FUJIFILM
Value from Innovation

FUJIFILM Holdings Corporation

SUSTAINABILITY REPORT 2026



Message from the Leadership

1. Overview

1.0 *About Sustainability Report*

1.1 Fujifilm Group Organizational Overview

1.1.1 Corporate Overview
1.1.2 Financial Highlights
1.1.3 Medium-Term Management Plan "VISION 2030," CSR Plan "Sustainable Value Plan 2030" and the Fujifilm Group's Purpose

1.2 CSR Management

1.2.1 Basic Approach
1.2.2 Philosophical Concepts and Related Policies of the Fujifilm Group
1.2.3 CSR Management System
1.2.4 Background of CSR Planning and Process for Identifying Materiality (Priority Issues)
1.2.5 SVP 2030 Major Results and Activities
1.2.6 The CSR Plan of the Fujifilm Group Sustainable Value Plan 2030 (SVP 2030)
1.2.7 Communication with Stakeholders
1.2.8 Member Organizations/Third-Party Initiatives

2. Governance

2.1 Corporate Governance

2.1.1 Basic Approach
2.1.2 Corporate Governance and Governing Structure
2.1.3 Independence of Outside Directors
2.1.4 Diversity among Directors
2.1.5 Effectiveness of Directors and Auditors
2.1.6 The Evaluation of the Effectiveness of the Board of Directors
2.1.7 Executive Remuneration
2.1.8 Tax Policy

2.2 Compliance and Risk Management

2.2.1 Basic Approach
2.2.2 History of Measures Implemented for Compliance and Risk Management
2.2.3 Compliance and Risk Management Structure
2.2.4 Risk Management
2.2.5 Efforts to Promote Compliance
2.2.6 Achievements for Promoting Compliance
2.2.7 Efforts for Each Theme Related to Laws and Regulations Particularly Important in Business
2.2.8 Information Security
2.2.9 Privacy Protection
2.2.10 Initiatives on Business Continuity Such As Large Scale Natural Disasters

2.3 Product Development Management (Quality Control and Innovation)

2.3.1 Basic Approach
2.3.2 Quality Policy and Management System
2.3.3 Product Development Flow
2.3.4 Product Safety
2.3.5 Participation with outside organizations in collaborative R&D

2.4 Customer Relationship Management

2.4.1 Basic Approach for Customer Relationship
2.4.2 Structure for Customer Relationships
2.4.3 Improving Customer Satisfaction

2.5 Supply Chain Management

2.5.1 Basic Approach
2.5.2 Fujifilm Group Procurement Overview
2.5.3 Procurement Policy and Structure
2.5.4 Structure of Sustainable Procurement Promotion
2.5.5 Efforts to Improve Sustainability in the Supply Chain (Sustainable Procurement Activities)
2.5.6 Overview of fiscal 2025 activities
2.5.7 Environmental Efforts in the Supply Chain
2.5.8 Efforts at Fujifilm Group Production Sites
2.5.9 Responsible Mineral Procurement
2.5.10 Efforts in Paper Procurement
2.5.11 Sustainable Procurement Efforts in Logistics
2.5.12 Collaboration with Initiatives in the Supply Chain Area

3. Environmental Aspects

3.0 Environmental Data

3.1 Environmental Policy and Management System

3.1.1 Basic Approach
3.1.2 Environmental Management
3.1.3 EMS: Certification/Audit/Verification
3.1.4 Risk Management by Environmental Due Diligence
3.1.5 Response to Environmental Laws and Regulations
3.1.6 Environmental Training for Employees
3.1.7 Environmental Management in the Supply Chain

3.2 Climate Change Response Strategy

3.2.1 Basic Approach
3.2.2 Governance
3.2.3 Risk Management
3.2.4 Strategy
3.2.5 Metrics and Targets

3.3 Activities Related to Climate Change Response

3.3.1 Activity Overview
3.3.2 Collaboration with Initiatives
3.3.3 Data Related to Climate Change Measures

3.4 Promoting Resource Recycling
3.4.1 Basic Approach
3.4.2 Resource Recycling Policy and Targets
3.4.3 Effective Reuse and Recycling of Used Products
3.4.4 Communication with Stakeholders

3.5 Product Stewardship (Design for Environment)
3.5.1 Basic Approach
3.5.2 Design for Environment
3.5.3 "Green Value Products" Certification Program
3.5.4 Result of Design for Environment
3.5.5 Disclosing Environment-Related Information for Products

3.6 Chemical Management
3.6.1 Basic Approach
3.6.2 Anticipatory Risk Management of Chemical Substances
3.6.3 Promoting Alternatives to Animal Testing
3.6.4 Contribution to Sound Chemical Management Across the Supply Chain
3.6.5 Fluorocarbons Emissions/Volatile Organic Compounds (VOC) Emissions
3.6.6 Managing Hazardous Waste
3.6.7 Managing Pollutants

3.7 Biodiversity Conservation
3.7.1 Basic Approach
3.7.2 Activity Overview
3.7.3 Water Resources from the Viewpoint of Biodiversity

4. Social Aspects

4.1 Employee Overview
4.1.1 Basic Approach
4.1.2 Employee Basic Data

4.2 Diverse Personalities and Individuality and Equal Opportunities for Employees
4.2.1 Basic Approach
4.2.2 Management System
4.2.3 Effort Results and Progress
4.2.4 Freedom of Association
4.2.5 Standard Entry Level Wage

4.3 Health and Wellness of Employees
4.3.1 Basic Approach
4.3.2 Promotion Structure
4.3.3 Employee Wellness

4.4 Safety of Employees
4.4.1 Basic Approach
4.4.2 Management System
4.4.3 Occupational Health and Safety

4.5 Employee Development, Talent Attraction and Engagement
4.5.1 Fujifilm Group's Human Resources Development
4.5.2 Structure of Human Resources Development
4.5.3 Effort Results and Progress

4.6 Human Rights
4.6.1 Basic Approach
4.6.2 Management System
4.6.3 Human Rights Due Diligence Processes
4.6.4 Identification and Assessment of Adverse Human Rights Impacts
4.6.5 Prevention and Mitigation of Adverse Impact and Monitoring
4.6.6 Information Disclosure
4.6.7 Grievance Mechanism
4.6.8 Stakeholder Engagement

4.7 Corporate Citizenship
4.7.1 Basic Approach
4.7.2 Major Examples of Social Contribution through Business Activities
4.7.3 Social Contribution Activities Continued by the Fujifilm Group
4.7.4 Results of Social Contribution (FY2025)

5. Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)

5.1 Labor Environment and Social Benefit Accounting
5.2 Environmental Accounting

6. Independent Assurance Report

Creating a sustainable society filled with smiles for all our stakeholders, guided by our Group Purpose

The Fujifilm Group is guided by our Group Purpose, "Giving our world more smiles."

Since our founding, sustainability has been deeply rooted in who we are. Photographic film could not be produced without clean air and water, and its quality could be judged only after a photograph was taken. This taught us that our business depends on the gifts of nature and the trust of our stakeholders.

This commitment continues to guide us today. Through innovative technologies, products, and services that help address social challenges, we seek to create value, bring more smiles to our stakeholders, and help build a sustainable society.

To bring our Group Purpose to life, we formulated Sustainable Value Plan 2030, our long-term CSR plan. We are advancing initiatives in the four priority areas of environment, health, daily life, and work styles by helping solve social issues through our business and reducing the environmental and social impacts of our business processes.

In the environmental field, we recognize that a company with global operations has a clear responsibility to act. We have identified climate change, resource circulation, biodiversity conservation, and product and chemical safety as priority issues. In particular, our decarbonization goals are to reduce CO_2 emissions across the entire product lifecycle by 50% by FY2030 compared with FY2019, and to achieve net-zero CO_2 emissions from our own energy use by FY2040. Most recently, we introduced virtual power purchase agreements (PPAs) across all Fujifilm Group operations in North America (the United States and Canada), effectively converting all electricity used in the region to renewable energy.

In the health field, our ambition is to help ensure that everyone can benefit from prevention, early diagnosis, and early treatment. NURA, our health screening business in emerging countries, is one example. By drawing on Japan's preventive screening expertise, NURA provides high-quality health checks at affordable prices in countries where screening systems for cancer and other diseases are still developing. Since the first NURA health screening center opened in India in 2021, the service has expanded to several countries. By March 2026, more than 160,000 people had received health checks at NURA health centers and other centers using NURA expertise. Our compact, lightweight CALNEO Xair mobile X-ray imaging device with a built-in battery, sold as FDR Xair outside Japan, has also been introduced in more than 70 countries since its launch in 2018. Solutions combining cassette digital radiography (DR) and diagnostic support software are used at tuberculosis screening sites worldwide, contributing to the efforts of the United Nations and the World Health Organization to end tuberculosis.

Ultimately, it is our people who drive these initiatives forward. With each employee bringing their unique strengths and values and acting on their aspirations, we will continue striving, together with our stakeholders, for a sustainable society filled with more smiles.

September 2026



President, Representative Director & Chief Executive Officer
FUJIFILM Holdings Corporation

Making steady progress toward sustainability through the actions of every employee

Guided by our Group Purpose, "Giving our world more smiles," the Fujifilm Group has been steadily advancing concrete initiatives in the four priority areas of environment, health, daily life, and work styles under Sustainable Value Plan 2030, our long-term CSR plan.

In the environmental field, we began operating high-efficiency cogeneration facilities at the Ashigara site of our Kanagawa Factory in Japan and introduced the Group's first electric boiler at our Netherlands factory, enabling greater use of electricity from renewable sources. This marks an important first step toward reducing CO_2 emissions from fuels that are difficult to decarbonize. To promote resource circulation, we also launched the Circular Manufacturing Center in the Philippines, which produces remanufactured multifunction devices.

FUJIFILM Corporation received the Excellence Award in the Semiconductor Electronic Materials category at the 32nd Semiconductor of the Year 2026 Awards for its perfluoroalkyl substance (PFAS)-free negative-type argon fluoride (ArF) immersion photoresist. Regarding biodiversity, the forest and river areas where we conduct conservation activities at the Ashigara site of our Kanagawa Factory and at our Fujinomiya Factory site were certified as Nature Symbiotic Sites by Japan's Ministry of the Environment. We also published a Taskforce on Nature-related Financial Disclosures (TNFD) report covering both sites.

In the health field, NURA, which was launched in India, has expanded to Vietnam and Thailand and is now strengthening its operations in five countries. We are also supporting tuberculosis screening in emerging countries by providing compact portable X-ray imaging devices. In addition, our superconductive MRI systems, which do not use rare liquid helium, received the Japan Minister of Economy, Trade and Industry Award at the 7th Japan Medical Research and Development Awards.

In the area of daily life, in February 2026, we completed a 5-billion-yen investment in Rapidus Corporation, which aims to mass-produce leading-edge logic semiconductors in Japan. By strengthening our collaboration with Rapidus, we will accelerate the development of materials for next-generation semiconductors. In August, we began operating a new production building for post-CMP cleaners at the Oita Factory of FUJIFILM Electronic Materials Co., Ltd. in Japan. Through these initiatives, we remain committed to the advancement of the semiconductor industry. In our imaging business, the instax instant photo system, known as "Cheki" in Japan, has achieved cumulative sales of over 100 million units. It continues to bring joy to people around the world as a tool for communication. We will remain committed to passing on and further developing the culture of photography and video for future generations.

In the work styles field, FUJIFILM Holdings Corporation was selected as a DX Stock company by the Japanese government in recognition of its leadership in corporate digital transformation (DX). We view DX as a vital process for supporting our customers' work environments and creating new value. We also acquired ETG Global Information Technology Services Inc., which sells and supports the implementation of core enterprise resource planning (ERP) systems in Turkey, the United States, and Canada. By combining ETG Global's platform for developing highly specialized IT talent with our business platforms, we will better support our customers' diverse work styles and further strengthen our ability to drive long-term business transformation.

Achieving sustainability requires consistent, concrete action. With each employee driven by their own aspirations, we will continue to make steady progress toward a sustainable society, working alongside our stakeholders.

September 2026



General Manager of ESG Division
Director & Corporate Vice President
FUJIFILM Holdings Corporation

1.0 About *Sustainability Report*

FUJIFILM Holdings Sustainability Report 2026 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 2025 (April 1, 2025—March 31, 2026). Wherever possible, we have covered the most recent trends in our activities, including activities currently underway in fiscal 2026.

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 258 consolidated companies).

Major consolidated companies are shown on our website. https://holdings.fujifilm.com/en/about/group
130th Yuka Shoken Hokokusho (*Securities Report*) https://ir.fujifilm.com/ja/investors/ir-materials/securities-reports.html (in Japanese only)

Date of publication

November 2026 (once a year)
Next report: October 2027
Previous report: October 2025

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 Organizational Overview

The Fujifilm Group runs wide ranging businesses utilizing technologies in the field of silver halide photography, which is the foundation of our business. 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

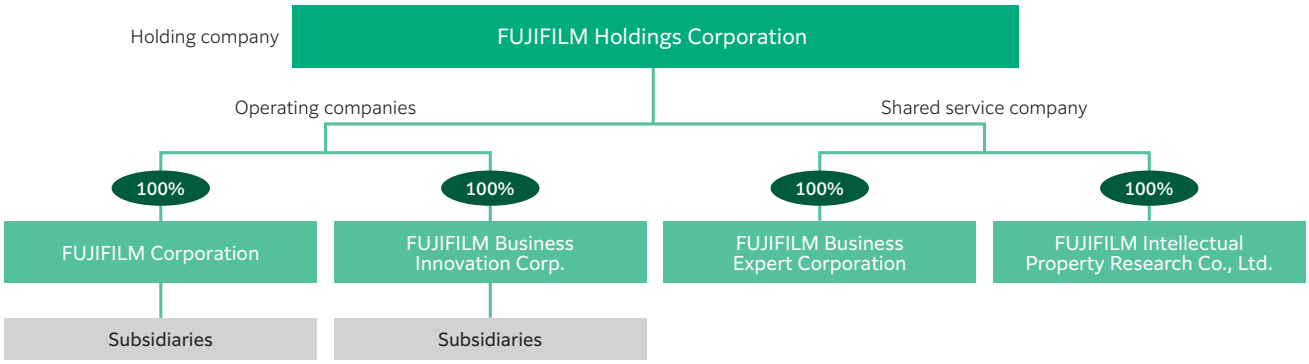
Company name: FUJIFILM Holdings Corporation
President, Representative Director and Chief Executive Officer: Teiichi Goto
Director and Board Chairman: Kenji Sukeno
Head office: Tokyo Midtown, 9-7-3 Akasaka, Minato-ku, Tokyo 107-0052, Japan
Established: January 20, 1934
Capital: ¥40,363 million (as of March 31, 2026)
Consolidated company employees: 82,750 (as of March 31, 2026)
[Breakdown] Regular employees 73,526 (as of March 31, 2026), temporary staff 9,224 (average number in fiscal 2025)
Consolidated companies: 258 (as of March 31, 2026)

Fujifilm Group Regular Employees by Region (Consolidated, FY2025)

(as of March 31, 2026)

			Japan	The Americas	Europe	Asia and Others	Worldwide
Breakdown of regular employees by region (Worldwide: 73,526)			49%	11%	10%	29%	100%
	Managers (14,635)	Managers	24%	17%	21%	14%	20%
		% of male in total	92%	67%	61%	63%	80%
		% of female in total	8%	33%	40%	37%	20%
	Other (58,891)	Other	76%	83%	79%	86%	80%
		% of male in total	73%	63%	62%	54%	65%
		% of female in total	27%	37%	38%	46%	35%

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

	FY2021	FY2022	FY2023	FY2024	FY2025
Consolidated revenue	25,258	28,590	29,609	31,958	33,570
Consolidate operating income	2,297	2,731	2,767	3,302	3,502

Proportion of Consolidated Revenue by Region (FY2025)

Japan	The Americas	Europe	Asia and others (China)
34.8%	19.6%	17.3%	28.3% (14.8%)

Proportion of Consolidated Revenue/Consolidated Operating Income by Operating Segments

Unit: 100 millions of yen

	Consolidated Revenue				Consolidated Operating Income	
	FY2024		FY2025		FY2024	FY2025
	Amount	Proportion	Amount	Proportion		
Healthcare	10,478	33%	10,989	33%	799	636
Electronics	4,076	13%	4,562	13%	751	1,009
Business Innovation	11,985	37%	11,748	35%	746	637
Imaging	5,420	17%	6,271	19%	1,392	1,600
Corporate Expenses & Eliminations	–	–	–	–	-386	-380
Total	31,958	100%	33,570	100%	3,302	3,502

* Since fiscal 2025, the Chemical Reagent under the Advanced Functional Materials business has been reclassified from the Electronics segment to the Healthcare segment. Segment information for the previous consolidated fiscal year was restated according to this change in segmentation.

Healthcare: Proportion of Revenue by Business

	FY2024	FY2025
Medical systems	66%	64%
BIO CDMO	21%	23%
LS solutions	13%	13%

* Since fiscal 2025, the Chemical Reagent under the Advanced Functional Materials business has been reclassified from the Electronics segment to the Healthcare segment.

Electronics: Proportion of Revenue by Business

	FY2024	FY2025
Semiconductor Materials	61%	65%
AF Materials	39%	35%

* Since fiscal 2025, the Chemical Reagent under the Advanced Functional Materials business has been reclassified from the Electronics segment to the Healthcare segment.

Business Innovation: Proportion of Revenue by Business

	FY2024	FY2025
Business solutions	27%	30%
Office solutions	44%	41%
Graphic Communications	29%	29%

Imaging: Proportion of Revenue by Business

	FY2024	FY2025
Consumer imaging	60%	59%
Professional imaging	40%	41%

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.

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.

01 Focus on Growth Investment and Profitability

- Investment focus on growth areas
- Achieve an operating profit margin above 10% in all businesses by focusing on profitability

02 Improvement of Capital Efficiency

- Improve efficiency of invested capital using ROIC as a KPI and combine capital policy to increase ROE

03 R&D Management

- Increase resources for research themes in areas which closely relate to our businesses
- In fundamental research, select themes that will lead to the creation of new business opportunities, to enhance speed and to ensure certainty of commercialization

04 Ensuring Investment Returns

- Improve profitability of the acquired Medical Systems business, and separately create synergies from acquired process chemical in Semiconductor Materials
- Ensuring a solid return on investments in Bio-CDMO and Semiconductor Materials

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.

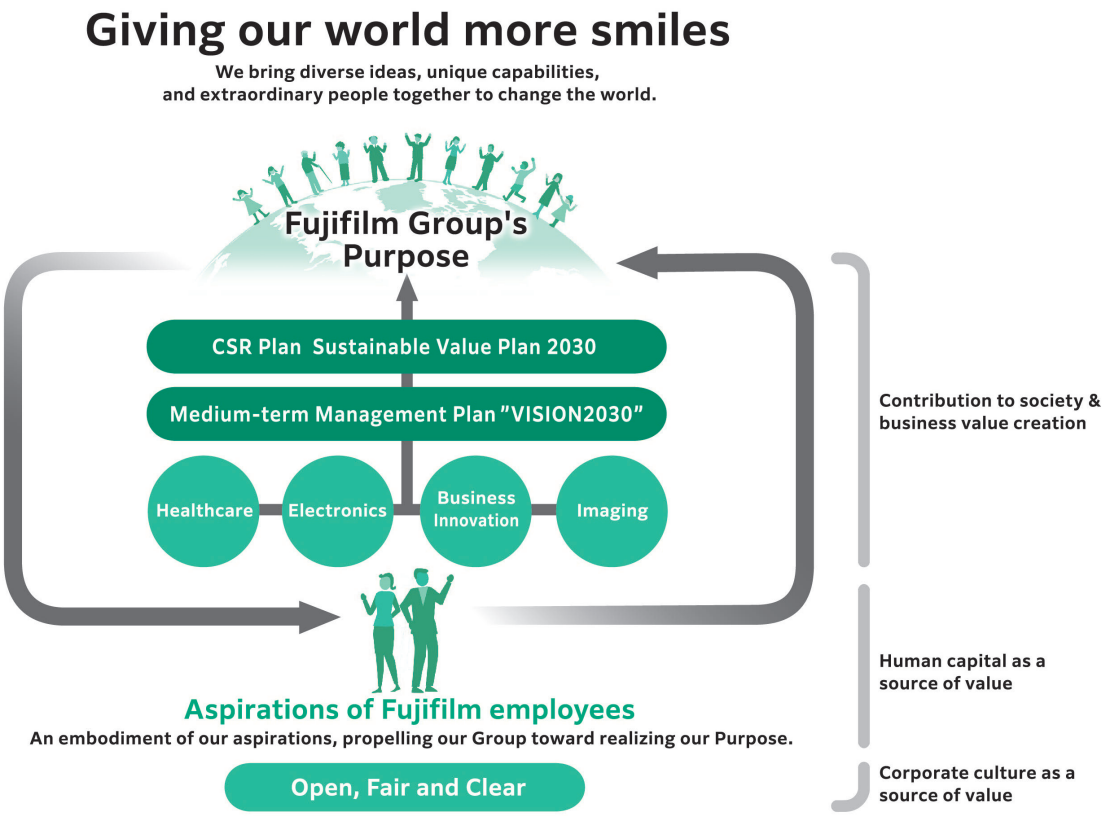
For further details on the priority issues in SVP 2030, please refer to *1.2.6 The CSR Plan of the Fujifilm Group Sustainable Value Plan 2030 (SVP 2030)*.

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, health promotion, security assurance and export control, AI and information security. Our Declaration on Human Rights, etc. 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.

Such policies are revised as needed in response to the changes surrounding the Fujifilm Group. Policies are subject to deliberations and approval of the ESG Committee chaired by the president of FUJIFILM Holdings before they are either established or revised. The ESG Committee reports the contents of such deliberations 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

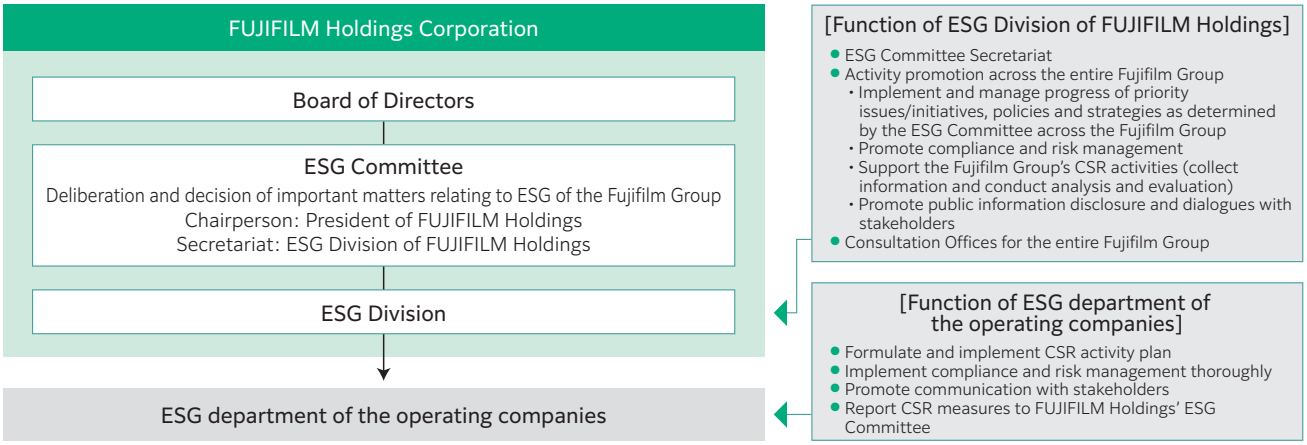
1.2.3 CSR Management System

1. The Fujifilm Group's promotion system

To evaluate sustainability in business management from the 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 Sustainability Promotion System



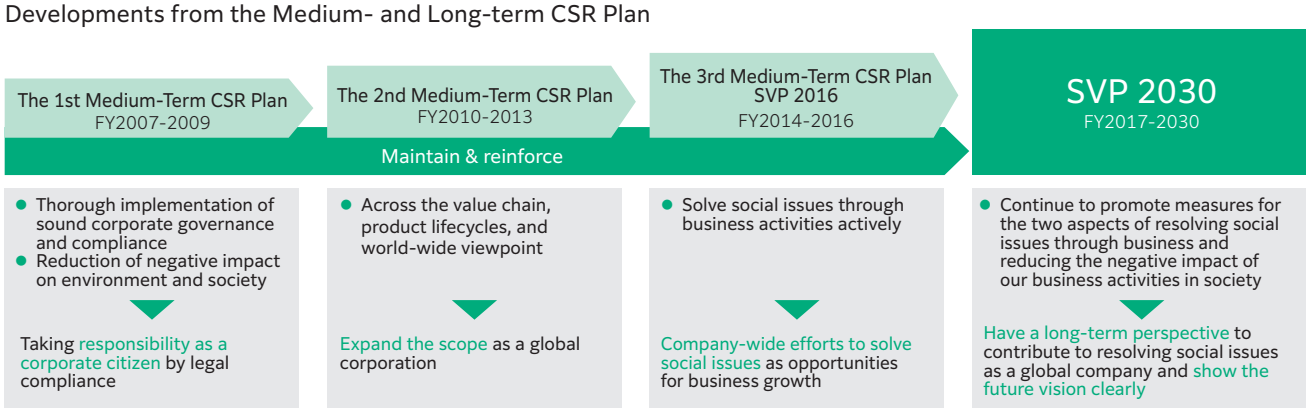
2. Effective management system

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 poverty, disparities 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. In the development of VISION 2030, our medium-range management plan announced in April 2024, we prepared for disclosures, including a materiality review for regulatory disclosures under the EU Corporate Sustainability Reporting Directive (CSRD) and the Sustainability Standards Board of Japan (SSBJ).

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

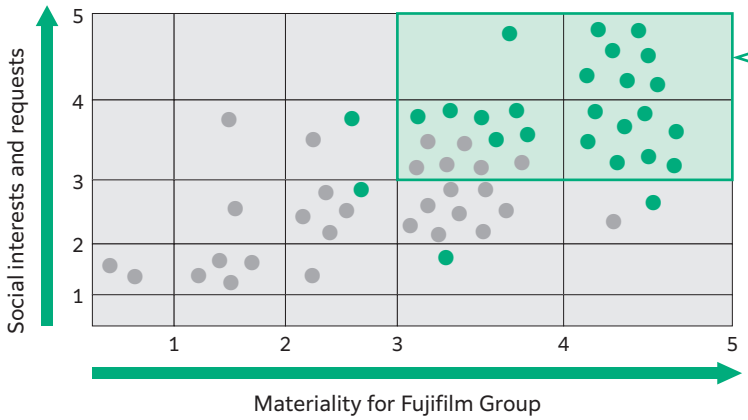
environmental changes, regulatory and policy directions, the demands of stakeholders in the business areas that are linked or likely to be linked in the future. When SVP 2030 was established, the number of issues totaled roughly 300 items.

[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).



Materiality (Priority Issues):
Climate change, resources recycling, management of products/chemical substances (environment)
Work Style (Health)
Developing and utilizing diverse human resources
Measures across the value chain
Governance
Compliance and risk management

(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.

Business fields / Social issues	Medical	Pharmaceu-ticals	Highly Functional Materials	Document Solutions	••••
Energy issues			●●●	●●	
Climate change	●		●●●●●	●●●●	
Exhaustion of resources			●	●●	
Identify diseases at an early stage	●●●●●				●●●
Promote communications	●●●			●●●●	
Community	●			●●	
Reduce doctor's burden	●●				
…		●●	●		

Materiality (Priority Issues):
Climate change
Resource recycling
Improving accessibility to medical services
Creating a safe and secure society
Enriching humanity
Creating motivated work style
⋮

[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 2025*), 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 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 CO_2 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)

	Procurement	R&D/Manufacturing	Transportation	Use	Disposal/Recycling
Positive impacts (contributions)		Design for the Environment		Products with reduced CO_2 emissions	Resource recovery (recycling)
		Environmental response knowhow (for entire lifecycle)		Products with reduced water consumption	Conversion into valuable resources
					Recycling knowhow
				Other products related to the environment & social issues	
Negative impacts (environmental impacts)	CO_2 emissions from raw materials (AL)	CO_2 emissions from manufacturing and R&D	CO_2 emissions from transportation	Electric power consumed during product use (CO_2 emissions)	CO_2 emissions from incineration
		Water consumption and wastewater released during manufacturing		Water consumption and wastewater released during product use	Waste liquid treatment (recycling)
		Use of chemical substances			
		Air-pollution substances released			

* 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 developments in reviewing priority issues

Our CSR Plan, "SVP 2030", was likewise reviewed when we developed our medium-term plans, VISION 2023 and VISION 2030. As a result of these reviews, certain targets in the area of the environment have been updated to more challenging levels. At the same time, a number of new targets have been set in the areas of Health and Work Style to address our contributions to priority social issues through our business activities. In addition to reviews conducted when the medium-term plans were established, we raised our target for cutting CO_2 emissions in December 2021 so that we could achieve the "1.5°C target."

Starting in fiscal 2030, we are 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), as well as reviewing KPIs on social issues related to our business divisions.

In addition, we are starting on the next CSR plan in view of the approaching goal year of fiscal 2030 for the current plan.

(1) Targets added or updated by fiscal 2025 on the establishment of SVP 2030 (partially abridged)

[Environment]

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

In face of growing international concern, biodiversity conservation has been added to the priority issues in SVP 2030. In view of the strong regional nature of biodiversity conservation compared to the climate change issue, we place emphasis on the importance of water resources in our factory operations.

- 50% reduction of CO_2 emissions through our entire product lifecycle* (compared to the FY2019 level).
  * Procurement of raw materials, and manufacturing, transportation, use, and disposal of products
- Contribute to reducing CO_2 emissions to 90 million tons by offering products and services that enable significant CO_2 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]

- 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]

- 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.

(2) Targets revised in fiscal 2026 (as of September 2026)

We reaffirm our awareness that use of water resources and water discharge are important issues that affect the ecosystem. Therefore, in addition to our existing group-wide efforts to reduce water usage and promote efficient use, we have shifted our focus to risk management at the individual site level and revised our water-related targets. For further details, please refer to *3.7.3 Water Resources from the Viewpoint of Biodiversity*.

(1) Water risk management: Take necessary action for all sites with a high assessed water risk.

(2) Efficient use of water resources: Maintain the water resource efficiency (the amount of water withdrawn per revenue) below the fiscal 2025 level

(3) Water quality conservation: Continue to prevent wastewater leakage incidents out of the factory

We will continue to work in concert to achieve the goals of SVP 2030, while conducting reviews at least on the development of medium-term plans.

1.2.5 SVP 2030 Major Results and Activities

Priority Area	Priority Issues (Key Words)	Major Targets for FY2030	Major Results and Activities in FY2025
Environment	1. Address climate change. 2. Promote recycling of resources. 3. Biodiversity conservation. 4. Ensure product and chemical safety.	・Reduce the Fujifilm Group's CO_2 emissions by 50% (compared to the FY2019 level). (achieve net zero CO_2 emissions by FY2040) ・Reduce CO_2 emissions across the entire product lifecycle by 50% (compared to the FY2019 levels) ・Sales percentage of certified Green Value Products: 60% ・Contribute to a reduction in the CO_2 emissions generated in society by 90 million tons by FY2030 (accumulated value).	・A cutting-edge heat and power cogeneration plant commenced full operations in the Kanagawa Factory Ashigara site. ・The plant in the Netherlands introduced the Group's first renewable-energy-driven electric boiler system. ・Announced plans to build a new manufacturing site for remanufactured machines*1 in the Philippines in fiscal 2026. ・Developed a PFAS-free negative-type ArF immersion resist to secure safety of the product and chemical usage in the semiconductor material business. ・Fujifilm *Yusui-no-mori* in the Ashigara Site of Kanagawa Factory, and Fujifilm *Iyashi-no-Komichi* in the Fujinomiya Factory in Shizuoka Prefecture were certified as Nature Symbiotic Sites*2 by the Ministry of the Environment.
Health	1. Stable supply of cutting-edge biopharmaceuticals. 2. Improve accessibilities to medical services. 3. Contribute to identifying diseases at an early stage. 4. Contribute to health promotion and beauty. 5. Promote Health Management.	・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. FY2026: 120 countries and regions FY2030: 196 countries and regions	・The U.S. North Carolina site commenced operations of eight newly installed 20,000-liter tanks of mammalian cell culture bioreactors. The site has already agreed multiple large-scale contracts with world-leading biopharmaceuticals. ・Opened NURA health checkup centers, focusing on cancer screening, in Vietnam and Thailand. ・Launched sales of a new model of the zero-helium MRI system. The model won the Minister of Economy, Trade and Industry Award at the 7th Japan Medical Research and Development Grand Prize in recognition of its capability to reduce power consumption by 40%.*3 ・Listed on the KENKO Investment for Health for the sixth consecutive year. ・Deployed products and services utilizing medical AI technology: 117 countries.
Daily Life	1. Contribute to creating a safe and secure society. 2. Inheritance and development of photographic and visual culture that delivers new impressions and experiences to society. Contribute to enriching humanity and relationships between people.	・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.	・Commenced operation of a new building for development and evaluation of advanced semiconductor materials at the Shizuoka Factory in November 2025. We aim to accelerate the development of new materials for next-generation semiconductors and ensure the stable supply of high-quality products. ・Made a five billion yen investment in Rapidus Corporation in February 2026. ・In association with Tata Electronics Private Limited, a major electronics manufacturing company, to establish semiconductor material production and supply chain in India in May 2025. ・Reinforced production facilities for instax films to cater for the global demand increase for the instax series.
Work Style	1. Create environments that lead to motivated workplace (provision of solution services). 2. Develop and utilize diverse human resources.	・Create environments that lead to motivated workplace (provision of solution services). ・Increase percentage of women in managerial position (in Japan)	・Acquired ETG Global Information Technology Services Inc., which focuses on the sale and implementation of ERP systems in Turkey, the U.S., etc. ・Percentage of women in managerial position: 8.1% (in Japan)

Priority Area	Priority Issues (Key Words)	Major Targets for FY2030	Major Results and Activities in FY2025
Supply Chain	**Strengthen CSR foundations across the entire supply chain including factors of the environment, ethics, and human rights.**	• Promote sustainable procurement.	• Sustainability self-check Response numbers and rate: 894 companies / 1,550 sites, 90% Percentage of companies with 90% or more compliance rate: 72% • Survey on minerals (3TG) response rate per business segment / Percentage of RMAP conformant smelters: Business Innovation: 100% / 62% Electronics: 100% / 96% Imaging: 75% / 93% • FUJIFILM Business Innovation received the Platinum 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.	• Conducted an initial response drill for a simulated cyber incident joined by executive officers and department heads responsible for cybersecurity. • Held briefings for risk managers across the domestic organizations to further educate them about the roles of a risk manager and group-wide priority risks. • Conducted the Fujifilm Group Employee Engagement Survey for all executive officers and employees across the world.

*1 A used product with the guaranteed quality of a new product. After being collected from customers, the used products are disassembled, cleaned, and repaired. If parts do not fulfill a certain level of quality, they are replaced and adjusted to deliver the equivalent quality as new.

*2 The 30by30 target is an international commitment that aims to designate 30% of Earth's land and ocean area as protected areas by 2030. To achieve this in Japan, the Japanese government launched a program to certify areas where biodiversity is conserved through the efforts of companies and communities as Nature Symbiotic Sites.

*3 Comparison of power consumption between the power-saving mode and normal operation. The measuring method is defined by the Fujifilm Group. Conditions may apply.

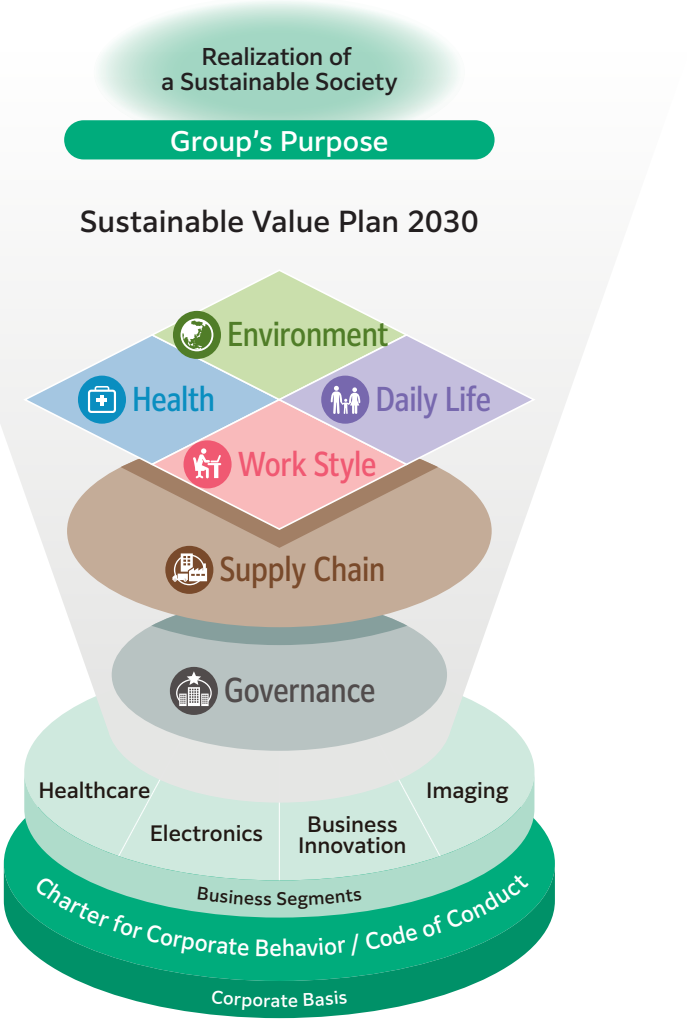
SVP 2030 Priority Issues and Relevant Parties

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	1. Address climate change. 2. Promote recycling of resources. 3. Biodiversity conservation 4. Ensure product and chemical safety.	● ● ● ●	● ● ● ●	Healthcare Electronics Business Innovation Imaging
Health	1. Stable supply of cutting-edge biopharmaceuticals. 2. Improve accessibilities to medical services. 3. Contribute to identifying diseases at an early stage. 4. Contribute to health promotion and beauty. 5. Promote Health Management.	● ● ● ● ●	 ●	Healthcare Healthcare Healthcare Healthcare Entire Group
Daily Life	1. Contribute to creating a safe and secure society. 2. Inheritance and development of photographic and visual culture that delivers new impressions and experiences to society. Contribute to enriching humanity and relationships between people.	● ●		Electronics Imaging
Work Style	1. Create environments that lead to motivated workplace (provision of solution services). 2. 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)

		Resolving social issues through business activities: Contribution (Opportunities)	Considering society and the environment in our business processes: Impact (Risks)	Goals in the SDGs
Environment	1. Address climate change 2. Promote recycling of resources 3. Biodiversity conservation 4. Ensure product and chemical safety	●	●	
Health	1. Stable supply of cutting-edge biopharmaceuticals 2. Improve accessibility to medical services 3. Contribute to early disease detection 4. Contribute to health promotion and beauty 5. Promote Health Management	●	● (Employees)	
Daily Life	1. Contribute to creating a safe and secure society 2. Inheritance and development of photographic and visual culture that delivers new impressions and experiences to society Contribute to enriching humanity and relationships between people	●		
Work Style	1. Create environments that lead to a motivated workplace (provision of solution services) 2. Develop and utilize diverse human resources	● ●	● (Employees) ● (Employees)	

Basis of Business Activities	
Supply Chain	Strengthen CSR foundations across the entire supply chain including factors of the environment, ethics, and human rights
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 SDGs.

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	• 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.	• 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.	• 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	Sales, profit & risks	Sales, profit & risks	Sales, profit & risks
Business strategies	• 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.	• 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.	• 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] • 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 • (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: • (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] • 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: 1,275 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 Expectation, Responsibility and Issues	Methods of Communication	Frequency	Achievements and Impacts
Customers	We have a diverse range of customers, from individuals, businesses, corporations to government offices, etc., since we have business deployed all over the world, and we offer such a wide lineup of products, ranging from cameras and cosmetics to office printers, medical systems, medicine, highly functional materials and equipment and materials for graphic arts.	・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) ・Usability evaluation meetings and monitor surveys ・Customer satisfaction surveys ・Questionnaires at product purchase ・Showrooms, exhibitions ・Holding seminars ・Websites and social media	・Day-to-day ・As needed ・As needed ・Day-to-day ・As needed ・As needed ・As needed	■ Adopted customers' comments to improve products and services. ・Some of the products benefitting from customers' comments: "instax SQUARE" ・Customer satisfaction ratio (customer satisfaction index): 88.7% (FY2025) Medical products: 80% (FY2025) Multifunction device products: 89% (FY2025) Photograph-related products: 97% (FY2025)
Employees	Employees working for the Fujifilm Group total approx. 74,000 people in 258 companies. Regular employees are active all over the world and their composition by country/region is Japan 50% the U.S. 11%, Europe 10% and Asia 29% (as of end-March 2026).	・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 ・Personnel management division contact point & interviews ・Compliance & Sexual Harassment Helpline ・Regular meetings between the company and labor unions/Health & Safety Committee ・In-house magazines; intranet ・Training program through e-Learning (Code of Conduct, human rights, disaster prevention, etc.)	・As needed ・Day-to-day/ As needed ・Day-to-day ・As needed ・Day-to-day	■ Promoted mutual understanding between management and employees for better engagement through dialogue. ■ Workplace improvement based on consultations through the Helpline. ・Continued dialogue between management and employees ・Dialogue between CEO and employees Total 36 times (total 20,384 people) (as of August 2026) ・Continued +STORY dialogue between individual supervisors and employees ➡ 4.5.2.-1 Human resource development programs ・Employee engagement score ➡ 4.5.3-4 Employee engagement

Main Stakeholders		Main Expectation, Responsibility and Issues	Methods of Communication	Frequency	Achievements and Impacts
Shareholders & investors	FUJIFILM Holdings has approx. 200,000 shareholders, characterized by a high proportion of overseas and institutional investors. Japanese financial institutions account for 34% of our shareholders, while foreign companies constitute 45% (as of end-March 2026).	・Maintenance and expansion of corporate value ・Appropriate redistribution of profits ・Timely & appropriate information disclosure ・Measures for Socially Responsible Investment (SRI) ・Constructive engagement (dialogue)	・General shareholders meetings/Business report briefings/ Briefings for investors ・IR conferences/ Individual meetings ・Integrated reports/ Shareholder communications ・IR information website ・Contact point (for stakeholders) for responding to inquiries	・Once a year/ 4 times a year/ As needed ・As needed ・As needed ・Day-to-day ・Day-to-day	■ Reflected opinions from shareholders and investors to improve our business management and IR activities. ・Annual total 1on1 meetings with shareholders and investors: 639 (excluding conferences in FY2025) ・IR report and SR report submitted to the Board of Directors ・Exchanged opinions with shareholders concerning integrated reports and improved the following year's disclosure.
Transaction partners	The Fujifilm Group conducts transactions worldwide with suppliers of raw materials and components and retailers of our products, etc.	・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.) ・CSR Self-Check (self-audited) and Onsite "Visit and Check" by expert team ・Website for exclusive use of transaction partners ・Regular discussions with partners ・Contact point for responding to inquiries (ESG Division and CS Promotion Group)	・As needed ・As needed ・Day-to-day ・As needed ・Day-to-day	■ Supplier communications and consultation-based problem solving. ・Self-checks by suppliers (894 companies, 1,550 sites), onsite reviews of suppliers by expert teams (46 companies), and follow-up support to improve any issues were undertaken. ・As a member of the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), we began utilizing their Engagement and Remedy Platform to address human rights issues in our supply chain.
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 ・Respecting local culture & customs and environmental conservation ・Prevention of disasters and accidents in the workplace ・Educational support for future generations	・Environmental communication meetings/ Factory tours ・Community volunteer activities ・Regular discussions with local governments (city hall, mayor, community association presidents, etc.) ・Contact point (at each factory & office) ・Dispatch of lecturers to the academic organization & endowed chairs ・Environmental education activities in cooperation with NGOs & NPOs	・As needed ・As needed ・As needed ・Day-to-day ・As needed ・As needed	■ Environmental conservation for local communities and the next generation. ・Continued voluntary tree planting (since 1998) ・Maintained forests that protect watersheds in our factory in Kumamoto Prefecture ・Expanded NURA health screening centers, focusing on cancer screening in emerging countries: 13 sites and 160,000 users (as of March 2026). NURA Global Innovation Center was also opened to train medical staff and provide remote screenings. ・Efforts to end tuberculosis in emerging countries utilizing our portable X-ray equipment (India, Vietnam, Pakistan, Nepal, Zambia, Azerbaijan, etc.) ■ Social contribution through our business in the area of health. ■ Educational support for the next generation. ・Offered environmental learning programs and opportunities to schools and educational organizations though our Green Park FLOOP, a facility to learn about the sustainable future of the Earth in a hands-on manner

Main Stakeholders		Main Expectation, Responsibility and Issues	Methods of Communication	Frequency	Achievements and Impacts
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 ・Joint research & development and cooperation in public policy aimed at the resolution of social issues	・Participation in various industrial committees ・Participation in the development of industry guidelines ・Announcement of public comments through industry associations ・Joint research & development of government or industry association ・Proposals aimed at the resolution of social issues	・As needed ・As needed ・As needed ・As needed ・As needed	■ Revision of guidelines and approaches. ■ Reflected results from joint research with government or industrial organizations in our products and services.
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 ・Participate in stakeholder dialogue ・Administration committee of Public Trust Fujifilm Green Fund ・Review meetings on various CSR issues ・Support for disaster area with NPO	・As needed ・As needed ・As needed ・As needed ・As needed	■ Environmental conservation for local communities and the next generation. ・Total one billion yen additional contributions were made to the Fujifilm Green Fund, a charitable trust dedicated to nature conservation

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.

[Business Federation / Industry Organization]
Japan Business Federation (Keidanren)
Japan Association of Corporate Executives (DOYUKAI) Japan Chemical Industry Association
Japan Electronics and Information Technology Industries Association (JEITA)

[ESG]
UN Global Compact (UNGC)
Global Compact Network Japan (GCNJ)
TISFD Alliance (Taskforce on Inequality and Social-related Financial Disclosures Alliance)
BSR (Business for Social Responsibility)
General Incorporation Association of ESG Disclosure Study Group (EDSG)

[Environment]
CMP Consortium (Chemical & circular Management Platform)
TCFD Consortium (Task Force on Climate-Related Financial Disclosures Consortium) SBT Initiative (Science Based Targets Initiative)
RE100
Green Transformation Future Consortium
Japan Climate Leaders' Partnership (Japan-CLP)
Japan Climate Initiative (JCI)
Japan Hydrogen Association (JH2A)
Japan Clean Ocean Material Alliance (CLOMA)
TNFD Forum (Task Force on Nature-related Financial Disclosures Forum)
30by30 Alliance for Biodiversity
Japan Business Initiative for Biodiversity (JBIB)

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

130th Yuka Shoken Hokokusho (Securities Report) https://ir.fujifilm.com/ja/investors/ir-materials/securities-reports.html (in Japanese only)

Integrated Report 2025 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.

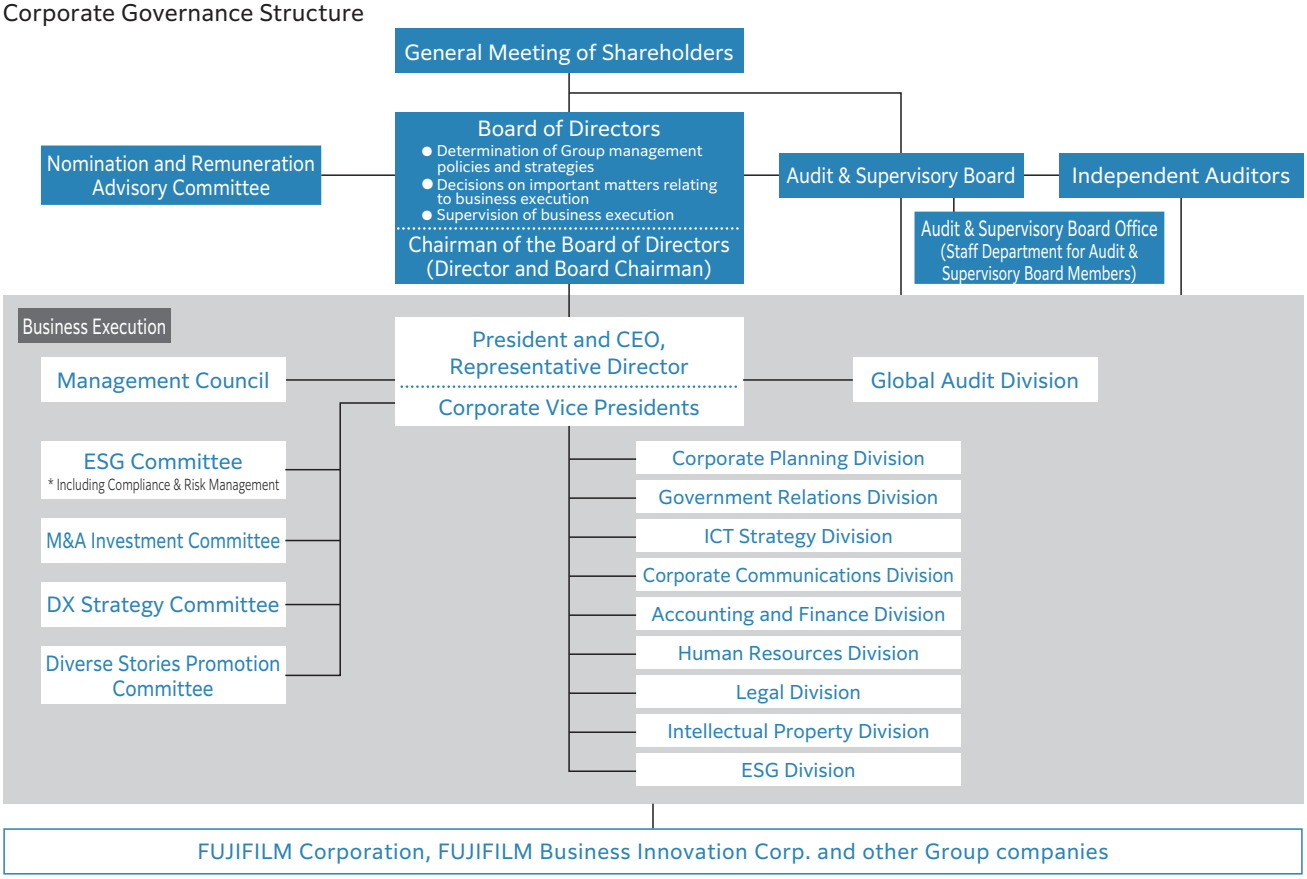
Board of Directors
- The number of directors is to be 12 or less, of which at least one-third are to be independent outside directors.
- The Board of Directors appoints the chairperson from among those directors who are not serving as corporate vice presidents.
- The term of office of the director is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



* The Business Execution division shown above does not represent all of our organizations in the Company.
(As of the end of June 2026)
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: 3 independent outside directors (including chairman), 2 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 12 Corporate Vice Presidents, four 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 Chief Digital Officer (CDO).

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 2026, 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 *130th Yuka Shoken Hokokusho (Securities Report)*.

130th Yuka Shoken Hokokusho (Securities Report) https://ir.fujifilm.com/ja/investors/ir-materials/securities-reports.html (in Japanese only)

Internal Audit Division

Independent of our business execution divisions, we have currently set up the Global Audit Division with a staff of 66. It represents the standpoint of a holding company in the audit of all Group companies in Japan and overseas, and its job is to assess and verify the appropriateness of the business operations of the Company and its Group companies. Under the Group's internal audit scheme, the Company and its Group companies undergo a direct integrated global audit.

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 an integrated 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 2026, 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 in an objective manner, 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

As of the end of June 2026

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 2026

	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	13	○	○		○	○		○
	2	Teiichi Goto	Male	8	○	○	○			○	○
	3	Masayuki Higuchi	Male	5	○	○		○	○		
	4	Naoki Hama	Male	4	○	○	○			○	○
	5	Chisato Yoshizawa	Female	4				○	○	○	○
	6	Yoji Ito	Male	3	○	○	○				
	7	Kunitaro Kitamura	Independent Outside Male	9	○			○	○	○	○
	8	Makiko Eda	Independent Outside Female	8	○	○			○	○	○
	9	Tsuyoshi Nagano	Independent Outside Male	4	○			○	○	○	○
	10	Ikuro Sugawara	Independent Outside Male	4	○				○	○	○
	11	Takako Suzuki	Independent Outside Female	2	○		○		○	○	○
Auditors	1	Motoko Kawasaki	Female	5					○	○	
	2	Tsumugu Ishigaki	Male	2				○	○		
	3	Masataka Mitsuhashi	Independent Outside Male	7	○			○		○	
	4	Yoshio Iteya	Independent Outside Male	2	○				○		

* 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 5.8 years (as of June 27, 2026).

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.

Skill	Reason for Selection
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 *130th 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 2026, the corporate vice presidents are as follows.

Corporate Vice Presidents

As of the end of June 2026

	Name		Serving as Directors
President	Teiichi Goto	Male	President, Representative Director & CEO
Corporate Vice Presidents	Masayuki Higuchi	Male	Director
	Chisato Yoshizawa	Female	Director
	Yoji Ito	Male	Director
	Yasushi Zama	Male	—
	Shuzo Takada	Male	—
	Atsushi Sakurai	Male	—
	Yasuhisa Tazawa	Male	—
	Naoko Sakuma	Female	—
	Yutaka Yamaguchi	Male	—
	Toshiyuki Morishima	Male	—
	Jun Masumoto	Male	—

2.1.5 Effectiveness of Directors and Auditors

Attendance Status for the Board and Audit & Supervisory Board Meeting (between April 1, 2025 and March 31, 2026)

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

Topics Discussed and Reports Issued at Board Meetings (from April 1, 2025 to March 31, 2026)

Topic	Percentage of Time Spent on Discussion
Medium- to long-term strategies (Group-wide policies)	9%
Medium- to long-term strategies (Business overview)	16%
Sustainability	18%
Internal control and risk management	17%
Governance	8%
Major business decisions	18%
Financial and business results	14%

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 2025, 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

The BoD meetings held in CY2025 (all 12 that were held, and including written resolutions and written reports)

(2) Evaluators

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 shareholders and investors, etc.

(4) Evaluation Results

We evaluate that the BoD is fully performing the expected roles set forth above.

For the details of the evaluation, the future issues identified, and our initiatives for 2026, 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 *130th Yuka Shoken Hokokusho (Securities Report)*.

130th 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 26, 2026. For details on the remuneration plan, please refer to "(4) Directors' Remuneration, etc." in "4-4 Status of Corporate Governance, etc." of the *130th Yuka Shoken Hokokusho (Securities Report)*.

130th 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 an employee 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 stock units or money as Restricted Stock Units (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 2025 committee meetings

The committee convened three times in fiscal 2025 and each attendance is as follows.

Position	Name	Attendance
Chair	Kunitaro Kitamura	3/3 (100%)
Member	Tsuyoshi Nagano	3/3 (100%)
Member	Takako Suzuki	1/1 (100%)
Member	Kenji Sukeno	3/3 (100%)
Member	Teiichi Goto	1/1 (100%)

* Takako Suzuki and Teiichi Goto were appointed members on January 21, 2026. Number of attendances of Meeting were counted after their appointment.

Principal activities of the Committee during the current fiscal 2025 are as follows:

- Deliberations on the CEO succession plan
- Deliberations on the Board Meeting Chair succession plan
- Deliberations on the Directors and Auditors succession plan
- Deliberations on basic policies and procedures for director remuneration, etc.

* 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 *130th Yuka Shoken Hokokusho (Securities Report)*.

130th 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, please refer to *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 (FY2025)

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	Medium-term Performance-linked Remuneration		Fixed Remuneration	Non-performance-linked Remuneration
Kenji Sukeno	Directors	FUJIFILM Holdings Corporation	266	—	—	—	158	107
	Directors	FUJIFILM Corporation	30	—	—	—	9	21
	Total		297	—	—	—	167	129
Teiichi Goto	Directors	FUJIFILM Holdings Corporation	268	25	9	10	105	117
	Directors	FUJIFILM Corporation	72	6	1	1	43	19
	Total		341	31	11	12	148	137
Masayuki Higuchi	Directors	FUJIFILM Holdings Corporation	48	7	—	—	35	4
	Directors	FUJIFILM Corporation	107	7	3	4	32	58
	Total		155	14	4	4	68	63
Naoki Hama	Directors	FUJIFILM Holdings Corporation	17	—	—	—	11	4
	Directors	FUJIFILM Business Innovation Corp.	186	24	7	8	96	48
	Total		203	24	7	8	108	53

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	Medium-term Performance-linked Remuneration		Fixed Remuneration	Non-performance-linked Remuneration
Chisato Yoshizawa	Directors	FUJIFILM Holdings Corporation	48	7	—	—	35	4
	Directors	FUJIFILM Corporation	107	7	3	4	32	58
	Total		**155**	**14**	**4**	**4**	**68**	**63**
Yoji Ito	Directors	FUJIFILM Holdings Corporation	17	—	—	—	11	4
	Directors	FUJIFILM Corporation	105	11	2	2	46	41
	Total		**122**	**11**	**2**	**3**	**58**	**46**

* The table shows information limited to directors (excluding directors who resigned in the relevant fiscal year and outside directors).
* The figures for medium-term performance-linked share-based remuneration, 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 *130th 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 (FY2025)

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	Medium-term Performance-linked Remuneration		Fixed Remuneration	Non-performance-linked Remuneration	
Directors	767 (608)	40 (—)	10 (10)	11 (11)	435 (317)	269 (269)	11
Outside directors	101 (101)	— (—)	— (—)	— (—)	76 (76)	24 (24)	5
Auditors	71 (71)	— (—)	— (—)	— (—)	71 (71)	— (—)	4
Outside auditor	28 (28)	— (—)	— (—)	— (—)	28 (28)	— (—)	2
Total	**839 (680)**	**40 (—)**	**10 (10)**	**11 (11)**	**507 (388)**	**269 (269)**	**15**
Outside executive officers	**129 (129)**	**— (—)**	**— (—)**	**— (—)**	**105 (105)**	**24 (24)**	**7**

* The figures for medium-term performance-linked share-based remuneration, and non-performance-linked share-based remuneration are the amounts booked on the income statement of the corresponding 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.
* Remuneration for outside directors and outside auditors is decided by dividing the gross total of remuneration by the number of recipients.

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

Targets and Results (including ESG index)

	Targets	Results
Consolidated operating income	331 billion yen	350.2 billion yen
Consolidated revenue	3.280 trillion yen	3.357 trillion yen
ROIC	5.5%	5.5%
CO_2 emissions from the Fujifilm Group's energy consumption (Scopes 1 + 2)	22% less (compared to FY2019)	23% less (compared to FY2019)
Engagement score	80%	82%

* For further details, please refer to *the 130th 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.

130th 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

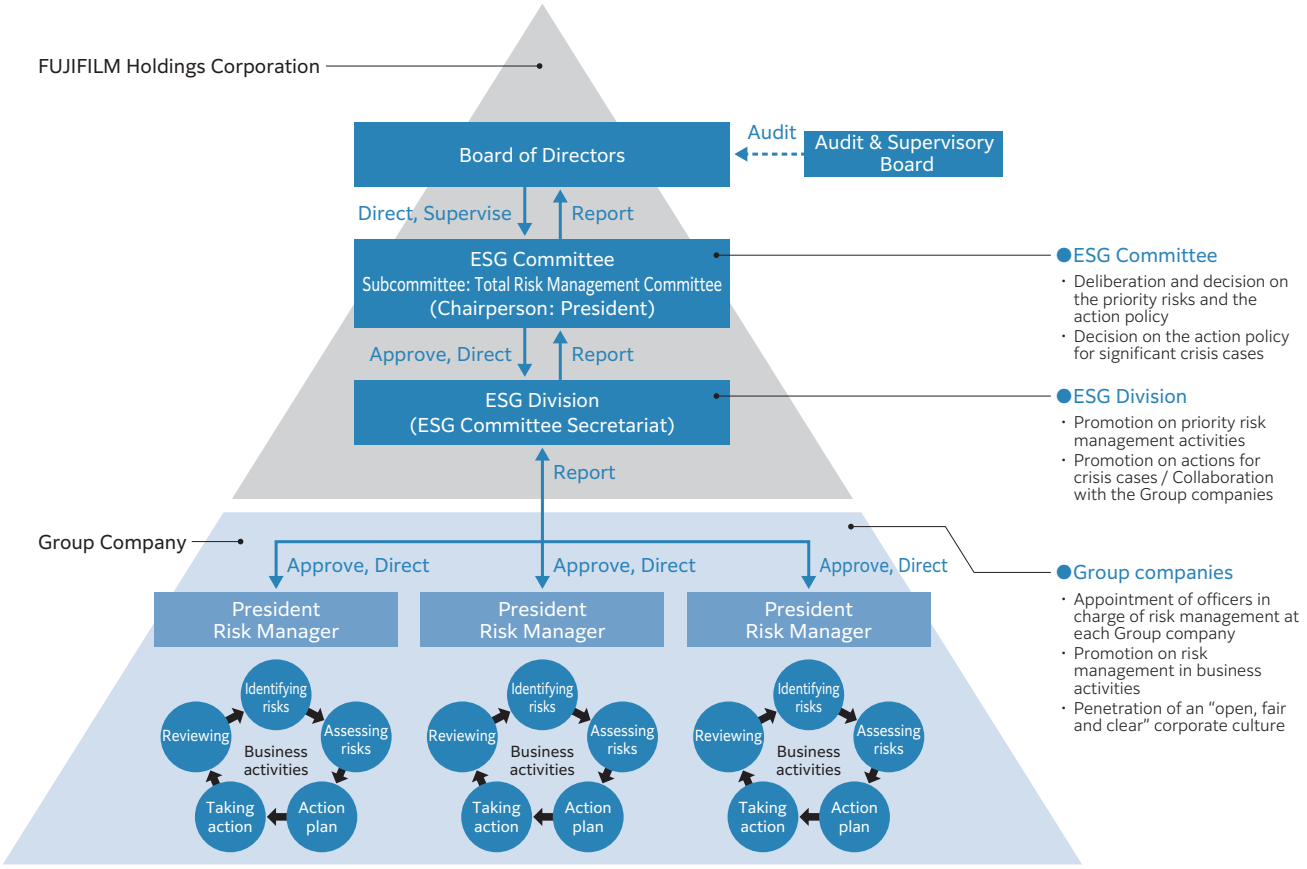
2.2.1 Basic Approach

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

1995-2008	**Establishment and reinforcement of foundation for the entire Fujifilm Group** • 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 • Establishment of FUJIFILM Holdings CSR Committee (reorganized to ESG Committee later) • Revision of Group’s Corporate Philosophy and Charter for Corporate Behavior, and formulation of Vision and Code of Conduct and raising awareness
2009-2019	**Addressing new priority issues and strengthening corporate governance** • 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 • Introduction of information security regulations and guidelines etc. • 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, start global compliance education
2020-2025	**Strengthening compliance and risk management organizations and reinforcement of activities** • Consolidation and reorganization of compliance and risk management organizations at FUJIFILM Corporation and FUJIFILM Business Innovation Corp. under FUJIFILM Holdings Corporation • Establishment of the Fujifilm Group Global Healthcare Code of Conduct • 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 such as group-wide ESG policies and activities, response to compliance and risk management.

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.

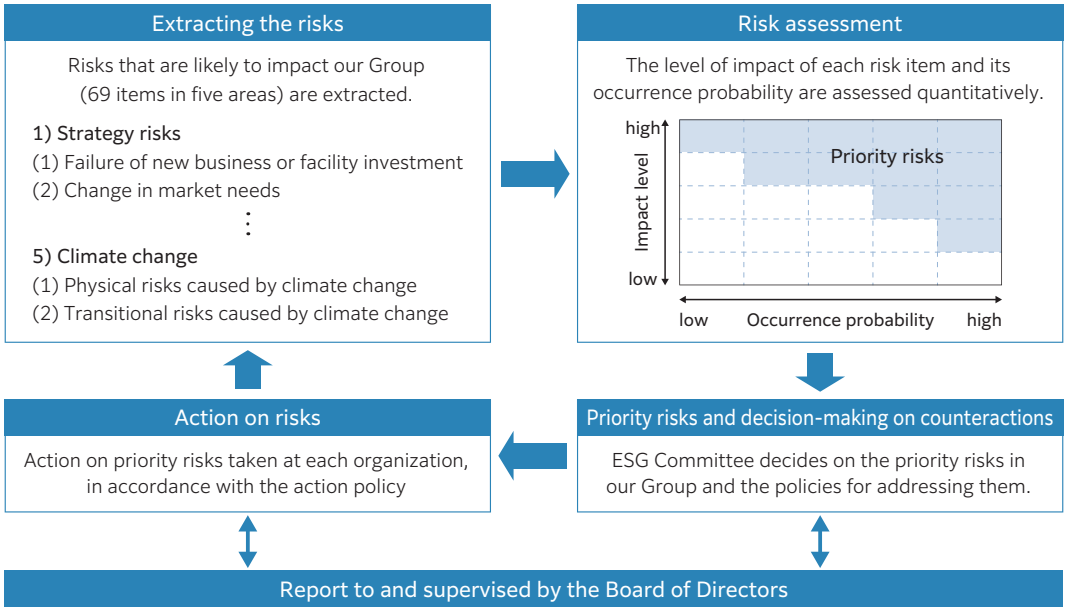
2.2.4 Risk Management

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 69 items as risks that are likely to have a significant impact on the business management and has organized them into five categories: 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



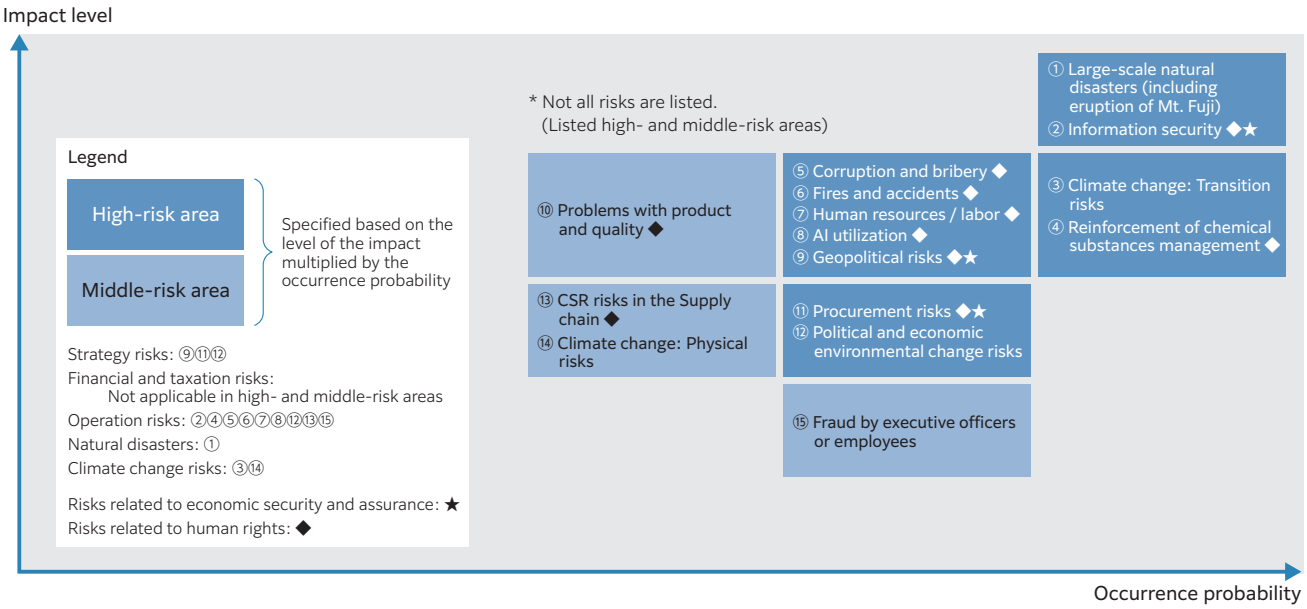
2. Priority risks in fiscal 2026

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. By extending the conventional risk areas that all the Group has managed, we established a comprehensive group-wide risk management system that also covers business-specific risks in fiscal 2026. The new system is designed to prevent risks from being overlooked and provide a means of risk management that supports our growth strategy.

130th Yuka Shoken Hokokusho (Securities Report) https://ir.fujifilm.com/ja/investors/ir-materials/securities-reports.html (in Japanese only)

FY2026 Fujifilm Group Risk Map (Partial excerpts)



FY2025 Fujifilm Group Risk Map (Partial excerpts, only the items mapped on the previous page)

	Risk Items	Status of Action
①	Large-scale natural disasters (including eruption of Mt. Fuji)	Risk assessment, monitoring and BCP development have been conducted for each factory and supply chain. Reinforcing activities for an early recovery and reduction of disaster risks for BCP.
②	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.
③, ⑭	Climate change risks	Low-carbon investments are made by reducing CO_2 emissions in the product lifecycle, developing manufacturing methods with low environmental impact and the internal carbon pricing scheme.
④	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.
⑤	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.
⑥	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.
⑦	Human resources & labor affairs	In face of the rising risk of conflicts in countries around the world, our activities center on employee safety. Continuing efforts to control long working hours as well.
⑧	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.
⑨	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.
⑩	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.
⑪	Procurement risks	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.
⑫	Risks from fluctuations in political and economic environments	In response to the various economic security assurance measures of various countries, we are minimizing the negative impact of such changes on the entire Group through timely execution of appropriate measures including review of supply chains, further reduction in expenditures, and reexamination of product and pricing strategies.
⑬	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.
⑮	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.

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.

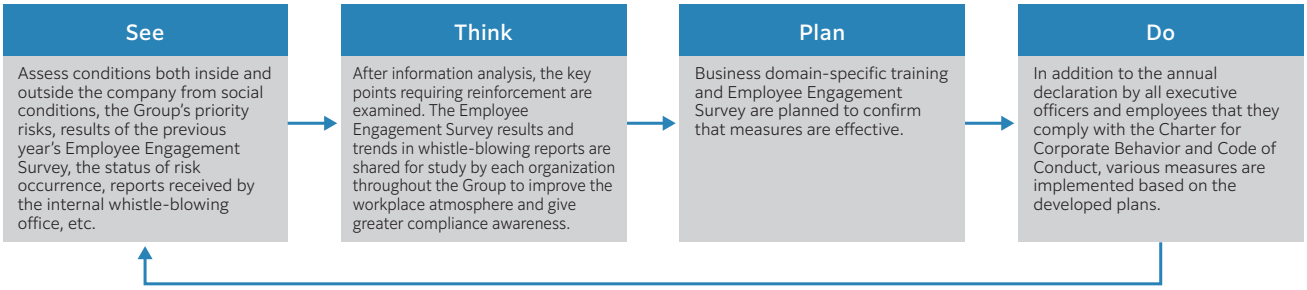
4. Status for fiscal 2025

In fiscal 2025, 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

We implement the FF method (S-T-P-D) across the Group as the foundation of working practices that are shared across all our businesses and functions. Four steps have been implemented in the See-Think-Plan-Do (S-T-P-D) cycle to maintain and increase compliance awareness among employees.

For details of our approach to S-T-P-D, 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 and awareness activities

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 Employee Engagement Survey. 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) Employee training*)
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. Employee Engagement Survey

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.

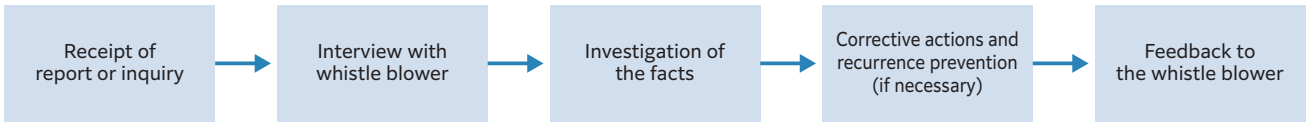
Reports and inquiries are being handled swiftly and properly at each system for prompt resolution of problems. If a probable violation of the Code of Conduct is identified, the ESG Division (compliance division) investigates the issue. If a violation is confirmed, corrective actions are taken properly to prevent for 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. The whistle blower is notified of the results of action taken on the report of the incident.

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, officers engaged in responding to whistle-blowing reports were appointed in each Group company. We continuously publicize the whistleblowing and consultation system to all employees through posters and the intranet to ensure that they can make contact whenever necessary. To assess the results of these awareness-promotion activities, we have confirmed the level of awareness of the whistleblowing system through the Employee Engagement Survey.

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 reports received and the contents of each report are reported regularly to the Board of Directors, while ensuring that the information will not lead to the identification of the whistle blower.

Flow of Response to Whistleblowing



2.2.6 Achievements for Promoting Compliance

1. Compliance training and awareness activities

- All executive officers and employees of the Fujifilm Group worldwide received training on the Charter for Corporate Behavior and Code of Conduct; 82,947 people (99.8%) participated in the training program.
- In response to amendments to the law, our policy on customer harassment has been published on our official website. At the same time, training programs have been organized for all employees in Japan; 45,577 people (100%) participated.
- To deal with harassment of job seekers, etc., we have established strict rules on recruitment activities for the Group companies in Japan and have disseminated and promoted awareness of these rules.
- All executive officers and employees of the healthcare business in Japan underwent the e-learning programs on the Global Healthcare Code of Conduct; 14,188 people (100%) 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.
- Stratified 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. Employee Engagement Survey

- A survey covering more than 70,000 employees worldwide was conducted in November 2025. 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. We have achieved a 95% awareness rate for our 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 2025: 440 (343 in Japan and 97 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 2025, 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 throughout the Group 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)

The FUJIFILM Group Charter for Corporate Behavior and Code of Conduct declare our commitment not only to refusing any involvement in corruption in our relations with public officials and government representatives but also to refusing any involvement in corruption or in any dubious action that could cause suspicion of fraud with business partners (suppliers and retailers).

Preventing corruption is regarded as one of the priority risks in fiscal 2025. Fujifilm Group companies in Japan and other countries are reviewing the rules based on existing laws and regulations in their respective countries and ensuring that they are scrupulously implemented.

Specifically, to prevent executive officers and employees being involved in inappropriate monetary and other benefits, all exchanges of gifts and offers of entertainment are managed properly and are subject to an advanced application and approval procedure, even if the exchange is within the scope of normal social propriety. In addition, we have a system for reporting and responding swiftly to any doubts or violations in accordance with a designated procedure.

Regarding distributors and other intermediaries, preparatory inspections are carried out before starting any business transaction. At the same time, in contracts with Group companies we ask them to adhere to FUJIFILM Group’s anti-corruption policy and accept the corruption ban provision. They are also required to submit annual reports following the start of business to confirm that they are free from any corrupt practices.

Fujifilm Group companies in Japan and other countries receive an annual self-audit on compliance with relevant anti-corruption regulations including awareness promotion training for anti-corruption.

In addition to matters on the environment and human rights, the ESG Committee is responsible for issues related to corruption prevention and ethics. The annual status report on these anti-corruption issues is submitted to the Board of Directors of FUJIFILM Holdings.

Status for fiscal 2025

- 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.

In response to amendments to the Act on Proper Transactions with Small and Medium-Sized Entrusted Business Operators (SME Transactions Act) in January 2026, we provide training sessions for officers at various business divisions and domestic Group companies in charge of managing transactions involving small and medium-sized entrusted business operators, as well as officers who are responsible for submitting orders and who wish to attend these trainings. At the same time, we check the status of compliance of the various business divisions and domestic Group companies with the law through investigations by the Japan Fair Trade Commission and the Small and Medium Enterprise Agency and our self-audits.

For employees in Japan, in fiscal 2025 we also conducted legal affairs risk assessment that includes questions regarding the Anti-Monopoly Act and the SME Transactions Act to promote greater awareness and exhaustive compliance with these laws.

There were no serious cases pointed out for anti-competitive practices by administrative authorities in fiscal 2025.

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 2025

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 technologies 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 2025

We carried out written audits and on-site audits also in fiscal 2025 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 promote reasonable tax-saving efforts. 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. Basic approach for 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.

The Fujifilm Group therefore recognizes information security risks as one of the critical management issues and is enhancing its information security management system in accordance with the Information Security Policy, with the awareness that information security risks are long-term threats that could have a serious impact on our business.

In cybersecurity, the Fujifilm Group is strengthening cyber resilience for emergency incidents involving detection, response and recovery as well as preventative action against virus infections while under normal conditions and cyber hygiene designed to maintain a secure and healthy IT environment. We are committed to strengthening our cyber resilience by utilizing AI and other latest technologies.

Additionally, the Group aims to "create innovative customer experiences and resolve social issues" by upgrading business models through digital transformation (DX) of its products and services, innovating business processes through Work DX and developing and using human resources through Human Resources DX. To lay the foundation for these activities, we are building a robust but agile IT infrastructure safeguarded by strong information security.

The Fujifilm Group recognizes the vital importance of aggressive AI application in promoting DX. Especially with the use of generative AI, we are aware of the possibility of new risks emerging in information security, including leakage of input data and generation of inappropriate information. To counter these risks, we have established rules based on the Fujifilm Group AI Policy, which is human-centric in approach and was announced in 2020 (and revised in 2025), that place importance on respecting human rights, ensuring fair and appropriate use, managing information security and ensuring legal compliance and transparency, and will take comprehensive action against risks in AI application.

* Fujifilm Group AI Policy https://holdings.fujifilm.com/en/sustainability/vision/policy/ai

(2) Information Security 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. Development of an information security management system

(1) 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.

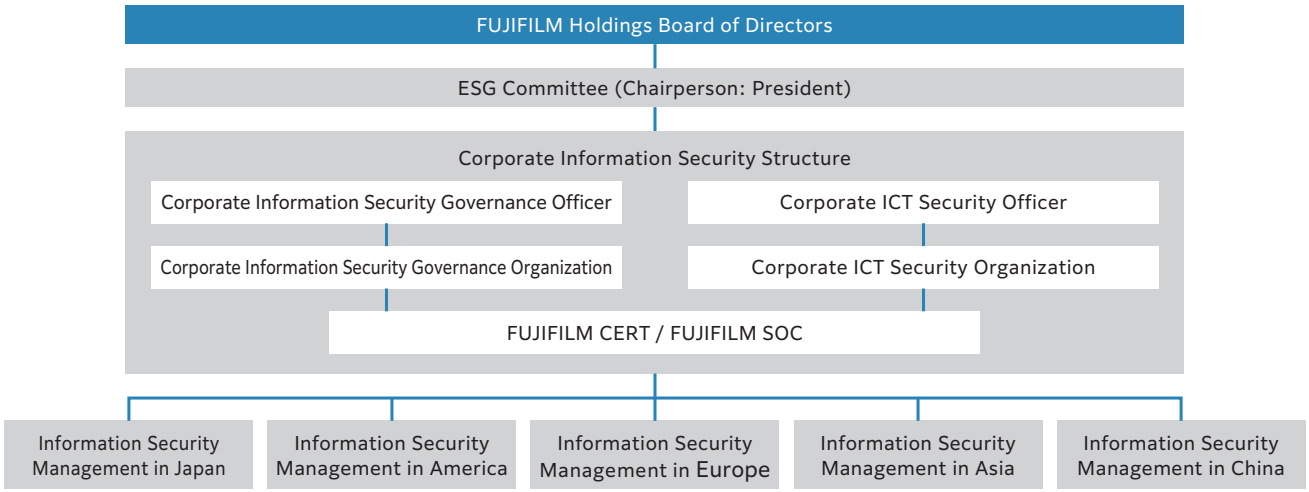
Measures regarding the information security are implemented by the information security managers in each organization.

(2) 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.

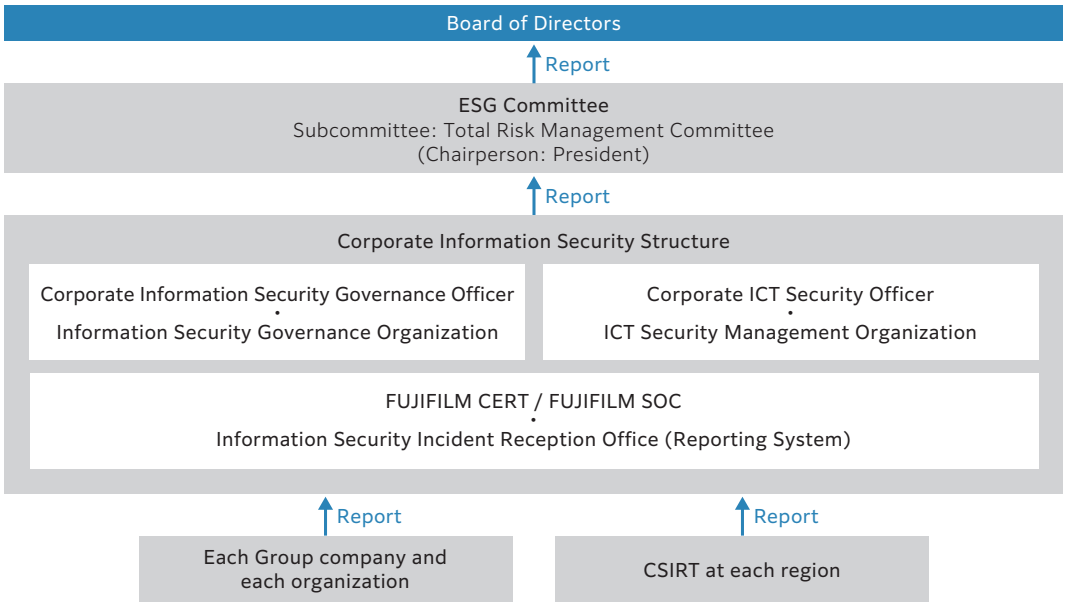
Information Security System



(3) 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 to Address Incidents



(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. Major countermeasures for information security risks

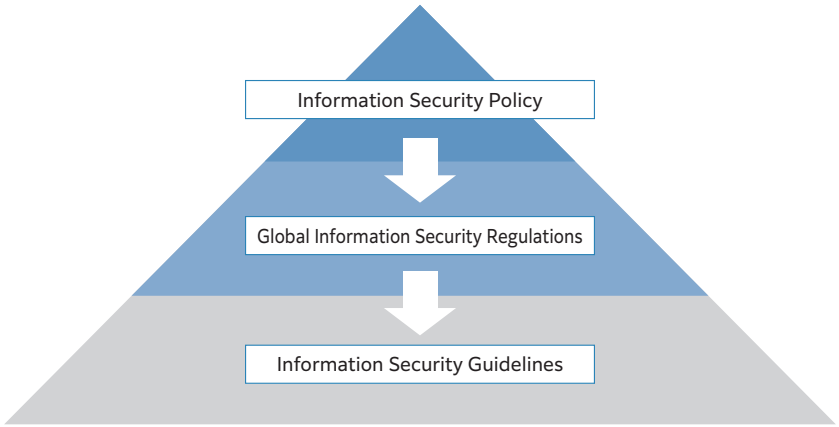
(1) Establishing information security regulations and guidelines

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.

Based on the requirements defined in the Global Information Security Regulations, the Information Security Guidelines define the concrete actions to which employees must adhere, as well as the procedures to be followed. Such procedures are tailored to regional environments and business characteristics. The guidelines are revised as necessary to suit current requirements.

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 lifecycle 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 gathers information on product vulnerability through a dedicated report reception office, in addition to external organizations, such as the JPCERT Coordination Center (JPCERT/CC).*1 This information is then disseminated across the relevant organizations within the Group. When obtaining information on a vulnerability that may have a significant impact, we hold vulnerability response meetings per subject to address the issue and determine the response.

When we receive vulnerability information concerning our products from an external whistle-blower, we swiftly publish the vulnerability information and security patches working together with the Innovation Platform Agency (IPA),*2 Japan, and JPCERT/CC based on the Information Security Early Warning Partnership Guidelines.*3

*1 JPCERT/CC: A core coordinator concerning cybersecurity in Japan. They provide support for incident responses, vulnerability information management, and analysis and sharing of threat trends. As a specialist organization independent of the government and other companies, it contributes to reducing damage from cyber-attacks and improving information security standards in Japan, working together with the public and private sectors, as well as relevant organizations both inside and outside Japan.

*2 IPA: An independent administrative institution under the management of the Ministry of Economy, Trade and Industry, established to help reinforce security measures in corporations and other organizations through promoting appropriate countermeasures, cultivating digital human resources, and providing DX support.

*3 Information Security Early Warning Partnership Guidelines: The guidelines created by IPA together with JPCERT/CC and other organizations to appropriately manage and disseminate vulnerability-related information to minimize the potential damage from such vulnerabilities.

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 the National Cybersecurity Office (NCO) 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, we conduct annual initial response drill designed 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.

* National Cybersecurity Office (NCO): The Cabinet Secretariat's organization that manages the government's cybersecurity policy.

(3) Strengthening cybersecurity measures

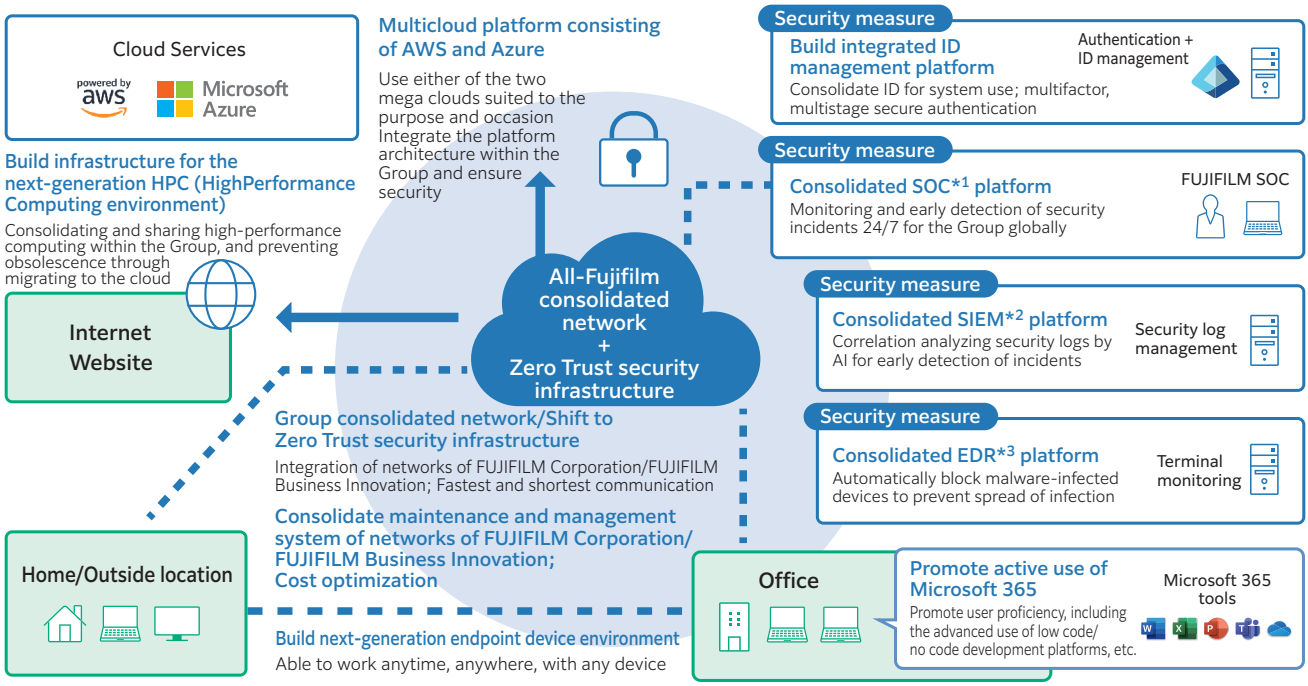
To promote further growth through advances in DX, we are working to achieve greater competitiveness and to create an innovative environment focused on the internet and cloud computing that is resilient and adaptive to social changes. Additionally, we have implemented powerful and advanced Zero Trust security that questions and verifies all activities to protect the Company from ever-intensifying cyberthreats. Furthermore, our utilization of new technologies and services and execution of measures shared by Group companies in Japan and other countries has enabled us to achieve outstanding productivity and a secure business environment.

Utilizing the Cybersecurity Framework (CSF), a global standard for cybersecurity published by the National Institute of Standards and Technology (NIST),* we implement both technical and operational cybersecurity measures as shown on the following page. We operate a dashboard for integrated management and visibility of data on the status of security measures implementation, IT investment efficiency and progress status on DX projects, which enables an intuitive assessment of DX initiatives as a whole.

For details on information security management for our suppliers, please refer to the *FUJIFILM Holdings Information Security Report*, *4. Information Security of the Fujifilm Group* "Strengthening of cybersecurity measures."

* National Institute of Standards and Technology (NIST): A US non-regulatory federal agency that develops cybersecurity standards and guidelines that are utilized internationally.

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



*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

Cybersecurity Framework Functions and Corresponding Focuses and Measures

Phase	Action Item	Examples of Measures
Govern	Risk management strategy	・Execution of highly resilient organizational management through coordination between business strategy and cybersecurity strategy
	Information sharing	・Operating a cybersecurity portal to disseminate and share cybersecurity information to all employees
Identify	Identification of assets and important information	・Conducting a survey of computer devices that have been managed independently in each Group company to inspect the devices' security measures and identify locations of important information. ・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
Protect	Prevention of information leakage	・As an enhanced measure to prevent company information from being taken out via personal external storage and the like, restricting access to external services using SASE*1 ・Started installing the patch management platform throughout Group companies in Japan and other countries to reliably and promptly address any vulnerabilities. ・Deploying storage common to Group companies in Japan and overseas in order to store important information securely ・Using IRM*2 encryption settings so that, even if important information is taken out, it cannot be viewed on any device other than a company-issued one
	Platform measures	・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 ・Implementation of sophisticated and multi-tiered security measures for company-provided terminal devices as a Group-wide measure on a global scale. Greater visibility for unprotected terminals. ・Forcible isolation of unprotected terminals and thorough implementation of security measures ・Implementation of email security measures by reinforcing measures against email impersonation.
	Training	・Raising information security and cybersecurity literacy and thoroughly instilling codes of conduct through employee education
Detect	Early detection	・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	・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

Phase	Action Item	Examples of Measures
Respond	Instructions and responses for emergencies	・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	・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	・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	・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	・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	・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) 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 2025. Responses have been received from 791 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

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.

FUJIFILM CERT is a member of the Forum of Incident Response and Security Teams (FIRST),*1 the international CSIRT*2 (Computer Security Incident Response Team) 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.

*1 FIRST: Forum of Incident Response and Security Teams. An international community under CSIRT, with member corporations and organizations from across the world.

*2 CSIRT: Computer Security Incident Response Team. An organization specializing in managing cybersecurity incident responses.

5. External recognition

Our basic approach to cybersecurity includes keeping abreast of the latest technological trends and adopting them flexibly. 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 2025, we received two stars for the second consecutive year, the top ranking in the Cyber Index Corporate Survey 2025,*2 conducted by the Japan Federation of IT Organizations.

The Fujifilm Group will continue to drive our business to achieve our mission: "Resolve social issues through our business activities." We provide a safe and secure environment for our stakeholders and employees to foster trust among them, and we will continue to strengthen our cybersecurity in support of 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 Corporate Survey 2025: Rating awarded by the Japan Federation of IT Organizations 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 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 based on Fujifilm's common principles for handling personal data.

These policies are disseminated throughout the supply chain, including suppliers and subcontractors of the Fujifilm Group.

For details on coordination with suppliers and subcontractors, please refer to the *FUJIFILM Holdings Information Security Report*, "Supply chain security."

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

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 toward 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, we understand that the protection of personal information is a critically important risk issue for the company, formulate action plans when carrying out risk identification every year, and check activities taking place within the risk management structure of the entire Group.

A personal information administration manager is appointed at each Group company and organization to build a scheme for the protection of personal information. Personal information protection is managed by the quality assurance division, as a part of their procedures to assure the basic quality and safety of major products, in order to unify the responses related to individual products and services.

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

The Fujifilm Group believes that each and every employee must acquire the knowledge needed to prevent incidents and violations in handling personal information and must possess a high level of awareness in this area. To ensure this, we provide e-learning program on personal information protection each year for all employees. We provide employees with the Personal Information Protection Handbook, which compiles the basic points for handling personal information to raise awareness concerning personal information security.

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. Except as permitted by law, we do not use such information beyond the said purposes without the prior consent of the data subject. All collected personal information is deleted swiftly after the usage purpose is fulfilled, except when legally required. When the data subject 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 data subject of the information. If disclosure of personal information is requested by government agencies, we examine the nature of the request and applicable laws to make an appropriate judgement. We disclose all updates to our Personal Information Protection/Privacy Policy on our website, and obtain appropriate consent from the individual where required by law. We regularly review our internal rules on the handling of personal information and our Personal Information Protection/Privacy Policy and update them as necessary.

We also take a strict approach to personal information management among our subcontractors, such as by requesting them to carry out information management to the same level as the Fujifilm Group's internal rules covering privacy protection.

We assess the inventory held by each organization to verify and correct its safety management measures and confirm that personal information that has already fulfilled its intended purpose is deleted and disposed of. 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. Near-miss cases, including cases that have occurred in other companies, are shared as a caution and to raise awareness. We take measures to prevent information from being taken out of the company to assure protection of personal data.

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.

We take an annual inventory assessment of personal information across Group companies in Japan, Europe, U.S., and the Asia-Pacific area, to confirm safety control measures and to delete information no longer required. The ESG Division manages the privacy protection status of each region in an integrated manner by installing the global personal information inventory system. In fiscal 2025, we replaced the personal information transfer contracts concluded individually between the head office in Japan and each overseas Group company, with new framework contracts that cover group-wide personal information transfer. This new format of contract improves the efficiency of the information transfer necessary among Group companies and enables prompt compliance responses.

6. Incidents and violations in the handling of personal data

In cases involving serious matters of inappropriate personal information handling such as leaks and the use for purposes other than the intended aim, our system escalates such incident reports to head office in Japan. In In the fiscal year 2025, there was an incident that required public disclosure.

In June 2025, the sales management system at a Group company in Japan was compromised by unauthorized access by an external party, potentially resulting in the leakage of personal information on about 590,000 medical personnel, sales companies and employees. It should be noted that the incident did not include bank account data or credit card data, and the report confirmed that there had been no secondary damage. After the discovery, the system was isolated immediately, and in addition to sending a report on the incident to relevant agencies such as the Personal Information Protection Commission, we sent a notice of the incident to all the individuals and implemented measures to prevent any recurrence.

Acquisition of P-Mark and ISMS at Fujifilm Group

As of April, 2026

Certification	Certified Affiliates	
P-Mark*1	FUJIFILM Medical Co., Ltd. FUJIFILM Imaging Systems Co., Ltd. FUJIFILM Techno Service Co., Ltd. FUJIFILM Imaging Protec Co., Ltd.	FUJIFILM System Services Corp. FUJIFILM Medical Solutions 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 (14 companies) *4
ISMS-PIMS*3	FUJIFILM System Service Co., Ltd.*4 FUJIFILM Business Innovation overseas sales companies (7 companies)	

*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.

For information about the Privacy Mark and ISMS certification, please visit:
FUJIFILM Holdings Information Security: Third party evaluation and certification
https://www.fujifilm.com/files-holdings/en/sustainability/activity/governance/security/security_report_en.pdf

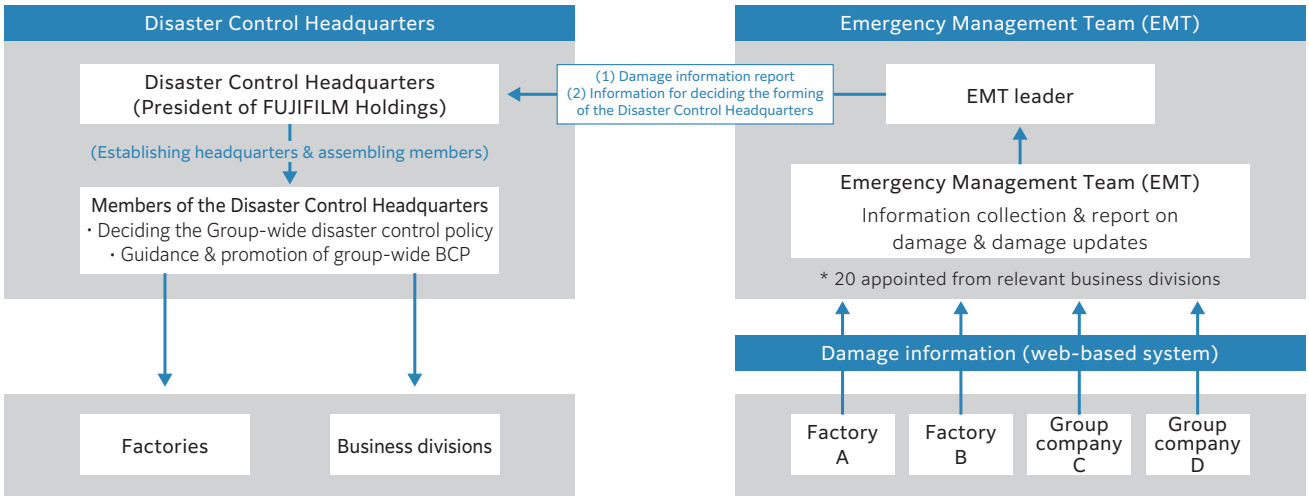
2.2.10 Initiatives on Business Continuity Such As Large Scale Natural Disasters

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.

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

- Established the All Hazards BCP, which comprehensively covers various risks such as natural disasters and information security.
- 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 water immersion risks of the sites 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—including the actions as follows:

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. Through these efforts, we are working on enhancing our Business Continuity Plan (BCP).

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 medical imaging systems, BIO CDMO, LS solutions,*1 semiconductor materials, AF materials,*2 business solutions, office solutions, graphic communication, consumer imaging and professional imaging. 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.

*1 LS Solutions: Consists of life sciences, pharmaceuticals, consumer healthcare and CRO businesses. Since fiscal 2025, the Chemical Reagent has been reclassified from the Electronics (AF Materials) segment to the Healthcare (LS Solutions) segment.

*2 AF Materials (Advanced Functional Materials): Consists of display materials, industrial equipment and fine chemicals businesses

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 FY2025

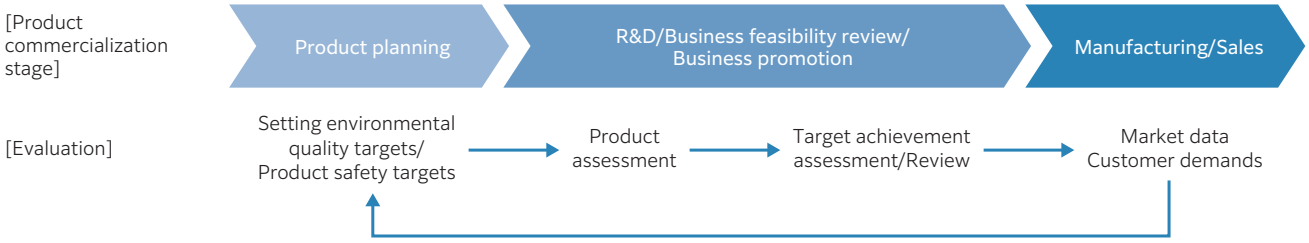
* Target sites are determined in consideration of business characteristics.

External expert inspection/audit/verification system (International certification under ISO 9001)	Scope 68% Target sites 59 / Certified sites 40
Division of internal expert inspection/audit/verification system	Scope 32% Inspections executed in accordance with the Quality Policy. Target sites 59 / 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 begins with the product development cycle, starting with a definition of the level to which the quality target will be achieved and targets for environmental quality and product safety in each stage of the development flow from product planning to manufacturing and sales launch. This is followed by a product evaluation and review and incorporation of market and customer demands for new product development.



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 in fiscal 2025.

* PL: Product liability

2.3.5 Participation with outside organizations in collaborative R&D

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 REiLI. Many technology development projects are underway in cooperation with universities and research institutes.

In development themes related to the environment, we have participated actively in various industry-academia-government collaboration projects under the New Energy and Industrial Technology Development Organization (NEDO). Through these activities, FUJIFILM won recognition as a "Zero-Emission Challenge" company*1 by the Ministry of Economy, Trade and Industry.

*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 CO_2 emissions in this case.

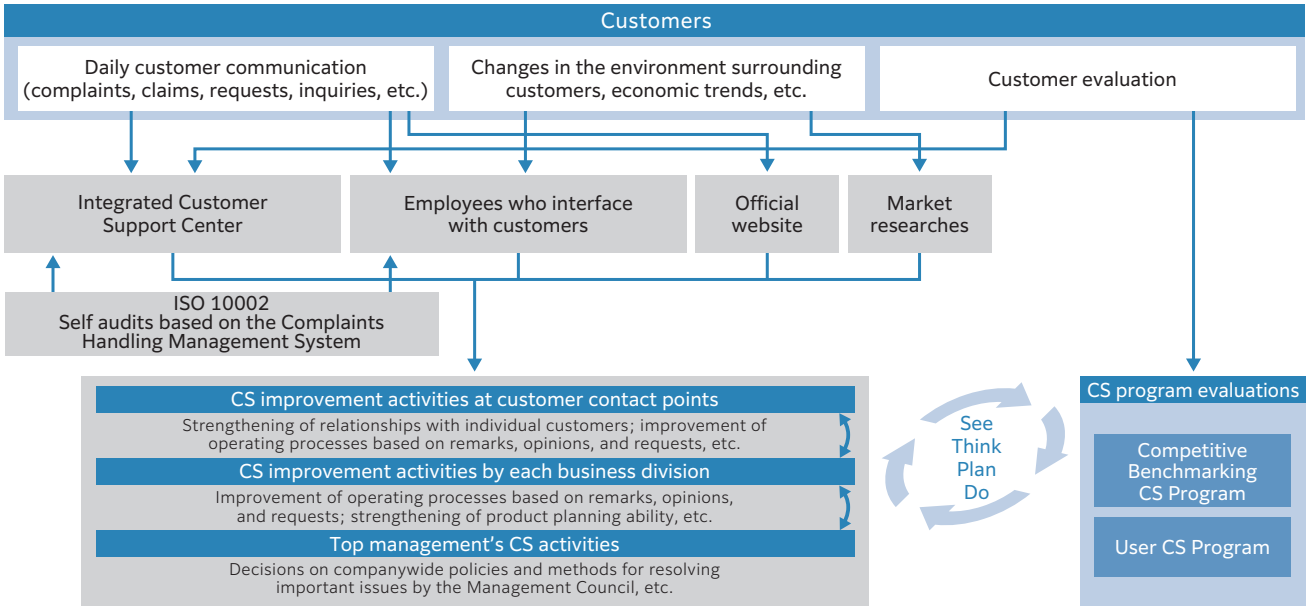
2.4 Customer Relationship Management

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



Improvement Activities Based on CS Program Evaluations Shown in the Figure above

	Format	Objective
Competitive Benchmarking CS Program	Evaluation of multiple companies by third-party organization based on identical standards	Greater market competitiveness and brand reinforcement (No disclosure of evaluation)
User CS Program	Evaluation of specific company by product/service users	Improvement of service quality and greater customer loyalty

* See-Think-Plan-Do (S-T-P-D) cycle: Our unique business 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. (Please refer to 4.5.2-1 Human resource development programs for further details.)

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: %

	FY2021	FY2022	FY2023	FY2024	FY2025	Target in FY2025
Online customers*1 (Percentage of customers who use online services or sales platforms among all customers)	86.9	88.3	90.2	91.5	93.7	93.0
Online sales*2 (Percentage of online sales (direct sales and advertising))	4.2	4.7	4.8	4.7	4.6	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: %

	FY2021	FY2022	FY2023	FY2024	FY2025	Target in FY2025
Percentage of satisfied customers among all customers (Customer satisfaction index)	88.0	87.3	87.3	87.7	88.7	88.0
Data coverage of the survey within all the sales of our company	75.2	75.8 (75.3)	87.9 (76.7)	86.5	86.4	

* Figures in parentheses show sales ratios prior to business segment review.

② Customer satisfaction by business segments in the above data

Unit: %

Percentage of customer satisfaction by Segment (Customer satisfaction index)	FY2021	FY2022	FY2023	FY2024	FY2025
Healthcare (medical products)	80	80	80	80	80
Business Innovation (multifunction device products)	93	92	92	91	89
Imaging (photograph-related products such as digital cameras)	93	90	90	92	97

(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.

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.

The Fujifilm Group places a high priority on compliance in every aspect of our business activities. We ensure all employees are thoroughly aware of our Charter for Corporate Behavior and Code of Conduct. 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. We take responsible action for pharmaceutical safety. Our activities are carried out in compliance with the Fujifilm Group Charter for Corporate Behavior and Code of Conduct and various relevant regulations of Group companies in the Healthcare business, as well as with the spirit of these rules.

In view of the laws and regulations we are required to comply with, we established the 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.

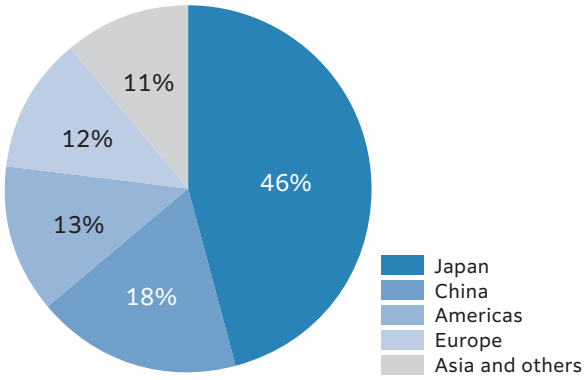
Under a partnership with our suppliers based on mutual understanding and trust, the Fujifilm Group aims to build a more robust supply chain through sustainable procurement that reduces business risks in the supply chain and increases the competitiveness and corporate value of all parties in the chain.

2.5.2 Fujifilm Group Procurement Overview

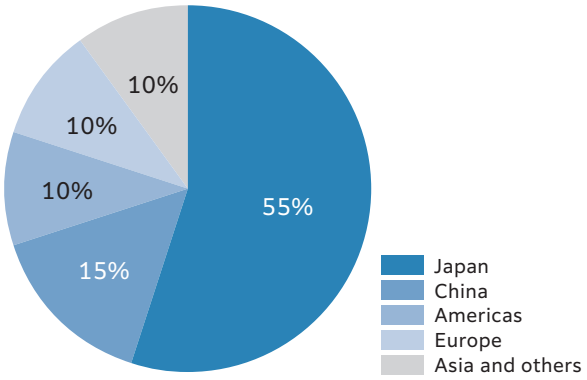
The Fujifilm Group manufactures a wide range of products, including medical, precision, optical, and office equipment; chemicals; and functional materials. Our major production sites are located in Japan, the Americas, mainland China, Denmark and Taiwan.

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 production materials procurement spend by region is as follows: Japan 46%; China 18%; the Americas 13%; Europe 12%; and Asia and others 11%. The Fujifilm Group also actively procures from local suppliers. The local procurement rate at major production sites (by value) is as follows: Japan 92%; China 74%; and Asia and others 57% (as of the end of March 2026).

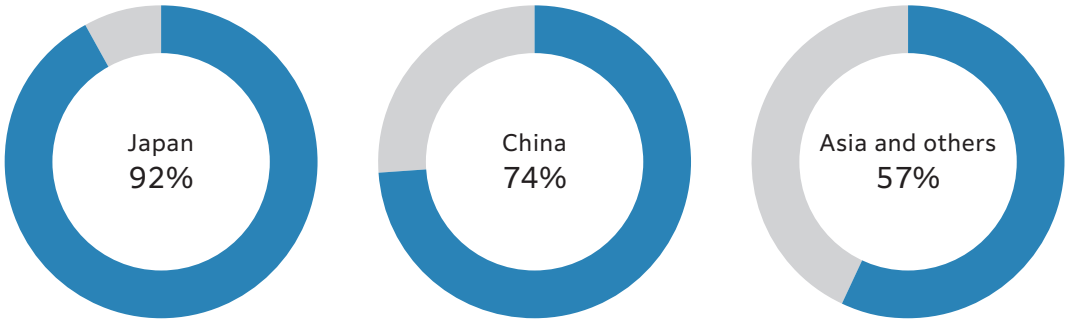
Production Materials Procurement Spend by Region



Tier 1 Production Materials Suppliers by Region



Local Procurement Rate at Major Production Sites (by Value)



The Fujifilm Group pursues the optimization of production and procurement processes in all its 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, particularly in recent years, 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 tightening of environmental regulations, 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.

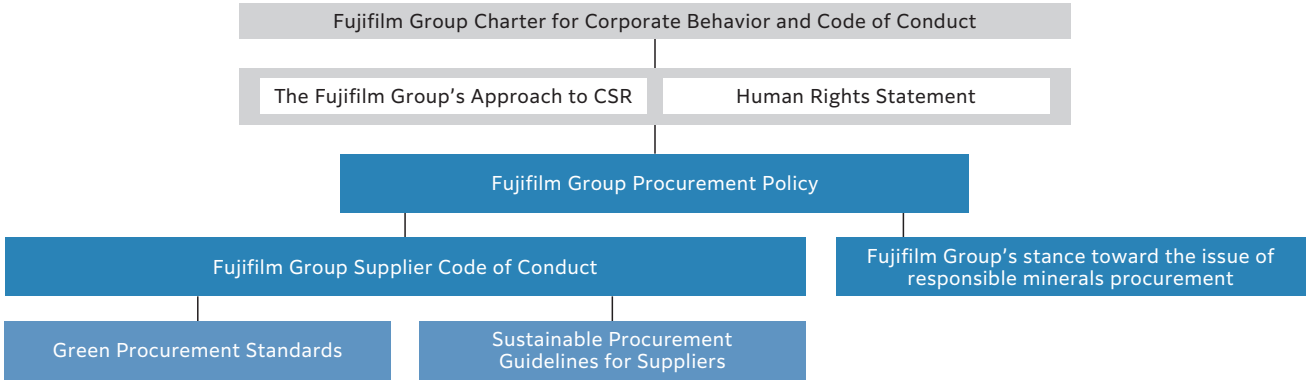
The Fujifilm Group's pursuit of sustainable procurement is not only to avoid risks, but also to create opportunities. We believe that respecting the human rights of workers in the supply chain improves productivity and employee morale, which in turn lead to the provision of better products and services, as well as 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

The 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

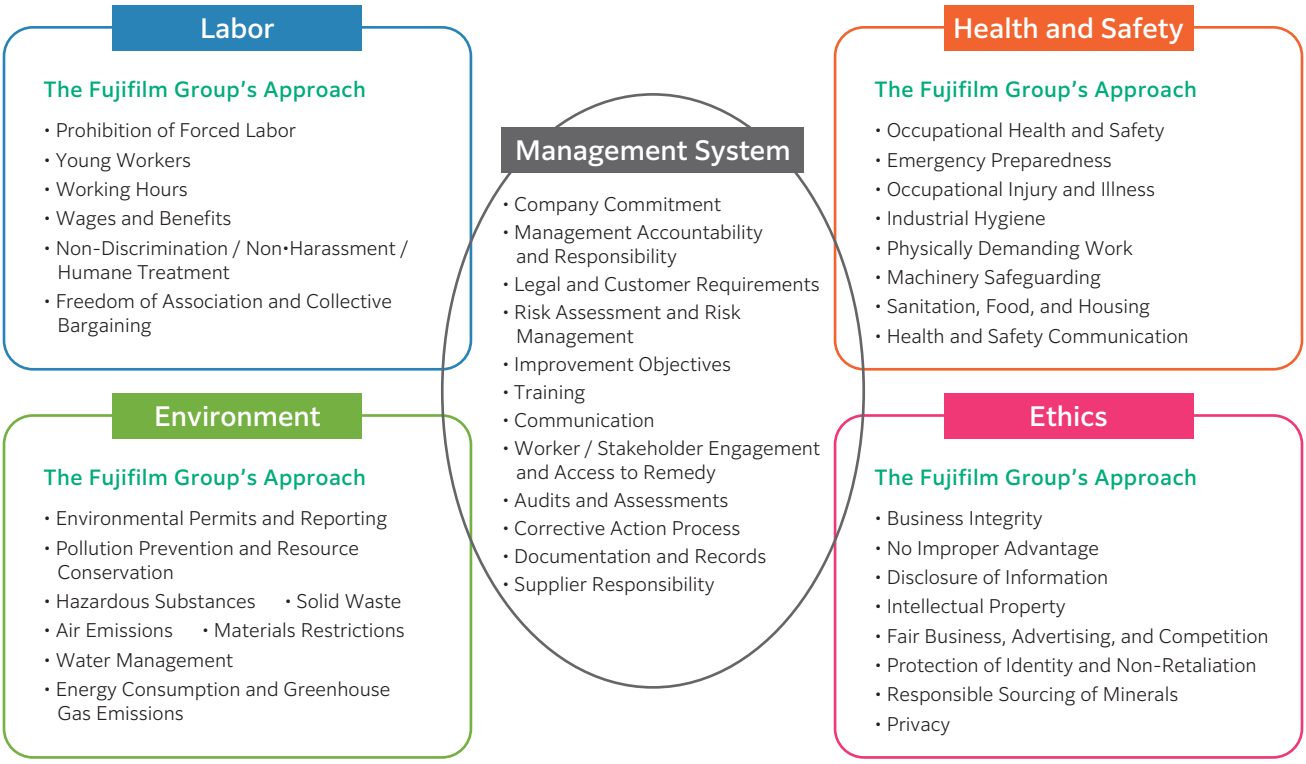
3. Supplier Code of Conduct

The Fujifilm Group aims to foster suppliers' understanding of the importance of CSR, including environment, human rights and labor, occupational health and safety, and corporate ethics, and to work together to address shared challenges and achieve mutual growth.

In response to the increasing awareness of risk management in the global supply chain, we established the "Fujifilm Group Supplier Code of Conduct" in December 2025 to further strengthen our efforts. The Code outlines key practices we expect suppliers to follow based on internationally recognized standards. We disseminate the Fujifilm Group Supplier Code of Conduct among our suppliers and ask them to understand its requirements and cooperate in their implementation. In addition, we ask our suppliers to disseminate the Code to their own business partners—including upstream suppliers that are Tier 2 or subsequent suppliers to the Fujifilm Group—and to encourage them to implement its requirements.

Fujifilm Group Supplier Code of Conduct https://holdings.fujifilm.com/en/sustainability/vision/policy/procurement#link04

Overview of the Fujifilm Group Supplier Code of Conduct



4. Sustainable Procurement Guidelines for Suppliers

The Fujifilm Group has compiled the most important points and an explanation of the Fujifilm Group Supplier Code of Conduct as well as checkpoints for initiatives, in the Fujifilm Group Sustainable Procurement Guidelines for Suppliers so that suppliers can fully grasp the sustainability items to which they must adhere. With the establishment of the Fujifilm Group Supplier Code of Conduct in December 2025, the guidelines were revised and restructured in accordance with its items.

Example from the Fujifilm Group Sustainable Procurement Guidelines for Suppliers

(2) Young Workers

Do not employ children below the minimum working age, nor allow work that may harm the development of minors.

Child labor* is not permitted at any stage of manufacturing. For workers under 18 years old (Young Workers), employment in work that may endanger health or safety, such as night shifts or hazardous work, is prohibited and must be properly managed. Suppliers must comply with applicable laws, manage records of student workers, cooperate with educational institutions, protect rights, and establish mechanisms to verify workers' ages.

<Definitions>
* Child labor: In general, employing children who are below the minimum working age set by ILO (International Labour Organization) conventions and recommendations, or neglecting considerations for the health, safety, or morals of young workers, is prohibited.

The actions summarized in the table below are required to address this issue.
[Summary of required employment practices corresponding to age groups]

<table>
<tr><th>Age</th><th>Definition</th><th>Response</th></tr>
<tr><td>(1) Under 15 years of age</td><td rowspan="3">"Children below the minimum working age" refer to those applicable to (1), (2) or (3) whichever is the highest.</td><td rowspan="3">Do not employ children below the minimum working age. Upon identifying child labor, provide support or implement a remedial action for the applicable child.</td></tr>
<tr><td>(2) The minimum working age stipulated by laws and regulations</td></tr>
<tr><td>(3) Age of completing compulsory education</td></tr>
<tr><td>(4) Over the minimum working age permissible and below 18 years of age (minors)</td><td>Children in this category are referred to as "Young Workers."</td><td>Do not assign minors to work duties that may compromise their health, safety or morals.</td></tr>
</table>

Fujifilm Group Sustainable Procurement Guidelines for Suppliers
https://holdings.fujifilm.com/en/sustainability/vision/policy/procurement#link01

5. Other standards

Other than the above, individual Fujifilm Group companies' procurement divisions 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.

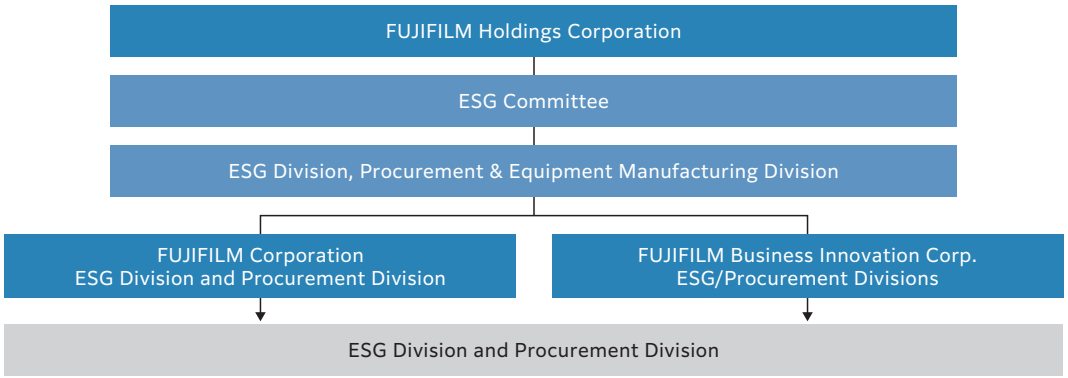
● Environmental Policy
Fujifilm Group Green Policy (Environmental Policy) https://holdings.fujifilm.com/en/sustainability/vision/policy/green
● Requests to suppliers on environment
Fujifilm Green Procurement Standards https://www.fujifilm.com/jp/en/about/sustainability/procurement
FUJIFILM Business Innovation Green Procurement Standards https://www.fujifilm.com/fb/en/about/purchase-policy
● 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 Holdings' 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 2025, we appointed a dedicated officer to promote cross-group initiatives among our subsidiaries in China, a priority region for sustainable procurement, and have started activities in China aimed at further strengthening the foundation for sustainable procurement.

Please also refer to the "Initiative" presented at the end of this section and "Overview of fiscal 2025 activities" in Section 2.5.6. 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	• 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

[Initiative] 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, 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—which has been in operation since fiscal 2025.

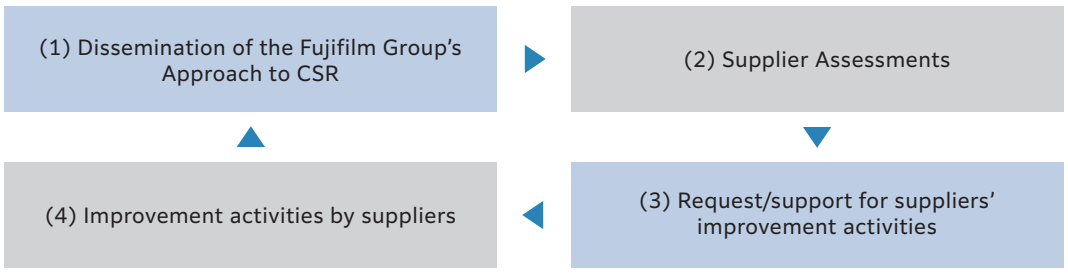
In fiscal 2025, as the first step, the local officer assessed the current situation and identified the development of personnel involved in sustainable procurement activities and the strengthening of engagement with suppliers as priority areas. Accordingly, we held study sessions for Group companies in China and cross-business briefings on sustainable procurement for suppliers. Going forward, we will leverage and share the expertise gained through these activities across the Group while further strengthening the foundation for sustainable procurement 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 the Fujifilm Group Supplier 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 the Code 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 the Code). 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 "Self-Check Fields and Major Elements" on the next page). 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 such as human rights and labor, environment, and corporate ethics when selecting new suppliers.

Also, we started using a risk screening tool provided by an external service provider 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.

* 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.

(3) Request/support for suppliers' 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, "key points for strengthening efforts" are clearly identified 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 request submission of improvement plans to encourage improvements 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 on-site verifications and provide improvement requests and support. In China and other parts of Asia, our internal expert teams conduct on-site visits to check suppliers' sustainability activities and provide advice on improvements. 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.

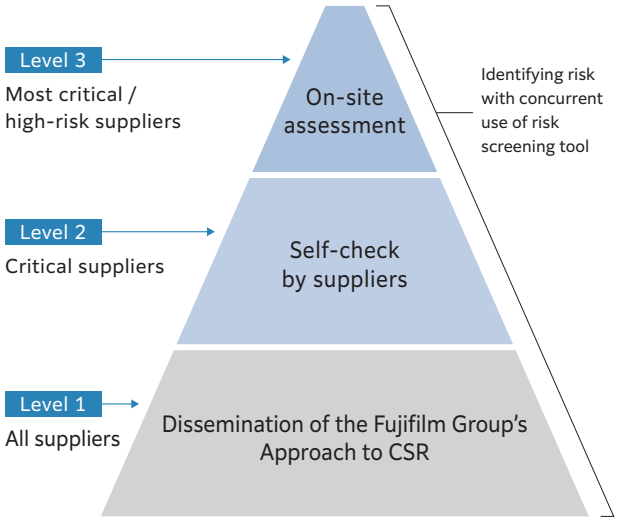
Self-Check Fields and Major Elements

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, Collection of recruitment agency fees, 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, 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)

2. 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 below, 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.



2.5.6 Overview of fiscal 2025 activities

In fiscal 2025, we conducted the following activities in line with the four-step cycle of our sustainable procurement activities.

1. Dissemination of the Fujifilm Group's Approach to CSR

The Fujifilm Group disseminated the Fujifilm Group Supplier Code of Conduct to its suppliers in Asian countries, which are the focus of its risk management efforts, and collected consent forms from 1,519 suppliers. As our Group standard, we disseminate the Group's approach to CSR once every three years. In fiscal 2025, we disseminated the newly established Fujifilm Group Supplier Code of Conduct in place of the previously disseminated the Fujifilm Group Charter for Corporate Behavior and Code of Conduct, resulting in a significant increase in the number of consent forms collected compared to the previous year. In Japan, we also confirm understanding of the Fujifilm Group Supplier Code of Conduct with indirect material suppliers at the start of business transactions.

In Europe and the Americas, based on the Fujifilm Group's Charter for Corporate Behavior and Code of Conduct, we have established the Codes that consolidate sustainability-related requests to business partners and are promoting activities such as informing them at the start of new business transactions. Additionally, as part of business-specific initiatives, FUJIFILM Biotechnologies, which operates the Bio-CDMO business, disseminates its independently developed Code of Conduct for business partners to its suppliers, which reflects the characteristics of its business and region.

In addition to activities to obtain consent forms for the Code of Conduct, we utilize opportunities such as supplier briefings to raise awareness. At the beginning of the supplier briefings held in Japan, we explained the importance of sustainability, the Fujifilm Group's approach to CSR, and its sustainable procurement initiatives. We also communicated 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. In fiscal 2025, the briefings continued to be held in webinar format, with 417 participants from 332 companies attending.

For information on chemical substance management in the supply chain, please refer to *3.6.4 Contribution to Sound Chemical Management Across the Supply Chain*.

Examples of Engagement with Suppliers

Target	Outline	FY2025 Results
Suppliers in Japan	Briefings on CSR initiatives (Online session combined with other online content)	Conducted in Spring and Autumn 2025 A total of 332 Tier 1 suppliers participated
Suppliers in China	Briefings on sustainable procurement (Held both in-person and online)	• Conducted in December 2025 (Hybrid format: in-person and online) A total of 772 Tier 1 suppliers participated • Conducted in March 2026 (In-person) A total of 14 subcontractor suppliers participated
Critical Suppliers (Priority businesses and regions)	Individual follow-up interviews etc. after self-checks	Held for 198 Suppliers (Among 94 Suppliers evaluated in fiscal 2025, 73 showed improved self-check compliance rates compared to the previous year)

[Initiative] Sustainable Procurement Briefing for Suppliers in China

In December 2025, the Fujifilm Group held its first cross-business sustainable procurement briefing for suppliers in Suzhou, China. Of approximately 800 targeted suppliers located in China, 958 participants from 772 companies attended. In addition to providing an overview of the Fujifilm Group's business and sustainable procurement activities, we directly explained specific requests based on the newly established "Fujifilm Group Supplier Code of Conduct."

The participant feedback included comments such as "We would like to promote sustainable development together," "We gained a better understanding of the necessity of sustainable procurement activities," and "We hope such briefings will be held regularly." We will continue to strengthen engagement with suppliers.

2. Supplier and contractor assessments

(1) Self-checks

We requested critical suppliers to conduct self-checks. For fiscal year 2025, we have newly added the questions regarding prohibition of charging recruitment agency fees to workers. We received self-check responses from 894 suppliers (1,550 sites), marking a 90% response rate.

The fiscal 2025 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 791 in fiscal 2025.
For more details on the Information Security Survey, refer to *2.2.8-3 (4). Measures for supply chain security.*

(2) Supplier CSR & BCP Assessment Visits

Some Fujifilm Group companies in China conduct "Supplier CSR & BCP Assessment Visits," where procurement personnel visit supplier sites to perform risk checks from the perspectives of CSR and BCP. In fiscal 2025, a local officer responsible for sustainable procurement in China developed common evaluation criteria and checklists, held study sessions for procurement personnel at each company in China, and established a foundation for expanding these activities from fiscal 2026 onward.

For details, please refer to *Study Sessions on "Supplier CSR & BCP Assessment Visits" for Procurement Personnel in 2.5.6-4. Others (Employee education and awareness program).*

(3) Use of risk screening tool

The risk screening tool, which was introduced in fiscal year 2022, continued to be used in fiscal year 2025 to conduct risk checks on approximately 3,000 suppliers in Japan, China, and other parts of Asia, which are priority regions for risk management. 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 2025, we detected 15 cases of risk information related to suppliers. Of the 15 cases, 12 were related to corporate ethics (including 6 export control violations, 3 violations of the "Act on Preventing Delay in Payment to Small

and Medium-Sized Entrusted Business Operators in Relation to Manufacturing Consignment", 2 accounting regulation violations, and 1 competition law violation), 2 were related to occupational health and safety, and 1 was related to environmental issues. We confirmed that none of these cases were serious enough to impact the Group's supply; however, we urged the relevant procurement divisions to continuously monitor the suppliers where risk events were detected.

(4) 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 human rights issues such as child labor and forced labor, which are verified during on-site visits to the contractors. In fiscal 2025, we conducted surveys on 43 Japanese and overseas contractors related to recycling and disposal, and no contractors were found to be non-compliant with the mandatory checklist items.

3. Request/support for suppliers' improvement activities, and improvement activities by suppliers

(1) Post-self-check feedback to suppliers

In fiscal 2025, based on the fiscal 2024 self-check results, we sent feedback sheets to all surveyed suppliers. Additionally, we conducted follow-up interviews with 198 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 had not previously recognized the need to formalize the prohibition of child labor, we revised our own Code of Conduct to include it and ensure its effective 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."

We conducted follow-up interviews and other communications with 198 suppliers, and confirmed that 73 of the 94 suppliers evaluated in fiscal 2025 improved their conformance rates.

(2) On-site 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 50 suppliers in China and Vietnam and other locations as requiring risk assessment. Expert teams from our production sites provided on-site visits and checks to 46 suppliers out of 50.

In on-site visits and checks during fiscal 2025, 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 Requests

Categories	Issues	Improvement Actions Taken
Occupational safety and health	Emergency exit evacuation routes are narrow and do not meet the legally required width	Relocated emergency exits to another location to secure evacuation routes with effective widths that meet or exceed legal requirements
Human rights	Mechanisms to prevent the occurrence of child labor are insufficient	Established mechanisms to prevent the employment of underage workers through ID verification and recruitment interviews, as well as remediation mechanisms for cases where child labor is identified
Environment	Efforts are being made to reduce water usage and improve efficiency, but goal setting and management are inadequate	Strengthened water-use management by establishing reduction targets and regularly reviewing and analyzing consumption data
Corporate ethics	Anti-bribery and anti-corruption management procedures are not established	Developed anti-bribery and anti-corruption management procedures including prohibition of retaliation against whistleblowers, and provided training to all employees

For all suppliers that underwent on-site assessments in fiscal 2025, we confirmed that such critical issues had been addressed by the end of that fiscal year. We continue monitoring the suppliers' progress for those issues that require some time for improvement.

(3) Training and capacity building

In fiscal 2025, we held multiple briefings for suppliers in Japan and China to explain the "Fujifilm Group Supplier Code of Conduct" and help build their capacity in broader sustainability-related areas.

For details, please refer to *2.5.6-1. Dissemination of the Fujifilm Group's Approach to CSR*.

(4) 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 2025, continuing from fiscal 2024, 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, we are continuing efforts to implement support measures for emissions reduction, including proposals for optimizing electricity usage.

Further information, please refer to *2.5.7 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 19 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* under Section *4.6 Human Rights*.

[Initiative] Study Sessions on "Supplier CSR & BCP Assessment Visits" for Procurement Personnel

We regularly conduct study sessions on "Supplier CSR & BCP Assessment Visits" for procurement personnel at Fujifilm Group companies in China with procurement functions. The purpose of these sessions is to equip participants with fundamental knowledge and skills to properly conduct risk checks from CSR and BCP perspectives during supplier visits. The sessions consist of lectures and confirmation tests. A total of 83 participants completed the first session held in October 2025, while 42 participants completed the second session held in March 2026.

[Initiative] Efforts at the Bio CDMO Business Companies

At FUJIFILM Biotechnologies, we conducted e-learning on supplier engagement for employees, achieving a high participation rate of 96%. We also provide a comprehensive set of information, including ESG questionnaires and standard contract clauses, to facilitate smooth communication of requests to suppliers. Furthermore, we hold sustainability webinars for all employees and specifically for the procurement division to promote internal dialogue and information sharing.

Results of Sustainable Procurement Activities and Targets (KPI)

Activity	Item	FY2023	FY2024	FY2025		FY2026 Target
				Target	Result	
Dissemination of the Code of Conduct and collection of consent forms	Number of suppliers' consent forms collected	867 suppliers	622 suppliers	1,600 suppliers	1,519 suppliers	500 suppliers
Self-check regarding sustainability	Number of suppliers responded, Number of sites responded (Response rate)	995 suppliers, 1,493 sites (96%)	1,027 suppliers, 1,550 sites (92%)	1,000 suppliers	894 suppliers, 1,550 sites (90%)	1,000 suppliers
	Percentage of suppliers with 90% or over conformance rate	69%	71%	90% or over	72%	90% or over
Information security survey	Number of suppliers responded	1,064 suppliers	1,101 suppliers	1,000 suppliers	791 suppliers	950 suppliers
On-site visit and check	Number of suppliers evaluated (Plan achievement rate)	50 suppliers (77%)	66 suppliers (99%)	Plan achievement rate 100%	46 suppliers (92%)	Plan achievement rate 100%

Conformance Rate at Self-check Regarding Sustainability

Conformance Rate	Evaluation	Percentage of Suppliers
90% or over	Largely meet the requirements of the Group's Supplier Code of Conduct	72%
80% to 89%	Some areas require improvement	21%
Less than 80%	Require support to address areas for improvement	7%

2.5.7 Environmental Efforts in the Supply Chain

1. Basic approach

The Fujifilm Group's business originated with photographic film, a product for which 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 lifecycle, 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 Fujifilm Group Supplier Code of Conduct, which includes the Environment section, and request their understanding and implementation of its contents.

For the Fujifilm Group Supplier 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 63% of our total GHG emissions derive from procured goods and services classified under Scope 3 Category 1. To reduce these emissions, the understanding and cooperation of our suppliers is essential. In fiscal 2025, continuing from fiscal 2024, we conducted a questionnaire survey for suppliers of chemical raw materials and equipment parts, which account for about 50% 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 730 suppliers of our Group companies both in Japan and overseas, and 579 responded (79% response rate). Additionally, when the Tier 1 supplier is a trading company, the survey is extended to manufacturers at the secondary trading level.

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, about 55% of the suppliers have set emissions reduction targets or will set them within two years.

On the other hand, although the calculation of GHG emissions by suppliers is progressing, it has become clear that there are challenges in emission reduction. Therefore, we are working with suppliers to reduce GHG emissions, and for critical suppliers, we conduct detailed interviews through on-site visits to understand their actual conditions and challenges, and provide support for GHG emissions calculation as well as introduce CO_2 reduction measures. Continuing from fiscal 2024, 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*.

(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 bio-based raw materials procurement	To meet the social demand for biodiversity conservation, we established management rules for the procurement of plant derived raw materials such as cellulose in fiscal 2021, and have been implementing these rules at all Fujifilm Group sites. In July 2026, we expanded the scope of materials covered by the rules to include bio-based raw materials such as natural rubber, and revised the rules accordingly. The revised rule has been gradually rolled out across the Group.	*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.	*2.5.10 Efforts in Paper Procurement*

3. Efforts in logistics

In order to reduce CO_2 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 successfully reduced CO_2 emissions and environmental impacts in long-distance relay trucking in fiscal 2025. 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.

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

2.5.8 Efforts at 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 2025 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

The Fujifilm Group conducted RBA*1 Facility Risk SAQ*2 at 27 production sites in Japan and overseas, and confirmed that none of the sites were classified as High Risk.

*1 RBA (Responsible Business Alliance) / Headquarters: Virginia, USA
https://www.responsiblebusiness.org/
*2 SAQ: Self-Assessment Questionnaire

3. Recognition

(1) RBA recognition status

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

Site	Country/Region	Status	Expiration Date
FUJIFILM Manufacturing Hai Phong Co., Ltd.	Vietnam	Silver	February 27, 2027
FUJIFILM Optics Philippines Inc.	Philippines	Silver	July 31, 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 2026. The latest evaluation results are available on our website.

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

Company Name	Rating
FUJIFILM Corporation	Silver
FUJIFILM Business Innovation Corp.	Platinum
FUJIFILM Diosynth Biotechnologies U.S.A., Inc. (FUJIFILM Biotechnologies)	Silver
FUJIFILM Diosynth Biotechnologies Denmark ApS (FUJIFILM Biotechnologies)	Gold
FUJIFILM Diosynth Biotechnologies North Carolina Inc. (FUJIFILM Biotechnologies)	Silver
FUJIFILM Diosynth Biotechnologies UK Limited (FUJIFILM Biotechnologies)	Silver

Efforts at Fujifilm Group Production Sites (Recognition)
https://holdings.fujifilm.com/en/sustainability/activity/supply-chain/supply-chain-management/sustainable-procurement#link05

2.5.9 Responsible Mineral Procurement

1. Policy and framework of efforts

The Fujifilm Group recognizes as a serious social issue the risk that minerals such as tin, tantalum, tungsten and gold (3TG) sourced from conflict-affected and high-risk areas may be associated with human rights abuses, including child labor, environmental destruction, or the financing of groups involved in inhumane armed activities. We clearly state our intention not to use minerals associated with such human rights abuses or other adverse impacts.

To promote responsible mineral procurement throughout our supply chain, we manage these risks in accordance with the five-step framework 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).

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 concerns 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 regular 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 policies, measures and results related to responsible mineral procurement 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

2. Results and targets for responsible mineral 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 2025 investigation results and targets by business segment per year.

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

Business Innovation

	FY2023	FY2024	FY2025	FY2026 Target
3TG	99%	100%	100%	100%
Cobalt and Mica	98%	99%	100%	100%

Electronics

	FY2023	FY2024	FY2025	FY2026 Target
3TG	87%	94%	100%	100%
Cobalt and Mica	87%	94%	96%	100%

Imaging

	FY2023	FY2024	FY2025	FY2026 Target
3TG	82%	84%	75%	90%
Cobalt and Mica	89%	85%	75%	90%

(2) Rate of conformant smelters by segment

Business Innovation

FY2025	Tin	Tantalum	Tungsten	Gold	3TG Total	Cobalt	Mica
Number of identified smelters	73	35	49	175	332	99	30
Number of RMAP conformant smelters	50	32	33	92	207	58	6
Rate of RMAP conformant smelters	68%	91%	67%	53%	62%	59%	20%

Electronics

FY2025	Tin	Tantalum	Tungsten	Gold	3TG Total	Cobalt	Mica
Number of identified smelters	20	0	3	0	23	0	0
Number of RMAP conformant smelters	19	0	3	0	22	0	0
Rate of RMAP conformant smelters	95%	—	100%	—	96%	—	—

Imaging

FY2025	Tin	Tantalum	Tungsten	Gold	3TG Total	Cobalt	Mica
Number of identified smelters	55	32	35	97	219	47	3
Number of RMAP conformant smelters	49	32	31	91	203	43	3
Rate of RMAP conformant smelters	89%	100%	89%	94%	93%	91%	100%

2.5.10 Efforts in Paper Procurement

The Fujifilm Group established the "Management Rules for Procurement of Bio-based Raw Materials" 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 2025, 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 2026, the ratio of FSC®-certified* branded paper products in the Business Innovation segment in Japan is 45%, and the ratio of recycled paper (containing 70% or more recycled pulp) is 18%. Please also refer to *3.7.2 Activity Overview* under Section *3.7 Biodiversity Conservation*.

* 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, including their rights to livelihood and residence, 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

	FY2023	FY2024	FY2025	FY2026 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%

2.5.11 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 2025, we requested 113 suppliers to conduct self-checks and collected the results from all of them. During the fiscal year, we revised related questions in the self-checks to reflect the transition from the Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors to the Act on Preventing Delay in Payment to Small and Medium-Sized Entrusted Business Operators in Relation to Manufacturing Consignment.

Sustainable Procurement Effort KPI in Domestic Logistics in Japan

	FY2023	FY2024	FY2025	FY2026 Target
Percentage of companies with 90% or more sustainability self-check conformance rate	99%	100%	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 2025. 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.

Additionally, we continue to promote modal shift initiatives. In May 2026, we introduced rail transportation for long-distance trunk route between Tokyo and Suzuka. By combining rail transport with truck collection and delivery from the departure and arrival points to the stations, we launched an integrated round-trip transportation connecting the Tokyo metropolitan area and Suzuka. Furthermore, 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 2025, there were no accidents caused by natural disasters.

Further information, please refer to *2.5.7-3. Efforts in logistics*.

2.5.12 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.

- 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, FUJIFILM Holdings has been a signatory to the UNGC. 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.
- CMP Consortium (Chemical & Circular Management Platform Consortium)
  Fujifilm participates in this consortium (formerly JAMP: Joint Article Management Promotion-consortium), which aims to promote a system for proper management of chemical substance information and smooth disclosure and communication within the supply chain.
- Responsible Minerals Initiative (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 mineral 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.
- Sustainable Procurement Pledge (SPP)
  FUJIFILM Biotechnologies joined the SPP in 2023. The SPP is an international initiative in which companies and organizations voluntarily participate to promote sustainable procurement. FUJIFILM Biotechnologies works with industry leaders to advance ethical supply chain practices that cover workers' rights, environmental management, and long-term social impact.

3.0 Environmental data

Definitions in this section (Chapter 3)
- Fujifilm Group: FUJIFILM Holdings Corporation and its consolidated companies
- Fujifilm: FUJIFILM Corporation and its consolidated companies
- FUJIFILM Business Innovation: FUJIFILM Business Innovation Corp. and its consolidated companies

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.

The period of coverage is fiscal 2025 (April 1, 2025—March 31, 2026). While data collected from manufacturing and development companies is in the areas of energy, water usage, CFCs and wastes 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 four companies that are being collected separately, are being submitted after combining with their respective parent companies.
- GHG emissions from the semiconductor process chemicals business purchased from Entegris, Inc. in May of fiscal year 2023 have been included in the scope of statistical data retroactively to 2019.
- 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 in FY2025 (Consolidated Subsidiaries of FUJIFILM Holdings)

	Manufacturing/Development	Sales
Energy (Scope 1, 2)	98%	84%
Water	85%	14%
Wastes	97%	71%
CFCs	86%	11%

3.1 Environmental Policy and Management System

Definitions in this section (Chapter 3)
- Fujifilm Group: FUJIFILM Holdings Corporation and its consolidated companies
- Fujifilm: FUJIFILM Corporation and its consolidated companies
- FUJIFILM Business Innovation: FUJIFILM Business Innovation Corp. and its consolidated companies

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 lifecycle.
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 SVP2030, the Fujifilm Group CSR Plan toward 2030, setting targets in six areas to build a sustainable society. The following list shows the fiscal 2026 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

FY2026 Fujifilm Group Priority Measures

SVP2030 Priority Issues	FY2026 Priority Measures
1. Address climate change	Enhance carbon efficiency of business operations based on the Fujifilm Group environmental strategy "Green Value Climate Strategy" (1) Create and promote "Green Value Products" to be certified under the Fujifilm Group's environmentally-conscious product certification program 1) Reduce GHG emissions across the entire product lifecycle 2) Communicate and collaborate with suppliers to reduce GHG emissions 3) Contribute to reducing GHG emissions in society and at the customer end (2) Promote "Green Value Manufacturing" with a lower environmental impact 1) Develop and introduce production processes and manufacturing technologies that have lower GHG emissions 2) Expand the use of renewable energy 3) Implement concrete measures aimed at introduction of fuels that do not emit CO_2
2. Promote recycling of resources	(1) Design product lifecycles that make efficient use of mined resources 1) Expand the use of raw materials having lower environmental impact 2) Expand the scope of application of reuse, refurbish, and recycle throughout the product lifecycle 3) 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 1) Reduce input of raw materials by streamlining production activities 2) Reduce incineration/landfill waste or change to alternative disposal methods
3. Biodiversity conservation	(1) Prevent accidental discharges from aging infrastructure through periodic inspections and monitoring (2) Promote water recycling and purification in areas with high water risk (3) Promote water resource conservation activities across the organization (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) Strengthen the internal controls for handling biological materials
6. Strengthen environmental and safety governance	(1) Continue to strengthen the systems for regulatory compliance to support the new products and businesses ◎ (2) Assess the effectiveness of EHS (Environmental, Health, and Safety) frameworks and drive continual system enhancements ◎ (3) Enhance employee competencies to ensure a resilient and sustainable EHS foundation ◎
7. Expand stakeholder communication	(1) Implement a robust transparency and reporting framework that ensures information disclosure aligns with global regulatory standards and international guidelines ◎ (2) Implement proper environmental claims based on the internal guidelines and validation process ◎ (3) Continue educational programs related to environmental safety, product safety, and occupational safety ◎

◎: Revised from the FY2025 priority measures

Progresses in environmental targets in SVP2030 are as follows.

[Priority issues 1] Address climate change

FY2030 Targets	Metrics	Indices	Unit	Results			Targets for 2030	Against Targets	
				FY 2023	FY 2024	FY 2025		Progress Evaluation	Achievement Rate
Reduce CO_2 emissions	Reduce CO_2 emissions across the entire product lifecycle*1 by 50% by the end of FY2030 (compared to the FY2019 level)	CO_2 emissions reduction rate	%	5	7	6	50	△	12%
	Reduce CO_2 emissions from its operations (Scope 1 and 2)*2 by 50% by FY2030, compared to the FY2019 level, aiming to achieve net zero CO_2 emissions by FY2040	CO_2 emissions reduction rate	%	15	18	23	50	○	46%
	Convert 50% of purchased electric power to renewable energy-derived power by FY2030.	Renewable energy rate	%	10	10	18	50	○	36%
Contribution to reducing CO_2 emissions through products and services	Contribute to reducing accumulated 90 million tons CO_2 emissions by FY2030.	Contribution to a reduction in the CO_2 emissions	million tons	13	15	17	90	×	19%
	Make Green Value Products rate per sales 60% by FY2030.	Sales coverage rate	%	28	24	22	60	○	37%

*1 Total of Scopes 1 and 2 figures and the figures from Scope 3 categories (1, 3, 4, 11, and 12).

*2 Direct emission from the company at the manufacturing stage of the product (Scope 1) and indirect emission due to the use of electricity / steam supplied from other companies (Scope 2)

[Priority issues 2] Promote recycling of resources

FY2030 Targets	Metrics	Indices	Unit	Results			Targets for 2030	Against Targets	
				FY 2023	FY 2024	FY 2025		Progress Evaluation	Achievement Rate
Resource efficiency	Improve "resource efficiency"*1 by more than 5% by FY2030 (compared to FY2023 level)	Resource efficiency	%	Base year	+2.2	+4.9	+5	○	98%
Resource input ratio	Depletable virgin resource input ratio*2 of 60% or less (FUJIFILM Business Innovation)	Depletable virgin resource input ratio	%	83	83	79	60 or less	○	76%

We revised our resource recycling targets in FY2024.

*1 Resource efficiency = Sales / Newly mined resource usage

*2 Depletable virgin resource input ratio: Percentage of depletable virgin 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. (Depletable virgin 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.)

[Priority issues 3] Biodiversity conservation

FY2030 Targets	Metrics	Indices	Unit	Results			Targets for 2030	Against Targets	
				FY 2023	FY 2024	FY 2025		Progress Evaluation	Achievement Rate
Water risk management	Take necessary action for all sites with a high assessed water risk.*1	Risk response rate	%	–	–	100 (12 sites responding to a risk / 12 sites considered to be at risk)	100	○	100%
Efficient use of water resources	Maintain the water resource efficiency (the amount of water withdrawn per revenue)*2 below the fiscal 2025 level	Water resource efficiency: Water withdrawal / revenue	thousand m^3/ hundred million yen	–	–	1.23	1.23 or less	–	–
Water quality conservation	Continue to prevent wastewater leakage incidents out of the factory*3	Number of wastewater incidents	case	–	–	0	0	–	–

*1 Water risk assessment: We conduct a risk assessment that combines the water risk visualization tool (Aqueduct), provided by the World Resources Institute (WRI), an international environmental think tank, with interviews at each production site.

*2 Water resource efficiency is calculated by dividing the total amount of water withdrawn from all the consolidated companies of FUJIFILM Holdings Corporation by the revenue.

*3 Wastewater leakage incidents out of the factory: Regulated substances in wastewater discharged at concentrations exceeding environmental regulations at the production sites of FUJIFILM Holdings Corporation and its consolidated companies.

[Priority issues 4] Ensure product and chemical safety

FY2030 Targets	Major Activities in FY2025	Against Targets
(1) Replace or reduce usage of "priority risk management chemical substances"	Particularly in Europe, there is a growing emphasis on the view that chemicals with similar substructures may pose similar risks and hazards, which was shown by the Universal PFAS Restriction Proposal based on the REACH Regulation. In light of these trends, we have incorporated this approach into our review of priority risk management of chemical substances. Then we are promoting risk reduction activities to reduce their usage or to replace them at an earlier stage than before.	○
(2) Adopting alternatives to animal testing in all safety assessments and conducting the safety evaluation for our newly developed chemicals*1 using alternative methods for animal testing*2 I. Conduct the safety evaluation for our newly developed chemicals using alternative methods for animal testing by FY2025. II. Obtain the safety data on the safety data sheet for our chemical products using alternative methods for animal testing by FY2030.	We achieved Target I by combining our proprietary safety prediction system "Toxivis"*3 that can evaluate the possibility of skin allergy reactions to chemical substances with the Amino acid Derivative Reactivity Assay (ADRA)*4 that we developed and is listed in the OECD Test Guidelines. The safety prediction system is comprised of a "knowledge-based AI model" designed to predict the breakdown process and structural transformation of chemicals in the body and bonding with proteins and a "machine learning AI model" to predict activation and propagation of lymphocytes, as well as inflammation caused by chemical substances, by learning from past test data. To achieve Target II, we are now considering applying this assessment model to obtain safety data for chemical products we develop.	○

*1 Fine chemicals, various treatment chemicals, chemicals or mixture.

*2 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.

*3 Presented at the 52nd Annual Meeting of the Japanese Society of Toxicology, Euro Tox Congress 2025, the 38th Annual Meeting of the Japanese Society for Alternatives to Animal Experiments and the SOT 65th Annual Meeting and published in "Regulatory Toxicology and Pharmacology," the world-renown professional journal on chemical substance safety assessment.

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

3.1.3 EMS: Certification/Audit/Verification

Status of EMS Certification and Audit in FY2025

* Target sites are determined in consideration of business characteristics

Certification/audit/verification system by specialized companies with International Certification (ISO14001, EMAS)	Coverage: 71% Target sites: 59 Certified sites: 42
Certification/audit/verification system by internal expert organization	Coverage: 29% Through internal management rules, our internal organization verify the status of environmental activities based on the Environmental Policy and the priority issues. Target sites: 59 Certified sites: 17
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. 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 Complaints on environmental laws and regulations such as air, wastewater and waste in fiscal 2025

In fiscal 2025, there were two violations of environment-related laws, but relatively minor violations have been excluded.

Responses to Environment-Related Complaints and Legal Violations in FY2025

Company/Site name	Description	Responses	Penalty (USD)
FUJIFILM Wako Chemicals U.S.A. Corporation	Emission of volatile organic compounds exceeds the allowable emission limit.	Improvement of production facilities and production management	70,457
FUJIFILM Diosynth Biotechnologies U.S.A., Inc.	Inadequacies in the wastewater constituent measurement method employed by the commissioned environmental analysis organization resulted in regular submission of analytic reports deemed unexecuted.	Correction of the measurement method by the analysis organization and improvement in the measurement results approval process	78

Number of Environment-Related Complaints and Legal Violations

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of legal violations	1	5	5	0	2
Penalty (USD)	3,600	20,744	503,626	0	70,535

3.1.6 Environmental Training for Employees

The Group has organized environmental training for all employees in its drive to promote environmental activities to increase their acquisition of basic environmental knowledge, deepen their understanding of environment issues and encourage solutions to environmental issues through business activities. The education program is provided continuously through the e-learning system to encourage understanding and implementation of priority measures for the Fujifilm Group Green Policy and Sustainable Value Plan 2030 (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 lifecycle, 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 *2.5.7 Environmental Efforts in the Supply Chain*.

3.2 Climate Change Response Strategy

Definitions in this section (Chapter 3)
- Fujifilm Group: FUJIFILM Holdings Corporation and its consolidated companies
- Fujifilm: FUJIFILM Corporation and its consolidated companies
- FUJIFILM Business Innovation: FUJIFILM Business Innovation Corp. and its consolidated companies

3.2.1 Basic Approach

The Fujifilm Group regards the Paris Agreement 1.5°C goal as an international social challenge that we must achieve. Therefore, we raised our CO_2 reduction targets in December 2021. One of these targets aims at net zero CO_2 emissions from our energy consumption*1 by the end of fiscal 2040. Our other target is 50% CO_2 emissions reduction compared to the fiscal 2019 level, by the end of fiscal 2030, across the entire product lifecycle—from procurement of raw materials, manufacture, transportation, and use, to disposal. This is because CO_2 emissions from our business activities include those from the entire supply chain. These targets are validated*2 by the Science Based Targets initiative (SBTi) to achieve the above Paris Agreement 1.5°C goal.

To achieve these targets, we established a Fujifilm Group environmental strategy, "Green Value Climate Strategy"*3 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 CO_2 emissions, such as synthetic methane and hydrogen, in addition to electricity. In order to include GHG costs in our investment decisions, we established an Internal Carbon Pricing (ICP) system in fiscal 2022 that enabled us to accelerate our efforts in GHG emissions reduction.

In the area of products and services, we are actively developing and spreading our Green Value Products,*4 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 are striving for GHG emissions reductions in our product lifecycles and throughout society.

Following the "Green Value Climate Strategy" and uniting a range of knowledge and technology 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 The Fujifilm Group's FY2030 greenhouse gas emission reduction targets were validated as a 1.5°C goal by SBTi.

[News] https://holdings.fujifilm.com/ja/news/list/1642 (in Japanese only)

*3 Please refer to the following site for Green Climate Strategy
[Environmental Strategy Briefing (April 13, 2022)]
[ESG Briefing] https://ir.fujifilm.com/en/investors/ir-materials/presentations/session/main/0118/teaserItems1/0/tableContents/019/multiFileUpload2_0/link/ff_presentation_20220413_001e.pdf

*4 Please refer to the following site for Green Value Products
[Fujifilm Group "Green Value Products" Certification Program] https://holdings.fujifilm.com/en/sustainability/activity/environment/green-value-products

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. The Board of Directors takes supervisory responsibility for our climate change countermeasures, and the Representative Director & CEO takes operational responsibility.

Issues related to climate change are deliberated on by the ESG Committee as priority risks, along with issues concerning compliance and other priority issues. To date, deliberations by the Committee include raising CO_2 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 Committee deliberates and makes decisions concerning revision of the group-wide resource recycling targets, which are interconnected with climate change.

Further, the ESG Committee discusses and decides upon annual CO_2 emissions reduction targets, which are used as ESG indicators, as well as assessing actual performance and results. This indicator is used to determine directors' remunerations and the committee also reports its conclusions to the Board of Directors.

In fiscal 2023, the GX Committee has been formed as subcommittees under the ESG Committee. This was to effectively apply group-wide policies and strategies, along with the resolutions of the ESG Committee to the respective business operations. The GX Committee, comprising all general managers of business segments, together with those in charge of production, procurement, and R&D, is responsible for assessing ESG-related measures for each business and business site, and for deciding upon the concrete actions to be taken. To date, the GX Committee has covered GHG emissions reduction measures suitable to each region, resource recycling schemes tailored for each type of business, and group-wide standardization of product carbon footprint (CFP) calculations.

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.

* RE100: An international initiative where companies are committed to using 100% renewable electricity for their businesses activities.

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 (including 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 responding policies and the appropriate operations.

We incorporate the Internal Carbon Pricing (ICP) system in their business decision making to reduce climate change risks. The ICP system helps us to evaluate the anticipated financial impact from business activities and undertake the necessary actions.

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 factory locations. We take measures to deal with issues to be implemented as necessary.

3.2.4 Strategy

Through TCFD scenario analysis, we set and evaluated two scenarios that employ strict measures toward a carbon neutral society, based on the Shared Socioeconomic Pathways (SSPs) scenario introduced in the Intergovernmental Panel on Climate Change's Sixth Assessment Report (IPCC AR6), and other climate-related scenarios, including the World Energy Outlook, published by the International Energy Agency (IEA). Our 1.5°C scenario aims to limit the average global temperature increase to 1.5°C above pre-industrial levels, while the 4°C scenario accepts that temperatures will rise 3.3 to 5.7°C (best estimate 4.4°C) above pre-industrial levels by the end of this century.

For further details on scenario analysis, please refer to the *TCFD Report*. This report presents our financial risks and opportunities related to climate change, as well as the policies and activities organized to address such issues, covering FUJIFILM Holdings and its consolidated subsidiaries in Japan and other countries.

TCFD Report https://www.fujifilm.com/files-holdings/ja/sustainability/report/2023/tcfd_report2023.pdf

[Scenario analysis overview]

1. 4°C scenario

The 4°C scenario assumes that the average global temperature at the end of this century (2081-2100) will increase by between 3.3 and 5.7°C (best estimate 4.4°C) above pre-industrial levels (1850-1900). In this scenario, additional climate change countermeasures are not implemented or reinforced sufficiently, and therefore, GHG emissions remain high. Further, economic growth continues to depend upon fossil fuel. As climate-related policies remain lenient, we assumed that there would be more intensified physical risks, such as global sea level rises and severe weather.

We use this scenario not to show a highly probable prospect based on the current political trend, but as a stress scenario to assess our business resilience when physical risks become strongly visible. This scenario is based on climate-related scenarios such as SSP5-8.5, the highest emission scenario in the IPCC AR6.

(1) Business risks (Physical risks)

Our 4°C scenario assumes a high impact from severe weather on our production facilities, supply disruption of product materials, and factory suspension due to power outages. We drew up a range of Business Continuity Plans (BCPs)* to prepare for these risks, and have been distributing production over various sites and material suppliers, and securing stable power supplies. Particularly, we are experiencing power cuts in different areas due to damage to electric cables, which are critical lifelines, caused by severe typhoons and heavy rains. The Fujifilm Group has been installing in-house power plants in major production sites since the 1960s to secure stable power supplies and avoid the risk of production suspension due to power outages.

There will also be a risk of changes to the habitats of animals and plants, and their number reduction or even extinction due to changes in temperature and rainfall patterns. The impact from such changes may cause supply shortages or price increases for plant-based materials. Exhaustion of fossil oil may also cause supply shortages or price increases for petrochemical materials. The Fujifilm Group is working hard to reduce these risks by minimizing the amount of materials used in products, such as by producing the thinner films, which use plant-based materials, recycling cutoffs generated during production as a material for other products, and recycling (reuse) multifunction devices in our Business Innovation segment.

* Business Continuity Plans are plans to ensure the continuation of important business activities and to minimize disruptions caused by natural disasters, terrorist attacks, large-scale system shutdowns, and other crises.

(2) Business opportunity

It is assumed that the global temperature rise will intensify and/or increase hotspots, marine heatwaves, heavy rains, droughts, and tropical storms. We presume that there will be an increased demand for products and services to help people cope with such extreme weather and subsequent changes in ecosystems and health conditions.

I. Reinforcing social infrastructure

Reinforcing social infrastructure is one of the important measures to prepare for such extreme weather. The Fujifilm Group believes that we can contribute to social adaptation to climate change. For example, utilizing our high-precision lens processing and manufacturing technologies, we can create highly sensitive surveillance cameras for monitoring river and sea surfaces at night and during inclement weather. Our high-precision image analysis and AI technologies also help degradation analysis for bridges and levees. We also foresee an increasing demand for solutions that contribute to disaster relief, as well as post-disaster recovery covering local government functions and people's everyday lives. Such solutions can be achieved by our technology to digitize local governments' disaster response procedures.

II. Reducing burdens on healthcare professionals and improving accessibility to medical services

The global temperature rise will significantly affect people's health. The unexpected spread of infectious and other diseases may increase the burden on healthcare professionals. More frequent tropical storms, torrential rains, and heatwaves may hinder the movement of both patients and healthcare professionals. These problems may lead to the collapse of medical care systems in countries or regions where the number of healthcare professionals is limited. The Fujifilm Group is planning to globally expand our medical IT, diagnostic imaging systems, and AI technologies. In this way, we can contribute to reducing the workload on healthcare professionals and offer better access to medical services through remote diagnoses.

2. 1.5°C scenario

This scenario takes the "1.5°C pathways" to limit the average global temperature rise to 1.5°C above pre-industrial levels by the year 2100, in line with the Paris Agreement goal. To build a carbon neutral society, large scale reform of socioeconomic systems is required, including the introduction of carbon pricing, adapting the infrastructure to renewable energy usage, and the development of electrification technology. We anticipate an increase in the costs associated with responding to all of these improvements.

As a result, we assume a rise in transition risks and growth in product and service needs (business opportunity) to satisfy the demands related to decarbonization. For this, we refer to climate-related scenarios such as the Net Zero Emissions by 2050 (NZE) scenario in World Energy Outlook of the International Energy Agency (IEA).

(1) Business risks (Transition risks)

In the 1.5°C scenario, there are possible financial risks in the course of transitioning to a decarbonized society, including a carbon tax as a policy to curb fossil fuel use and introduction of carbon border tax adjustments designed to discourage relocation of business operations prompted by differences in carbon tax among countries and regions. Our GHG (Scopes 1 and 2) emissions in fiscal 2025 were at 862,000 tons of CO_2e. Assuming that the carbon tax is to be ¥15,000/tCO_2e in the second half of fiscal 2025, the financial risks would be roughly 13 billion yen (≈862, 000 tCO_2e × 15,000 yen/tCO_2e).

(2) Business opportunity

Human-caused GHG emissions are mainly from energy consumption. Therefore, we anticipate that society would shift to use renewable energy (wind, solar, water, etc.) that emit minimum CO_2 while also aiming at high energy efficiency.

I. Energy conservation

To improve energy efficiency across an entire society, products and services that offer better energy efficiency must be adopted preferentially. The Fujifilm Group contributes to the reduction of GHG emissions from customer usage through our energy-saving products, such as low-emission data archive systems that use high-capacity magnetic tape, and highly energy-efficient multifunction devices.

II. Energy creation

As renewable energy usage expands, the related infrastructure requires increased construction. Offshore and land wind turbines are expected to spread widely across the world. Because such turbines are often built at high or distant locations where maintenance is not easy, further technological development would be required to remotely monitor and diagnose structural degradation. Through collaboration with wind energy suppliers, the Fujifilm Group is developing maintenance and diagnosis technologies to identify defects in wind turbine blades without interrupting their operations. Our high-performance anti-vibration and ultra-telephoto cameras that exploit our imaging and precision molding technologies, combined with AI-based high-precision image analysis, offer accurate monitoring of wind turbines operating in harsh conditions, such as gusty coasts and those offshore. We will continue to contribute to the dissemination and stable operation of these essential wind turbines.

III. Solution services adjusted to a decentralized society

To increase affinity with renewable energy use, we should consider converting the current centralized way of living in large cities to a more decentralized mode. Along with such a movement, solutions that support life and business activities in rural areas are expected to be required. The Fujifilm Group offers document solution services that accelerate digitization, automation, and paperless operations in business activities. These services will help businesses to adapt to a decentralized society by enabling remote and hybrid working. Such services are also required to reduce GHG emissions by eliminating the necessity of commuting and spending commuting time, as well as the need for office space for numbers of employees. For these two reasons, we expect that demand for our services will increase in the future. In terms of medical demands in a decentralized society, we assume that this could also be a major business opportunity. Each local area will require medical solutions that would help healthcare professionals and improve accessibility to medical services, to which our medical IT, diagnostic imaging systems, and AI technologies can contribute, in the same way as in our 4°C scenario. Through our medical systems business, we will strive to support local healthcare suitable for a decentralized society.

The Fujifilm Group continues to advance our core technologies for the proactive development of the diverse products and services required to build a resilient society.

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 GHG emissions in society.

1. Targets and progresses of CO_2 emissions reduction across the entire product lifecycle*

Long-term target: Reduce CO_2 emissions by 50% by the end of FY2030 (compared to the FY2019 level)
Progress: 6% reduction at the end of FY2025 (compared to the FY2019 level).

* "CO_2 emissions reduction across the entire product lifecycle" refers to the total of Scopes 1 and 2 figures and the figures from Scope 3 categories (1, 3, 4, 11, and 12).
* In fiscal 2025, we revised the calculation methods and data coverage of Scope 3 across its multiple categories. This has resulted in a partial review of past data.

2. Targets and progresses of the Fujifilm Group's CO_2 emissions from energy consumption*

Long-term target: Achieve net zero CO_2 emissions by the end of FY2040.
Mid-term target: Reduce the Fujifilm Group's CO_2 emissions by 50% by the end of FY2030 (compared to the FY2019 level).
Short-term target: Reduce the Fujifilm Group's CO_2 emissions by 30% by the end of FY2026 (compared to the FY2019 level).
Progress: 23% reduction at the end of FY2025 (compared to the FY2019 level).

* "Fujifilm Group's CO_2 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 fiscal 2030.
  Progress: We converted 18% of purchased electric power to renewable energy-derived power as of the end of FY2025.
- Convert 100% of purchased electric power to renewable energy-derived power aiming at zero CO_2 emissions from our energy consumption by converting using fuels to fuels which do not accompany CO_2 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 CO_2 emissions through products and services

- Contribute to reducing accumulated 90 million tons CO_2 emissions by FY2030.
  Progress: Contribute to reducing 17 million tons by fiscal 2025.

3.3 Activities Related to Climate Change Response

Definitions in this section (Chapter 3)
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3.3.1 Activity Overview

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

	Measures
Procurement	• Support with suppliers to calculate GHG emissions and establish reduction measures. • Reduction of new resource usage by adopting recycled materials and reusing components, as well as recycling film cutoffs as new materials.
Manufacturing	Promotion of Green Value Manufacturing* as follows: • Energy conservation by improving production processes. • Expansion of cogeneration systems and renovation of energy-efficient facilities. • Expansion of renewable energy-sourced power usage. • Study for use of carbon-neutral fuels, such as synthetic methane and hydrogen. • Development and introduction of carbon neutral technologies, such as flow synthesis. * For more details, please refer to Green Value Manufacturing. **Sustainable Value Plan 2030, Environment** https://holdings.fujifilm.com/en/sustainability/plan/svp2030/environment
Transportation	• Streamlining transportation through modal shift and network optimization. • Round-trip transportation that combine collection of used products and delivery of remanufactured machines. • Improvement of logistics efficiency and environmental impact reduction by managing forward and reverse logistics together.
Use	• Creation and spread of products with low power consumption and low material usage through Green Value Products certification program. • Reduction of environmental impact from customers through a range of solutions: - Zero helium MRI systems, energy-saving X-ray diagnostic imaging system, and other medical equipment. - Offering energy-saving multifunction devices with low-temperature fusing toner. - Promoting paperless document digitization, and Managed Print Service (MPS), a printing equipment management service that visualizes printing requirements in an office to optimize printing devices, operations, and consumable maintenance.
Disposal	• Collection, reuse, and recycling of used products. • Component and material recycling through closed loop recycling system; Dissemination of remanufactured machines. • Selection of used products to be reused or recycled by Collection Judgment System. • Product design for easy disassembly and division. • Collecting and recycling valuable wastes, such as silver, from photosensitive materials, etc.

The Fujifilm Group is working on climate change mitigation and resource recycling in an integrated manner. In fiscal 2024, we established the group-wide Resource Recycling Policy: “Aim at not using resources from new mines.” Under this policy, we are working to reduce the usage amount of newly mined materials and increase resource recycling. These are an extended effort to our conventional waste reduction activities within the production process, covering the entire product lifecycle from the stage of material procurement, production, and usage, to disposal. Recycling materials and reusing components, product downsizing and weight reduction, and product design that is easy to disassemble and divide—these are the measures we are taking to reduce the amount of materials to be procured and the amount of waste at product disposal. In this way, we pursue our efforts for efficient resource recycling and climate change mitigation.

● Procurement stage

The Fujifilm Group is reinforcing its engagement with suppliers as a part of emissions reduction efforts at the procurement stage. Helping suppliers to calculate their GHG emissions and providing guidance on emissions reduction measures reduce our Scope 3 emissions from materials, components, commissioned production, etc. FUJIFILM Business Innovation aims at "Depletable virgin resource input ratio of 60% or less by FY2030," by adopting recycled plastic and iron in addition to expanding reuse of end-of-life multifunction devices, toner cartridges, and spare parts. Through these efforts, we are reducing both resource input volume and our Scope 3 emissions.

● Manufacturing stage

In manufacturing, we aim at carbon neutrality in both electric power and fuel usage under the Green Value Manufacturing initiative. We are increasing use of renewable energy-derived power and also increasing the number of solar power plants in our production sites across the world. In our material and chemical product segment, we use a substantial amount of high-temperature steam to produce and dry films. Fuel is required to generate this steam, and, therefore, it will be necessary for us to adopt fuel with net zero CO_2 emissions, such as synthetic methane and hydrogen, in addition to utilizing renewable energy-derived power. We are also working to develop energy-efficient chemical production technologies, such as flow synthesis, where chemical reactions run in a continuously flowing stream of reagents.

● Transportation stage

In transportation, our continuing efforts to streamline logistics by revising transportation routes have now grown into a logistics model integrated with resource recycling. In May 2026, we started rail-based round-trip transportation between the Tokyo metropolitan area and Suzuka in Mie Prefecture utilizing 31-foot containers, working together with Nippon Express, FUJIFILM Business Innovation, FUJIFILM Logistics, and JR Freight. In this project, we transfer used multifunction devices collected in the Tokyo metropolitan area to the Suzuka Factory of FUJIFILM Business Innovation, and carry devices recycled there back to Tokyo as a set of forward and reverse logistics. This modal shift in long distance freight transport from truck to railway has enabled us to improve logistics efficiency, secure stable transportation, and reduce environmental impact at the same time.

● Use stage

In product usage, we continue to create products and services that contribute to GHG emissions reduction and resource conservation during product use through the Green Value Products certification program.

In the medical equipment segment, we are expanding sales of zero liquid helium MRI systems, and low power diagnostic systems. The zero helium MRI system contributes to GHG emissions reduction both during customer usage and in the upstream supply chain. (1) During use, energy-saving functions, such as magnetic refrigeration, reduce CO_2 emissions derived from electricity. (2) In the supply chain, there are no secondary helium emissions during production, liquefaction, transport, and replenishing, which were required in conventional superconductive MRI systems. With our X-ray diagnostic imaging system, we achieve GHG emissions reduction over their lifecycle through device downsizing and weight reduction, using fewer components, and low power consumption during operation.

In the business innovation segment, we contribute to reduce power and paper consumption at our customers through offering multifunction devices with high energy-saving performance, low-temperature fusing toner, as well as solutions that support paperless document digitization, and our Managed Print Service.

● Disposal stage

At disposal, we regard used products as resources rather than waste, and have established a system that incorporates collection, reuse, and recycling.

FUJIFILM Business Innovation collects used multifunction devices, and using the Collection Judgment System, categorizes equipment for reuse after refurbishing or for disassembly and recycling. Disassembled components are again screened to be scrapped or recycled as components or materials. We are working to reduce GHG emissions at the time of disposal and to increase the resource recycling ratio by considering resource recycling right from the stage of product design, such as using product structures that are easy to disassemble and divide, extending component life, component standardization, and selecting materials that are easy to recycle.

3.3.2 Collaboration with Initiatives

1. Participating in climate change initiatives

The Fujifilm Group's efforts to mitigate climate change are not limited to group-wide measures but include joint activities, such as international initiatives, domestic and international dialogues on policy, and joining cross-industrial collaboration. Through these activities, the Fujifilm Group is working to expand renewable energy usage, setting science-based GHG emissions reduction targets, aiming at decarbonization across the supply chain, and refining disclosure of information related to climate change.

(1) Japan Climate Leaders' 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 toward 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.
- As a part of the JLCP Circular Economy Project, in which FUJIFILM Business Innovation participates, we took part in preliminary discussions with the Ministry of the Environment in October 2025 prior to JLCP's announcement of political recommendations. In January 2026, JCLP announced Recommendations to Realize a Circular Economy that Encourages Decarbonization—Building a Circular Economy Model Founded on Solar Panel Management. The recommendations called for a scheme to achieve decarbonization and resource recycling at the same time. The agenda covered promotion of solar panel reuse, formation of a panel recycling market, and building a nationwide panel collection and recycling system.

(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 toward Green Recovery from the COVID-19 pandemic. We appealed for the government's support in technological development and infrastructure building toward 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 toward 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) GX Future Consortium (former TCFD Consortium)

GX Future Consortium (secretariat: GX Acceleration Agency) was established in April 2026 as a public and private partnership platform, by merging the former Task Force on Climate-related Financial Disclosures (TCFD) Consortium (established in 2019) and a part of the GX League. GX Future Consortium comprises the GX Future Academy, which is responsible for public relations and research studies, and the GX Future League, which sets the rules. We transferred our

membership from the TCFD Consortium to the GX Future Consortium in April 2026, along with this merger. In the GX Future League, the successor of the GX League—which we joined in 2023—we continue discussions on emissions trading and rule formation. (For details on the GX League, please refer to *2. Climate-change policy engagement*.)

The TCFD was originally established by the Financial Stability Board (FSB) in 2015, and then its functions were transferred to the International Financial Reporting Standards (IFRS) Foundation when TCFD was dissolved in October 2023. The TCFD recommendations were used as the groundwork in forming IFRS S2 (Climate-related Disclosures) published by ISSB, an organization under the IFRS Foundation.

<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. An update is scheduled in fiscal 2026.
- Transferred to GX Future Consortium along with this merger of TCFD Consortium in April 2026.

(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 toward 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 GHG emissions by 2050 through replacement with fuels without CO_2 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. We propose the RE100 Japan Policy Recommendations to lobby the Japanese government, following discussions on the introduction and expansion of renewable energy-derived power in Japan. Other issues included the increase of transmission grid capacity for renewable electricity, making renewable electricity pricing transparent and fair, promotion of physical and virtual PPAs, reinforcement and operation improvement of the electricity grid, and international inconsistencies concerning Non-Fossil Certificates (NFCs).

(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 CO_2 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.
- For Scopes 1 and 2 that correspond to the SBTi-validated targets and the major Scope 3 categories, we expanded renewable energy usage, fuel decarbonization, and supplier collaboration. We also improved energy-saving performance during product usage, and ensured progress in GHG emissions reduction throughout product lifecycles.

(6) Japan Hydrogen Association (JH2A)

This is a cross-industrial organization for practical usage of hydrogen and infrastructure construction. JH2A oversees the hydrogen value chain from the stage of manufacture, through transportation, storage, and use, and implements field trials, promotes demand, establishes rules and frameworks, lobbies for international standardization, and publishes policy recommendations. Established as a voluntary organization in 2020, it was incorporated in 2022. FUJIFILM Corporation joined JH2A in 2022 and has been working on social preparation and infrastructure building for the practical use of hydrogen to achieve fuel and thermal decarbonization. We are also exchanging information on hydrogen-related schemes and certification, and promoting collaboration among members.

2. Climate-change policy engagement

The Fujifilm Group announces political requests and endorsements through participating in climate change initiatives and industry organizations. Legislation of climate change mitigation measures and related market organization cannot be achieved solely by a private corporation. For this reason, we engage in discussions with other corporations and government organizations over a range of issues, including expanding renewable energy usage, fuel and thermal decarbonization, carbon pricing, emissions reduction throughout the supply chain, promotion of resource recycling combined with decarbonization.

<Activities related to policy engagement>

- 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 switch to wind-derived 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 “Development of CO_2 Upcycling Polyolefin Production and Process Technology.”
- Through the Japan Chemical Industry Association (JCIA), we participated in annual surveys on GHG emissions reduction progress and energy-saving measures as a part of the Keidanren Carbon Neutrality Action Plan. 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.

<Concrete examples of policy and market collaborations>

- We are working to reduce CO_2 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 energy efficiency toward a set CO_2 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 Future League
  The GX League is an initiative to support companies that are leading the Green Transformation (GX) of the entire economic and social system. We joined in fiscal 2023, endorsing the GX League plan announced in February 2022 by the Ministry of Economy, Trade and Industry. GX League member corporations, including the Fujifilm Group, voluntarily set and disclose their GHG emissions reduction targets. Members have also been exchanging information, forming rules and discussing practical issues, such as emissions trading, generating a green market, supply chain emissions reduction, and climate-related information disclosure. Some functions of GX League were transferred to

GX Future League under GX Future Consortium in April 2026. Accordingly, we transferred our membership to the new organization after submitting a letter of intent. We were listed among the 2,688 startup members of GX Future League for its initial year (fiscal 2026) announced by the Ministry of Economy, Trade and Industry in July 2026. We continue to participate in discussions on setting Scopes 1 and 2 emissions reduction targets toward fiscal 2030, proactive procurement and sales to generate GX demands, collaboration with suppliers, emissions trading, and rule formation (please refer to *1. (3) GX Future Consortium*).

3. Verification and assessment by external rating organizations

The Fujifilm Group has been highly evaluated by international environmental rating organizations in recognition of our climate and other environmental efforts. These ratings acknowledged our comprehensive endeavors, including setting GHG emissions reduction targets and progress management, action planning for identified climate-related risks and opportunities, supply chain collaborations, renewable energy usage, transparent information disclosure, and collaboration with other organizations through various initiatives.

CDP's questionnaire and supplier engagement assessment covers appraisal topics such as climate-related governance, climate transition plan, Scope 3 data collection, collaboration with suppliers, policy engagement, and renewable energy procurement. We continued our initiatives in these areas and the high evaluation was to recognize our activities.

(1) Named on CDP A List

In December 2025, FUJIFILM Holdings achieved CDP A List recognition in the category of Climate Change. CDP is an independent environmental disclosure platform and only corporations with significantly high scores in a range of assessment aspects can feature in the A List. This is our fifth A List recognition in the Climate Change category in four consecutive years. We are also recognized as an A List company in the category of Water Security, so now FUJIFILM Holdings appears in two A List categories.

On behalf of many institutional investors, CDP conducts climate change surveys, covering climate change, water security, and forests. The survey results are also used in Socially Responsible Investing (SRI) indexes, which assess corporate activities from the viewpoint of ESG, including environment, society, and governance. For further details on our efforts in the area of water security, please refer to *3.7 Biodiversity Conservation*.

(2) Platinum sustainability rating by EcoVadis

In November 2025, FUJIFILM Business Innovation, one of our group companies, received a Platinum Medal, the highest rating by EcoVadis (Paris, France), an international organization that assesses corporate sustainability. The EcoVadis Platinum Medal is awarded to the top 1% of assessed companies, which exceed 150,000 firms over 250 industries across 185 countries. This was the fourth Platinum Medal that FUJIFILM Business Innovation has received.

EcoVadis rates policies and initiatives over four themes: environment, labor & human rights, ethics, and sustainable procurement. FUJIFILM Business Innovation has been scoring more than 90 points out of 100 under the theme of environment every year. For the status of assessment of the other major Fujifilm Group companies by external rating organizations, please refer to *2.5.8 Efforts in Fujifilm Group Production Sites*.

For the status of external assessment of the Fujifilm Group with regard to ESG indexes, see below.

External Recognition https://holdings.fujifilm.com/en/sustainability/evaluation

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: CO_2, CH_4, N_2O, 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 CO_2 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" under "emissions derived from non-energy factors."
- 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 Emissions Factors 2025 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)	FY2021	FY2022	FY2023	FY2024	FY2025
Total direct GHG emissions (Scope 1)	kt CO_2e	Fujifilm Group Total	673	674	615	563	527	526★
		Fujifilm	633	640	581	533	497	497
		FUJIFILM Business Innovation	40	34	33	30	30	29

	Unit		FY2019 (Base year)	FY2021	FY2022	FY2023	FY2024	FY2025
Total indirect GHG emissions (Scope 2) Market-based	kt CO_2e	Fujifilm Group Total	451	420	400	390	392	336★
		Fujifilm	325	306	291	291	301	255
		FUJIFILM Business Innovation	126	114	109	99	91	81

	Unit		FY2019 (Base year)	FY2021	FY2022	FY2023	FY2024	FY2025
Total indirect GHG emissions (Scope 2) Location-based	kt CO_2e	Fujifilm Group Total	514	494	472	454	425	391★
		Fujifilm	382	375	357	349	330	301
		FUJIFILM Business Innovation	132	118	115	105	94	90

★: 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 2.8) 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. 3.6).

FY2025 Results

No.	Category	Emissions from the Fujifilm Group (kt CO_2e)		Proportion of Scope 3	Calculation Method and Data Coverage
1	Purchased goods and services	Fujifilm Group Total	5,593★	62.7%	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, (I) emission intensity calculated from actual emissions by the supplier proportionate to the ratio of their trade with us (companywide emission allocation method); (II) aggregate-based emission intensity (IDEA Ver. 3.5); and (III) emission intensity based on the correspondence table for the industry are applied, in order of priority.
		Fujifilm	4,657		
		FUJIFILM Business Innovation	936		
2	Capital goods	Fujifilm Group Total	1,888★	21.2%	Fixed assets such as facilities, equipment, structures, installations, vehicles, software, etc., that have been acquired during the current fiscal year (entered as assets) are included. The value of facility investments in each business segment and the value of software purchases are classified as activity amount. Emission intensity per price of the capital goods (after consumption tax adjustment) based on the correspondence table for the relevant industry is used in the calculation.
		Fujifilm	1,654		
		FUJIFILM Business Innovation	234		
3	Energy excluding Scope 1,2	Fujifilm Group Total	174★	1.9%	The annual purchase volume of electric power, fuel, is multiplied by the aggregate-based emission intensity by fuel type (emission intensity database for calculation of the volume of the organization's greenhouse gas emissions via the supply chain, IDEA Ver. 3.6, etc.). Emission volume from electric power transmission loss is calculated by multiplying the annual purchase volume for electric power with the IEA-specified emission coefficient.
		Fujifilm	160		
		FUJIFILM Business Innovation	15		
4	Transportation and distribution (Upstream)	Fujifilm Group Total	668	7.5%	(I) Emissions from transportation from the supplier to our factory: Calculated by multiplying the variable cost by the distribution cost ratio and emission intensity for each mean of transportation. (II) 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	504		
		FUJIFILM Business Innovation	164		
5	Waste generated in operation	Fujifilm Group Total	32★	0.4%	Outsourced amount by the type of waste is calculated as activity amount for waste output during the current fiscal year applying the emission intensity for each waste processing method (incineration, landfill, recycling, etc.). Also, sales of valuables are excluded from Scope 3 Category 5.
		Fujifilm	29		
		FUJIFILM Business Innovation	3		
6	Business travel	Fujifilm Group Total	53★	0.6%	Regarding the use of third-party operated transportation means (aircraft, railroad, maritime vessels, automotive vehicles, etc.) for business travel by employees, the annual business travel expenditure for each transportation means is defined as activity amount, with application of the emission intensity based on monetary value.
		Fujifilm	30		
		FUJIFILM Business Innovation	23		

No.	Category	Emissions from the Fujifilm Group (kt CO_2e)		Proportion of Scope 3	Calculation Method and Data Coverage
7	Employee commuting	Fujifilm Group Total	29★	0.3%	The number of employees by work style (office/plant) and by municipality (major city, medium-sized city, small city and town/village) is multiplied by the emission intensity based on the Ministry of Environment database (emission intensity by number of employees and number of days worked) in the calculation.
		Fujifilm	17		
		FUJIFILM Business Innovation	12		
8	Leased assets (Upstream)	Fujifilm Group Total	0★	0.0%	Emissions from use of assets leased by us (structures, installations, vehicles, etc.) are classified in Scope 1 and 2 (our company emissions, purchased electric power, etc.) in compliance with GHG Protocol rules.
		Fujifilm	0		
		FUJIFILM Business Innovation	0		
9	Transportation and Distribution (Downstream)	Fujifilm Group Total	143	1.6%	The typical scenario for transport, storage, handling and retail sales of sold goods is assumed value and is multiplied by the sales volume.
		Fujifilm	105		
		FUJIFILM Business Innovation	38		
10	Processing of sold products	Fujifilm Group Total	65	0.7%	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. 3.5—ratio of raw materials consumed excluded from inventory).
		Fujifilm	65		
		FUJIFILM Business Innovation	0		
11	Use of sold products	Fujifilm Group Total	222★	2.5%	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. 3.5). * 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	150		
		FUJIFILM Business Innovation	72		
12	Disposal of sold products	Fujifilm Group Total	55	0.6%	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	55		
		FUJIFILM Business Innovation	0		
13	Leased assets (Downstream)	Fujifilm Group Total	0★	0.0%	Emissions from use of leased products such as multifunction devices and printers are entered in Category 11 (use of products sold).
		Fujifilm	0		
		FUJIFILM Business Innovation	0		
14	Franchise	Fujifilm Group Total	1★	0.0%	Energy-derived emissions from management of buildings and structures at our franchise stores are calculated by multiplying the actual or estimated electric power consumption measurement per store based on the floor area by the corresponding emission intensity.
		Fujifilm	1		
		FUJIFILM Business Innovation	0		

No.	Category	Emissions from the Fujifilm Group (kt CO_2e)		Proportion of Scope 3	Calculation Method and Data Coverage
15	Investment	Fujifilm Group Total	2★	0.0%	Equity-method affiliated companies (with 20-50 percent voting power) are classified by the following two methods and assessed in accordance with PCAF standards. (I) Highly important investees are calculated by multiplying the company's Scopes 1 and 2 emissions (disclosed value or proportional value assessed by the parent company) by the ownership ratio. (II) In the case of other investee companies, Scopes 1 and 2 are calculated by multiplying the company's total sales by the emission intensity by country and by sector in the World Input-Output Database (WIOD). The values are multiplied by the corresponding ownership ratio.
		Fujifilm	2		
		FUJIFILM Business Innovation	0		
Total		Fujifilm Group Total	8,925	100.0%	
		Fujifilm	7,429		
		FUJIFILM Business Innovation	1,498		

* Starting in FY2023, 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. Based on this approach, figures for the reference year FY2019 have been reassessed as well.
* In fiscal 2025, we revised the calculation methods and data coverage of multiple categories following the international standard GHG protocol. (For details on calculation methods for each category, please refer to Calculation Method and Data Coverage in the following table.) This has resulted in a partial review of past data.

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

GHG Emissions across the Entire Product Lifecycle

Unit: kt CO_2e

	FY2021	FY2022	FY2023	FY2024	FY2025
Procurement	2,973	2,334	5,939	5,886	5,767
Manufacturing	1,094	1,015	954	919	862
Transportation	12	240	468	400	668
Use	90	465	290	253	222
Final disposal	88	64	76	61	55
Total	4,257	4,118	7,727	7,519	7,574

3. GHG emissions across the entire product lifecycle

FY2025 Result of GHG Emission

Unit: kt-CO_2e

	Procurement		Manufacturing		Transportation	Use		Disposal	Total
	5,767		862		668	222		55	7,574
Items	Raw materials (aluminum, silver, chemicals, natural resources, etc.)	1,549	Fossil fuel	488		Multifunction devices	54		
	Parts for equipment	1,302	Purchased electric power (Offset amount by certificate)	325 (-12)					
	Products and services (products manufactured by outsourcers, IT equipment, paper, accessories, etc.)	1,278	Purchased heat	11		Medical equipment	146		
	Packaging materials	98	Fuel for vehicles	23					
	Fuels	174	Non-energy source	15		Imaging equipment, etc.	23		
	Others	1,365							

* 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 Lifecycle

		Unit	FY2019 (Base year)	FY2023	FY2024	FY2025
Scope 1 and 2 (A)	Fujifilm Group Total	kt CO_2e	1,124	954	919	862
	Reduction rate against base year	%	–	15	18	23
	Achievement rate	%	0	30	36	47
Total Scope 3 emissions prioritized by our company* (B)	Fujifilm Group Total	kt CO_2e	6,947	6,773	6,599	6,712
	Reduction rate against base year	%	–	3	5	3
GHG emissions across the entire product lifecycle (A + B)	Fujifilm Group Total	kt CO_2e	8,071	7,681	7,519	7,574
	Reduction rate against base year	%	–	5	7	6
	Achievement rate	%	–	10	14	12

* Scope 3 Categories 1, 3, 4, 11, 12, corresponding to SBTi target setting.
* In fiscal 2025, we revised the calculation methods and data coverage of Scope 3 across its multiple categories. This has resulted in a partial review of past data.

4. Energy consumption data*

Annual Changes

Unit: TJ

Scope		FY2021	FY2022	FY2023	FY2024	FY2025
Heavy oil, etc.*1	Fujifilm Group Total	907	781	695	574	376
	Fujifilm	905	778	695	574	376
	FUJIFILM Business Innovation	2	3	0	0	0
Vehicles	Fujifilm Group Total	373	373	348	331	329
	Fujifilm	121	129	104	103	129
	FUJIFILM Business Innovation	252	244	244	228	200
Gas*2	Fujifilm Group Total	10,563	9,520	8,791	8,961	8,796
	Fujifilm	10,297	9,241	8,549	8,715	8,554
	FUJIFILM Business Innovation	266	278	241	246	242
Bio Gas*3	Fujifilm Group Total	54	31	0	0	0
	Fujifilm	54	31	0	0	0
	FUJIFILM Business Innovation	0	0	0	0	0
Purchased electric power	Fujifilm Group Total	9,465	8,809	7,664	7,905	7,436
	Fujifilm	7,325	6,706	5,973	6,273	5,837
	FUJIFILM Business Innovation	2,140	2,104	1,691	1,632	1,599
Purchased heat	Fujifilm Group Total	233	320	211	331	302
	Fujifilm	120	207	105	225	190
	FUJIFILM Business Innovation	114	114	105	107	112
Renewable Energy*4	Fujifilm Group Total	982	1,042	680	680	835
	Fujifilm	982	1,041	667	654	806
	FUJIFILM Business Innovation	0	1	12	26	29
Fujifilm Group Total		22,576	20,876	18,447	18,782	18,074
Fujifilm		19,801	18,133	16,194	16,543	15,892
FUJIFILM Business Innovation		2,775	2,743	2,253	2,239	2,182

* In some cases, the total may not match the combined total of the numerical values shown, depending on how the numerical values are processed.
*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

		FY2021	FY2022	FY2023	FY2024	FY2025
Renewable energy-derived power consumption	Fujifilm Group Total	108,290	119,606	101,211	100,704	179,811
	Fujifilm	108,290	119,381	99,455	95,748	161,122
	FUJIFILM Business Innovation	0	225	1,873	4,956	18,689

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

Year	Site		Status
2023	FUJIFILM Miyanodai Technology Development Center	Japan	Onsite
	FUJIFILM Corporation Omiya Office	Japan	Onsite
	FUJIFILM Healthcare Manufacturing Corporation Sano Factory	Japan	Onsite*1
	FUJIFILM Optics Co., Ltd. Taiwa Factory	Japan	Onsite
	FUJIFILM Sericol India Private Limited	India	Onsite
	FUJIFILM Creative Village	Japan	EACs*2
	Shinjuku First Tower	Japan	EACs
	FUJIFILM Optics Philippines, Inc.	Philippines	EACs
2024	FUJIFILM Manufacturing Hai Phong Co., Ltd.	Vietnam	EACs
	FUJIFILM Advanced Research Laboratories	Japan	Offsite PPA
	FUJIFILM Miyanodai Technology Development Center	Japan	Offsite PPA
2025	FUJIFILM Diosynth Biotechnologies Denmark ApS	Denmark	Offsite PPA
	FUJIFILM Manufacturing Shenzhen Corp.	China	EACs

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

Shift to renewable energy sources with virtual power purchase agreements (VPPA) in North America

In 2023, a virtual PPA was concluded with the U.S. energy business Geronimo Power (formerly National Grid Renewables). With the full-scale startup of the solar power generation plant (with 270MW generation capacity and 125MW contracted by FUJIFILM) built by the company in Blevins, Texas in 2026, we commenced purchase of renewable energy certificates for electricity equivalent to approx. 300,000 MWh/year. This resulted in the actual shift of electric power consumption at all FUJIFILM Group sites in North America (the U.S. and Canada) to renewable energy. GHG emissions have been reduced by roughly 90,000 tons a year, which is approx. 10% of GHG emissions for the entire FUJIFILM Group in fiscal 2024.

7. Green electricity certificate

Efforts in FY2025

Business fields	Coverage
Business Innovation	• Green Electricity Certificate* ・All energy consumption at the 104th All Japan High School Soccer Tournament ・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. * 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), CO_2 emissions reduction, and climate change mitigation.

3.4 Promoting Resource Recycling

Definitions in this section (Chapter 3)
- Fujifilm Group: FUJIFILM Holdings Corporation and its consolidated companies
- Fujifilm: FUJIFILM Corporation and its consolidated companies
- FUJIFILM Business Innovation: FUJIFILM Business Innovation Corp. and its consolidated companies

3.4.1 Basic Approach

The Fujifilm Group has 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 lifecycles, 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. 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*

* 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"* by more than 5% by fiscal 2030 (compared to FY2023 level)

* 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 lifecycle—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 "Depletable virgin resource input ratio of 60% or less by FY2030" 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*3 more than 10 ・Valuables conversion index*4 more than 1	・Improve resource efficiency*2 (Entire Fujifilm Group) ・Depletable Virgin 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)

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

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

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

Target 1: Improve resource efficiency by more than 5% by fiscal 2030 (compared to FY2023 level)
Progress: 4.9% improvement
Target 2: Depletable Virgin Resource Input Ratio of 60% or less by FY2030 (FUJIFILM Business Innovation)
Progress: 79.0%

3. Reducing waste

Waste Generation

Unit: thousand tons

		FY2021	FY2022	FY2023	FY2024	FY2025
A. Total waste generated volume*1	Fujifilm Group Total	92.5	109.3	100.7	93.8	94.4★
	Fujifilm	85.7	97.4	88.8	82.6	83.1
	FUJIFILM Business Innovation	6.8	11.9	11.9	11.2	11.3
B. Total wastes used, recycled or sold	Fujifilm Group Total	52.0	69.0	58.6	54.3	46.2
	Fujifilm	48.1	62.0	51.8	47.4	39.2
	FUJIFILM Business Innovation	3.9	7.0	6.8	7.0	7.0
C. Total thermal recycled wastes*2	Fujifilm Group Total	20.4	22.6	22.4	22.7	24.1
	Fujifilm	18.5	19.2	18.8	21.3	22.6
	FUJIFILM Business Innovation	1.9	3.4	3.6	1.4	1.5
Total volume of simple disposal waste*3 (A– B–C)	Fujifilm Group Total	20.1	17.7	19.7	16.7	24.1
	Fujifilm	19.1	16.1	18.2	13.9	21.3
	FUJIFILM Business Innovation	0.9	1.6	1.5	2.8	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 thermal recycled wastes" refers to the wastes which are thermal recycled or energy recycled (thermal recovery and energy recovery).
*3 "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.
* In some cases, the total may not match the combined total of the numerical values shown, depending on how the numerical values are processed.
★: 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

	FY2021	FY2022	FY2023	FY2024	FY2025
Valuable-converted waste	43.8	44.9	36.8	34.4	32.6

* Valuable resources sold to the third party.

5. Recycling

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

	FY2021	FY2022	FY2023	FY2024	FY2025
Recycling index	7.8	7.7	5.4	6.7	4.3
Valuables conversion index	0.61	0.49	0.46	0.45	0.46

*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

	FY2021	FY2022	FY2023	FY2024	FY2025
Total consumption	14.2	13.4	13.0	13.7	13.8

* 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: %

	FY2021	FY2022	FY2023	FY2024	FY2025
Packaging material reduction rate*2	12.9	10.6	11.4	9.1	8.2

*1 Total weight of export packaging materials handled by FUJIFILM Logistics in FY2025.

*2 Packaging material reduction rate (%) = $\frac{\text{Weight reduced}}{\text{Total material weight + weight reduced}} \times 100$

3.4.3 Effective Reuse and Recycling of Used Products

As a part of resource input reduction, we promote the closed-loop recycling initiatives in each of our business areas.

1. Resource circulation in the office solution business

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

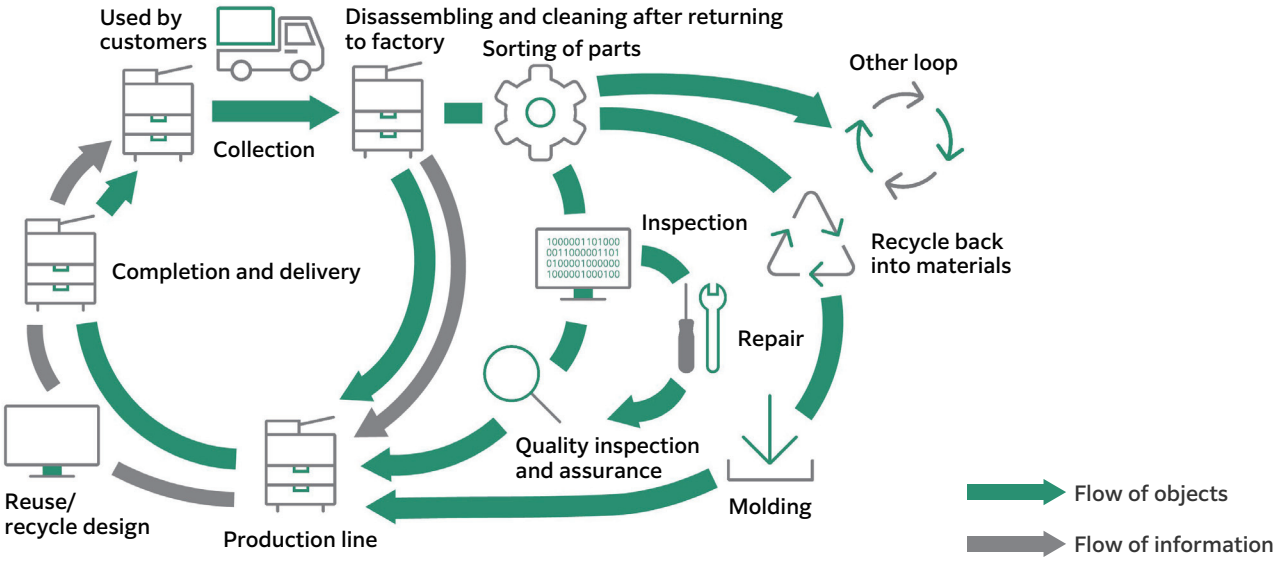
FUJIFILM Business Innovation Recycling Policy

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 circulation that takes account of the entire product lifecycle—from product planning, development, manufacturing, through to disposal.

FUJIFILM Business Innovation Resource Circulation System



(2) Initiatives in resource circulation promotion

Since 1995, we have developed technologies in the office solution business to reuse components collected from customers' used products in the manufacture of new multifunction devices. For the first time in the industry in Japan, 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 remanufactured machine with guaranteed quality and reliability as a new product.

In May 2024 we also set a new resource circulation target to aim at "Depletable virgin resource input ratio of 60% or less by FY2030." This target aims to accelerate our resource circulation initiatives stated in the Fujifilm Group Sustainable Value Plan 2030 (SVP 2030). In addition to the expansion of remanufactured machine, we also plan to increase the usage of recycled materials, such as plastics and steel.

Our Circular Manufacturing Centers in Europe and the Philippines began operations in June 2024 and July 2026, respectively. We plan to spread our resource circulation technologies and system developed in Japan to Europe and the Asia Pacific region, 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 circulation

Depletable Virgin Resource Input Ratio* in the Office Solution Business

Unit: %

	FY2023	FY2024	FY2025	FY2030 target
Depletable virgin resource input ratio	83.2	83.1	79.0	60% or less

* Depletable virgin resource input ratio: Percentage of depletable virgin 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. (Depletable virgin 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

Unit: %

	FY2021	FY2022	FY2023	FY2024	FY2025
Japan	99.9	99.9	99.9	99.9	99.9
Other Asia-Pacific Region*2	98.9	98.6	98.9	98.0	98.8

*1 Percentage of used product recycling by regions: The percentage of products collected from the market that were recycled or underwent thermal or energy recovery

*2 Other Asia Pacific Region: Korea, Taiwan, Hong Kong, China, Singapore, Malaysia, Thailand, Philippines, Vietnam, Australia, and New Zealand. In fiscal 2025, the figures were changed to weighted averages. In line with this change, figures for fiscal 2024 and earlier have also been updated to reflect the same calculation method.

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 CO_2 emissions throughout the CTP and PS plate lifecycle 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 toward building a sustainable future.

3.5 Product Stewardship (Design for Environment)

Definitions in this section (Chapter 3)
- Fujifilm Group: FUJIFILM Holdings Corporation and its consolidated companies
- Fujifilm: FUJIFILM Corporation and its consolidated companies
- FUJIFILM Business Innovation: FUJIFILM Business Innovation Corp. and its consolidated companies

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 lifecycle 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 lifecycle (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 CO_2 emissions across the entire product lifecycle 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 lifecycles. 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 fiscal 2030.
Progress: 22% per sales.

Level	Number of the Certified Products		Major Certified Products
	FY2025	Total	
Diamond	2	5	• 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 • ECHELON Synergy ZeroHelium, ECHELON Smart ZeroHelium MRI System
Gold	16	136	• 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 PROFECT 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 • Wide format inkjet printer Acuity Triton / Acuity TR with AQUAFUZE ink / Jet Press 750S digital inkjet press • Apeos C3067/C3061/C2561/C2061 color multifunction devices • Remanufactured products ApeosPort C7070 R / C6570 R / C5570 R / C4570 R / C3570 R / C2570 R, etc. color multifunction device • Innovation to development and production processes in the manufacturing industry with 3D Data, 3D Works • 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"
Silver	0	159	• 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 • Revoria 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. In the Sustainability Report 2026, we revise the calculation methods to include products for which new models were added after GVP certification in the aggregate figures.

2. Products contributing to climate change response

(1) Measures for mitigating climate change

Products to reduce CO_2 emissions in the entire product lifecycle	(1) Target: Reduce CO_2 emissions across the entire product lifecycle by 50% by fiscal 2030 (compared to the FY2019 level). (2) Progress: Reduce by 6% compared to the fiscal 2019 level. (3) Major products: • 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 • 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 CO_2 emissions in society	(1) Target: Contribute to reducing accumulated 90 million tons CO_2 emissions in society by fiscal 2030. (2) Progress: Contribution amount was 17 million tons. Progress rate: 19% (3) Major products: • Data archive storage system with high-capacity magnetic tapes: 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 reduced 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
Eco label ISO14024	System managed by a third-party certifier. Review is conducted by a certifier upon application by a company's request, based on criteria established for the lifecycle of products and services. The certified product or service that satisfies the criteria can then display the mark.	Japan China South Korea Thailand Singapore New Zealand	• Eco Mark (JEM) • China Environmental Labeling • Korea Eco-labeling Program • Green Label (TGL) • Singapore Green Labelling Scheme (SGLS) • ECO Choice Aotearoa
Self-declared environmental claims (ISO14021)	The scheme in which a company issues a self-declaration on the environmental characteristics of its products or services. The company is responsible for the environmental declaration which is made without third-party certifiers. Specifically, this is used on the product label, user instructions, advertising, catalogs, sustainability report, etc.	–	• Green Value Products (for all products) • PLATE to PLATE aluminum recycling label
Environmental Product Declarations (ISO14025)	Through disclosure of the environmental product declaration on the web, etc., consumers and companies obtain material for decision-making on green purchasing and procurement. In addition, the company itself is able to assess its environmental impact quantitatively and to promote its activities aimed at reducing the environmental impact.	Japan	• SuMPO Environmental Labelling Programme (SuMPO EPD)
Others	There are environmental labels other than the ones mentioned above, 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 reduced environmental impact.	Japan, the US China Japan	• Energy Star Program • China Energy Label • Green Printing Certification

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 2025, there was no serious incident of non-compliance concerning product and service information and labeling.

3.6 Chemical Management

Definitions in this section (Chapter 3)
- Fujifilm Group: FUJIFILM Holdings Corporation and its consolidated companies
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3.6.1 Basic Approach

The Fujifilm Group focuses on ensuring chemical safety, taking account of the nature of our business, which creates new 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 on Anticipatory Risk Management of Chemical Substances

Target:

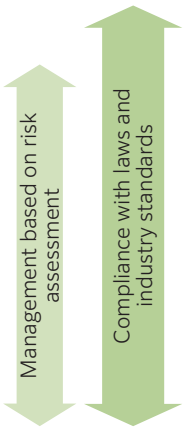
Replace or reduce usage of "priority risk management chemical substances" by fiscal 2030.

Progress:

Particularly in Europe, there is a growing emphasis on the view that chemicals with similar substructures may pose similar risks and hazards, which was shown by the Universal PFAS Restriction Proposal based on the REACH Regulation. In light of these trends, we have incorporated this approach into our review of priority risk management of chemical substances. Then we are promoting risk reduction activities to reduce their usage or to replace them at an earlier stage than before.

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	



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.

(1) Conduct the safety evaluation for our newly developed chemicals using alternative methods for animal testing by fiscal 2025.*1

(2) Obtain the safety data on the safety data sheet for our chemical products using alternative methods for animal testing by fiscal 2030.*2

Progress: We achieved Target (1) by combining our proprietary safety prediction system "Toxivis"*3 that can evaluate the possibility of skin allergy reactions to chemical substances with the Amino acid Derivative Reactivity Assay (ADRA)*4 that we developed and is listed in the OECD Test Guidelines. The safety prediction system is comprised of a "knowledge-based AI model" designed to predict the breakdown process and structural transformation of chemicals in the body and bonding with proteins and a "machine learning AI model" to predict activation and propagation of lymphocytes, as well as inflammation caused by chemical substances, by learning from past test data.

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 Presented at the 52nd Annual Meeting of the Japanese Society of Toxicology, Euro Tox Congress 2025, the 38th Annual Meeting of the Japanese Society for Alternatives to Animal Experiments and the SOT 65th Annual Meeting and published in "Regulatory Toxicology and Pharmacology," the world-renown professional journal on chemical substance safety assessment.

*4 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. We are also actively promoting the Chemical and Circular Management Platform (CMP)—a next-generation scheme for information communication on chemicals contained in products—by participating in the CMP Consortium, which serves as its operating body.

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: New 111 AISs have been created or updated and published on our official website.

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

Progress: In line with the Industrial Safety and Health Act and our internal regulations, we appointed chemical managers within all business divisions that handle, sell, or provide chemicals in Japan to assure the safety of our employees and customers when handling chemical substances. We also plan to provide training programs continuously to ensure the safe handling of chemicals.

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	FY2021	FY2022	FY2023	FY2024	FY2025
PFC	kg PFC/ metric tons produced	0	55	0	0	0★
CFC	kg	0	0	0	0	0★
HCFC	kg	4,590	1,286	1,358	425	393★
HFC	kg	5,165	5,774	4,993	3,125	3,124★

★: 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

	FY2021	FY2022	FY2023	FY2024	FY2025
Japan	657	572	485	536	463
Overseas	136	113	72	60	65
Group total	793	685	557	596	528

* In some cases, the total may not match the combined total of the numerical values shown, depending on how the numerical values are processed.

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	5.6	4.6
Substances voluntarily controlled by the company	Methyl alcohol	56.1	36.8
	Ethyl acetate	30.1	25.9
	Methyl ethyl ketone	-0.9	-2.9
	Acetone	-12.2	-48.1

*1 Reduction in volumes in FY2025 compared with actual levels in previous year
* The increase in emissions of methyl ethyl ketone and acetone in FY2025 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

		FY2021	FY2022	FY2023	FY2024	FY2025
Amount of specified hazardous waste	Fujifilm Group Total	2,015	2,652	2,481	3,027	3,561
	Fujifilm	1,165	1,840	1,689	2,296	2,619
	FUJIFILM Business Innovation	850	812	792	731	942

* In some cases, the total may not match the combined total of the numerical values shown, depending on how the numerical values are processed.
* The increase in emissions for FY2025 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* (FY2025)

Types of Equipment Containing PCBs Unit	Unit	Storing and Managing Amount	
		Japan	Group Total
High voltage transformers	Quantity	0	17
High voltage condensers	Quantity	0	90
PCB oil waste, etc.	kg	0	0
Sludge, etc.	m^3	0	0
Fluorescent lamp stabilizers	Quantity	0	0
Low voltage condenser excluding fluorescent lamps	Quantity	0	0
Low voltage transformer	Quantity	0	0
Rags	kg	0	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

		FY2021	FY2022	FY2023	FY2023	FY2024
SOx emissions	Japan	12.1	11.1	7.7	7.6	5.5
	Overseas	2.7	7.0	7.3	0.4	3.4
	Group total	14.8	18.1	15.1	8.0	8.9
NOx emissions	Japan	220.2	194.7	172.3	156.1	250.8
	Overseas	49.1	107.7	80.3	23.5	48.4
	Group total	269.3	302.4	252.5	179.6	299.2
Soot particle emissions	Japan	3.6	2.5	2.9	2.4	5.5
	Overseas	1.9	2.1	2.1	0.6	2.6
	Group total	5.5	4.6	5.0	3.0	8.1

* Group total, below the limit of detection = 0
* In some cases, the total may not match the combined total of the numerical values shown, depending on how the numerical values are processed.

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

Unit: tons/year

		FY2021	FY2022	FY2023	FY2023	FY2025
Total amount of COD*2	Japan	48.0	46.6	63.7	52.4	50.5
Total amount of BOD*3	Japan	20.9	17.0	32.8	44.3	29.3
Total amount of nitrogen emissions	Japan	193.9	190.6	118.4	160.7	153.6
Total amount of phosphorous emissions	Japan	1.9	1.9	1.3	2.3	1.8

*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

Definitions in this section (Chapter 3)
- Fujifilm Group: FUJIFILM Holdings Corporation and its consolidated companies
- Fujifilm: FUJIFILM Corporation and its consolidated companies
- FUJIFILM Business Innovation: FUJIFILM Business Innovation Corp. and its consolidated companies

3.7.1 Basic Approach

While climate change is a global-scale environmental issue affected by the degree of greenhouse gases in the atmosphere, biodiversity is a highly regional environmental issue considering that the ecosystem consists not only of living creatures in the habitat but also air, water, soil and mineral ores as well. 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.

In line with our policy founded on this awareness, we are engaged in activities to preserve biodiversity from the aspects of "factories," "products" and "local communities."

On the other hands, the international community represented by the Kunming-Montreal Global Biodiversity Framework (GBF) calls for the evaluation and disclosure of the dependence and impact of business corporations on nature. 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.

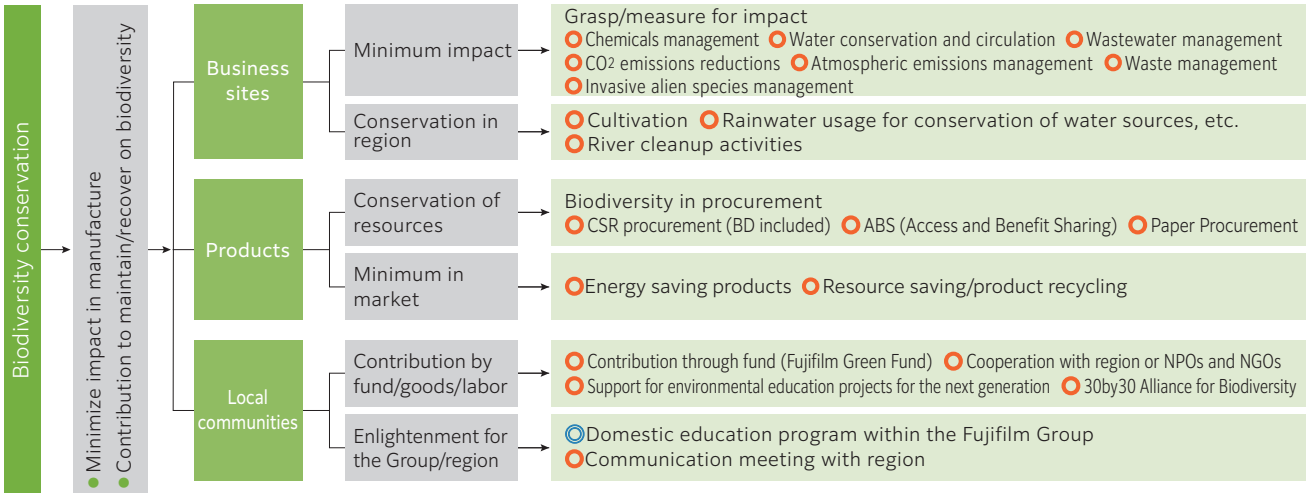
* LEAP Approach: The comprehensive approach to assessment of nature-related issues recommended by TNFD. Diagnosis is made up of four steps in addition to the preliminary step of "scoping." They are "locate," "evaluate," "assess" and "prepare" and are aimed at locating the contact points with nature, 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/vision/policy/green
FUJIFILM Holdings Guidelines for Biodiversity https://holdings.fujifilm.com/en/sustainability/vision/policy/biodiversity
FUJIFILM Holdings Sustainable Procurement https://www.fujifilm.com/jp/en/about/sustainability/procurement
FUJIFILM Holdings TNFD Report https://holdings.fujifilm.com/en/sustainability/report/tcfd-tnfd-reports#link02

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



1. Consideration for biodiversity in business sites

(1) Minimizing impact

We use chemical substances at many of our factories. Many chemical substances possess hazardous features in addition to their beneficial qualities. 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

In October 2024, one Group company was certified as a Water Cycle ACTIVE Company. In December 2025, a forest area in Minamiashigara City, Kanagawa Prefecture, consisting chiefly of forest owned by us, and the walking path created at the Fujinomiya Factory in Fujinomiya City, Shizuoka Prefecture, have been registered as Nature Symbiotic Sites. These sites are engaged in maintaining abundant nature in the area and in preserving the water resources necessary for their production activities. Our Nature Symbiotic Sites in particular are forest and river lands that are directly linked to production plant operation and designated for preservation activities. The presence of abundant ecosystem resources at these sites has been proven and recognized.

I. Nature Symbiotic Sites

● FUJIFILM *Yusui-no-Mori* (Spring Water Forest)

In the area around the Ashigara Site in Kanagawa Factory, an ecosystem supported by the abundant spring water chiefly on our site has been created and developed as a habitat for a wide range of life forms. We have made use of the water resources since our founding and are working in collaboration with the local stakeholders to preserve the forest and water resources. As a result of the effort, an ecosystem was formed with the owl as its apex predator. We continue preservation activities to maintain the abundant ecosystem and water sources.

● FUJIFILM *Iyashi-no-Komichi* (Healing Path)

At our Fujinomiya Factory, spring water originating from Mount Fuji flows into the Shimizu River, creating a rich ecosystem of aquatic plants, fishes, birds and a wide range of life forms. In the green-covered area, the presence of an environment approximating the natural forest and habitat of rare plants has been confirmed. We have created the walking path Iyashi-no-Komichi, where preservation activities including cleaning by employees and removal of extraneous plants are underway. In addition to these activities, we are communicating the value of nature through site tours, etc.

II. Water Cycle ACTIVE Company

● Kyushu Manufacturing Headquarters, FUJIFILM Material Manufacturing Co., Ltd.

With the cooperation of local farmers in Kikuyo Town, Kumamoto Prefecture, a groundwater preservation project utilizing rice paddies is underway to conserve valuable groundwater in the prefecture. Additionally, our employees and their families participate in rice planting and harvesting, through which they learn the importance of groundwater preservation and nature protection and help develop and raise environmental awareness within the Company.

2. Biodiversity in products

(1) Efforts to procure plant-derived materials

FUJIFILM Group's Management Rules for the Procurement of Plant-Derived Materials that were established in fiscal 2021 were revised in August 2026 as Management Rules for the Procurement of Biological Raw Materials for the environment and human rights-conscious procurement of palm pulp and oil, natural rubber, gelatin and other raw materials, implementing comprehensive control to prevent environmental destruction, biodiversity loss and human rights infringements.

In the Business Innovation segment, we have standards on the paper to be procured, along with selection criteria related to paper suppliers. Regarding paper suppliers, we require the company to practice biodiversity preservation and respect for the rights of local residents through its business activities.

To confirm the compliance status of existing suppliers and new suppliers, the officer responsible for procurement chairs the ESG 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 45%, and that among our recycled paper range (containing 70% or more recycled pulp) is 18% (as of March 2026)

As references, please refer to *2.5.7 Environmental Efforts in the Supply Chain* and *2.5.10 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) Environmental dialogue held at factories

As a member of the local community, the Fujifilm Group releases information on its environmental protection activities and continues to engage in activities aimed at listening to the opinions of local citizens through environmental dialogues.

(2) Promoting environmental awareness in cooperation with NPOs and other organizations

Activities to promote greater environmental awareness particularly 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 28 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: Support children to 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.

(3) Collaboration with initiatives regarding biodiversity

FUJIFILM Holdings participates in the Japan Business Initiative for Biodiversity (JBIB) to work together with other member companies engaged actively in biodiversity conservation to promote research into innovative cases and related activities.

3.7.3 Water Resources from the Viewpoint of Biodiversity

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. To this day, water is essential for site operation. In the business that shows growth potential, securing a stable supply of clean water is the foundation of their operations as well.

Water is a shared resource that supports local communities and nature's ecosystems. We recognize that conservation of water resources closely linked to the preservation of ecosystems must be the focal point of our activities related to biodiversity conservation.

Because water is a resource that tends to be distributed unevenly by region around the world and as a result involves differences in application and risk depending on the region, risk assessment and management by each watershed unit have become prevalent internationally. In addition to our ongoing efforts to reduce the amount of water, use water more efficiently and preserve water quality, we are strengthening our water resource management based on this approach by assessing the risk for each watershed system regarded a single unit. Accordingly, we have revised our targets for water resource conservation activities.

1. Targets and progress on water

(1) Water risk management: Maintain a state in which necessary measures are implemented at all sites assessed as having high water-related risks.*

- For sites with a high assessed water risk, we assess the water risks per watershed unit each year, including water stress, water contamination and environmental hygiene at production sites and maintain a state in which the necessary actions are in place including potential risks.
  FY2025 results: 100% (12 sites responding to a risk / 12 sites considered to be at risk)

* Water-related risks are assessed using Aqueduct, a water-risk mapping tool provided by the World Resources Institute (WRI), an international environmental think tank, in combination with interviews conducted with individual production sites.

(2) Efficient use of water resources: Maintain water resource efficiency, calculated as water withdrawal per unit of revenue, at or below the fiscal 2025 level*

- We are committed to the efficient use of water resources to prevent any increase in water withdrawal resulting from expansion of our business activities.
  FY2025 results: 1.23 (in thousand m^3/hundred million yen)

* Water resource efficiency is calculated by dividing the total volume of water withdrawn by all consolidated subsidiaries of FUJIFILM Holdings Corporation by revenue. Water resource efficiency in fiscal 2025 was 1.23 thousand cubic meters per JPY 100 million in revenue.

(3) Water quality conservation: Continue efforts to prevent wastewater discharge incidents outside business sites*

- We are committed to preventing wastewater incidents to minimize the impact of wastewater from the factory on natural ecosystems.
  FY2025 result: 0

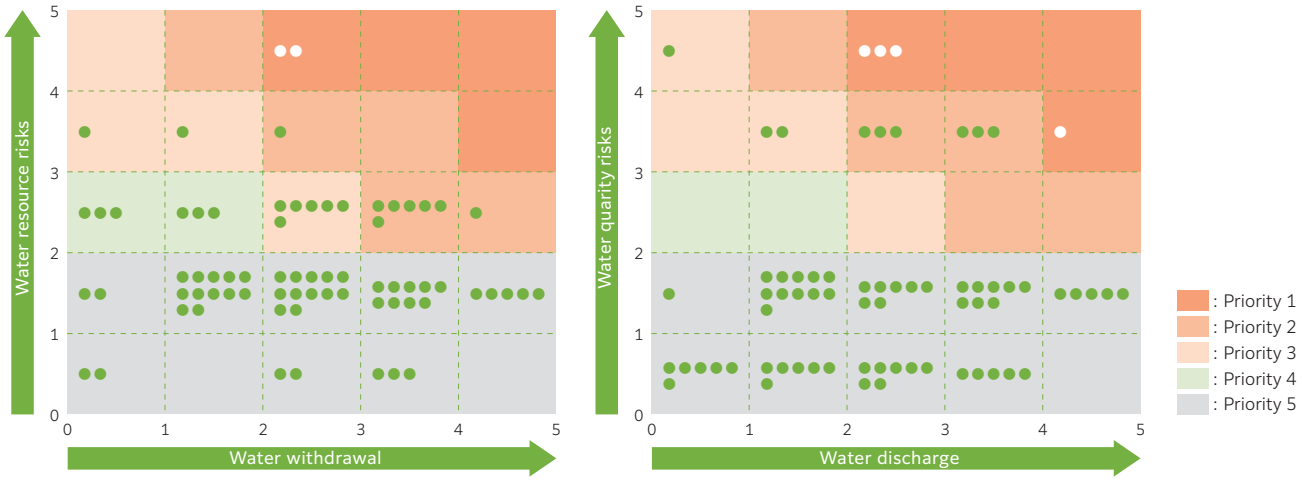
* In addition to managing wastewater quality within its business sites, the Fujifilm Group implements thorough measures to prevent leakage. A wastewater discharge incident outside a business site refers to an incident at a production site of a consolidated subsidiary of FUJIFILM Holdings Corporation in which wastewater containing regulated substances is discharged at concentrations exceeding limits stipulated by environmental laws and regulations.

2. Water risk assessment for business operation

Water risks are variable, depending on developments in climate change, impact of development in the river system area, development of public infrastructure, management system of the region. In 2014 we created a matrix system for assessing 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 assessing water risks for all the Group's business operations. Since 2024 we have been using Aqueduct's Baseline Water Stress (BWS) to conduct screening assessment for water stressed regions.

In 2025, water quality and drinking water / public hygiene were added to water stress as an assessment items, and questionnaire surveys were conducted at each site to boost accuracy of the risk assessment. In the 2025 assessment, we confirmed that action has been taken for 12 sites considered to be at risk (assessed as Priority 1 sites* based on the risk assessment chart below).

Assessment Map of the Impact of Water Resources on Company Business (Example)



* In addition to the above, six sites have been identified Priority 1 sites in water quality control reputational risk and drinking water / public hygiene risk.
* Sites where action has already been taken on relevant risks are marked with ○.
* Water risk assessment: We conduct a risk assessment that combines the water risk visualization tool (Aqueduct), provided by the World Resources Institute (WRI), an international environmental think tank, with interviews at each production site.
* Water resource efficiency is calculated by dividing the total amount of water withdrawn from all the consolidated companies of FUJIFILM Holdings Corporation by the revenue. Water resource efficiency for fiscal 2025 was 1.23 (thousand m^3 / hundred million yen).
* Wastewater leakage incidents: Regulated substances in wastewater discharged at concentrations exceeding environmental regulations at the production sites of FUJIFILM Holdings Corporation and its consolidated companies.

3. Results in Water Resource Management

Water Withdrawal/Discharge

		Unit		FY2021	FY2022	FY2023	FY2024	FY2025
Water withdrawal	Clean water	million m^3	Fujifilm Group Total	4.1	4.1	4.5	4.7	4.4
			Fujifilm	3.7	3.7	4.1	4.4	4.3
			FUJIFILM Business Innovation	0.4	0.4	0.4	0.3	0.3
	Industrial water	million m^3	Fujifilm Group Total	3.3	3.3	3.2	3.3	3.3
			Fujifilm	3.3	3.3	3.2	3.3	3.3
			FUJIFILM Business Innovation	0	0	0	0	0
	Underground water	million m^3	Fujifilm Group Total	35.7	34.3	33.8	34.4	33.4
			Fujifilm	34.4	32.9	32.6	33.1	31.9
			FUJIFILM Business Innovation	1.4	1.4	1.3	1.3	1.5
	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	0.01	0.06	0	0	0
Total water withdrawal		million m^3	Fujifilm Group Total	43.3	41.8	41.8	42.6	41.4★
Water discharge	Sewage water	million m^3	Fujifilm Group Total	14.9	14.4	15.5	8.8	7.8
			Fujifilm	14.5	14.0	15.1	8.4	7.4
			FUJIFILM Business Innovation	0.5	0.4	0.4	0.4	0.4
	Rivers	million m^3	Fujifilm Group Total	21.8	20.4	20.2	27.4	26.5
			Fujifilm	20.7	19.1	19.1	26.3	25.1
			FUJIFILM Business Innovation	1.2	1.2	1.2	1.1	1.3
	Others	million m^3	Fujifilm Group Total	0.8	0.9	0.9	0.9	0.8
			Fujifilm	0.8	0.9	0.9	0.9	0.8
			FUJIFILM Business Innovation	0	0	0	0	0
Total water discharge		million m^3	Fujifilm Group Total	37.5	35.7	36.6	37.2	35.1★
Total volume of recycled and reused water		million m^3	Fujifilm Group Total	76.1	63.5	60.8	59.2	49.2
Percentage within total volume of water used*		%	Fujifilm Group Total	63.7	60.3	59.5	58.2	54.4

* 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*.

Water Resource Efficiency and Water Withdrawal Per Unit of Sales in FY2025

	Unit		FY2021	FY2022	FY2023	FY2024	FY2025
Water resource efficiency	km^3/ hundred million yen	Fujifilm Group Total	1.67	1.46	1.41	1.33	1.23
Water withdrawal per unit of sales	kt/ hundred million yen	Fujifilm Group Total	1.45	1.25	1.24	1.16	1.05

FY2025 Results

Unit: %

		Japan	Americas	Europe	China, Asia/ Oceania	Total
Water withdrawal	Clean water	19	34	19	28	100
	Industrial water	97	0	0	3	100
	Underground water	99	0	1	0	100
	Rain water, Others	97	0	3	0	100

* Data coverage for all Fujifilm Group's sites

4. Efforts at our factories

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 Kyushu Manufacturing Headquarters 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%.

5. Stakeholder engagement regarding water sources

The Fujifilm Group is promoting environmental conservation 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	Cooperators
Kyushu Manufacturing Headquarters, FUJIFILM Material Manufacturing Co., Ltd.	Initiative of replenishing groundwater and preserving the paddy field through contracts with local farmers	Kikuyo-machi, Kikuyo-gun, Kumamoto Prefecture
FUJIFILM (Shanghai) Trading Co., Ltd.	Voluntary tree planting for 28 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 aspirations, 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 Director and Employee Structure

As of March 31, 2026

			FY2021	FY2022	FY2023	FY2024	FY2025
Regular employees	Total		75,474	73,878	72,254	72,593	73,526
		Male (Proportion)	52,815 (70.0%)	51,909 (70.3%)	50,243 (69.5%)	50,164 (69.1%)	50,053 (68.1%)
		Female (Proportion)	22,659 (30.0%)	21,969 (29.7%)	22,011 (30.5%)	22,429 (30.9%)	23,473 (31.9%)
		Managerial personnel*	13,507	13,818	13,390	14,414	14,635
		Male (Proportion)	11,338 (83.9%)	11,543 (83.5%)	11,102 (82.9%)	11,838 (82.1%)	11,745 (80.3%)
		Female (Proportion)	2,169 (16.1%)	2,275 (16.5%)	2,288 (17.1%)	2,576 (17.9%)	2,890 (19.7%)
		General employees	61,967	60,060	58,864	58,179	58,891
		Male (Proportion)	41,477 (66.9%)	40,366 (67.2%)	39,141 (66.5%)	38,326 (65.9%)	38,308 (65.0%)
		Female (Proportion)	20,490 (33.1%)	19,694 (32.8%)	19,723 (33.5%)	19,853 (34.1%)	20,583 (35.0%)
Non-regular employees	Total		9,568	9,635	9,436	9,309	9,224

* Based on the definition by each overseas subsidiary
* The number of non-regular employees is the average number for the relevant fiscal year.

2. Fujifilm Group Japan operating companies: Regular employees

FUJIFILM Corporation

As of March 31, 2026

			FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees*1			4,611	4,607	4,982	5,695	5,653
	Male (Proportion)		3,804 (82.5%)	3,772 (81.9%)	4,021 (80.7%)	4,571 (80.3%)	4,477 (79.2%)
	Female (Proportion)		807 (17.5%)	835 (18.1%)	961 (19.3%)	1,124 (19.7%)	1,176 (20.8%)
Managerial personnel			1,150	1,154	1,233	1,482	1,514
	Male (Proportion)		1,097 (95.4%)	1,096 (95.0%)	1,156 (93.8%)	1,383 (93.3%)	1,399 (92.4%)
	Female (Proportion)		53 (4.6%)	58 (5.0%)	77 (6.2%)	99 (6.7%)	115 (7.6%)
Average age*2			43.0	42.8	42.6	42.7	42.9
	Male		43.4	43.2	43.2	43.4	43.5
	Female		41.2	41.2	40.3	40.1	40.3
Average length of employment (years)			18.3	17.9	17.5	17.5	17.4
	Male		18.4	18.0	17.8	17.9	17.9
	Female		17.9	17.2	16.3	15.7	15.4
Utilization of paid leave*3			73.7%	73.5%	73.1%	74.3%	70.5%
Turnover rate*4			1.7%	1.8%	1.8%	2.1%	1.7%
	Male		1.5%	1.9%	1.7%	2.2%	1.6%
	Female		2.6%	1.5%	2.3%	1.6%	2.1%
Percentage of male employees taking childcare leave*5			–	52.0%	66.7%	85.3%	84.4%
Gender wage gap*6	All workers		–	70.4%	71.3%	73.9%	74.6%
		Regular workers	–	72.7%	72.6%	75.0%	75.5%
		Managers	–	101.1%	98.3%	97.7%	97.3%
		General	–	79.6%	79.6%	82.0%	82.2%
		Part-time or temporary workers	–	62.6%	59.7%	55.8%	54.2%

*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, 2024 to September 30, 2025

*4 Turnover rate = $\frac{\text{Attrition + Voluntary}}{\text{Total number of regular employees at FUJIFILM Corporation at the end of the preceding fiscal year + number of retirees}}$

*5 Of male regular employees whose spouse gave birth between April 1, 2025 and March 31, 2026, 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, etc. 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, 2026

		FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees*1		5,065	4,505	4,303	4,191	5,823
	Male (Proportion)	4,280 (84.5%)	3,806 (84.5%)	3,624 (84.2%)	3,496 (83.4%)	4,724 (81.1%)
	Female (Proportion)	785 (15.5%)	699 (15.5%)	679 (15.8%)	695 (16.6%)	1,099 (18.9%)
Managerial personnel		1,085	956	938	964	1,473
	Male (Proportion)	990 (91.2%)	872 (91.2%)	854 (91.0%)	879 (91.2%)	1,331 (90.4%)
	Female (Proportion)	95 (8.8%)	84 (8.8%)	84 (9.0%)	85 (8.8%)	142 (9.6%)
Average age*2		44.9	45.1	45.7	44.6	43.9
	Male	45.7	45.9	46.5	45.4	44.9
	Female	40.7	41.1	41.6	40.8	39.6
Average length of employment (years)		19.9	20.1	20.0	19.3	18.9
	Male	20.5	20.7	20.6	19.9	19.7
	Female	16.6	17.0	16.8	16.3	15.5
Utilization of paid leave*3		66.0%	75.3%	86.6%	73.4%	76.6%
Turnover rate*4		3.6%	4.9%	1.9%	1.6%	1.3%
	Male	3.3%	4.6%	1.6%	1.6%	1.3%
	Female	4.9%	6.5%	3.7%	1.8%	1.1%
Percentage of male employees taking childcare leave*5		–	82.2%	83.5%	86.4%	85.0%
Gender wage gap*6	All workers	–	75.8%	78.2%	78.4%	79.6%
	Regular workers	–	78.7%	78.2%	78.5%	78.9%
	Managers	–	98.8%	98.1%	99.6%	98.5%
	General	–	82.1%	85.3%	86.6%	86.9%
	Part-time or temporary workers	–	71.9%	77.5%	76.2%	78.3%

*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, 2025 to March 31, 2026

*4 Turnover rate = $\frac{\text{Attrition + Voluntary}}{\text{Total number of regular employees at FUJIFILM Business Innovation Corp. at the end of the preceding fiscal year + number of retirees}}$

(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, 2025 and March 31, 2026, 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. Average annual wage

As of March 31, 2026

	FY2021	FY2022	FY2023	FY2024	FY2025
FUJIFILM Holdings Corporation	10,170,102	10,326,556	10,742,168	11,242,845	10,855,077
FUJIFILM Corporation	–	–	–	–	10,396,228
FUJIFILM Business Innovation Corp.	–	–	–	–	10,590,463

* The average annual wage at FUJIFILM Holdings Corporation for fiscal 2025 decreased compared to the previous fiscal year because the wage adjustments resulting from the transfer of functions and systems integration of Group companies were included this fiscal year. Excluding these adjustments, the average annual wage was 11,649,362 yen.

4. Fujifilm Group Japan operating companies: Taking leave for childcare, nursing care and volunteer work*

FUJIFILM Corporation

As of March 31, 2026

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees taking childcare leave	73	52	46	203	234
Male	48	35	41	173	191
Female	25	17	5	30	43
Number of employees taking nursing care leave	30	42	33	59	78
Male	24	30	25	45	53
Female	6	12	8	14	25
Number of employees taking leave for volunteer work	2	0	0	3	3
Male	1	0	0	3	3
Female	1	0	0	0	0

FUJIFILM Business Innovation Corp.

As of March 31, 2026

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees taking childcare leave	298	272	266	273	359
Male	202	241	194	206	260
Female	96	31	72	67	99
Number of employees taking nursing care leave	59	59	64	55	174
Male	47	52	53	48	145
Female	12	7	11	7	29
Number of employees taking leave for volunteer work	2	0	1	3	6
Male	1	0	1	1	2
Female	1	0	0	2	4

* Number of employees who took leave for the first time during the relevant fiscal year (from April 1 to March 31 of the following year)

For further details on taking leave for childcare and nursing care in FUJIFILM Corporation and FUJIFILM Business Innovation Corp., please refer to *4.2.3-1 Target 3: Achieving zero retirement of employees through childcare or nursing care (in Japan)*

5. Fujifilm Group Japan operating companies: New regular employee hires

FUJIFILM Corporation

As of March 31, 2026

FY2025		Total	Male	Female
Number of new graduate new hires*1	Total	183	122	61
	Technical positions	125	86	39
	Administrative positions	58	36	22
Starting salaries for new graduates	Graduate	313,000 yen*3		
	Master	340,900 yen*3		
	Doctor	364,900 yen*3		
Number of mid-career recruitment*2		47	34	13

FUJIFILM Business Innovation Corp.

As of March 31, 2026

FY2025		Total	Male	Female
Number of new graduate new hires*1	Total	144	90	54
	Technical positions	96	77	19
	Administrative positions	48	13	35
Starting salaries for new graduates	Graduate	313,000 yen*3		
	Master	340,900 yen*3		
	Doctor	364,900 yen*3		
Number of mid-career recruitment*2		96	75	21

*1 The number of new employees joined on April 1, 2026 (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, 2026

Number of New Employee Hires*

		FY2021	FY2022	FY2023	FY2024	FY2025
FUJIFILM Corporation	Total	129	175	236	270	230
	Male	101	130	177	179	156
	Female	28	45	59	91	74
FUJIFILM Business Innovation Corp.	Total	81	77	176	286	240
	Male	61	60	125	214	165
	Female	20	17	51	72	75
FUJIFILM Corporation and FUJIFILM Business Innovation Corp.	Total	210	252	412	556	470
	Male	162	190	302	393	321
	Female	48	62	110	163	149

* The total number of new graduates on April 1 of the next fiscal year and mid-career recruitment within relevant fiscal year

6. 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, 2026

	FY2025
FUJIFILM Corporation	106
FUJIFILM Business Innovation Corp.	150

* Employees re-employed during the relevant fiscal year

7. 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 2025, we had 244 employees from 21 countries and regions outside Japan; the top four nationalities in descending order are China (151), Korea (49), India (8), and Brazil (7).

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 our 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 women in leadership; (2) Involving men in childcare; (3) Achieve zero retirement of employees due to childcare or nursing care; (4) Promoting talented employees worldwide and (5) Continue exceeding the legally-stipulated rate of employment of people with disabilities.

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 2025, Diverse Stories Forum was held in Japan, featuring a +STORY LIVE presentation of narratives of female executive directors 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 workplace 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 women in leadership

Principal indices: Percentage of women in managerial positions in the Fujifilm Group Japan
FY2030 target: 15%, FY2024 results: 8.1%

Fujifilm and FUJIFILM Business Innovation individually formulated a five-year action plan covering fiscal 2026-2030 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 Japan 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, 2026

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2030 Target
Fujifilm Group Japan	6.4%	6.9%	6.8%	7.3%	8.1%	15.0%

Target 2: Involving men in childcare (in Japan)

Principal indices: Childcare leave taken by male employees in the Fujifilm Group in Japan
FY2030 target: 100%, FY2025 results: 81.8%

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, 2026

	FY2022	FY2023	FY2024	FY2025	FY2030 Target
Fujifilm Group Japan	–	–	–	81.8%	100.0%
FUJIFILM Corporation	52.0%	66.7%	85.3%	84.4%	100.0%
FUJIFILM Business Innovation Corp.	82.2%	83.5%	86.4%	85.0%	100.0%

* The percentage of childcare leave taken by male employees when a child is born to their spouse.

Target 3: Achieving zero retirement of employees through 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), FY2025 results: 88.9% (FUJIFILM Corporation)
(2) Job retention rate three years after returning from nursing care leave.
FY2030 target: 100% (Fujifilm Group Japan), FY2025 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.

In nursing care, to support work-nursing care balance we have introduced a startup nursing care special leave (paid leave) program, which grants up to 10 days leave a year, the possibility to extend leave of absence for the nursing care program and a subsidy program for employees on leave of absence. With the introduction of a free nursing care counseling office and regular seminars on balancing work with nursing care, we are also actively expanding our counseling systems and providing opportunities to improve nursing care literacy.

Returning Rate from Childcare and Nursing Care Leaves in FY2025

FUJIFILM Corporation

		FY2021	FY2022	FY2023	FY2024	FY2025
Childcare leave	Returning rate from leave*1	100% (66/66)	98.4% (62/63)	98.5% (67/68)	100% (80/80)	98.3% (113/115)
	Male	100% (22/22)	100% (25/25)	100% (42/42)	100% (48/48)	100% (68/68)
	Female	100% (44/44)	97.4% (37/38)	96.2% (25/26)	100% (32/32)	95.7% (45/47)
	Retention rate after 3 years from reinstatement*2	95.1% (39/41)	89.4% (42/47)	83.7% (41/49)	90.9% (60/66)	88.9% (56/63)
	Male	100% (6/6)	100% (16/16)	100% (16/16)	86.4% (19/22)	96.0% (24/25)
	Female	94.3% (33/35)	83.9% (26/31)	75.8% (25/33)	93.2% (41/44)	84.2% (32/38)

		FY2021	FY2022	FY2023	FY2024	FY2025
Nursing care leave	Returning rate from leave*1	100% (1/1)	100% (4/4)	66.7% (2/3)	66.7% (2/3)	100% (4/4)
	Male	100% (1/1)	100% (1/1)	50.0% (1/2)	66.7% (2/3)	100% (2/2)
	Female	–% (0/0)	100% (3/3)	100% (1/1)	–% (0/0)	100% (2/2)
	Retention rate after 3 years from reinstatement*2	100% (2/2)	100% (1/1)	100% (1/1)	100% (1/1)	100% (4/4)
	Male	100% (1/1)	–% (0/0)	–% (0/0)	100% (1/1)	100% (1/1)
	Female	100% (1/1)	100% (1/1)	100% (1/1)	–% (0/0)	100% (3/3)

FUJIFILM Business Innovation Corp.

		FY2021	FY2022	FY2023	FY2024	FY2025
Childcare leave	Returning rate from leave*1	100% (99/99)	95.6% (87/91)	98.3% (115/117)	100% (104/104)	100% (111/111)
	Male	100% (55/55)	98.4% (63/64)	100% (87/87)	100% (72/72)	100% (79/79)
	Female	100% (44/44)	88.9% (24/27)	93.3% (28/30)	100% (32/32)	100% (32/32)
	Retention rate after 3 years from reinstatement*2	86% (92/107)	70.3% (78/111)	97.1% (68/70)	80.8% (80/99)	96.6% (84/87)
	Male	87.5% (35/40)	63.8% (30/47)	97.8% (45/46)	78.2% (43/55)	96.8% (61/63)
	Female	85.1% (57/67)	75.0% (48/64)	95.8% (23/24)	84.1% (37/44)	96.8% (23/24)

		FY2021	FY2022	FY2023	FY2024	FY2025
Nursing care leave	Returning rate from leave*1	100% (2/2)	100% (9/9)	100% (3/3)	100% (2/2)	100% (4/4)
	Male	–% (0/0)	100% (7/7)	100% (2/2)	100% (2/2)	100% (3/3)
	Female	100% (2/2)	100% (2/2)	100% (1/1)	–% (0/0)	100% (1/1)
	Retention rate after 3 years from reinstatement*2	100% (5/5)	100% (1/1)	50.0% (1/2)	100% (2/2)	88.9% (8/9)
	Male	100% (3/3)	100% (1/1)	50.0% (1/2)	–% (0/0)	100% (7/7)
	Female	100% (2/2)	–% (0/0)	–% (0/0)	100% (2/2)	50% (1/2)

*1 Returning rate = $\frac{\text{Number of returned employees whose expiration date of the leave arrived in FY2025}}{\text{Number of all employees whose expiration date of the leave arrived in FY2025}}$

*2 Retention rate after 3 years from reinstatement = $\frac{\text{Number of regular employees as of the end of FY2022 among those who reinstated in FY2025}}{\text{Number of regular employees reinstated after the leave in FY2022}}$

*3 Based on the same method as *2

Target 4: Promoting talented employees worldwide

Principal indices: Percentage of international employees*1 in major positions*2 in the Fujifilm Group
FY2030 target: 35%, FY2025 results: 28.2%

*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, 2026

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2030 Target
Fujifilm Group	27.7%	27.8%	28.6%	26.7%	28.2%	35%

Target 5: 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), FY2025 results: 2.59%

From fiscal 2016 to fiscal 2025, the Fujifilm Group Japan's percentage of employees with disabilities has kept higher than the legally-specified percentage. We will continue to maintain this figure in the future.

* Legally-specified percentage of employees with disabilities in private companies in Japan
Fiscal 2023: 2.3%, Fiscal 2024: 2.5%, July 2026: 2.7%

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 June 1, 2026

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2030 Target
Fujifilm Group Japan	2.53%	2.50%	2.50%	2.55%	2.59%	2.7% (Higher than the legally-specified percentage)

* We disclose the actual percentage determined by the Group-wide calculation method under FUJIFILM Holdings.
* Employment status of persons with disabilities as of June 1, based on administrative reports.

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.

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.

FUJIFILM Corporation

Childbirth and Childcare	Nursing Care	Others
• 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)	• Leave of absence for nursing care program • Nursing care leave program • Shorter working hours program for nursing family member • Stock Leave* for nursing care • Subsidy program for leave of absence for nursing care • Nursing care special leave (paid leave granted for up to 10 days a year)	• 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
• 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 • Use of accumulated paid leave* for fertility treatment • Reinstatement to same workplace after leave of absence for childcare • 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)	• 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 • Subsidy program for leave of absence for nursing care • Nursing care special leave (paid leave granted for up to 10 days a year)	• 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, 2026

	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.	7,569	66.0%

* % 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, 2026

FY	Item
2021	• 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	• 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	• Revision of rules for overseas representatives (new allowance for overseas representatives) • Review of home working system

FY	Item
2024	• 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
2025	• Extension of leave of absence for nursing care program • Introduction of subsidy program for leave of absence for nursing care • Creation of new nursing care special leave (paid leave) • Relaxation of requirements for using Stock Leave

* F-PRO: Discretionary labor system of FUJIFILM Corporation

FUJIFILM Business Innovation Corp.

As of March 31, 2026

FY	Item
2021	• Fixation of the number of annual scheduled holidays • Change of normal working hours per day • Revision of welfare system
2022	• 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 home 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	• Revision of rules for overseas representatives
2024	• 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
2025	• Extension of leave of absence for nursing care program • Introduction of subsidy program for leave of absence for nursing care • Creation of new nursing care special leave (paid leave) • Relaxation of requirements for using Stock Leave

4.2.5 Standard Entry Level Wage

We confirmed that the standard entry level wage paid by the Fujifilm Group companies for fiscal 2025 exceeded the current local minimum wage where the company is located.

Comparison Rate Between Standard Entry Level Wage and the Local Minimum Wage in FY2025

	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

The Fujifilm Group regards the maintenance and promotion of employee health as an important management priority. To strongly promote KENKO Investment for Health®*, we established the Fujifilm Group Health Management Declaration in September 2019. In pursuit of the Fujifilm Group Purpose, "Giving Our World More Smiles," we aim to create an environment in which every employee can work with enthusiasm while maintaining good physical and mental health. To this end, we are accelerating health promotion initiatives throughout the Group.

* 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#link01

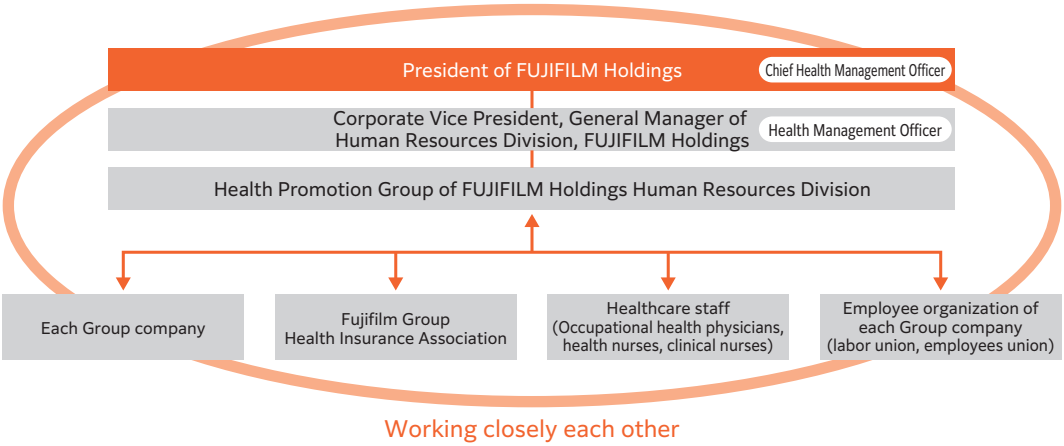
4.3.2 Promotion Structure

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 Fujifilm Group 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 with the individuals responsible for promoting employee health and wellness in every company in Japan at the officer and person in-charge levels. In fiscal 2022, the "Seven Healthy Behaviors" committee was

formed jointly by the Company, Fujifilm Group Health Association and its employee organizations (labor unions/employee unions) for unified action to disseminate our Group policy and to share best practices and related information throughout the Group.

Promotion Structure



4.3.3 Employee Wellness

We have disseminated the Fujifilm Group Health Management Declaration to all Group companies and enhanced employee health and wellness practices in line with the medical situation, culture, practices and other distinctive features of each country and region.

In promoting health management, our activities are always in compliance with guidebooks such as the "*KENKO Investment for Health" Guidebook for Entreprises—Recommendations on Health Promotion through Collaboration and Cooperation* released by the Ministry of Economy, Trade and Industry in 2016 and the *Guidelines for Health Investment Management Accounting* by METI in 2020, which have been combined and reorganized into *"KENKO Investment for Health" Guidebook—edited by the secretariat for Program for the Recognition Program for the Outstanding Organizations of KENKO Investment for Health (March 2025 edition).*

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 43,000 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 stomach / colorectal (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 Healthy Behaviors in July 2020 to disseminate healthy lifestyle practices and prevent behavior-related diseases. Through these efforts, we are encouraging every employee to put actions into practice.
For details on the Seven Healthy Behaviors, please refer to *4.3.3-4 Health and wellness promotion initiatives.*

2. Central management and analysis of employees' health data

In 2015, we introduced a system that centrally manages employees' health checkup results in association with attendance data, stress check results, and other relevant information. Healthcare staff, including occupational health physicians and public health nurses, use the system to support employee health management and guidance both across the Group and at individual Group companies.

In collaboration with the Fujifilm Group Health Insurance Association, we also analyze medical data in combination with employee health data to assess the health status of employees at each Group company. Each year, we provide each

company with a health report that includes specific advice for promoting health, enabling each company to identify the health issues it needs to address.

3. Setting the target for health and wellness issues

We have identified five priority areas relating to employee health: lifestyle-related diseases, smoking, cancer, mental health, and long working hours. We have established group-wide KPIs and targets for these areas and are implementing measures to improve employee health.

(1) KPIs and Targets

Fujifilm Group KPIs in Health Issues, Targets and Achievements

Focus Areas	KPIs		Targets	Achievements		
				FY2023	FY2024	FY2025
Lifestyle Disease Prevention	BMI 25 or higher (%)		21%	26.2%	27.1%	27.5%
	HbA1c 6.0 or higher (%)		6%	8.6%	9.0%	9.3%
Promoting Anti-smoking Awareness	Smokers		12%	17.4%	16.7%	15.8%
Cancer Prevention and Treatment	Screening Rate	Lung Cancer	100%	99.3%	99.3%	99.3%
		Stomach Cancer	100%	83.1%	84.1%	86.1%
		Ratio of endoscopy	90%+	77.5%	80.2%	82.8%
		Colorectal Cancer	100%	90.7%	91.4%	91.5%
		Breast Cancer	90%+	84.0%	84.1%	84.6%
		Uterine Cancer	90%+	71.7%	72.2%	72.3%

* Population surveyed: Fujifilm Group employees in Japan (Stomach and colorectal cancer screening rate is for those 40 years of age or above)

(2) Efforts against cancer

As part of our initiatives in cancer prevention, one of our five priority areas, we opened the Fujifilm Group Nishi-Azabu Endoscopy Clinic on the first floor of the Fujifilm Nishi-Azabu Building in 2014. For upper gastrointestinal endoscopy used in stomach cancer screening, we employ endoscopy systems equipped with Fujifilm's proprietary advanced technologies, including transnasal endoscopy, in which the endoscope is inserted through the nose to reduce the gag reflex and associated nausea.

In April 2022, we opened FUJIFILM Mediterrace Yokohama, a medical clinic for Fujifilm Group Health Insurance Association members, in the FUJIFILM Business Innovation Yokohama Minatomirai Center. In addition to the Fujifilm Group Health Insurance Association's Subsidy Program for cancer screening, we provide high-quality health checkups for our employees utilizing our latest endoscopy, mammography systems, CT and other medical systems, as well as AI-driven medical IT systems. Comprehensive medical examinations were introduced in June 2023, CT scanning services in January 2024, MRI scanning services in May 2025 and pancreatic cancer screening in April 2026.

Through these initiatives, we aim to achieve cancer screening rates of 90% or higher among employees of Group companies in Japan for lung, stomach, colorectal, breast, and cervical cancers. By increasing opportunities for early detection and appropriate treatment, we are strongly committed to minimizing the number of employees who lose their lives to cancer.

Cancer Screening

Cancer Screening	Screening Method	Eligible Employees	Screening Interval
Stomach	Endoscopy (X-ray)	35 years old and 40 or over	Every year
Esophagus			
Colon	Fecal occult blood test	35 years old and 40 or over	Once a year
	Colonoscopy	50 years old and over	Once while employed
Breasts	Ultrasound (up to 39 years old)	Female	Every year
	Mammography (from 40 years old)		
Uterus	Cytodiagnosis	Female	Every year
Prostate	PSA (blood)	Men 50 years old and over	Every other year
Lung	Chest helical CT	40 years old and over	Every year
Liver, kidney, pancreas, biliary tract	Ultrasound	35 years old and 40 or over	Every year

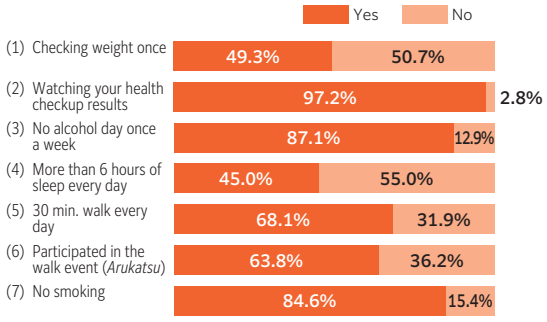
4. Health and wellness promotion initiatives

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

<table>
<tr><th>Priority Areas</th><th>FY2025 Programs</th><th colspan="2">FY2025 Results, etc.</th></tr>
<tr><td>Lifestyle-related Diseases</td><td>Establishment of the “Fujifilm Group’s Seven Healthy Behaviors”* to acquire health and wellness


* Seven Healthy Behaviors 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.</td><td colspan="2">Results of the implementation survey for “Seven Healthy Behaviors”


Scope: All employees of the Fujifilm Group Japan 43,903 (FY2025)</td></tr>
<tr><td rowspan="4">Smoking</td><td>Online program for quitting smoking</td><td>155 participants</td><td rowspan="3">Starting in fiscal 2025, availability of the program for quitting smoking has been revised from once during employment to multiple times, provided only that the smoker shows an incentive to quit smoking.</td></tr>
<tr><td>Free distribution of two weeks’ worth of antismoking patches</td><td>35 participants</td></tr>
<tr><td>Free distribution of antismoking chewing gum</td><td>37 participants</td></tr>
<tr><td>Non-smoking during working hours</td><td colspan="2">Incorporated into working regulations since April 2020</td></tr>
<tr><td></td><td>Smoking areas on company premises closed</td><td colspan="2">All of the 131 smoking areas in the Group were closed since fiscal 2020.</td></tr>
</table>

Priority Areas	FY2025 Programs	FY2025 Results, etc.
Smoking	Comprehensive understanding of Group Policies and Rules	The General Manager of the Human Resources Division at Fujifilm Holdings, as the Chief Health Management Officer for the entire Group, released a letter urging "repeat efforts to ban smoking completely during work hours in peripheral facilities and on our company premises" and issued warning on exposing colleagues and nearby residents to passive (secondhand) and thirdhand smoke.
	Online campaign for quitting smoking	The campaign has been organized by the Health Insurance Association to encourage smokers to participate without qualms over the outcome, which is essentially granting a subsidy without copayment to persons who quit smoking successfully.
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 implemented to take the appropriate steps to adapt to and align with medical institutions.
	Promoting large intestine endoscopy screening	In fiscal 2025, the Health Insurance Association made the temporary subsidies—which were previously available only once for employees over 50 during their employment period—completely free of charge.
Mental health	Mental health-related training	・Mental Healthcare: Line Care (44,714 participants) ・Mental Healthcare: Self-care, Part 2 Practical Section (43,679 participants) ・Mental Healthcare: Self-care, Part 3 Practical Section (44,483 participants) * Released on the intranet together with Mental Healthcare: Self-care, Part 1 Knowledge Section conducted in 2024 for viewing at all times after program completion. ・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 awareness of health and wellness among employees

In an annual survey of employees, we found that the more of the Fujifilm Group's Seven Healthy Behaviors employees practiced, the higher their performance level*1 and work engagement*2 tended to be.*3 These results indicate an association between practicing healthy behaviors and higher levels of performance and work engagement. Based on these findings, we are implementing various measures to encourage employees to incorporate the Seven Healthy Behaviors into their daily lives.

In particular, Arukatsu, a walking event in which employees form teams and compete on their average number of steps, has been held as a twice-yearly event in the spring and autumn since fiscal 2016. In the autumn of 2025, the Fujifilm Group Health Insurance Association and the labor union held "Arukatsu Koshien," a tournament involving Group companies in Japan. It drew the participation of a record number of more than 30,000 employees from 38 companies. The average number of steps per participant was approximately 7,000 per day, exceeding the national daily averages of 6,628 steps for men and 5,659 steps for women.*4 In addition to increasing health awareness, the program also helped promote communication among employees, both within teams and across organizational boundaries.

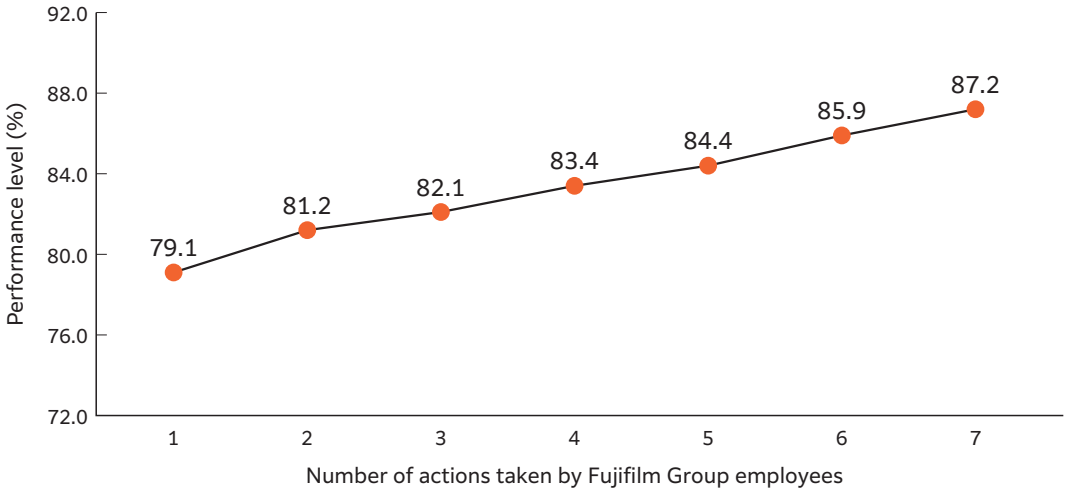
*1 Level of performance: Employees assess their own work performance over the last four weeks compared to their 100% performance when they are free from illness or injury, using the Single-Item Presenteeism Questionnaire developed by the University of Tokyo.

*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.

*3 The more of the Seven Healthy Behaviors employees practice, the higher their performance levels and work engagement scores tend to be.

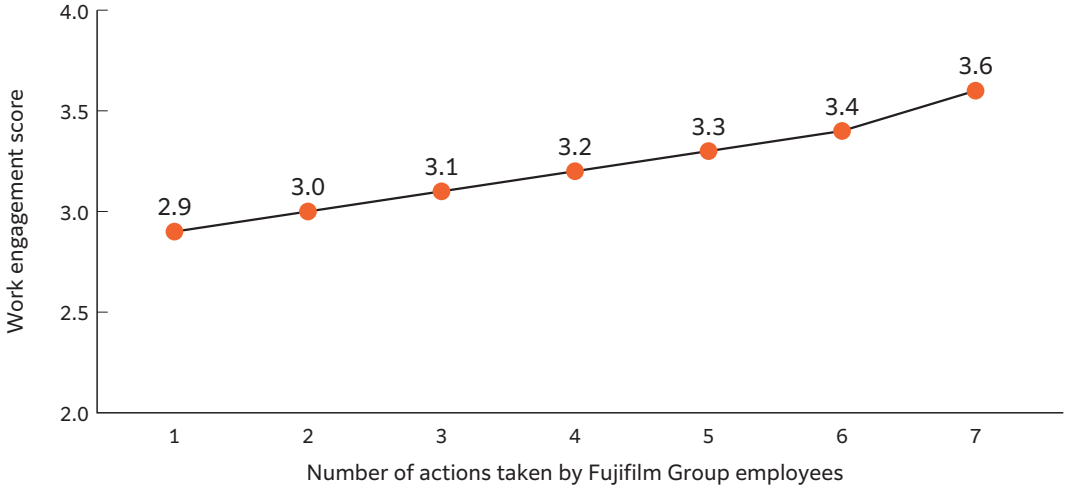
*4 Based on the National Health and Nutrition Survey, 2025, Ministry of Health, Labour and Welfare.

The Fujifilm Group's Seven Healthy Behaviors and Performance Level



Fujifilm Group employees in Japan: 43,893, Results: March 2026

The Fujifilm Group's Seven Healthy Behaviors and Work Engagement



Fujifilm Group employees in Japan: 43,893, Results: March 2026

(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 families. In China, we encourage employees to practice the "Seven Healthy Behaviors" 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

For suppliers with which the Fujifilm Group has business relationships, we confirm the status of external evaluations and certifications relating to their health management initiatives. At our annual briefings for suppliers, we also explain the significance of promoting health management and introduce the Fujifilm Group's own health management initiatives.

(4) Dissemination through society

Creating healthy and vibrant workplace environments is an important endeavor that contributes to improving health and wellness throughout society. Drawing on the extensive knowledge and expertise we have accumulated over many years, the Fujifilm Group actively promotes health and wellness initiatives both within and outside the Group.

Specifically, we are holding workshops for students and educators to improve health awareness among young people. Additionally, we are collaborating with government authorities and other businesses to share health-related know-how and case studies on health and wellness promotion and to conduct activities at the grassroots level. We plan to expand and upgrade these activities and at the same time contribute to creating a sustainable society through the active communication of information.

(5) Recognition

In March 2026, FUJIFILM Holdings Corporation was selected as a KENKO Investment for Health Stock for the sixth consecutive year. The KENKO Investment for Health Stock program selects companies listed on the Tokyo Stock Exchange that strategically implement initiatives to maintain and promote employee health from a corporate management perspective. The program was launched jointly in 2015 by Japan's Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange. Trade and Industry, Japan (METI) and the Tokyo Stock Exchange.

Also, 32 companies (as of June 2026) in the Fujifilm Group were certified as the 2026 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 sixth consecutive year



Certified as the White 500 in the Outstanding Organizations of KENKO Investment for Health for the tenth 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.

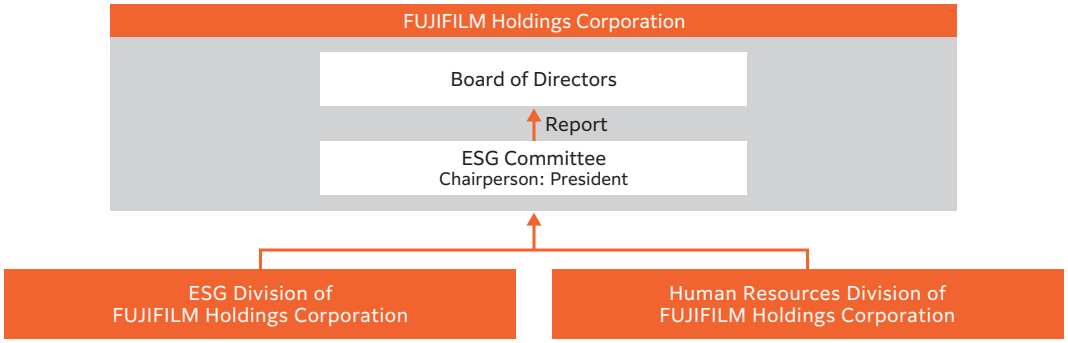
1. We will consider the occupational safety and health of employees including dispatched workers and contractors as the top priority, and maintain safe, healthy and fit working environments.
2. We will comply with applicable occupational safety and health laws and self-regulations, such as those designed 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.
- Preventing workplace accidents for partners working at our plant, including education on occupational health and safety for the employees of in-plant contractors and constructors and sharing meetings on work details and notices prior to collaborative work.

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

	FY2025
Fujifilm Group*	58,270

* 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 2025

Fujifilm Group: 0

Number of Fatal Workplace Accidents

		FY2021	FY2022	FY2023	FY2024	FY2025	Target for 2026
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

Causes of and countermeasures for serious workplace accidents

No serious workplace accidents have been reported during the current fiscal year. We will comprehensively improve management for occupational health and safety and continue our work to prevent workplace accidents.

3. Workplace accident rate and workplace accident severity

Workplace accident rate*1

( ) : chemical industry average in parenthesis*2

Japan	FY2021	FY2022	FY2023	FY2024	FY2025	Target
Fujifilm Group (Japan)	0.36 (0.58)	0.36 (0.34)	0.40 (0.49)	0.22 (0.50)	0.11 (0.47)	Workplace accident rate of 0.1 or less by FY2030
Fujifilm and its Group companies in Japan	0.29	0.34	0.30	0.27	0.07	
FUJIFILM Business Innovation and its Group companies in Japan	0.43	0.39	0.50	0.18	0.13	

Overseas	FY2021	FY2022	FY2023	FY2024	FY2025	Target
Fujifilm Group (Overseas)	1.40	1.94	1.29	1.84	1.71	Workplace accident rate of 0.1 or less by FY2030
Fujifilm and its Group companies outside of Japan	1.40	1.87	1.46	2.40	2.02	
FUJIFILM Business Innovation and its Group companies outside of Japan	1.39	2.05	1.04	1.02	1.15	

Workplace accident severity*3

Japan	FY2021	FY2022	FY2023	FY2024	FY2025	Target
Fujifilm Group (Japan)	0.006 (0.01)	0.007 (0.01)	0.005 (0.01)	0.001 (0.01)	0.001 (0.01)	Workplace accident severity of 0.1 or less by FY2030
Fujifilm and its Group companies in Japan	0.007	0.010	0.002	0.002	0.000	
FUJIFILM Business Innovation and its Group companies in Japan	0.006	0.003	0.009	0.001	0.002	

Overseas	FY2021	FY2022	FY2023	FY2024	FY2025	Target
Fujifilm Group (Overseas)	0.025	0.031	0.035	0.035	0.030	Workplace accident severity of 0.1 or less by FY2030
Fujifilm and its Group companies outside of Japan	0.021	0.040	0.042	0.039	0.036	
FUJIFILM Business Innovation and its Group companies outside of Japan	0.029	0.018	0.026	0.029	0.018	

TRIR*4

	FY2021	FY2022	FY2023	FY2024	FY2025
Fujifilm Group	2.07	2.70	2.24	2.68	2.16

*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: 2025 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
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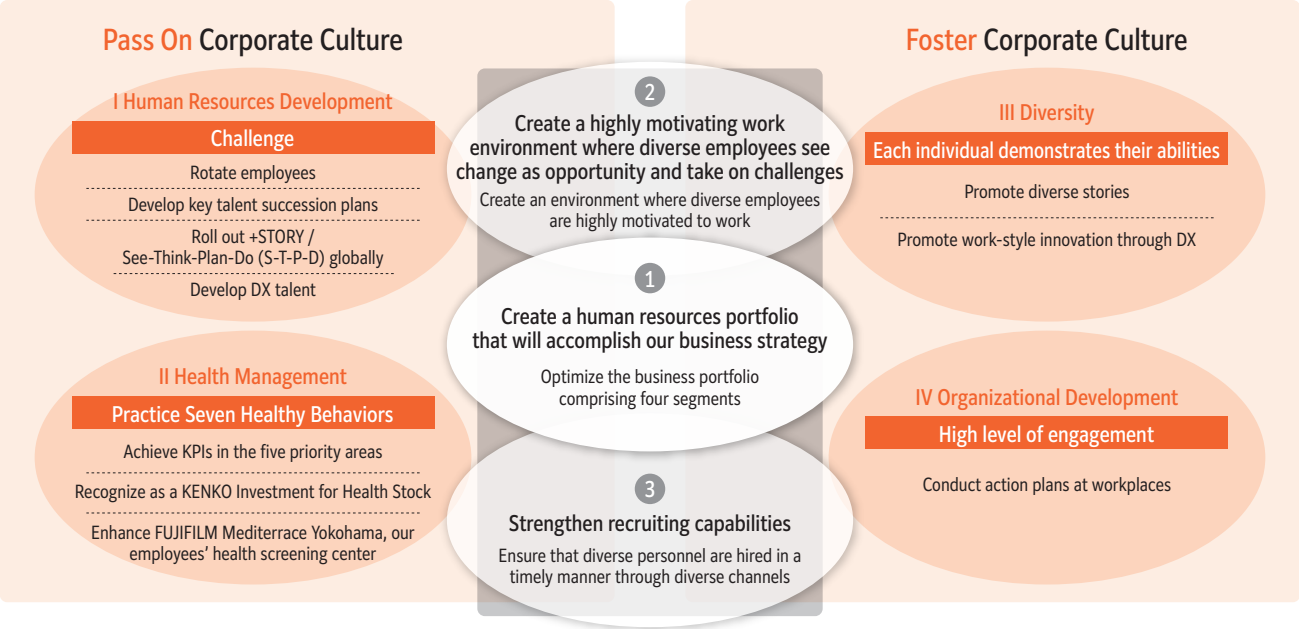
- Fujifilm Group Overseas: FUJIFILM Holdings Corporation and its consolidated companies outside of Japan

4.5.1 Fujifilm Group's Human Resources Development

The Fujifilm Group recognizes the "power of our employees"—who are unafraid of change and continue to take on new challenges—as a driving force generating sustainable growth and creating innovation. To realize the Group's Purpose—Giving our world more smiles—we are advancing a human resources strategy aligned with our long-term CSR plan, Sustainable Value Plan 2030 (SVP2030), and our medium-term management plan, VISION2030.

Human Resources Strategy: Three Pillars and Four Enhancement Areas for Passing on and Fostering Corporate Culture

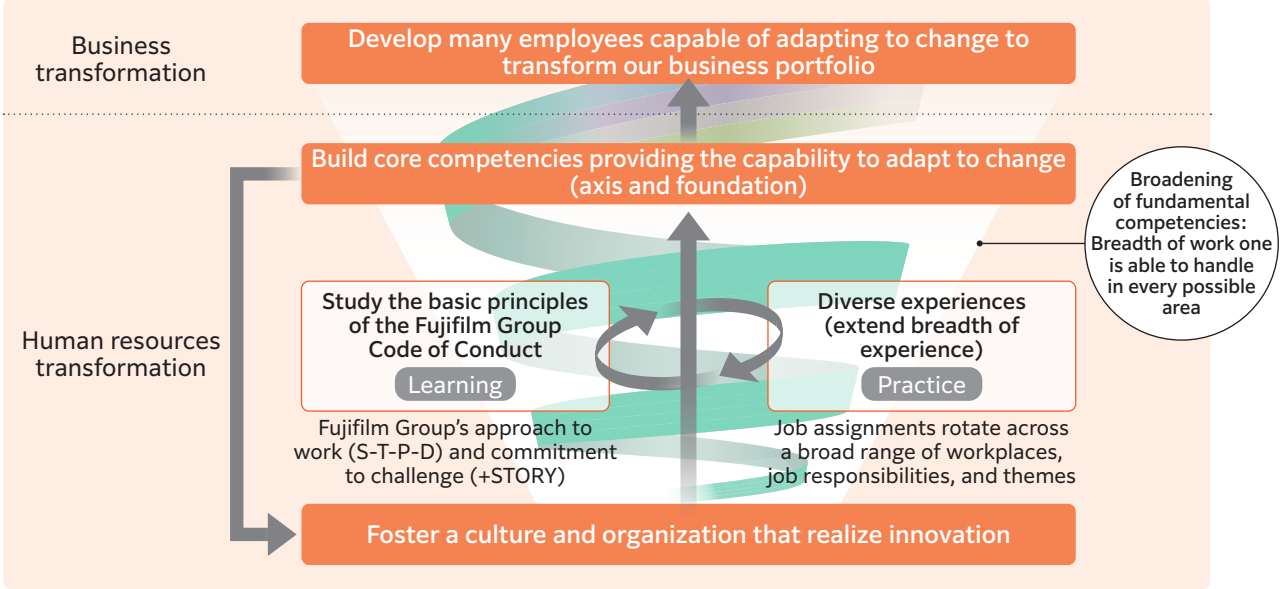


The three pillars of our human resources strategy are:
(1) optimizing the human resources portfolio to support the four business segments,
(2) fostering an environment where diverse employees are highly motivated to work, and
(3) recruiting diverse talent.
These three pillars are underpinned by a corporate culture that is open, fair and clear. By strengthening four key areas—I. human resources development, II. health management, III. promotion of diversity and IV. organizational development—we aim to pass on and evolve our corporate culture, driving further growth.

To achieve sustainable growth through continuous evolution of our business portfolio, we have focused on directing our energies to human resources development while reinforcing our power for business transformation. Specifically, to help build core competency capable of adapting to change, we have bolstered training in our S-T-P-D (See-Think-Plan-Do) cycle which underlies work execution, implemented +STORY which is the foundation of self-growth, and organized job rotation which broadens the scope of work experience and helps building core competencies that enable them to adapt to change.
The Fujifilm Group Employees' Core Competencies are as follows:
- Setting out essential issues and working to address them regardless of role or age.
- Taking the leading role in carrying out projects, involving those around them even beyond their own Division or the Group.
- Seeing change as an opportunity for growth and taking up the challenges in every field of business or functional area.

By rising up through practice and learning, our employees strengthen their core competencies, and it is these adaptable, capable individuals who serve as the driving force behind our business transformation.

Business Transformation Achieved through Building Core Competencies



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



4.5.2 Structure of Human Resources Development

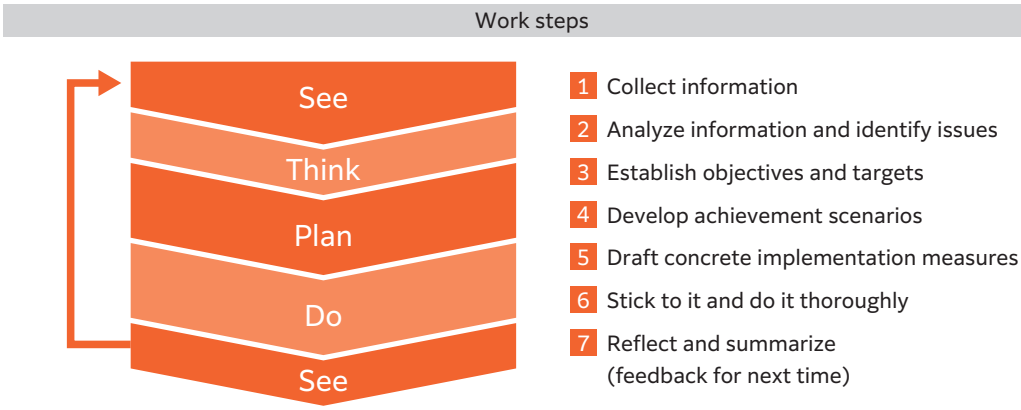
1. Human resources development programs

(1) Building the foundations of work (Strengthening problem formulation ability)

The Fujifilm Group defines its basics of work as the FF method (S-T-P-D). This method is implemented in all divisions and departments across the Group. The FF method refers to the See-Think-Plan-Do 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 87 for the question "Understanding the Fujifilm Method" in the Employee Engagement Survey.

The Fujifilm Group's Unique Management Cycle – S-T-P-D (See-Think-Plan-Do)



(2) Strengthening the foundations of individual growth (Self-development assistance program "+STORY")

The Fujifilm Group offers a self-development assistance program called "+STORY" that is designed to support the aspirations and challenges of every one of our employees.

+STORY Dialogue is one of the programs we organize once a year for each employee to reflect on their experiences through dialogue with their managers, to encourage them to give importance to their own accumulated stories by drawing on their experience. Through this dialogue, managers acquire an understanding of employees' value perceptions and thinking that support their +STORY and foster their aspirations. We also hold an in-house web seminar, +STORY LIVE, during which employees present their own respective +STORY and we have created an environment for +STORY Academy where employees are able to study voluntarily. We believe that each employee creating their own unique STORY serves as a driving force for the Fujifilm Group.

+STORY Dialogue programs have been implemented in Europe and Asia Pacific, and +STORY Live streamed from the Philippines, with other +STORY activities spreading through the Group, including its overseas sites.

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.

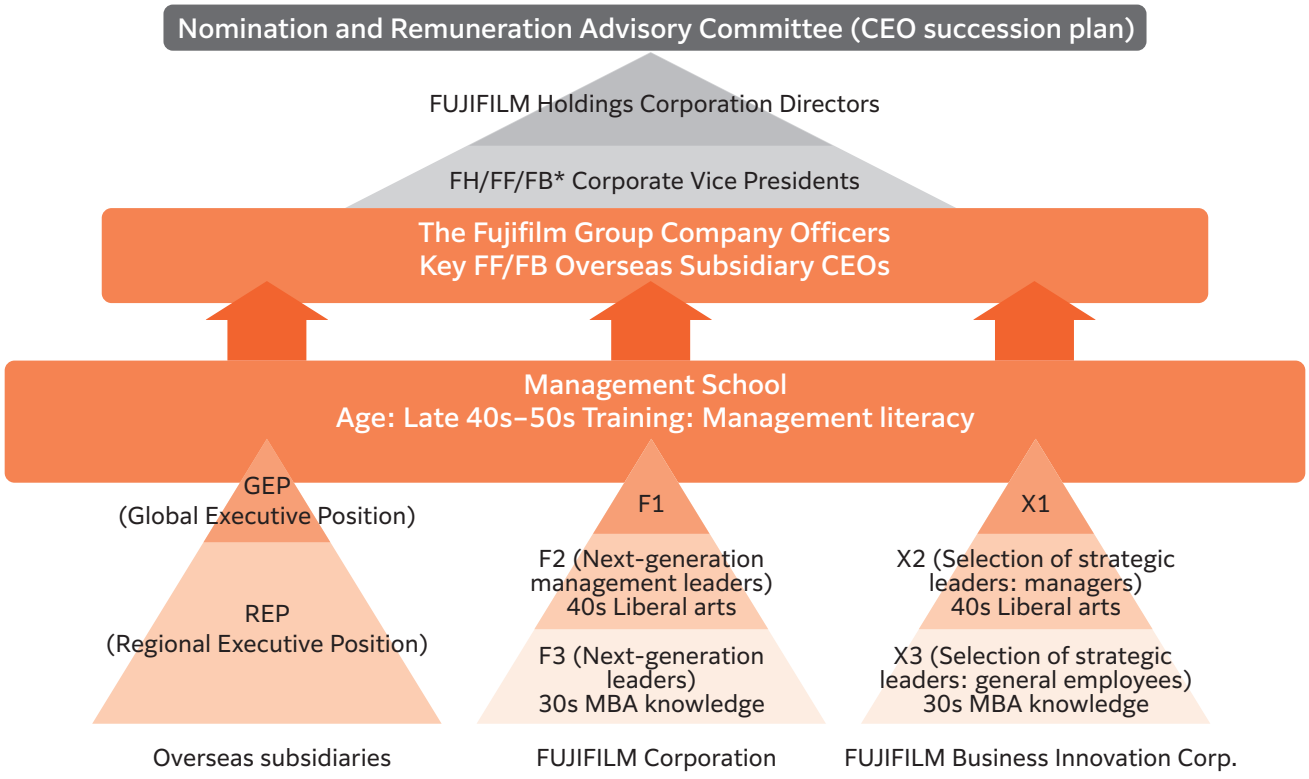
4.5.3 Effort Results and Progress

1. Human resources 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 key talent and professional skill development programs.

In training our key talent, we have created a system to train people to exercise leadership and screening candidates for major positions. We have organized a training program to select candidates for next-generation leadership from employees in their 30s and for trainees to gain the fundamental knowledge for work including MBA-level content. In the program for managers in their 40s, next-generation management candidates are selected for mastery of a liberal arts approach, which helps them acquire a broad perspective and historical understanding. At the final stage, persons selected from the general manager level attend a leadership training program called Management School. Thus we are conducting training for key talent systematically and building a talent pool by encouraging people to take on more challenging assignments.

Succession of Key Talent



* FH: FUJIFILM Holdings Corporation, FF: FUJIFILM Corporation, FB: FUJIFILM Business Innovation Corp.

We also pay special attention to the development of DX human resources essential for innovation and are working aggressively in this area in fiscal 2025.

FY2025 Training and Development Inputs

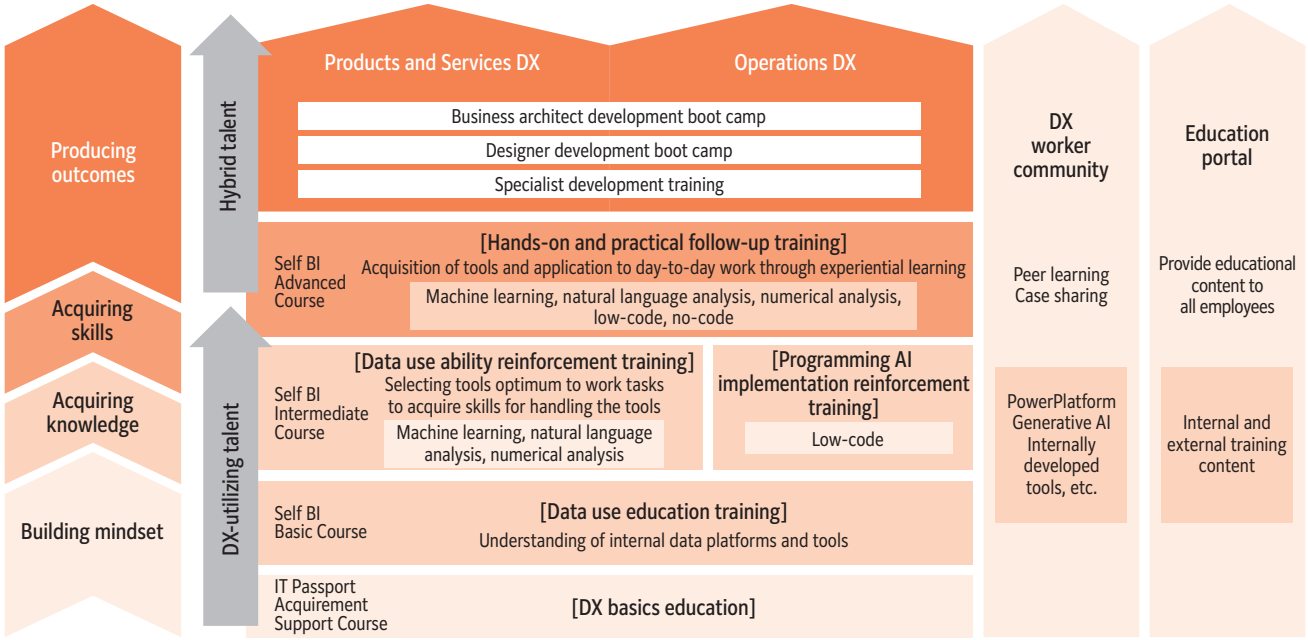
		FY2021	FY2022	FY2023	FY2024	FY2025
Training hours	Total	approx. 1.58 million hours	approx. 1.60 million hours	approx. 1.02 million hours	approx. 1.01 million hours	approx. 1.19 million hours
	Average per employee	approx. 19 hours	approx. 20 hours	approx. 13 hours	approx. 12 hours	approx. 14 hours
Training costs	Total	approx. 1.7 billion yen	approx. 3.1 billion yen	approx. 4.2 billion yen	approx. 3.4 billion yen	approx. 3.5 billion yen
	Average per employee	approx. 20 thousand yen	approx. 37 thousand yen	approx. 52 thousand yen	approx. 42 thousand yen	approx. 43 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 was completed by approx. 40,000 employees. Roughly 2,600 people completed the intermediate course on strengthening data utilization capabilities. In addition, 350 employees have completed the advanced course for application to business practice. We also have in-house online events designed to improve IT skills, and have formed communities of DX facilitators to create opportunities for interactive learning and case study sharing and organized special training programs to promote greater IT efficiency in each business division. We are also encouraging all employees to acquire the IT Passport qualification and have seen more than 6,000 employees successfully earning the Passport.

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



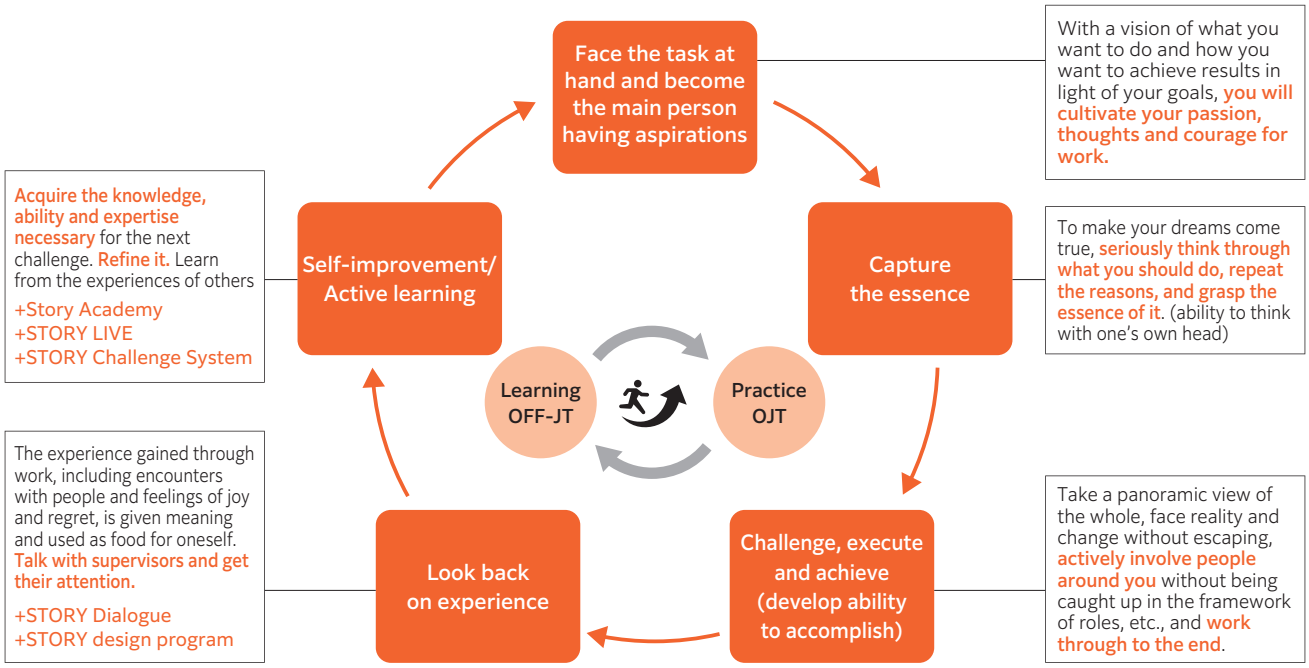
2. Self-development assistance program "+STORY" and "Challenge Cycle"

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 Resources 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, Udemy Business and go FLUENT, 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 34,000 courses in total to cater to diversifying needs.

There are specialized training programs for technical employees. At catch UP Seminars, lecturers from universities and research institutes that specialize in cutting-edge research and technology development provide programs for employees selected from a number of Fujifilm Group companies to gain a deeper knowledge of the fundamentals of manufacturing technology, including advanced biotechnology and synthesis technologies for functional materials. In the period from April 2025 to March 2026, well over 13 seminars have been held, drawing the participation of more than 600 employees in total.

Through these initiatives, we are developing an environment in which the employee's OJT (practice) interacts with their OFF-JT (learning) 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. In fiscal 2025, the response rate was still high at 92% and the resulting engagement score* was 82%, 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.

FY2025 Employee Engagement Survey

	Response Rate	Number of Responses	Engagement Score
Fujifilm Group Total (Global results including Japan)	92%	72,024	82%

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 are actively organizing exchange events for people enrolled as full-time students in foreign universities and those on study exchange programs, in order to increase our recruitment of talented people who are able to participate in global business. 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.

To help recruits settle into their position, we have set up a follow-up system for instructors and HR personnel (mentor system).

*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 mangers every six months for general employees or one year for managerial personnel to review their level of achievement toward 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)

	FY2025
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

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employee stock owners	14,197	15,154	15,277	17,189	19,010
% of ownership*	39%	41%	42%	47%	50%

$$* \text{ \% of ownership} = \frac{\text{Number of employee stock owners as of relevant fiscal year}}{\text{Number of domestic Group company employees as of relevant fiscal year}}$$

4.6 Human Rights

4.6.1 Basic Approach

The Fujifilm Group is guided by its Group Purpose, "Giving our world more smiles," and strives to ensure that both its business activities and the actions of each of us contribute to bringing more smiles to people's faces rather than taking them away.

The Fujifilm Group recognizes that respect for human rights is our responsibility. The Charter for Corporate Behavior and the Code of Conduct, translated into 24 languages, state our basic approach toward respecting human rights. In the Fujifilm Group Human Rights Statement, we declare that we will take any necessary measures to assess and mitigate the risks that negatively impact human rights in business activities. The Human Rights Statement also clearly states our support for a range of global human rights principles, including the UN International Bill of Human Rights and the UN Guiding Principles on Business and Human Rights. 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.

In addition, the following policies have been established as part of our basic approach to human rights through discussion and approval by the ESG Committee.

● Global Healthcare Code of Conduct

In line with the expansion of our healthcare business, we established the Fujifilm Group Global Healthcare Code of Conduct in July 2020. We have gradually expanded the number of languages in which the Code is available, and it is currently available in 16 languages. The Code clarifies our fundamental principles, such as respect for the human rights of our patients in all of our activities, and ensures appropriate and transparent interactions with healthcare professionals. In February 2025, the Guidelines on the Global Healthcare Code of Conduct intended for our employees were partially revised.

● Diverse Stories Vision

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.

● Supplier Code of Conduct and Guidelines

The Fujifilm Group aims to work together with our suppliers to address shared challenges and achieve sustainable growth by ensuring that our suppliers understand the importance of corporate social responsibility and business ethics, including respect for human rights. In response to the increasing awareness of risk management in the global supply chain, we established the "Fujifilm Group Supplier Code of Conduct" in December 2025, which summarizes the practices we expect suppliers to follow based on internationally recognized standards. We communicate this Code of Conduct along with the "Fujifilm Group Sustainable Procurement Guidelines for Suppliers," which explain the Code, to our suppliers and request their understanding and cooperation in implementing its requirements. Furthermore, as a company operating in Japan, the Fujifilm Group promotes respect for human rights in the supply chain, taking into account the "Guidelines on Respecting Human Rights in Responsible Supply Chains" announced by the Japanese government in September 2022, as well as the Japanese government's revised "National Action Plan on Business and Human Rights" published in December 2025.

● AI Policy

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. The Fujifilm Group recognizes that rapidly evolving and spreading AI technology may give rise to ethical and other issues. In the December 2025 revision, we reaffirmed our commitment to the concept of "human-centered AI" and clarified our dedication to developing and providing products and services that respect fundamental human rights.

● Basic Policy and Guidelines on Human Rights in Advertising and Promotional Activities

The Fujifilm Group values the human rights of every individual in its advertising and promotional activities and strives to practice communication that brings more smiles. To clarify our commitment to respecting human rights and to work toward mitigating human rights risks, we established the "Fujifilm Group Basic Policy and Guidelines on Human Rights in Advertising and Promotional Activities" for internal use in January 2026, and began implementing them within Japan.

These various human rights-related policies and guidelines are established through discussions and approvals by relevant committees and bodies, including the ESG Committee.

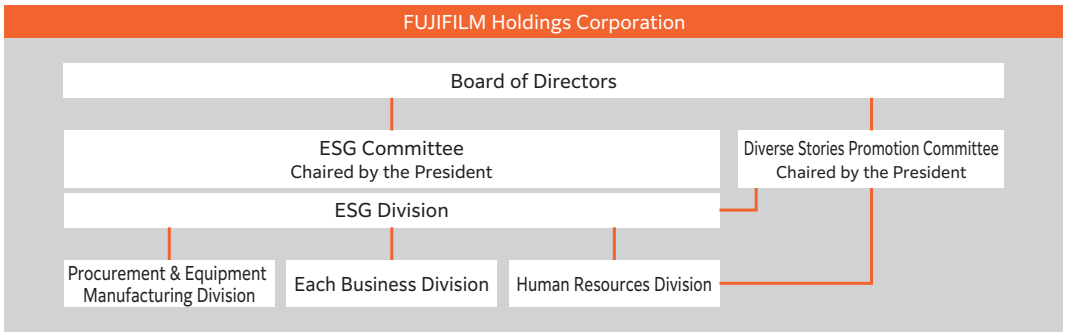
Fujifilm Group Policies and Commitments on Human Rights

Various Policies Related to Human Rights	Establishment / Revision Date	
Charter for Corporate Behavior Article 2. Social Responsibility, Article 3. Respect for Human Rights, Article 5. Vibrant Workplaces	Established as a group in 2007, revised September 2025	https://holdings.fujifilm.com/en/about/commitment/conduct
Code of Conduct Chapter 1: Respect for Human Rights	Established as a group in 2007, revised September 2025	https://holdings.fujifilm.com/en/about/commitment/law
Human Rights Statement	Established June 2018, revised April 2019	https://holdings.fujifilm.com/en/sustainability/vision/policy/statement
Global Healthcare Code of Conduct	Established July 2020, revised February 2025	https://holdings.fujifilm.com/en/sustainability/vision/policy/global-healthcare
Diverse Stories Vision	Established March 2024	https://holdings.fujifilm.com/en/sustainability/vision/policy/diverse-stories-vision
Occupational Safety and Health Policy	Established January 2010, revised April 2019	https://holdings.fujifilm.com/en/sustainability/vision/policy/health-safety
Health Management Declaration	Established September 2019	https://holdings.fujifilm.com/en/sustainability/vision/policy/health-safety#link01
Green Policy (Environmental Policy)	Established October 2002, revised April 2019	https://holdings.fujifilm.com/en/sustainability/vision/policy/green
Quality Policy	Established January 2010, revised April 2019	https://holdings.fujifilm.com/en/sustainability/vision/policy/quality
Procurement Policy	Established October 2009, revised April 2020	https://holdings.fujifilm.com/en/sustainability/vision/policy/procurement
Supplier Code of Conduct	Established December 2025	https://holdings.fujifilm.com/en/sustainability/vision/policy/procurement#link04
Sustainable Procurement Guidelines for Suppliers	Established February 2015, revised December 2025	https://holdings.fujifilm.com/en/sustainability/vision/policy/procurement#link01
AI Policy	Established December 2020, revised December 2025	https://holdings.fujifilm.com/en/sustainability/vision/policy/ai
Information Security Policy	Established May 2013, revised April 2021	https://holdings.fujifilm.com/en/sustainability/vision/policy/security
Basic Policy and Guidelines on Human Rights in Advertising and Promotional Activities	Established January 2026	Internal use only (as of August 2026)

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 policies of the ESG Committee clearly stipulate that the Committee shall deliberate and make decisions on activities to identify significant human rights issues in business activities and prevent and mitigate their adverse impacts. In October 2023, 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 foster a workplace culture where diverse employees can work with confidence and vitality and to create environments where every individual can express their unique personalities and values and work in safe and comfortable environments.

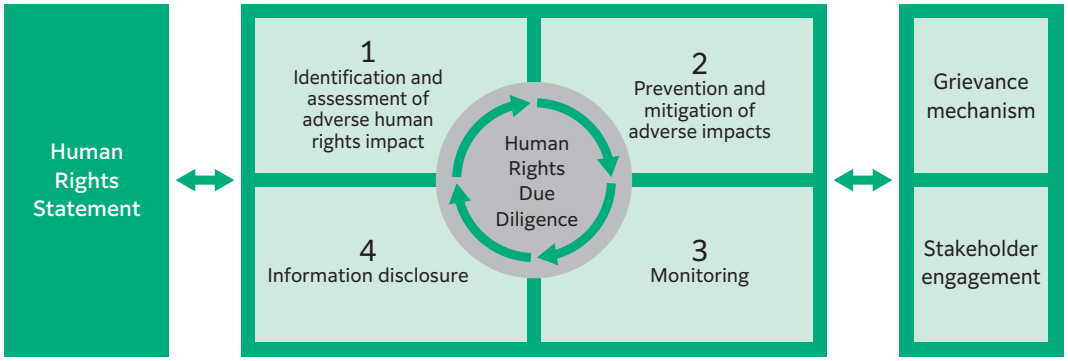


The relevant departments allocate resources on an ongoing basis to ensure respect for human rights, taking into account the potential impacts involved. The Human Resources Division is responsible for issues concerning Fujifilm Group employees, while the Procurement Divisions and other relevant departments are responsible for issues concerning suppliers and on-site 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 situation 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 conduct or are 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.

For details on each activity based on the above process, please refer to *4.6.4 Identification and Assessment of Adverse Human Rights Impacts*, and the subsequent sections.

4.6.4 Identification and Assessment of Adverse Human Rights Impacts

Regarding adverse human rights impacts arising from the Fujifilm Group's business activities, the ESG Division of FUJIFILM Holdings Corporation identifies human rights issues in collaboration with third-party organizations and also identifies human rights risks as part of its internally conducted assessment of Group-wide Priority Risks.

1. Identification of Human Rights Issues in Collaboration with Third-Party Organizations

<Initiatives since fiscal 2019>

We identified potential human rights issues based on the characteristics of our business and the countries and regions where we operate, and assessed their likelihood and severity.

Potential human rights issues were identified for each stakeholder group, including our own employees, employees of our business partners, such as suppliers and subcontractors, customers and consumers, and local communities.

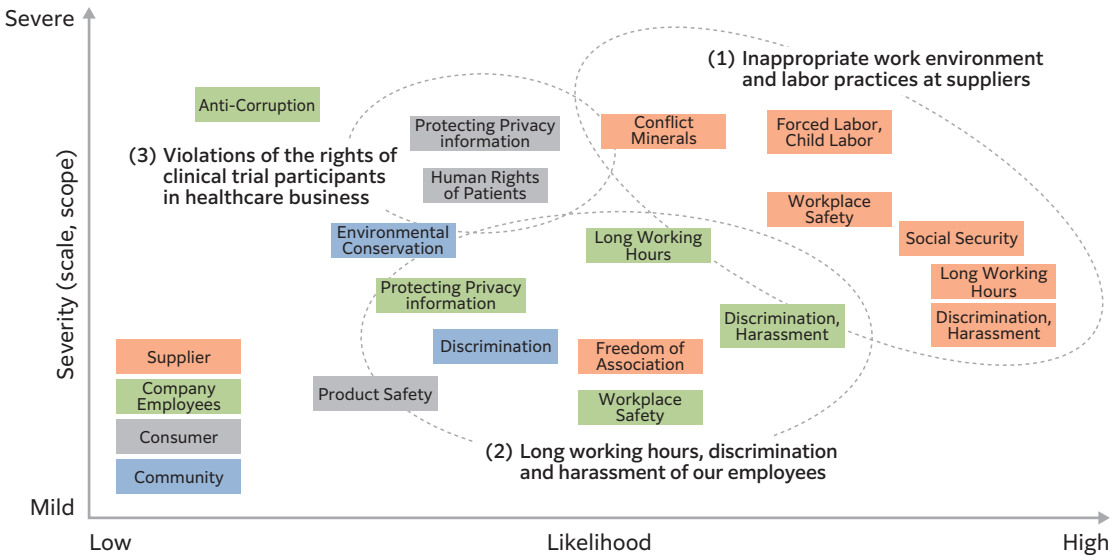
Taking into account the status of our Group's initiatives, we identified the following three priority human rights issues to focus on:

- Inappropriate working environments 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.

These priority human rights issues were shared and discussed with top management at a regular executive meeting of FUJIFILM Holdings in July 2020.

Since then, we have been implementing risk mitigation measures annually based on these priority human rights issues.

Impact Assessment of Potential Human Rights Issues (Risks Associated with Existing Businesses)



<Fiscal 2024 onward>

From July to October 2024, we conducted an assessment of challenges related to the overall human rights activities of the Fujifilm Group, with the support of external experts. The assessment identified the need for the Fujifilm Group to prioritize the following activities in order to further advance its initiatives in this area: reviewing its priority human rights issues in light of changes in its business structure and the emergence of new human rights risks, and strengthening its internal framework for responding to these issues.

In addition, the following main issues to be addressed were identified, and we have discussed each of these issues with relevant internal departments such as Procurement, ICT, and Human Resources, and are working collaboratively to improve our response to these issues:

- Enhancing the effectiveness of grievance mechanisms, particularly within the supply chain.
- Anticipating and addressing human rights risks associated with the active use of AI.
- Creating an environment where diverse talent can thrive.

<Review and updates from fiscal 2025>

Considering changes in our business environment, we determined that a review was necessary and began reviewing our priority human rights issues in February 2025. With the support of the third-party organization, the nonprofit Caux Round Table Japan (CRT Japan), the review is being conducted as part of our human rights due diligence processes based on the Fujifilm Group Human Rights Statement.

(1) Identification and assessment method

The Fujifilm Group operates a wide range of businesses, including "Healthcare," which provides drug discovery support 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 each business. Therefore, with the support of a third-party organization, we identify human rights issues for each business segment through the following two processes: STEP 1, Human Rights Risk Assessment, and STEP 2, Human Rights Impact Assessment.



[STEP 1] Human Rights Risk Assessment

In this step, we evaluate potential human rights risks based on the human rights situation in the countries and regions where our business sites are located, as well as risks associated with the business itself. The assessment is conducted using evaluation axes such as rights holders, human rights indicators, and the value chain.

The assessment primarily utilizes the following information:

- Desktop research on human rights risks;
- Human rights risk factors in the business value chain identified through a cross-functional workshop with employees from related organizations (as supplementary information).

[STEP 2] Human Rights Impact Assessment

In this step, we assess the presence and degree of actual impacts related to the potential human rights risks identified in the Human Rights Risk Assessment. This approach includes direct dialogue with affected parties (rights holders) through interviews.

(2) [STEP 1] Human Rights Risk Assessment

<Selection of Businesses for Assessment>

Based on the characteristics of each business, we selected the Business Innovation segment as the priority business segment for identifying human rights issues for the following reasons.

- 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.

<Scope of Human Rights Risk Assessment>

To assess human rights risks in the Business Innovation segment, we defined the scope of the assessment as follows.

Category	Item	Description
Scope	Value Chain	**Assessment of impacts at each stage of the business value chain:** Design & Development – Raw Material Procurement – Purchasing – Manufacturing – Logistics – Sales – Use – Disposal
	Country/Region	**Assessment of impacts in 17 countries/regions where the main business sites of the Business Innovation segment selected for this assessment are located**
	Rights Holders	**Rights holders potentially subject to negative human rights impacts, with particular focus on:** • Employees and workers (within the Group, suppliers, and contractors) • Consumers and users of products and services • Local residents and the general public
Indicators	Human Rights Indicators	**Assessment based on the following 12 human rights indicators closely related to business, as outlined in international standards:** Fair Wages, Reasonable Working Hours, Discriminatory Practices, Health and Safety, Freedom of Association, Child Labor, Modern Slavery, Land Rights, Indigenous Rights, Right to Privacy, Consumer Safety and Right to Know, Resources and Communities (Human Rights Issues related to Disposal)

<Assessment Methods>

We assessed potential human rights risks based on the human rights risks of the countries and regions where our business sites are located, as well as human rights risks associated with our business activities (see the table below).

The assessment primarily relied on desktop research, supplemented by the results of a cross-functional workshop that identified specific human rights risk factors related to operations within the business value chain.

Assessment Methods	Description
(1) Country Risk Assessment	Based on the human rights risk database provided by an international risk analysis and research specialist organization, human rights risks were evaluated on a four-level scale by country/region and by human rights indicator.
(2) Business Risk Assessment	The impact of business scale on human rights risks was assessed using business data such as revenue, procurement amounts, and number of employees. Additionally, specific human rights risks associated with the business were evaluated based on information about raw materials and operational processes. Furthermore, we conducted a cross-functional human rights workshop involving participants from organizations related to human rights issues to identify potential human rights risk factors that may occur within the business value chain.
(3) Assessment of Potential Human Rights Risks	Based on the results of (1) Country Risk Assessment and (2) Business Risk Assessment, potential human rights risks were identified using the assessment axes of rights holders, human rights indicators, and the value chain.

■ Desktop Research (Human Rights Risk Map on the Value Chain)

As a proxy for the voices of stakeholders and rights holders, information disseminated by over 14,000 NGOs worldwide and data from 3,500 global news media sources were collected and analyzed. The results of the assessment of human rights impacts on stakeholders and rights holders across the business value chain were organized into a risk map.

Human Rights Risk Map Across the Business Value Chain

Rights Holders	Impact on Human Rights	Value Chain								
		Development and Design	Raw Material Procurement	Purchased Components	Manufacturing	Logistics	Sales	Use	Disposal	Overall
Employees and Workers within the Group	Living Wage	●			●	●	●			
	Long Working Hours	●			●	●	●			
	Workplace Safety	●			●	●	●			
	Health Hazards from Chemicals and Hazardous Substances				●					
	Rights of Labor Unions	●			●	●	●			
	Discriminatory Practices Based on Gender and Minority Status	●			●	●	●			
	Rights of Migrant Workers	●			●	●	●			
	Employment Discrimination	●			●	●	●			
Employees and Workers of Suppliers and Contractors	Living Wage		●	●		●	●			
	Long Working Hours		●	●		●	●			
	Workplace Safety		●	●		●	●			
	Health Hazards from Chemicals and Hazardous Substances		●	●						
	Rights of Labor Unions		●	●		●	●			
	Discriminatory Practices Based on Gender and Minority Status		●	●		●	●			
	Rights of Migrant Workers		●	●		●	●			
	Child Labor and Forced Labor in Resource Extraction and Waste Disposal		●						●	
Consumers	Product Safety							●		
	Health Impacts from the Use of Chemicals							●		
	Consumer Privacy and Security					●	●	●		
	Sustainable Consumption							●		
	Human Rights–Respectful Marketing					●	●	●		
	Accurate and Transparent Labeling					●	●	●		
Local Residents and the General Public	Use of Products and Components for Military or Surveillance Purposes	●						●		
	Land Rights Violations Caused by Mining and Development		●							
	Environmental Pollution and Ecosystem Destruction associated with Resource Development		●							
	Environmental Damage Caused by Electronic and Electrical Waste Disposal								●	
Governance	Governance on Sustainability and Human Rights									●
	Accountability and Transparency									●
	Anti-Corruption and Political Engagement									●

■ Cross-Functional Workshop (May 2025)

Through a cross-functional workshop involving employees from relevant organizations, specific human rights risk factors were identified.

One of the objectives of the workshop was to raise awareness among participants to encourage proactive engagement by each division in future human rights respect initiatives.

Participating divisions: Human Resources, Corporate Communications, ESG, Compliance, Information Security, Production Planning and Management, Procurement, Production Sites (Japan and overseas), Resource Circulation, Logistics, Sales Promotion, Customer Service, Global Audit, and others.

<Assessment Results>

Identified Potential Human Rights Risks

Based on country risk assessments and business risk assessments conducted through desktop research, as well as the identification of human rights risk factors through a cross-functional workshop, CRT Japan identified the following five human rights risks as highly relevant potential risks for the Business Innovation segment.

	Potential Human Rights Risks	Affected Rights Holders	Relevant Human Rights Indicators to Consider	Related Value Chain
1	Human Rights Risks in the Upstream Raw Material Supply Chain	Workers of Suppliers	Child Labor, Forced Labor, Land Rights, Indigenous Rights, Living Wages	Upstream Supply Chain, including Raw Material Procurement
2	Human Rights Risks for Workers of Suppliers and Contractors	Workers of Suppliers and Contractors	Living Wages, Working Hours, Discriminatory Practices, Occupational Health and Safety, Freedom of Association, Forced Labor	Transactions across the stages of Procurement, Manufacturing, Logistics, and Sales
3	Human Rights Risks of Migrant Workers*	Employees and Workers within the Fujifilm Group	Living Wages, Working Hours, Discriminatory Practices, Occupational Health and Safety, Freedom of Association, Forced Labor	Overall Operations of the Fujifilm Group
4	Human Rights Risks at the Product Use Stage	Consumers and Users of Products and Services, and the General Public	Consumer Safety and Right to Know, Right to Privacy	Product Use Stage
5	Environmental Pollution and Human Rights Risks Associated with Disposal	Local Residents and the General Public	Community Impacts from Disposal, Child Labor	Raw Material Procurement, Disposal

* "Migrant Workers" refers to workers who leave their home country or place of origin to work, including foreign workers in Japan.

(3) [STEP 2] Human Rights Impact Assessment: Human Rights Risks of Migrant Workers (Japan only)

<Selection of Risks for Assessment>

Among the five potential human rights risks identified in STEP 1, "3. Human Rights Risks of Migrant Workers" was selected as the focus of the 2025 Human Rights Impact Assessment based on the following considerations:

- Increasing legal and social demands regarding the working conditions of foreign workers in Japan in recent years
- Business scale
- The company's ability to directly exercise influence

To conduct the Human Rights Impact Assessment of "3. Human Rights Risks of Migrant Workers," the Suzuka site of FUJIFILM Manufacturing Co., Ltd., which is responsible for domestic manufacturing functions within the Business Innovation Segment and employs a large number of foreign workers, was selected as the target site.

<Overview of the Human Rights Impact Assessment>
For the selected risk and site, we defined the purpose, scope, and methodology of the Human Rights Impact Assessment as follows and conducted the assessment accordingly.

- **Purpose:** To identify and assess existing and potential human rights risks through a dialogic process with workers on site, and to promote improvements in the workplace environment.
- **Implementation Period:** October 2025 (3 days)
- **Participants:** 17 temporary workers at the Suzuka site (including Japanese workers)
- **Interviewers:** CRT Japan

In addition to the above, to incorporate the perspective of the staffing agency, interviews were also conducted with representatives of the staffing agency employing the temporary workers. Furthermore, to comprehensively assess challenges and issues at the site, interviews were conducted with the leaders of the departments to which the temporary workers belong, as well as with the Human Resources and General Affairs Department.

- **Implementation Steps**

i) Pre-survey questionnaire for participants
ii) On-site inspection of participants' workplace environment
iii) Face-to-face interviews with participants

<Assessment Results>
The Human Rights Impact Assessment did not identify any significant human rights violations requiring immediate corrective action.

The Suzuka site was found to maintain a high standard both in terms of facilities and surrounding environment, and in the management of labor conditions such as wages, working hours, and workplace safety. It was also confirmed that when issues arise in the workplace, prompt initial responses and problem-solving efforts are carried out by both the site and the staffing agency.

However, the following challenges were identified for further improvement toward a better workplace environment:

- Some concerns about harassment and dissatisfaction with work allocation were found to be difficult to voice due to the temporary workers' reluctance to speak up given their employment status, as well as challenges in resolving issues on-site, posing a risk that problems could remain unaddressed and become prolonged.
- Regarding whistle-blowing systems (such as helplines), awareness among foreign workers was insufficient, while psychological barriers to using these systems and fears of adverse consequences were identified among Japanese workers. As a result, these systems were not yet functioning fully as effective grievance mechanisms.

<Initiatives for Improvement>
Based on these points, we are working on improvements such as strengthening awareness of whistle-blowing systems and expanding multilingual support. Specifically, we renewed our efforts to raise awareness of the on-site reporting and consultation desk, in addition to the Group-wide channels, by displaying posters in Japanese and Portuguese at the site.

Furthermore, we have prepared Human Rights training materials in multiple languages (Japanese and Portuguese) aimed at increasing understanding of discrimination, harassment, and grievance mechanisms. We have begun providing the training to workers at manufacturing sites.

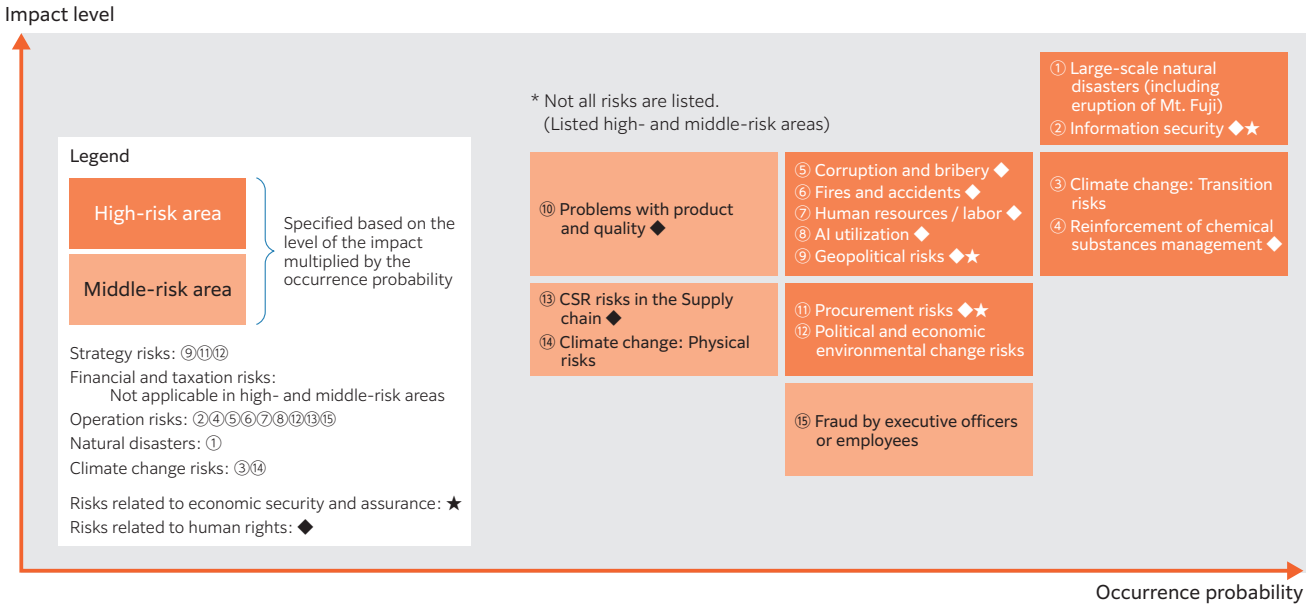
In addition, we have engaged with staffing agencies that had yet to implement multilingual work rules, and confirmed that Portuguese versions of the rules have now been established.

For detailed information on the human rights training, please refer to *4.6.5-5. Education and awareness*.

2. Identification of human rights risks in group-wide priority risks

In the Fujifilm Group, priority risks involved in our business activities are comprehensively identified, reviewed and determined annually by the ESG Committee, which 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, each year, the responsible divisions review all potential risks in their respective areas and assess them in terms of the likelihood of occurrence and anticipated damage and impacts, among other processes, before determining the Group-wide Priority Risks for the entire Group. Progress on initiatives is also reported and discussed annually by the ESG Committee.

FY2026 Fujifilm Group Risk Map (Partial excerpts)



In developing the 2026 group-wide priority risk map, issues related to human rights were also identified, reviewed and approved at the ESG Committee meeting in March 2026. The main issues are as follows:

- Information security: personal information leaks
- Strengthening of chemical substance regulations: health damage to employees, local residents, etc.
- Fires and accidents: casualties caused by occupational accidents
- Human resources and labor: long working hours, discrimination, and harassment of employees
- Use of AI: promotion of discrimination, infringement of privacy and portrait rights
- Geopolitical risks: casualties caused by conflicts, riots, etc.
- Product defects and quality fraud: health damage to consumers caused by poor quality
- Supply chain CSR risks: child labor, forced labor, occupational health and safety issues, etc.

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
2. Long working hours, discrimination, harassment and human rights issues of our employees
3. Violation of the rights of clinical trial participants in healthcare business

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 on-site contractors mainly within the framework of sustainable procurement. We clearly specify the Procurement Policy as a procurement approach, summarize the matters we want suppliers to practice as the "Fujifilm Group Supplier Code of Conduct," and present specific checkpoints in the Fujifilm Group Sustainable Procurement Guidelines for Suppliers. Through these policies, we aim to gain the understanding of suppliers involved in our product manufacturing regarding the importance of CSR management and to work together to solve issues. 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), the Fujifilm Group's CSR plan, 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) Dissemination of the Fujifilm Group's Approach to CSR; (2) Supplier Assessments; (3) Request/support for suppliers' improvement activities, and (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 2025]

● Self-checks and improvement initiatives by suppliers

In fiscal 2025, 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 original identification documents that the company retains and keeps at the time of employment?	1.8%
Child Labor	Is age verification conducted using identification documents at the time of employment?	4.1%
Child Labor	Is there a policy prohibiting the employment of workers under the minimum working age, and is it being implemented?	1.3%
Right to Collective Bargaining	Are employees allowed to participate in collective bargaining?	3.8%
Occupational Health and Safety	Are fire detection and alarm systems, as required by law, installed in all building areas?	0.3%

For some of our suppliers, we conducted follow-up interviews to investigate areas of non-compliance. Where we found corrective action to be necessary, we encouraged improvements and subsequently confirmed their implementation status.

For example, through follow-up interviews and other initiatives, we continued to encourage a supplier that had reported each year that it had not explicitly prohibited child labor to make improvements. As a result, in fiscal 2025, the supplier added a provision on the prohibition of child labor to its own Code of Conduct. 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.

For details, please refer to *2.5.6 2. Supplier and contractor assessments*.

● 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
Child Labor	Insufficient mechanisms to prevent the occurrence of child labor	Established mechanisms to prevent the employment of underage workers by verifying identification documents and conducting interviews at the time of hiring. We also established procedures for taking corrective action when cases of child labor are identified.
Protection of Pregnant Workers	Pregnant workers were engaged in overtime work	Established rules concerning duties that must not be assigned to pregnant workers and the management of their working hours. We also created a checklist for managing the employment of pregnant workers and implemented appropriate controls.

We include items related to modern slavery and human trafficking in the supply chain in supplier self-checks and monitor them regularly. In fiscal 2025, 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 *4.6.5-5 Education and awareness*.

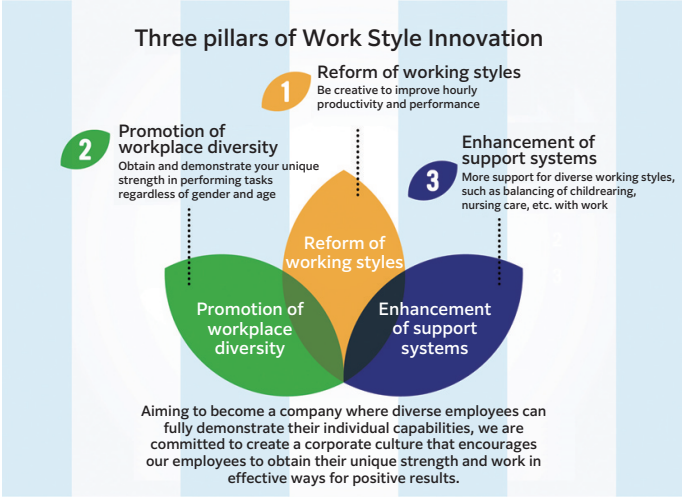
2. Long working hours, discrimination, harassment and human rights issues of our employees

(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.

Furthermore, we aim to create an environment where diverse employees across the Fujifilm Group can thrive and find motivation in their work. To achieve this, we are strengthening and promoting initiatives that actively apply DX in WSI activities (WSI × DX) and accelerating daily work style reforms.

[Efforts in fiscal 2025]

The Fujifilm Group aims to drive further innovation by enabling all employees to improve work efficiency through the use of generative AI and engage in more creative tasks. In fiscal 2025, we deployed the generative AI environment "Fujifilm AIHub" to approximately 70,000 employees globally. Employees create AI agents (AI programs that automate and assist tasks) and publish and share them within the organization to enhance overall productivity. Additionally, we hold a company-wide generative AI contest involving all employees, sharing insights and ideas cultivated within each organization to promote the use of generative AI across the entire company.

For further details on the Group's activities to prevent long working hours, please refer to *4.2.3-2. Systems for balancing work and life*.

(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 2025]

● Employee education and awareness activities

The Fujifilm Group provides various education and awareness-raising activities to prevent discrimination and harassment. For further details, please refer to the table "Major Training and Awareness Programs" in *4.6.5-5 Education and awareness*.

● 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 established the Diverse Stories Promotion Committee in October 2023 and views "Diverse stories" as a driving force for innovation. We are engaging in various initiatives aimed at connecting this to our purpose of "Giving our world more smiles."

In October 2025, to foster a culture where diverse employees can work vibrantly, we held the "Diverse Stories Forum" for employees in Japan. This event included a message from the President and CEO, who serves as the chair of the Diverse Stories Promotion Committee, a talk session with external guests, seminars on balancing work and nursing care, and +STORY LIVE, an internal online live event where female executives shared their own stories and aspirations.

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. We provide education and awareness programs to protect employees from customer harassment and to ensure that employees themselves do not engage in customer harassment.

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 2025 survey response rate reached 92%. 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 2025]

● Employee education and awareness promotion

An e-learning program on our Global Healthcare Code of Conduct was provided. For further details, please refer to the table "Major Training and Awareness Programs" in *4.6.5-5. Education and awareness*.

● 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

In addition to the three priority human rights issues above, we are also involved in a range of efforts related to other human rights issues.

(1) Preventing child labor

For direct employment, the Fujifilm Group checks all candidates' ages with public documents such as residence certificates. In fiscal 2025, 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.

(2) 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*.

(3) 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 2025, we have confirmed the presence of 244 employees from 21 countries and regions. In fiscal 2025, there were no serious human rights violation cases related to the working environment and employment practices of foreign workers in Japan that required public disclosure.

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 worldwide to declare their commitment to complying with its basic principles on respect for human rights as stated in the Fujifilm Group Charter for Corporate Behavior and Code of Conduct. We conduct global training, including dissemination of the Human Rights Statement, to continuously raise awareness of human rights.

[Efforts in fiscal 2025]

● Executive officer and employee training

In light 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 2025.

Major Training and Awareness Programs

Name	Outline
Training in the Fujifilm Group Charter for Corporate Behavior and Code of Conduct, and declaration of compliance	・Provided globally since fiscal 2019 to deepen understanding of the Charter for Corporate Behavior and Code of Conduct and to provide compliance education (including specific topics on harassment, corruption prevention, etc.). All executive officers and employees are also required to declare that they understand, comply with, and act in accordance with the Charter and Code. In April 2025, 99.8% of the target participants (82,947) took part in the program. Among them, in the Asia-Pacific region, the 2025 training incorporated elements of basic training on "Business and Human Rights" into the training plan, with 12,688 participants in that region. ・Compliance training is also provided in Japan by level for new employees, newly appointed managers and executive officers, as well as for mid-career hires.
Basic training on business and human rights	[Japan] Basic training on business and human rights (e-learning) was conducted in November and December 2025. 99.2% of all executive officers and employees in Japan, equivalent to 49,273 participants, took part in the program.
	[Japan] Basic training on business and human rights (e-learning) for new graduates and mid-career hires continued to be offered in fiscal 2025. The content was updated in February 2026, and a total of 6,691 participants completed the training during the fiscal year.
	[Japan] Business and Human Rights training for employees at manufacturing sites was conducted offline for the first time from March to April 2026, using dedicated video content and handouts, with 602 participants from the targeted sites.
	[China] Basic training on "Business and Human Rights" continued from the first year and was conducted in China by September 2025. A total of 8,509 participants (98.6% of the target) completed the training.
Harassment Prevention Training	・Harassment prevention training was provided to all executive officers and employees in Japan, with 45,577 participants (100%) completing the training. ・As a measure to prevent harassment of job applicants and others, Group-wide compliance rules for recruitment activities were established and communicated to all executive officers and employees in Japan to raise awareness.
Information security training (including personal data protection, etc.)	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 February and March 2026, with 99.7% of the target participants (51,299) taking part in the program.
Training in Global Healthcare Code of Conduct	The program held in October and November 2025 was designed to ensure that participants understand increasingly stringent laws and regulations and perform their duties with a high level of ethical awareness, as well as to explain the code of conduct and laws pertaining to the healthcare business and to prevent violations. 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. A total of 14,188 participants (100% of the target) 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 2025 in Japan, with 379 executive officers and 1,667 employees taking the respective training programs.

Name	Outline
Training on the Basic Policy and Guidelines on Human Rights in Advertising and Promotional Activities	From January to February 2026, training was conducted internally to help employees understand the common policy established in January 2026 and an overview of the Guidelines, aimed at addressing human rights risks related to content production and communication with business partners. The training was provided to employees in Japan whose departments are involved in content production or communications. A total of 1,884 employees completed the training, representing 97.6% of the target group. Additionally, 12,095 employees in Japan who were eligible to participate voluntarily also took the training.
Online Training on the Basic Policy and Guidelines on Human Rights in Advertising and Promotional Activities	To address human rights risks in advertising and promotional activities, two training sessions were held in May and July 2026 using case studies from global companies to learn concretely about risks and responses in practice. The sessions targeted Fujifilm Group employees in Japan, with 964 participants.
Generative AI Risk Education	From December 2025 to March 2026, training was conducted with the aim of understanding the risks and internal rules related to generative AI and enabling employees to prevent risks when using generative AI in their work. A total of 45,942 officers and employees in Japan, accounting for 78.4% of the target, participated in the training.

[Case Study] Human Rights Education for Manufacturing Sites

Based on the challenges related to education and the actual burdens on-site managers and others identified during the human rights impact assessment at the Fujifilm Manufacturing Suzuka Plant (see 4.6.4), we conducted trial education for employees at manufacturing sites for the first time. This trial focused on common human rights risks at manufacturing sites and was designed to be easy to understand. It was delivered in Japanese and Portuguese. After reviewing the results of this trial, we plan to expand the program to other manufacturing sites in Japan.

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, in April 2026, we launched the internal portal site "Fujifilm Group Sustainability Portal" in Japan, which consolidates sustainability-related news, events, and learning content in one place. We are also strengthening the dissemination of human rights-related information to help employees recognize the connection to their own work and apply it in their daily actions.

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 in each half of fiscal 2025 with procurement and purchasing departments of 19 major Group companies that procure production materials. They exchanged views concerning identification of the human rights issues and improvement advice among suppliers.

[Legal affairs and compliance]

In May 2025, a presentation focused on supplier on-site 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.

● Awareness-raising initiative for employees in collaboration with external partners

On December 18, 2025, in conjunction with Human Rights Day on December 10, we co-hosted a film screening and dialogue event titled "Cinema × Talk to Change the Future" with IHI Corporation, for employees of both companies' groups. This event aimed to deepen understanding of sustainability issues, including human rights, and encourage them to view these issues as personally relevant through the screening of a film addressing the future of the global environment and people's lives, ("2040: A Vision for the Regeneration of the Earth") followed by dialogue among the participants. After the screening, participants shared their insights and reflections and discussed how to apply them to their own work and actions.

● Training and awareness among suppliers

Multiple briefings for our suppliers were held in fiscal 2025. 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 mineral 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 provided explanations about the sustainable procurement activities we are implementing and asked for their understanding and cooperation with our efforts.

For details of the briefings conducted in fiscal 2025, please refer to *2.5.6-1. Dissemination of the Fujifilm Group's Approach to CSR*.

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 (UNGP), companies are expected to establish a "grievance mechanism" that will give rights holders access to appropriate remedies.

Chapter 1 of the Fujifilm Group Code of Conduct states our policies on Respect for Human Rights. Fujifilm Group employees have access to internal whistle-blowing systems through which they can report concerns regarding violations of any item listed in the chapter or human rights infringements requiring correction and remedy. (Please refer to *1. Internal Whistle-Blowing Systems*.) For external stakeholders, we provide a contact point for inquiries and feedback regarding sustainability on our official website and also accept grievances and inquiries through external platforms. (Please refer to *3. Reporting through External Platforms* below.)

In addition to these reporting systems, as part of our supply chain human rights due diligence activities, we conduct fact-finding and take corrective action as necessary when concerns or opinions are raised through worker interviews or other means.

In each of these processes, we assure confidentiality and privacy for individuals who raise concerns and ensure that they are not subjected to retaliation or other adverse treatment, as a result of raising such concerns. Anonymous reporting is also possible.

These mechanisms do not preclude the use of official contact points, such as the National Contact Point established by the Japanese government in accordance with the Guidelines for Multinational Enterprises.

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. Information on concerns received and addressed through these processes is regularly reported to the ESG Committee and, by the ESG Division of FUJIFILM Holdings, to the Board of Directors.

The Board of Directors oversees compliance and risk management across the Group and provides instructions and advice, helping ensure the effectiveness of these processes.

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. The first system is provided through contact points in Japan and at regional headquarters and accepts a wide range of reports and inquiries, including interpersonal issues and compliance-related questions arising in day-to-day business. The second is a Group-wide system through which employees in Japan and overseas can directly report serious misconduct and violations of laws to the Compliance Division within the ESG Division of FUJIFILM Holdings. This Group-wide reporting channel is available in 24 languages, including Japanese and English.

In addition, reporting forms are available on our websites in the languages used in each region, and reports from outside the Group are also accepted.

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 2025, please refer to *2.2.6-3. Whistle-blowing reports*.

FUJIFILM Holdings Contact Us / Global Compliance Hotline https://holdings.fujifilm.com/en/contact

2. Contact Point for Sustainability-Related Inquiries and Feedback

Our official website accepts inquiries and feedback regarding the Fujifilm Group's sustainability activities, including human rights-related issues.

Inquiries and feedback may be submitted anonymously.

FUJIFILM Holdings Contact Us / Regarding Sustainability https://holdings.fujifilm.com/en/contact

3. 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 nonjudicial grievance mechanism that complies with the UNGP.

By using this platform, the Fujifilm Group strengthens the fairness and transparency called for by the UNGP. At the same time, the Group operates contact points for receiving grievances and consultations related to human rights from a

wide range of external 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.

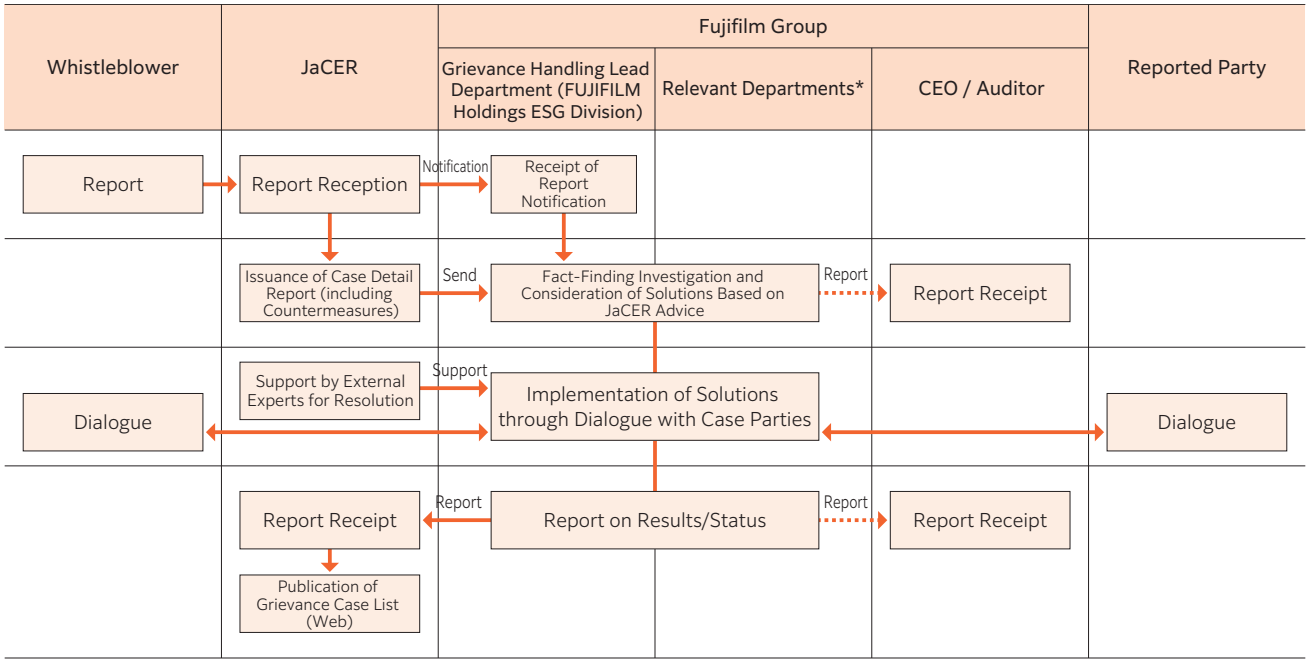
The Fujifilm Group leverages JaCER to strengthen the acceptance of reports, particularly focusing on addressing the following potential human rights violations in the supply chain:

- 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, etc.

[Efforts in fiscal 2025]

No cases were reported through JaCER in fiscal 2025. In preparation for potential future reports, we enhanced our internal systems for handling reports, documented operational regulations and procedures, and took other related measures. Additionally, through sustainable procurement activities, including dissemination of the Supplier Code of Conduct and supplier briefings, we raised awareness of the JaCER reporting channel among key suppliers. For details on our sustainable procurement activities, please refer to *2.5.5 Efforts to Improve Sustainability in the Supply Chain (Sustainable Procurement Activities)*.

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)

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 a signatory to the 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.

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 working toward 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; 4th Dialogue: July 31, 2025; 5th Dialogue: February 3, 2026). 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.

On February 4, 2026, we also participated in a panel discussion at the UNDP-hosted event, "The Business Case for Human Rights: Building a New Era of Trade through Policy, Due Diligence, and Disclosure."

We will continue to apply the insights gained through such 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 2025, the program was held over eight sessions from June 6 to August 1, 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 established the 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, epidemiological 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 2025, we concluded 31 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 feedback 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.

Environmental Communication Meetings https://holdings.fujifilm.com/en/sustainability/report/assembly

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 34 town hall meetings have been held worldwide as of the end of March 2026, during which the President has directly conveyed his thoughts on the Group Purpose to a cumulative total of 20,007 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.	• 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.	• 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 photo printing service 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.	• Holding The Heart to Heart Communication—"PHOTO IS" Photo Exhibition, and other events in FUJI-FILM Square Reproduction • Digitalization of historical documents (KPI: Number of documents restored) • Supporting Special Olympics Nippon • 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.	• Improving medical accessibility in all 196 countries in the world in which we operate by introducing AI-based medical products and services by FY2030. • 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	● Voluntary tree planting activity in China (Fujifilm) ● Ground water conservation activities in Minami-Aso village (Kyushu Manufacturing Headquarters, FUJIFILM Material Manufacturing Co., Ltd.) ● Rice cultivation in paddy fields recharged with groundwater in Kikuyo Town, Kumamoto (Kyushu Manufacturing Headquarters, FUJIFILM Material Manufacturing Co., Ltd.) ● Charitable Trust Fujifilm Green Fund (Fujifilm) ● Removing alien species from spring-fed streams in Fujinomiya Factory (Fujifilm)
Education and research	● ● Kankyo-Nikki, "Midori-no-Komichi" (Fujifilm) ● ● "Watashi-no-Shizenkansatsuro Competition" (Fujifilm Green Fund, etc.)
	● Support to make large-font textbooks to students with low vision (FUJIFILM Business Innovation) ● Kikigaki-Koshien (Fujifilm) ● All Japan High School Soccer Tournament (FUJIFILM Business Innovation)
Culture, arts and sports	● The Heart to Heart Communication—"PHOTO IS" Photo Exhibition (Fujifilm) ● Fujifilm Square ● The young photographer support project (portfolio review and award) (FUJIFILM) ● Reproducing historical documents (FUJIFILM Business Innovation) ● Creating digital archives of cultural assets (Fujifilm) ● Supporting photo rescue activities (FUJIFILM Imaging Systems) ● Disaster Recovery Support Project "A Frame to Last a Lifetime @ Noto" (FUJIFILM Imaging Systems) ● Special Olympics Nippon (FUJIFILM Business Innovation) ● FUJIFILM, Studio Alice Ladies Open (Fujifilm)
Health	● Improving medical accessibility in all 196 countries in the world in which we operate by introducing AI-based medical products and services by FY2030. ● Promoting initiatives centered on health screenings to end tuberculosis worldwide. ● Offering medical training ● Pink Ribbon Campaign (Fujifilm) ● Supporting World Cancer Day

4.7.4 Results of Social Contribution (FY2025)

1. The amount of expense on social contribution

The Amount of Expense of FY2025 by Category in the Fujifilm Group

Unit: million yen

Type of Contribution		Amount
Education for future generations	・Expenses for activities for future generations ・Donations (cash and goods)	194
Harmony with the local community	・Expenses for local community ・Donations to community events and to community organizations, etc. (cash and goods) ・Expenses for community exchanges and neighborhood cleanups	213
Promote culture and the arts in society (in Japan)	・Expenses for cultural, artistic and sporting activities in Japan ・Donations for cultural, artistic and sporting activities (cash and goods) ・Expenses for areas affected by natural disasters ・Donations for areas affected by natural disasters	979

Type of Contribution		Amount
Consideration for the international community and international cultures	・Expenses for cultural, artistic and sporting activities in the international community ・Donations for international exchanges, etc. (cash and goods) ・Expenses for areas affected by natural disasters overseas ・Donations for areas affected by natural disasters overseas	15
Cooperation with NGOs and NPOs	・Expenses for joint work ・Donations for sponsorship and charity funding, products and services, etc. (cash and goods)	66
Total		1,466

* 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 FY2025

Unit: million yen

	Cash	Goods	Volunteering Cost*	Operation Cost / Other Expenses, etc.	Total
Types of Social Contribution (converted into money)	165	18	29	1,254	1,466

* Volunteering cost = Hours spent on volunteer activities × salary

2. Community investment* cases

The Fujifilm Group is committed to resolving social and environmental issues and contributing to local communities through charitable trusts and volunteer activities, led by our employees' own initiative.

* Investment in individuals and communities lacking capital and support.

● 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.

5. Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)

<Period of coverage> ・Fiscal 2025 (April 1, 2025 to March 31, 2026)

<Scope of sustainability accounting> ・28 domestic companies in the Fujifilm Group
(FUJIFILM Holdings, FUJIFILM Corporation and 14 Fujifilm affiliates, FUJIFILM Business Innovation Corp. (32 branch offices) and 10 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 some part of activities such as employee development, social contributions and environmental conservation at factories may overlap with figures in *5.2 Environmental Accounting*.

* "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 "Consideration for culture and society in local communities (in Japan)," 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 fiscal 2025, we have revised the facilities and activities in accounting as well as the accounting method. The numerical figures for fiscal 2024 have been updated as well.

Breakdown of Labor Environment and Social Benefit Accounting

Unit: million yen

Stakeholder	Goal	Cost Totals	
		FY2024	FY2025
Employees	Occupational health and safety	1,360	1,462
	Promote physical and mental health (Health Management)	3,478	3,723
	Human resource development	1,836	1,956
	Protect diversity	40	49
	Develop a workplace in which employees can work comfortably	632	917
Customers	Ensure appropriate customer response and safety	215	252
Future generations	Education for future generations	223	194
Communities (local society and government)	Harmony with the local community	169	213
	Consideration for culture and society in local communities (in Japan)	1,151	979
International community	Consideration for the international community and international cultures	41	15
NGOs and NPOs	Cooperation with NGOs and NPOs	1,059	66
Suppliers	Consideration for products	25	26
Total		10,229	9,851

Volunteer Activities by Employees

	FY2024	FY2025
Hours spent on volunteer activities (hours)	4,266	3,877
Volunteering cost (million yen)	24	27

* 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.

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 factories

●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 CO_2. 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					
	Capital Investment		Expenses		Economic Impact inside the Group			Economic Impact outside the Group		
Fiscal Year	2024	2025	2024	2025	Fiscal Year	2024	2025	Fiscal Year	2024	2025
1. Costs incurred within the business site	2,363	3,406	16,398	17,223						
(1) Environmental damage prevention	752	727	1,783	2,549	Reduced pollution load levy	1	2	Reduction in SOx emissions*1	0	0
								Reduction in volume of SOx emissions	0 t	2 t
								Reduction in volume of NOx emissions	16 t	-94 t
								Reduction in VOC emissions*2	-31	26
									-87 t	74 t
(2) Global environmental preservation	1,602	2,675	3,184	3,456	Energy saving	5,928	1,099	Reduction in CO_2 emissions*3	209	484
								Reduction in volume of CO_2 emissions	20 kilotons	38 kilotons
(3) Resource recycling	9	4	11,432	11,218	Reduced raw materials and resources used	1,652	563	Reduced waste materials through reuse and recycling*4	6,627	6,076
					Reduced water resource consumption*5	-313	435			
					Recovery and Recycling					
					Silver	2,566	4,486	Reduced volume*6	66.3 kiloton	60.8 kiloton
					Polymeric materials	24	13			
					Aluminum materials	323	349	Reuse of aluminum materials	352	457
						191	172	Reduced volume of CO_2 emissions	30 kilotons	30 kilotons
					Parts recovered from used products	10,073	9,347			
2. Upstream/downstream costs Recovery from the market	0	0	1,652	1,714						
3. Cost of management activities	42	22	11,428	12,918						
4. Research and development costs	603	403	14,352	11,641						
5. Costs for social programs	0	0	2	79						
6. Costs for handling environmental damage Pollution load levies	17	0	17	15						
Total	3,026	3,832	43,850	43,589		20,444	16,466		7,157	7,042

*1 SOx emissions reductions: 1.6/ton
Bidding price of SOx emissions credits offered by the United States Environmental Protection Agency in March 2026 (US$0.01/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 CO_2 emissions reductions: 12,646/ton
Trading price of EU emissions credit 2024 futures (€68.73/ton) at the end of March 2026.
*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

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 2026*.

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 1-3, 5-8, 11, 13-15
- Waste
- Water withdrawal
- Water discharge

★ marked for items designated for independent assurance by LRQA Group Limited in the above scope of the assurance.

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Date of publication: November 2026
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