

**Main Questions and Answers Related to  
the Medium-Term Management Plan “VISION 2023”**

Q: What is the proportion of healthcare revenue to the revenue target of 3.5 trillion yen in fiscal year 2030?

A: We are striving to achieve one trillion yen in revenue in the Healthcare segment in fiscal year 2026, focusing on the medical system and bio-CDMO. We will continue accelerating the business growth even after that, and the revenue from the healthcare segment would be expected to account for almost a half of the total revenue in fiscal year 2030.

Q: How would you improve the profitability of FUJIFILM Healthcare Corporation, which inherited Hitachi's diagnostic imaging-related business?

A: While expanding sales through cross-selling, we are aiming to improve profitability by speeding up processes of product development, manufacturing, sales, and cash collection as well as reducing procurement costs by utilizing the Fujifilm Group's purchasing power and volume leverage,

Q: Please tell us about your growth scenario for the Materials segment toward fiscal year 2023.

A: We are striving to grow the Highly Functional Materials business focusing on the electronic materials, which is expected to increase its revenue by nearly 30% compared to that of fiscal year 2020, as well as display materials, recording media, and industrial materials. In addition, revenue of the Graphic Communication is expected to be nearly 350 billion, which is an increase by 30% compared to fiscal year 2020.

Q: Please tell us about the growth strategy for the Business Innovation.

A: In addition to expanding sales channels outside the Asia Pacific region and determinedly pursuing OEM business, we are striving for a solid growth by strengthening IT solutions. We will differentiate our IT solutions by taking full advantage of our proprietary technologies and AI technologies. Furthermore, we are expecting to boost hardware sales, armed with our innovative products.

Q: Please share us how the governance would be managed after the transition to the new management structure.

A: By separating the role of CEO and board chairman, the new management structure clarifies that the CEO is responsible for leading business execution while the Board of Directors is responsible for setting management direction of the company as well as supervising the execution. The Board of Directors will focus on supervising whether the execution is consistent to the medium-term management plan, to be fair to all stakeholders, and our strategic direction is in line with the value truly required by the society.