3,184	Energy saving	6,246	5,928	Reduction in volume of VOC	122 t	-87 t
								Reduction in CO ₂ emissions* ³	311	209
(3) Resource recycling	98	9	10,878	11,432	Reduced raw materials and resources used	3,439	1,652	Reduced waste materials through reuse and recycling* ⁴	6,125	6,627
					Reduced water resource consumption* ⁵	-181	-313			
					Recovery and Recycling			Reduced volume* ⁶	61.2 kiloton	66.3 kiloton
					Silver	1,640	2,566			
					Polymeric materials	18	24	Reuse of aluminum materials	320	352
					Aluminum materials	295	323	Reduced volume of CO ₂ emissions	30 kilotons	30 kilotons
					Others	200	191			
Parts recovered from used products	9,510	10,073								
2. Upstream/downstream costs Recovery from the market	0	0	1,718	1,652						
3. Cost of management activities	96	42	11,625	11,428						
4. Research and development costs	682	603	12,091	14,352						
5. Costs for social programs	0	0	2	2						
6. Costs for handling environmental damage Pollution load levies	3	17	24	17						
Total	3,983	3,026	40,760	43,850		21,171	20,444		6,799	7,157

*1 SOx emissions reductions: 3.0/ton

Bidding price of SOx emissions credits offered by the United States Environmental Protection Agency in March 2025 (US\$0.02/ton).

*2 VOC emissions reductions: 350,000/ton

From the "Economics Evaluation Report on Countermeasures for Harmful Atmospheric Pollutants" issued by Japan Environmental Management Association for Industry, February 2004.

*3 CO₂ emissions reductions: 10,681/ton

Trading price of EU emissions credit 2024 futures (€68.47/ton) at the end of March 2025.

*4 Landfill costs for the waste product (¥100/kg).

*5 Water resource consumption reduction: ¥200/ton for clean water supply, ¥200/ton for sewage water times the reductions amount.

*6 Volume of recycle and valuable resources in generated industrial waste

2. Overview of fiscal 2024

● Environmental conservation costs

Total costs increased by 5% year-on-year.

[Facility investments] Decreased by 24% year-on-year.

[Expenditure] Increased by 8% year-on-year.

● Environmental conservation benefits

This resulted almost the same as FY2023 when internal and external economic effects were combined.

[Internal economic effect] Decreased by 3% year-on-year.

[External economic effect] Increased by 5% year-on-year.

6. Independent Assurance Report

FUJIFILM Holdings Corporation commissioned LRQA Group Limited to conduct an independent assurance of the environmental data contained in its *Sustainability Report 2025*.Independent Assurance Report <https://holdings.fujifilm.com/en/sustainability/evaluation>

[Scope of the assurance]

- Data on greenhouse gas (GHG) emissions
 - Scope 1 emissions (including 6.5 gas emissions)
 - Scope 2 emissions (Location-based)
 - Scope 2 emissions (Market-based)
 - Scope 3 Category 1
 - Scope 3 Category 11
- Waste
- Water withdrawal
- Water discharge

★ marked for items designated for independent assurance by LRQA Group Limited in the above scope of the assurance.

■ Please address inquiries on this publication to:

FUJIFILM Holdings Corporation

ESG Division
Tokyo Midtown, 9-7-3 Akasaka, Minato-ku, Tokyo 107-0052
Tel.: +81-50-3515-0118
<https://holdings.fujifilm.com/en/contact>
