

The Fujifilm Group's DX Strategy

March 24, 2023

FUJIFILM Holdings Corporation

**NEVER
STOP**

FUJIFILM
Value from Innovation

Today's speakers

1

Teiichi Goto

President and CEO, Representative Director,
FUJIFILM Holdings Corporation



2

Seigo Sugimoto

Corporate Vice President, Chief Digital Officer
and General Manager of ICT Strategy Division,
FUJIFILM Holdings Corporation



3

Makiko Eda

Director (outside director),
FUJIFILM Holdings Corporation



Here are today's speakers.

Today's agenda

- 1 | Fujifilm Group's future vision and DX
- 2 | DX promotion structure
- 3 | Human Resources DX
- 4 | Operations DX
- 5 | Products and Services DX
 - Offering work styles that help workers improve productivity and apply creativity
 - Resolving social issues through Medical Systems business
- 6 | Assessment by outside directors

This slide shows the agenda of today's presentation.



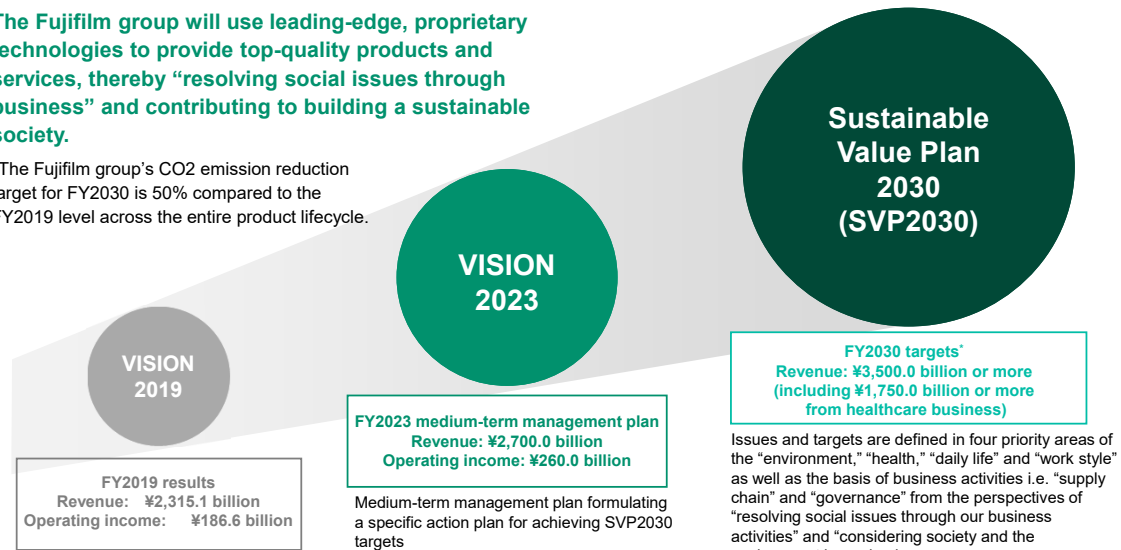
1. Fujifilm Group's future vision and DX

Goto will start the presentation on the Fujifilm Group's future vision and DX.

Our future vision

The Fujifilm group will use leading-edge, proprietary technologies to provide top-quality products and services, thereby “resolving social issues through business” and contributing to building a sustainable society.

*The Fujifilm group’s CO2 emission reduction target for FY2030 is 50% compared to the FY2019 level across the entire product lifecycle.



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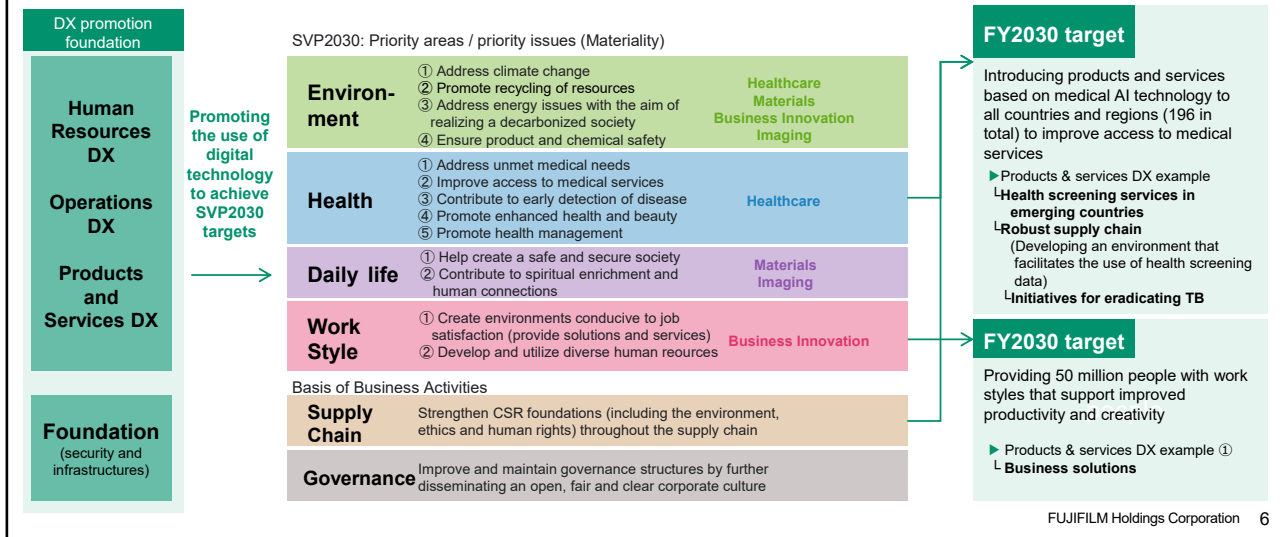
Greetings. I am Goto. Firstly, let me talk about the medium- and long-term management plan for building a sustainable society, which is our company’s future vision. FUJIFILM Holdings formulated the long-term CSR plan called Sustainable Value Plan 2030 or SVP2030 in 2017, setting out our goals to be achieved by FY2030. Issues and targets are defined in six priority areas, defined from the perspectives of “resolving social issues through our business activities” and “considering society and the environment in our business processes.”

In April 2021, the medium-term management plan VISION2023, which has the target year of FY2023, was formulated as an action plan for achieving the goals set forth in the SVP2030. The VISION2023 has the main pillars of accelerating growth in healthcare and advanced materials businesses, building a more resilient business foundation to facilitate sustainable growth, and setting the highest records in operating income and net income attributable to shareholders.

We will reinforce business portfolio management and cashflow management to ensure that the medium-term management plan is fulfilled, while implementing other initiatives for growing the business further. Our goal is to establish ourselves as a healthcare company with revenue of over 3.5 trillion yen including over 1.75 trillion yen from healthcare business by FY2030.

Priority areas and use of DX for achieving FY2030 targets

Promoting the use of digital technology to solve issues in priority areas listed in the long-term CSR plan “Sustainable Value Plan 2030 (SVP2030),” thereby contributing to building a sustainable society



The Fujifilm group will use digital technology in all priority areas to contribute to fulfilling our future vision of building a sustainable society.

As shown in the left-hand side of this slide, we are promoting DX in human resources, operations and products & services, i.e. three pillars of our DX promotion foundation. Sugimoto will explain this in more detail later, but the DX Strategy Council has been established, chaired by myself as CEO and assisted by CDO Sugimoto, as the highest decision-making body on DX for the entire Fujifilm group. I am also leading the cross-functional Group structure’s DX program as its director.

Today’s briefing session covers examples of product and service DX for achieving FY2030 targets. In the “work style” area, I will talk about initiatives for boosting workers’ productivity and supporting their creativity in the Business Solutions category, as well as initiatives for opening the health screening center “NURA” in emerging economies, and combining portable X-ray devices and AI to eradicate TB in the Supply Chain category.

Having experienced rapid contraction of the photographic film market following photographic digitization, we fully understand the significance and importance of DX in business operations. Digital technology will be embraced even in areas and business categories not covered in today’s session to facilitate growth in various forms. The Fujifilm group strives to not only fulfill the medium-term management plan and long-term CSR plan, but also achieve growth in terms of both social value and economic value.

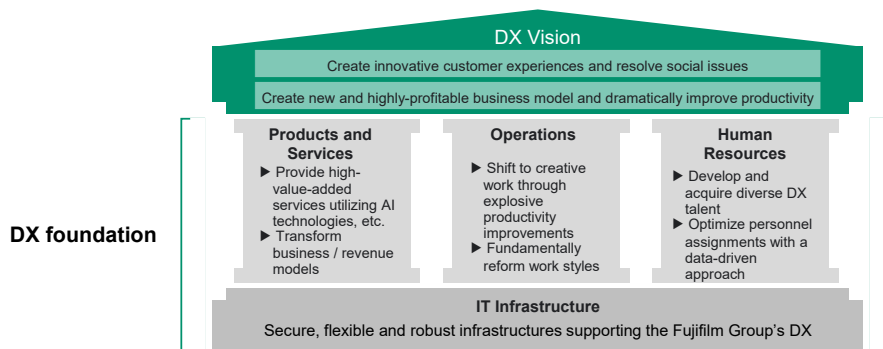


2. DX promotion structure

Fujifilm Group's DX vision and foundation

Fujifilm Group's DX Vision

Fujifilm will use digital technology to dramatically increase each employee's productivity and create excellent products and services, through which we will continue to contribute to creating innovative customer experiences and resolving social issues.



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Hello, I am Sugimoto.

Let me firstly talk about our DX Vision and DX Foundation.

Our DV Vision is to dramatically increase each employee's productivity to create time for creative work to design new business models, products and services, through which we will continue to contribute to creating innovative customer experiences and resolving social issues.

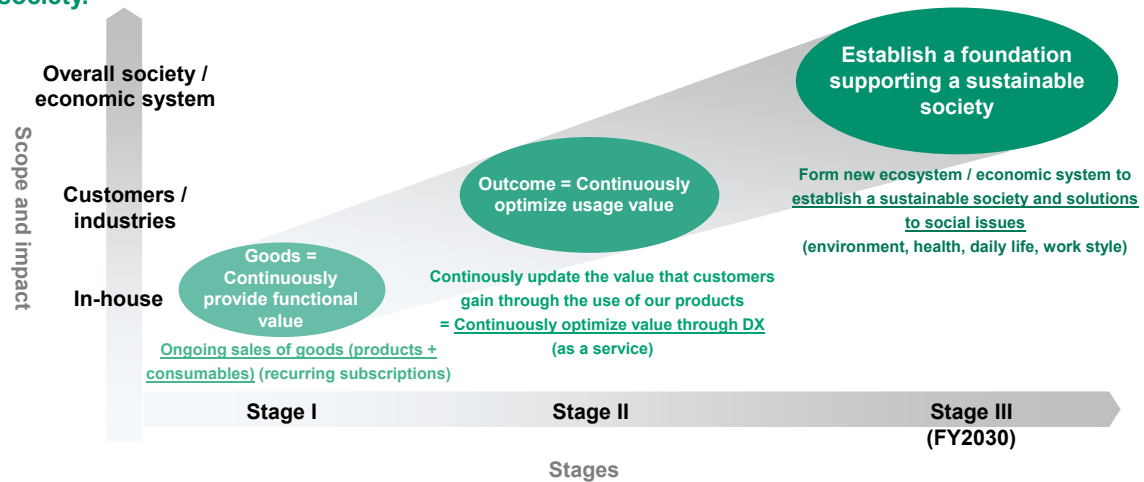
The foundation for facilitating DX promotion consists of three pillars, "human resources," "operations" and "products and services," built on "flexible and robust IT infrastructures" at the base.

Human resources DX represents a digital platform for optimizing HR allocation based on program and data used to foster diverse DX human resources. Operations DX is a digital platform for boosting productivity to shift business focus to creative operations. Products & Services DX is a digital platform for supporting the delivery of value-added services and transforming business models.

Increasing employees' productivity dramatically will increase time required for providing new value to customers and creating products and services that contribute to resolving social issues. Our basic approach is to use digital technology to transform how we carry out work, in order to accelerate such a positive cycle.

DX roadmap

The DX Roadmap has been formulated as a Group-wide guideline for promoting DX, with the aim of establishing more DX products and services to lay the foundation for a sustainable society.



Next, I'd like to talk about our DX roadmap.

The DX roadmap sets out the pathway of our DX promotion, aimed at deploying DX to establish more products and services as the foundation that supports a sustainable society by FY2030.

The horizontal axis shows stages, while the vertical axis shows the scope and impact of DX.

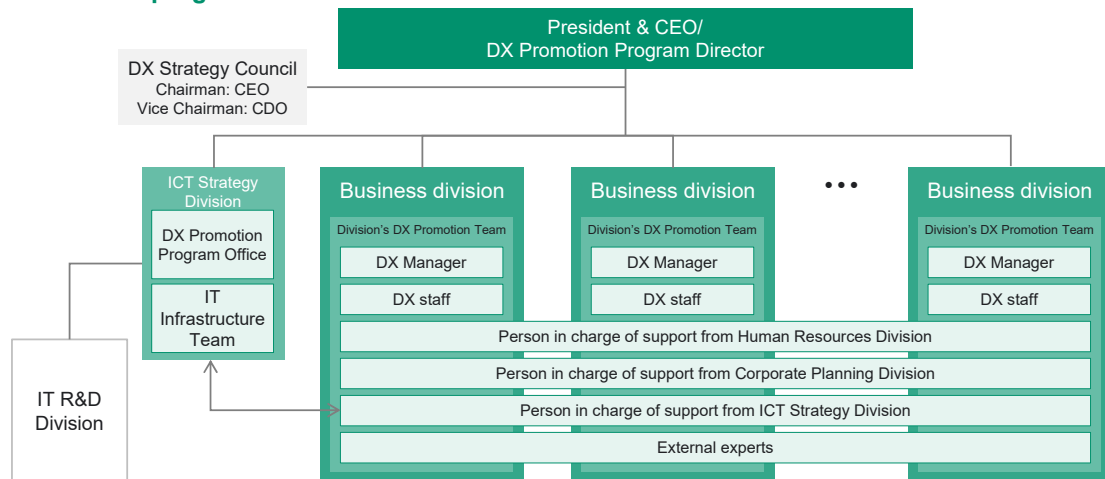
Stage I focuses on providing functional value to customers through the sale of goods including products and consumables. In this stage, we strive to enhance functional value and evolve into a recurring or subscription model, in preparation for Stage II, thus building a mechanism for continuous value delivery.

In Stage II, we will use customers' usage data to "continuously update and optimize the value we provide, so as to enhance customers' "usage value" they gain through the use of our products and services. In this stage, we will continue to evolve and optimize usage value by way of the "networking effect," in which service value is amplified with the increase of customers and their usage data.

In Stage III, we collaborate with various stakeholders to form a new ecosystem to establish our products and services as the foundation supporting a sustainable society, as a way of continuing to contribute to resolving social issues.

DX promotion structure / All-Fujifilm DX promotion program

The DX Strategy Council has been established, chaired by the CEO, as the highest decision-making body on DX promotion. The cross-Group structure headed by the CEO implements the All-Fujifilm DX Promotion program.



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Now, I'd like to talk about the DX promotion structure and All Fujifilm DX promotion program.

The DX Strategy Council has been established, with the CEO as the chairman and the CDO as the deputy, as the highest decision-making body on DX promotion of the entire Fujifilm group. The Council consists of full-time members and senior managers of each of the business divisions to determine investment priorities on DX and discuss maximizing the effectiveness of the DX strategy.

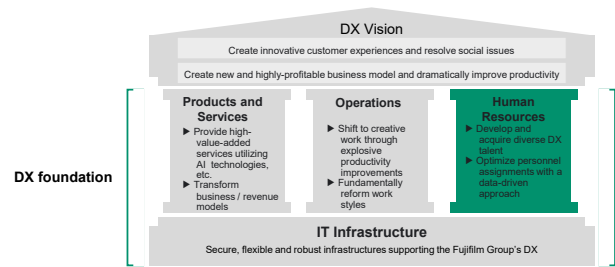
The All-Fujifilm DX Promotion program was launched in July 2021, headed by the CEO as program director, to implement activities under the cross-Group structure.

More specifically, all business divisions have their business DX vision and strategy map in the DX mandala format to support the Group's DX vision. Based on this strategy map, each business division's DX Manager leads the respective DX promotion team to implement strategies and tactics.

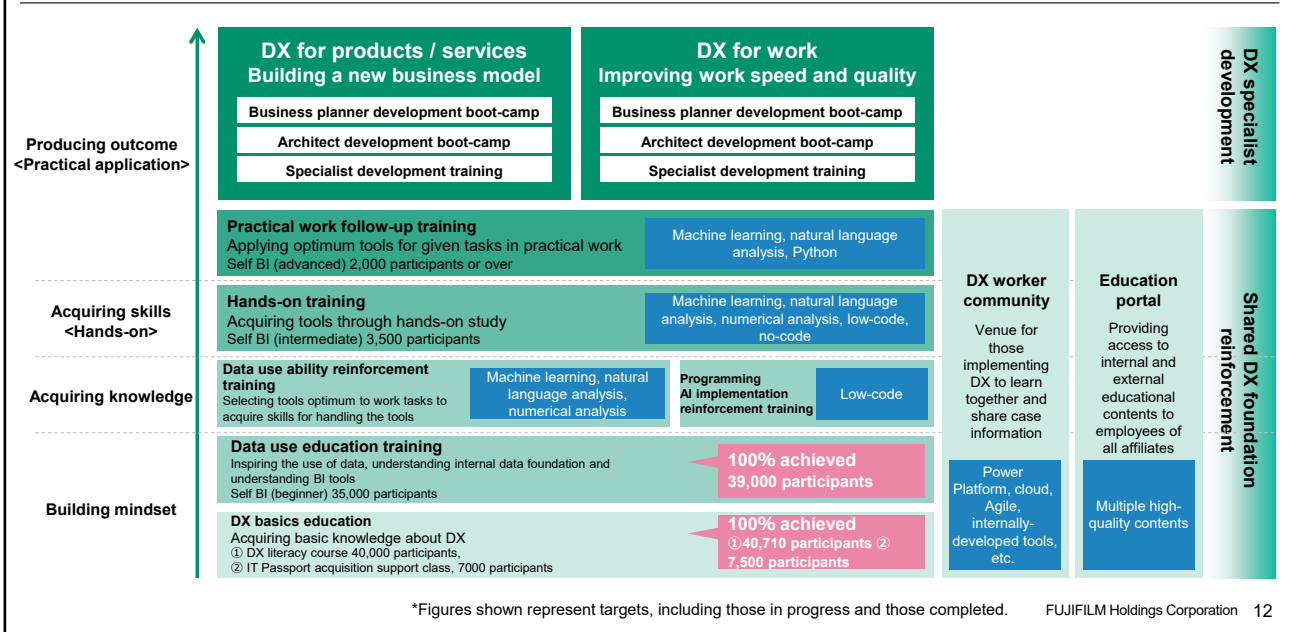
Furthermore, business DX is accelerated thanks to the Group-wide support structure consisting of the Human Resources Division, Corporate Planning Division, ICT Strategy Division as well as the Corporate departments' business support staff including outside experts, ICT Strategy Division's program office, IT Infrastructure team and IT-related R&D Divisions.

3. Human Resources DX

- **Developing and acquiring diverse DX talent**
- **Optimizing personnel assignments with a data-driven approach**



Human Resources DX - DX human resource development structure



For Human Resources DX, we are fostering diverse DX human resources and optimizing HR allocation based on data. Today, I'd like to talk about the DX Human Resources development structure.

In developing DX human resources, we place a particular emphasis on enhancing employees' DX-driven mindset based on full understanding about why the Fujifilm group is trying to implement digital transformation under its DX Vision. To this end, as shown on the left-hand side of this slide, we have designed our HR development structure in stages, laying the "mindset" as the underlying basis, and placing knowledge- and skill-acquisition as the next step toward producing outcome.

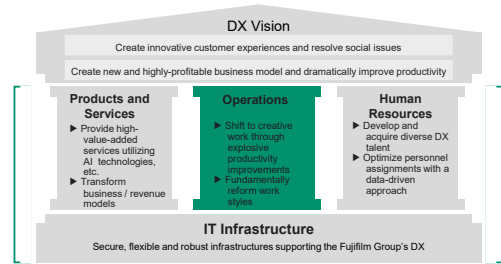
For reinforcing the shared DX foundation, shown on the right-hand side of the slide, the Fujifilm group offers basic study for building a DX-promoting mindset through the company-wide DX foundation course and data-use inspiration training, as well as programs for developing knowledge and skills. Other measures include the introduction of the education portal as an employee support tool, and deploying the DX-adopter community and e-Learning.

In the category of "DX-specialist development," there are programs pertaining to the products & services DX and the operations DX. For example, bootcamp-style programs provide practical training involving intensive work on actual challenges in a three-month cycle to foster business planners and business architects. Human resources to be developed in these programs are core specialists in the respective areas of expertise, data scientists training through "practical work follow-up training and hands-on training," and experts of BI tools and Python.

4. Operations DX

- **Shifting to creative work through explosive productivity improvements**
- **Fundamentally reforming work styles**

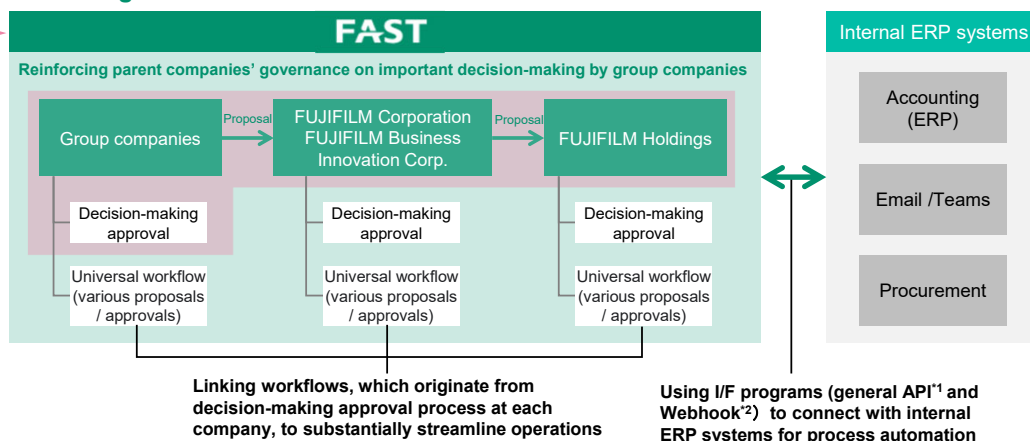
DX foundation



Operations DX – decision-making system “FAST (FUJIFILM Approval System)”

Integrating Group-wide approval foundation to achieve a seamless proposal – approval process between parent companies and their subsidiaries to increase the pace of decision-making and reinforce governance

Reducing the lead time from proposal to decision-making by over **30%**



*1 Standardized interface program that can be used for data input to and output from FAST

*2 Standardized interface program that can notify Teams and other systems at the timing of a specific action (approval, completion, etc.) in FAST

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In October 2022, we renewed our decision-making approval system and has since been expanding its use in stages in order to “dramatically improve productivity to shift business focus to creative operations” under Operations DX vision and to reinforce corporate governance in the Group’s decision-making.

We had an electronic decision-making approval system before, but it was necessary to add “offline” communication capability to enhance collaboration between parent companies and subsidiaries as well as linkage with other universal workflows.

Workflows, originating from decision-making approval process at each company, are linked together to substantially streamline operations, while diverse interfaces and programs are used to automate connection with internal ERP systems.

So far, the lead time from drawing up a proposal to making a decision has been reduced by over 30%, thus improving the pace of management decision-making further.

Operations DX – Management information analysis system “One-Data”

The management information analysis system “One-Data” has been in operation since May 2022, sharing consolidated management KPIs and group companies’ ERP data in the cloud in real time to boost productivity substantially and achieve management KPIs.

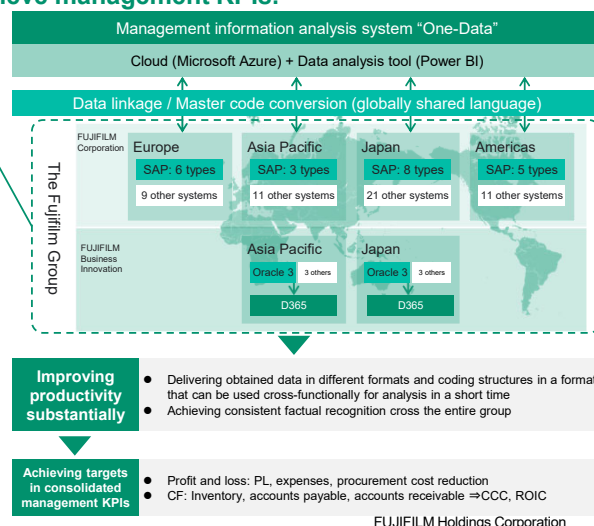
System challenges in consolidated business management

- The Fujifilm group has a variety of systems globally as a result of acquiring diverse businesses through M&A, etc.
- Aiming to maintain flexibility into the future

Past initiatives

- Implementing a mechanism for visualizing revenues and PSI (production, sales and inventory) information of Fujifilm and its main subsidiaries
- Using it for identifying and analyzing revenue transition and implementation of measures across the supply chain in a timely fashion

- The new system has been developed to encourage frontline use of data while conducting analysis to identify progress in consolidated management KPIs such as operating income and CCC, and reinforcing the function of data visualization.



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Furthermore, the Fujifilm Group’s management information analysis system “One-Data” has been in operation since May 2022 with the aim of achieving targets in management KPIs such as operating income and CCC.

Globally, we have about 90 types of management systems as a result of acquiring diverse business through M&As. In the given situation, the capacity to obtain necessary consolidated data in a timely manner has been a challenge in our “consolidated business management.”

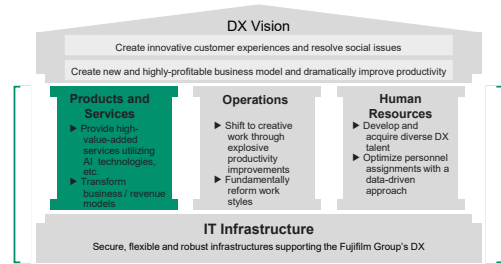
Our past initiatives include implementing a mechanism for visualizing revenues, production, sales and inventory information in order to grasp revenue transition and implementation of measures across the supply chain in a timely manner, and use the information for analysis by management and business divisions. One-Data has been developed to encourage frontline use of data while conducting analysis to identify progress in consolidated management KPIs such as operating income and CCC, and reinforcing the function of data visualization.

In data linkage and master code conversion, the use of shared language is promoted in processes including conversion into shared item hierarchies, defined globally. This way, information imported from different ERPs used by various companies can be immediately shared in the cloud and used as consolidated management information in shared language on One-Data. These initiatives allows full consistency in factual recognition between organizations, thereby significantly improving productivity.

5. Products and Services DX

- Providing high-value-added services utilizing AI
- Transforming business / revenue models

DX foundation



Finally, let me talk about product and services DX.

5. Products and Services DX

- Providing work styles that support workers improve productivity and creativity

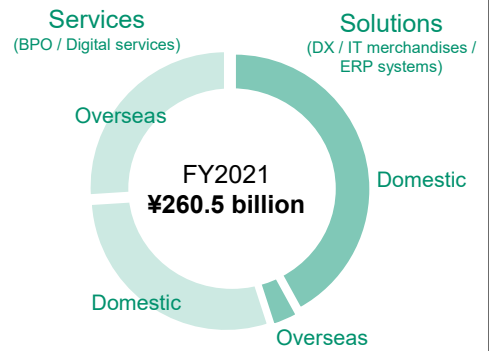
Firstly, I will talk about the initiatives of the business solutions business, helping workers improve productivity and creativity.

Business Innovation segment



*1 The figures shown are for FY2021 (after restatement)

Business solutions revenue breakdown



- **BPO (Business Process Outsourcing):** Core business process outsourcing services for local governments, public organizations and private enterprises
- **Digital services:** Customer communication support services using digital channels, e.g. email- and SMS-based messaging distribution

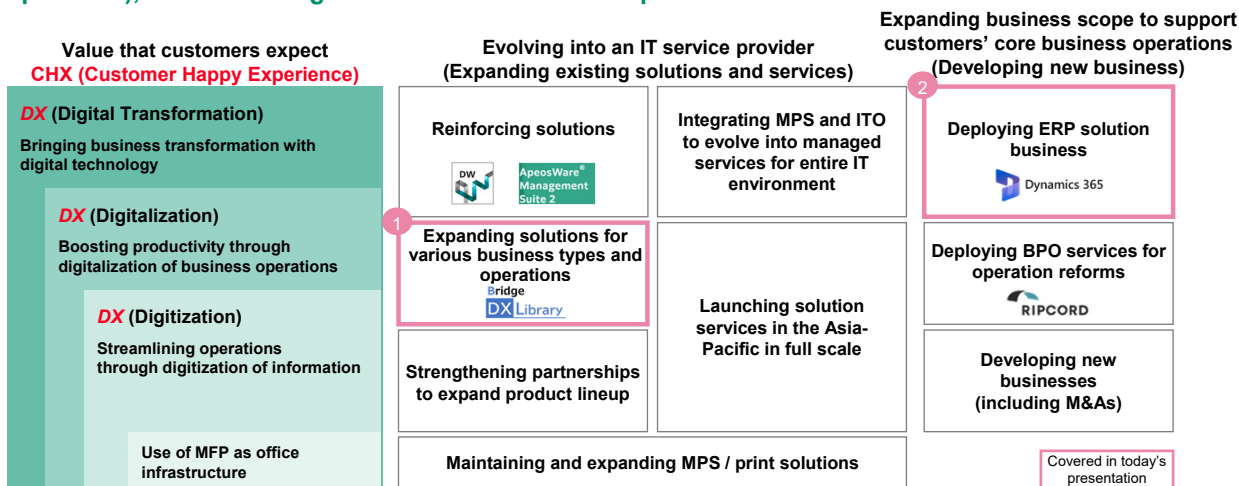
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In the business solution segment, we offer solution-oriented services tailored to various industries and operations, including system integration, cloud-based solutions, outsourcing of office equipment's integrated management and BPO for core operation processes.

The segment had revenues totaling ¥260.5 billion in FY2021. Solution sales from DX and IT-related merchandises accounted for around 40%, while sales from services including BPO and public services for local governments represented around 60%.

Mid-term growth scenario for business solutions (future vision)

Offering one-stop DX services to help customers succeed and gain CHX (Customer Happy Experience), thus becoming their business innovation partner.



*MPS (Managed Print Service): Optimizing the data output environment at offices to maintain and reinforce cost management, security and governance

ITO (IT Outsourcing): Drawing up IT strategy for clients and assisting the introduction, administration and management of the IT environment based on the strategy

BPO (Business Process Outsourcing): Offering outsourcing service of core work processes to local governments, public organizations and private enterprises FUJIFILM Holdings Corporation 19

Next, this slide describes our DX strategy in the medium-term growth scenario for business solutions.

Our business solutions operation strives to offer one-stop DX services to help customers succeed and gain CHX (Customer Happy Experience), thus becoming their business innovation partner.

In order to achieve CHX, we deploy DX solution services with focuses on “evolving into an IT service provider” and “expanding business scope to support customers’ core business operations,” i.e. contributing to customers’ work process reforms with DX.

For “evolving into an IT service provider,” we aim to transform ourselves from a provider of multifunction devices and printing solutions to an IT service provider offering various solutions and services to cater to each step of customers’ digital transformation. Today, I will be talking about our business type / business operation solution, Bridge DX Library.

For “expanding business scope to support customers’ core business operations,” I’m covering overseas deployment of ERP systems including Microsoft Dynamics 365.

Case ① Bridge DX Library

Bridge DX Library offers solutions tailored to four industries, including construction and manufacturing, as well as solutions for business issues common to all industries, such as facilitating compliance with the Electronic Books Preservation Act, support for the invoicing system and enhancement of security, thereby becoming a bridge that guides customers to a success.

Bridge

DX Library Examples of values offer to each of the industries



Construction

- Centrally managing construction information such as surveying, quantification and quality control data to streamline construction management
- Digitizing internal and external information linkage to improve the pace and efficiency of construction management



Manufacturing

- Protecting technical information such as design and CAD data from malware
- Using image recognition system to achieve IoT with existing production facilities



Healthcare

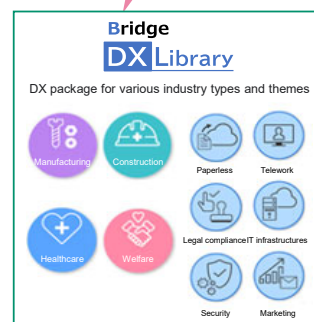
- Checking medical fee breakdown data to reduce the rate of medical fee review
- Improving the quality and efficiency of online meetings at medical sites



Welfare services

- Protecting users from randomware targeting welfare service businesses
- Streamlining contract-related operations and eliminating the use of paper

Current lineup:
103 types of solutions



The Bridge DX Library is a DX package combining solution services we offer in Japan as an IT service provider. It offers solutions tailored to four industries, which are construction, manufacturing, healthcare and welfare service industries, as well as solutions for business issues common to all industries, such as facilitating compliance with the Electronic Books Preservation Act, supporting the invoicing system and enhancing security for small- and mid-sized companies.

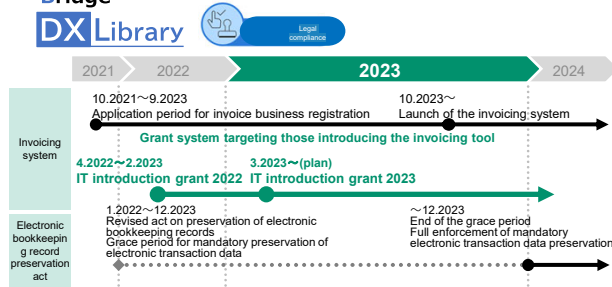
It was launched in May 2022 and currently offers 103 types of solution. We plan to further expand the package to cover local governments, public organizations and wholesalers while increasing the lineup of solutions commonly applicable to all industries.

Case ① Bridge DX Library

Offering solutions that facilitate compliance with the Electronic Record Preservation Act and the invoicing system to customers.

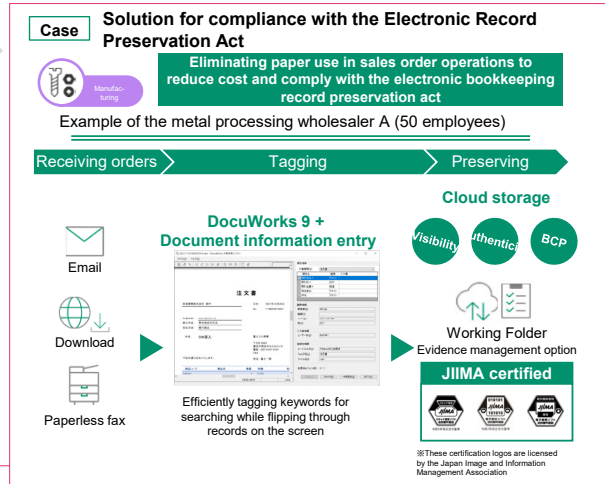
Bridge

DX Library



Approach of FUJIFILM Business Innovation Corp.'s solutions

- 1 **Accounting** When requiring accounting process compatible with the invoicing system, such as account allocation by taxation category and tax calculation on purchased goods
- 2 **Billing** When requiring changes to be made on issued invoices and tax rate calculations
- 3 **Electronic recording** When requiring prevention of record alteration / deletion and instant searchability associated with mandatory electronic preservation of transaction data



This slide shows a package that facilitates compliance with the Electronic Book Preservation Act as an example of Bridge DX Library's themed solution.

With the revision of the Electronic Record Preservation Act in Japan, we received a number of queries on our solutions concerning the preservation of electronic transaction data.

The grace period for mandatory preservation of electronic transaction data under the act is due to expire at the end of December this year, and it is also decided that the invoicing system will commence in October.

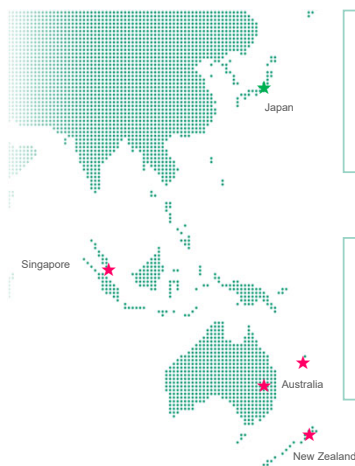
Bridge DX Library offers a variety of legal compliance solutions to ensure that customers can cater to the Electronic Record Preservation Act and the invoicing system, using accounting, billing and electronic recording approaches.

The diagram on the right shows an introduction example involving a metal processing wholesaler with about 50 employees.

The Docuworks, which offers paperless FAX and document management solutions, is combined with the Working Folder Evidence Management Option to address the Electronic Record Preservation Act and eliminate use of paper in sales order operations for streamlining and cost reduction.

Case ② Entering into and expanding ERP DX solution business

Deploying ERP DX solutions built on a group of cloud-based applications including Microsoft Dynamics 365. Acquiring the Australian company Microchannel Services to launch full-scale global expansion of ERP DX business, targeting mid-tier and small to mid-sized enterprises.



FUJIFILM
FUJIFILM Digital Solutions Co., Ltd.
**Japan and Thailand
(January 1, 2022~)**



MicroChannel Services
**Australia · New Zealand
Singapore
(March 1, 2023~)**

M&A for new market expansion

Including Microsoft Dynamics365, SAP, Sage and other globally-deployed ERP system packages

Supporting the sales and introduction of main ERP systems

One-stop support from introduction to administration, allowing all users to handle operations digitally

End-to-End service delivery

Award history

100+

Microsoft Solution Partner (previously Microsoft Dynamics 365 Gold Partner)
SAP Partner of The Year - ANZ, Excellence Award ANZ - Sage Intacct etc.

Strengths: Proven track records in marketing and supporting the introduction of various ERP systems, well-established customer base and IT human resources with advanced technological expertise

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This slide explains about our “ERP DX solutions,” built on a group of cloud-based applications including Microsoft Dynamics 365 for supporting the marketing and introduction of ERP systems.

Through FUJIFILM Digital Solutions Co., Ltd., we already market and assist the introduction of ERP systems in Japan, including Microsoft Dynamics 365. The latest acquisition of Australia’s Microchannel Services Pty. Limited and its affiliates marks full-scale global expansion of the ERP DX solution business, mainly targeting mid-tier and small to mid-sized enterprises.

Microchannel has extensive track records in marketing and supporting the introduction of various globally-deployed ERP systems such as Dynamics365, SAP and Sage, and boasts well-established customer base and IT human resources with advanced technological expertise. The acquisition of Microchannel marks our fresh market entry in Australia, New Zealand and Singapore.

Case ② Entering into and expanding ERP DX solution business

Offering end-to-end operations DX from customer's perspective, backed by in-depth knowledge, experiences and skills in business operation processes,

ERP system replacement (ultra-short introduction of Dynamics365) within FUJIFILM Digital Solutions

Advanced technological expertise and transformation know-how, fostered through ERP introduction to FUJIFILM Digital Solutions

Gold
Microsoft Partner



ERP system replacement was carried out over 6 months by Microsoft-certified staff belonging to Fujifilm Digital Solutions. This is also to be performed within FUJIFILM Business Innovation in stages. DX know-how, substantiated by practical experiences, will be utilized.

Fit-to-Standard approach to BPaaS* delivery

*Business Process as a Service

Speedy introduction through the use of templates, which incorporate know-how



SPEED UP!



FUJIFILM Business Innovation's solid customer base (Japan / APAC)

Combination of operation know-how and office solutions, nurtured by FUJIFILM Business Innovation over many years

Growing the business solution business to ¥400.0 billion level by FY2027

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Our strength in offering ERP DX solutions is our in-depth knowledge in operation processes, accumulated through office solution business.

When FUJIFILM Digital Solutions, which deploys this business in Japan, replaced its own ERP system with Dynamics365, the insight of numerous Microsoft-certified staff in the company was used to achieve an ultra-fast introduction in just six months. Such experiences are accumulated as our know-how, to be used when we introduce ERP systems to customers.

We support customers' operational reform, in which their existing work processes are adapted to the system to be introduced effectively and efficiently. This "fit-to-standard" approach holds the key to ERP DX.

Rather than customizing a system to adapt to operations, we offer business process templates, filled with know-how, as a cloud service to achieve fast-paced system introduction.

Our medium-term target is to grow the business solution business to ¥400.0 billion level by FY2027.



5. Products and Services DX

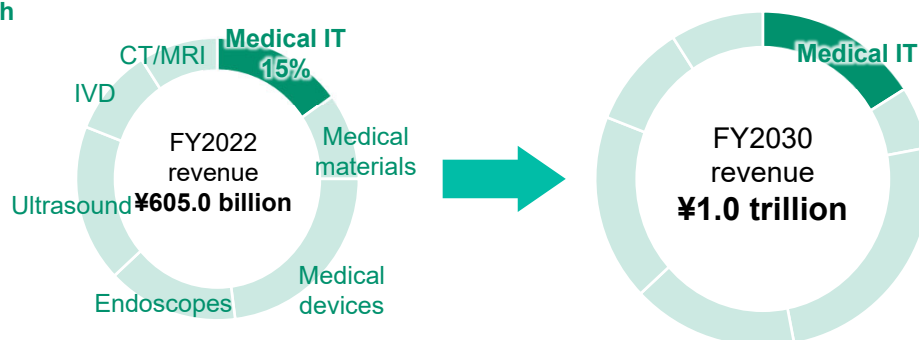
- Resolving social issues through medical systems business

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Finally, let me provide information about our effort to resolve social issues through medical systems business.

Products and Services DX – Resolving social issues through medical systems business

Deploying products and services, built with medical IT and based on our medical-use picture archiving and communication system (PACS) that boasts the world's top market share; Making full-scale entry into digital pathological business through M&A to further accelerate business growth



Further accelerating the development of AI- and IT-based products and services to bring the total revenue of medical systems business to ¥1 trillion by FY2030

*The FY2022 revenue is a projection released on February 8.

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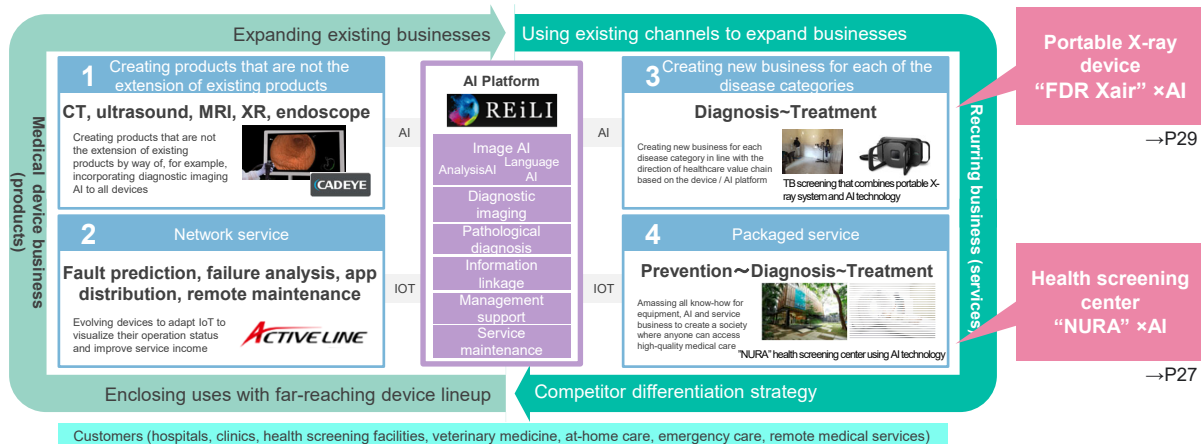
Our medical systems business deploys products and services, built with medical IT and based on our medical-use picture archiving and communication system (PACS) that boasts the world's top market share.

The acquisition of Hitachi, Ltd.'s diagnostic imaging-related business has added CT and MRI scans to the product lineup, and another M&A has led to a full-scale entry to the digital pathology business.

We are further accelerating the development of AI- and IT-based products and services to bring the total revenue of medical systems business to ¥1 trillion by FY2030.

Products and Services DX – Resolving social issues through medical systems business
 Medical IT strategy of the medical systems business

Using the AI technology brand “REiLI” as strategic foundation to shift our focus from “products” to “products plus services” in delivering value



Forming the “one and only healthcare value chain” that only Fujifilm is capable of offering

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Now, let me talk about our medical IT strategy, designed to bring growth to the medical systems business.

Our medical AI technology, REiLI, shown at the center of the slide, is positioned as our strategic foundation. While evolving CT, ultrasound and MRI devices as “products”, we are incorporating digital technology to products and services and enhancing user experience of healthcare workers and patients, in order to form a value chain focusing on “products plus services.”

More specifically, diagnostic support AI technology is incorporated into all medical devices to deliver products and services that can not only visualize test images and data but also carry out image analysis and help doctors make diagnosis.

Today, I am covering our TB eradication initiative that combines portable X-ray equipment and AI technology as an example of “creating new business for each of the disease categories” and the cancer and lifestyle disease early detection initiative involving the AI-based health screening center “NURA” as an example of “packaged services.”

“NURA” health screening center for early detection of cancer and lifestyle diseases

【Target in the Health area】 Introducing products and services utilizing medical AI technology to all 196 countries and regions of the world by FY2030 to improve access to healthcare

Challenge in emerging countries

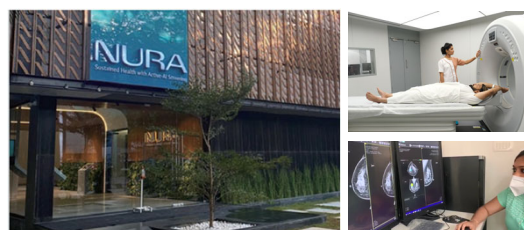
- Insufficient health screening system
- Importance of establishing awareness about receiving health screening for prevention and early detection

Cancers in India

- No cancer screening system in India
- **Five-year survival rate** for cancer patients: **30%** (compared to **70%** in Japan, where health screening services are widely available)

Deploying health screening services to contribute to boosting healthcare access in emerging countries

NURA



- Offering high-quality Japanese-style health screening services at reasonable prices (just over 20,000 yen)
- Using our medical devices and AI technology to contribute to early detection of cancer and lifestyle diseases

120 minutes to finish all tests and receive results

AI use to **substantially reduce** CT radiation dose

We strive to introduce AI-based products and services to 196 countries and regions worldwide to boost people’s access’ to healthcare.

Today, I’d like to talk about the expansion of our health screening service “NURA” in emerging countries.

Emerging countries often do not have a sufficient system for health screening. Awareness on the importance of prevention and early detection is often not established in many of such countries. In a bid to establish the cycle of prevention, early diagnosis and early treatment, we combine our unique technologies with AI and utilize massive data accumulated in the medical IT category to build a better healthcare environment and contribute to healthcare workers.

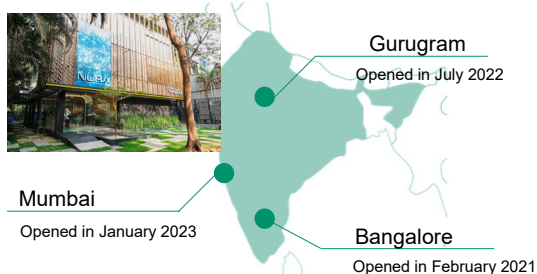
Among emerging economies, India has no cancer screening system. Japan, where health screening services are widely available, has the five-year survival rate of 70% for cancer, whereas India’s rate is just 30%. This is why we are deploying NURA in India to contribute to improving people’s access to healthcare services.

NURA offers high-quality Japanese-style health screening services at reasonable prices and use Fujifilm’s medical equipment and AI technology to contribute to early detection of cancer and lifestyle diseases.

Visitors can complete all tests and hear results in 120 minutes. AI has significantly reduced CT radiation dose, allowing the use of CT scans in health screening to take advantage of its excellent diagnostic performance.

“NURA” health screening centers for early detection of cancer and lifestyle diseases

Establishing NURA sites



Cumulative number of people who have received screening as at the end of February 2023

Approx. 7,500

Target number of centers by FY2030

100

Using NURA health screening data

- Selected as an Asia Digital Transformation Promotion Project by the Ministry of Economy, Trade and Industry (METI) of Japan
- Selected to participate in the Program for Supply Chain Resilience in the Indo-Pacific Region by the METI; Verifying the [mechanism for utilizing user-consented anonymous health screening data under a secure environment](#)

Further expanding health screening services

To further expand health screening in emerging countries, it is important to not only increasing the number of screening centers but also build a mechanism for making effective use of screening data.

*Analyzing health screening data to predict disease risks and encourage improving lifestyles

By FY2030, the health screening service business is to be grown to about 20.0 billion yen level globally.

India currently has three NURA centers, providing screening to a cumulative total of approx. 7,500 people as at the end of February this year. In the future, we aim to increase the presence to 100 centers by FY2030.

NURA has been well-received as an activity that uses digital technology to contribute to resolving social issues in emerging countries, as seen in its selection in the Ministry of Economy, Trade and Industry of Japan’s Program for Supply Chain Resilience in the Indo-Pacific region.

In this business, we have built a data linkage platform based on the block chain technology, which prevents data tampering and enables secure data exchange with the aim of making the supply chain resilient through the use of digital technology for visualizing the supply chain, linking data and diversifying the supply chain.

We verified the mechanism for utilizing user-consented anonymous screening data, avoiding personal identification, and sharing it with Japanese research and analysis teams. AI technology is used in areas including user feedback. In the future, we are considering to evolving the platform into a system for predicting disease risks based on screening data.

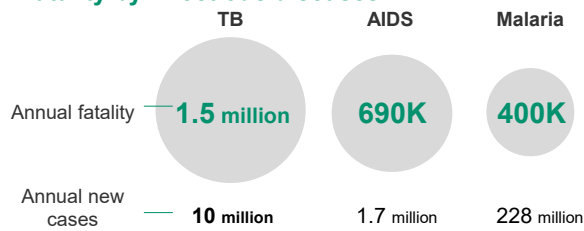
We aim to grow the health screening service business to about 20.0 billion yen level globally by FY2030.

Portable X-ray system coupled with AI technology to eradicate tuberculosis

Tuberculosis (TB) is an infectious disease causing largest fatality

- Potentially fatal disease that spreads through the air
- Infectious disease that can be cured through diagnosis and treatment
- Most new cases are reported in developing nations

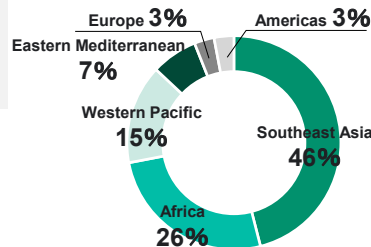
Fatality by infectious diseases



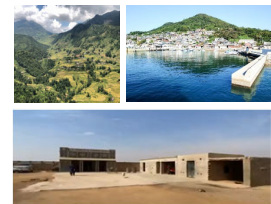
Source: "WHO Global Tuberculosis Report 2019," "Global HIV & AIDS Statistics – Fact Sheet" by UNAIDS and "WHO World Malaria Report 2019"

Of 10 million new TB cases reported, **4 million** did not receive timely diagnosis and treatment.

Regional distribution of new TB cases



Regions that are left behind



- This is a serious issue particularly in developing nations where medical system is underdeveloped. Many new cases live in regional areas that suffer from lack of sufficient medical facilities.
- "Sputum test" is the primary testing option in developing countries.
- The global goal is to eradicate TB by 2030 (SDGs).

Providing access to "screening" first to reduce TB fatality

Finally, let me talk about our initiative to combine portable X-ray system and AI to eradicate tuberculosis (TB).

TB is one of the world's three major infectious diseases affecting some ten million people globally each year and killing around 1.5 million people in 2020 alone. Developing countries in regions such as Africa and Southeast Asia account for 90% of global TB cases. Reports say about 4 million cases do not access timely diagnosis and treatment opportunities each year.

TB infection is particularly high in regional areas, but their lack of sufficient medical facilities and stable power supply has prevented the establishment of X-ray testing as a means of TB screening.

One of SDG goals is to end TB by 2030. In order to reduce TB fatality, we are pursuing the mission of spreading the use of our health screening solutions widely.

Portable X-ray system coupled with AI technology to eradicate tuberculosis

▶ Fujifilm's TB diagnostic solutions



Compact, lightweight and not requiring power supplies
Portability for testing anywhere



▶ FDR Xair system to become a global standard

- **WHO has revised its guidelines**, recommending screening with chest X-ray image combined with AI support
- Long-term supply agreement signed with UNOPS*
- Deployed to **30 countries**

Shifting the global standard from sputum testing to X-ray screening

*UN Office for Project Services, specializing in infrastructure construction and other projects for facilitating the procurement and supply of products and services including pharmaceuticals, medical devices and vehicles

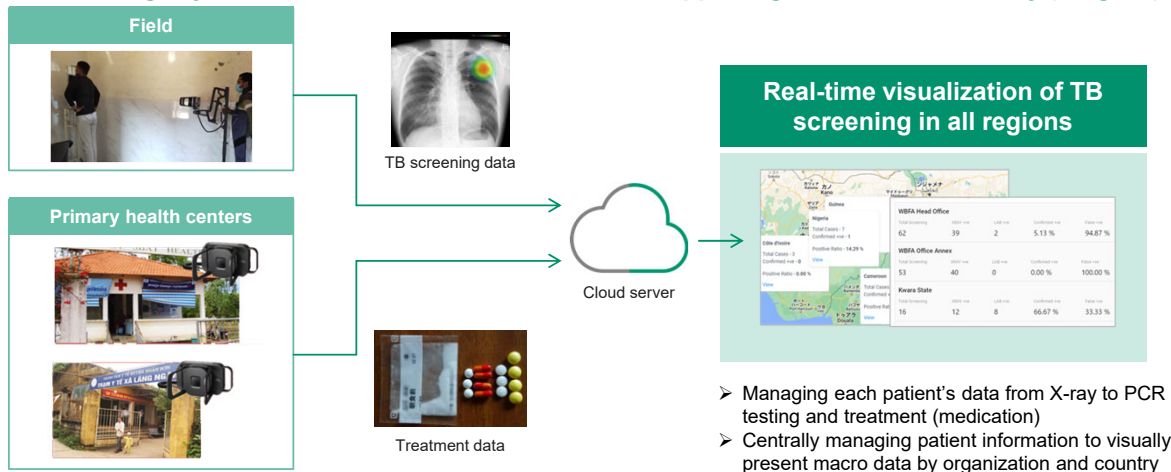
FUJIFILM Holdings Corporation 30

Fujifilm's portable X-ray system is so compact and lightweight that it can be carried in a suitcase and can be used in TB screening in the environment where dedicated X-ray facilities are unavailable. It has a built-in battery, and therefore can be used in regions that lack stable power supplies.

In the TB screening guidelines released in 2021, the WHO recommended a new TB screening test using chest X-ray in addition to the conventional sputum testing. We have also signed a long-term supply agreement on the portable X-ray system with the United Nations Office for Project Services, and is already supplying it for TB screening in 30 countries around the world.

Portable X-ray system coupled with AI technology to eradicate tuberculosis

The Fujifilm Group’s future vision: Aiming to centrally manage data from TB screening tests and treatments conducted around the world
Establishing Fujifilm’s solutions as the foundation for supporting a sustainable society (Stage III)



We are now in the process of developing software that can centrally manage global TB data from screening to drug administration in the cloud. A verification study for this software is currently underway.

This software will be introduced, packaged with the portable X-ray system, to primary health centers for real-time visualization of TB screening and treatment status around the world. This initiative is expected to help identify up-to-date status of TB outbreak and make swift delivery of treatment medication to regions where it is most needed.

Achieving this outcome will represent the Stage III vision on our DX roadmap, i.e. establishing Fujifilm’s solutions as the foundation for supporting a sustainable society.

Further initiatives for resolving social issues

Medical structure in developing countries

- Chronic concentration of patients to high-level hospitals, impacting treatment
- Primary health centers (PHCs) suffering from lack of diagnostic devices, human resources and stable power supplies

Central hospitals

Specialized medical care

State / County hospitals

Promoting treatment, prevention and health

Primary health centers (PHC)

Primary healthcare



Working toward solving issues

- Developing primary health functions to cater to day-to-day healthcare needs in each of the regions
- Providing simplified healthcare consultation at PHCs to determine whether to escalate each case to higher-level hospitals or keep them in observation

Portable X-ray system x AI

FDR Xair



Limbs



Stomach




- Can be used at existing rooms; No additional investment required
- Battery-operated so that it can work in places with instable power supplies
- Simple and easy operations and advanced safety (WHO/IAEA-recommended specifications)
- Using AI to assist diagnosis and identify lesions immediately
- Using FDR Xair to enable screening for various conditions and areas of the body

Now, this slide shows further initiatives for resolving social issues.

Today, there are some two million primary health centers in developing countries. Many of them are not fulfilling its primary healthcare functions due to lack of medical devices. As a result, more people rush to major hospitals, straining their capacity to deal with patients with severe conditions.

Introducing the portable X-ray system to primary health centers will allow them to carry out screening for not only TB but also other conditions such as stomach ache and broken bones as well as COVID-19. We are pursuing this initiative as a significant measure that can also build preparedness for any new respiratory diseases that may emerge in the future.



6. Assessment by outside directors

Assessment by outside director

Fujifilm outside director

Makiko Eda

Chief Representative Officer of World Economic Forum Japan
Outside Director of Tokyo Electron Ltd.



October 2013: Representative Director and President of Intel K.K.

April 2018: Chief Representative Officer of World Economic Forum Japan

June 2018: Outside Director of FUJIFILM Holdings

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- Handling marketing for overseas markets for many years before becoming the Representative Director and President of Intel K.K.; Exerting powerful leadership to create new markets and foster global human resources
 - Currently working as the Chief Representative Officer of World Economic Forum Japan, collaborating with leaders of various sectors to take on issues in a variety of regions and industries and bring improvement on the global scale

Assessment by outside director

1

Requirement for successful DX - Leadership understanding of digital technology

→ Having CEO as the leader in DX promotion

2

Working on the premise that external environment and businesses will “change”

→ Mechanism for adapting to changes

Effective use of information brought in through HR development

3

Innovative solutions for contribution to wellbeing

→ Resolving healthcare gaps globally

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Value from Innovation