

[Translation: For reference only]

**NOTICE OF CONVOCATION OF
THE 130TH ORDINARY GENERAL MEETING OF SHAREHOLDERS**

FUJIFILM Holdings Corporation

26-30, Nishiazabu 2-chome, Minato-ku, Tokyo, Japan

Disclaimer: Please note that there is no guarantee that the following is an accurate translation from the original Notice of Convocation of the 130th Ordinary General Meeting of Shareholders of FUJIFILM Holdings Corporation. This translation is prepared solely for the convenience of shareholders outside Japan with voting rights, and it is for reference only. In case of any discrepancy between this translation and the Japanese original, the Japanese original shall prevail. Please also be advised that certain expressions for domestic voting procedures that are not applicable to the aforesaid shareholders are omitted or modified to avoid confusion.

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Fujifilm Group's Purpose

Giving our world more smiles

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

The Fujifilm Group's Purpose statement reflects our role in the world. The Fujifilm Group has brought smiles to the faces of people around the world, and we will continue to connect with them through our wide range of innovative products and services. With our Group Purpose as our guide and aspiration, we will increase the number of smiles in the world.

<https://holdings.fujifilm.com/en/about/commitment>

[Translation: For reference only]

Dear Shareholders,

I would like to express my sincere gratitude for your continued support. It is my pleasure to announce that the 130th Ordinary General Meeting of Shareholders will be held on June 26, 2026.

Guided by our Group Purpose, “Giving our world more smiles,” the Fujifilm Group is creating innovations that deliver both economic and social value by integrating advanced and proprietary technologies with the strengths of a diverse workforce.

In pursuing the goals of our medium-term management plan, VISION2030, we have steadily strengthened our earnings power by focusing on management that prioritizes profitability and capital efficiency. To this end, we are making proactive investments in growth businesses such as bio CDMO and semiconductor materials. At the same time, we are developing a solid foundation to enhance medium- to long-term corporate value by strengthening our competitive advantage, including through the use of AI.

Amid an unpredictable international landscape and an uncertain business environment, it is essential to exercise both long-term, forward-looking decision-making and the agility to act proactively by anticipating change. With this in mind, we will continue our proactive management approach while leveraging the resilience and problem-solving strengths of each employee. By transforming individual aspirations into tangible results, we will accelerate our growth as a company that brings smiles to its stakeholders.

I would again like to thank you all for your ongoing support.

May 2026



Teiichi Goto

President, Representative Director & Chief Executive Officer

FUJIFILM Holdings Corporation

[Translation: For reference only]

FUJIFILM Holdings Corporation
Stock Code: 4901
26-30, Nishiazabu 2-chome,
Minato-ku, Tokyo, Japan

June 5, 2026
(Start of electronic provision: May 29, 2026)

To Our Shareholders:

**NOTICE OF CONVOCATION OF
THE 130TH ORDINARY GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

We are pleased to announce the 130th Ordinary General Meeting of Shareholders (the “Meeting”) of FUJIFILM Holdings Corporation (the “Company”). The Meeting will be held as described in the “PARTICULARS.”

In the event that you do not plan to attend on the day, you can exercise your voting rights in advance by post (in writing) or via the Internet. Please review the “REFERENCE DOCUMENTS CONCERNING THE GENERAL MEETING OF SHAREHOLDERS” as attached and exercise your voting rights prior to 5:40 p.m. on Thursday, June 25, 2026 (JST). Also, the Meeting will be streamed live via the Internet.

Yours very truly,

Teiichi Goto
President, Representative Director &
Chief Executive Officer

[Translation: For reference only]

PARTICULARS

- 1. Date and Time:** **Friday, June 26, 2026 at 10:00 a.m. (JST)**
(Reception desk opens at 9:00 a.m.)
- 2. Venue:** Hall A, Tokyo Midtown Hall
Tokyo Midtown East B1, 7-2, Akasaka 9-chome, Minato-ku,
Tokyo, Japan

3. Agenda:

Matters for Reporting:

1. Report on the Business Report, the Consolidated Financial Statements and the Results on the Audits of the Consolidated Financial Statements by the Independent Auditor and the Audit & Supervisory Board for the 130th Business Term (from April 1, 2025 to March 31, 2026).
2. Report on the Non-Consolidated Financial Statements for the 130th Business Term (from April 1, 2025 to March 31, 2026).

Matters for Resolution:

- First Proposition:** **Appropriation of Surplus for the 130th Business Term**
- Second Proposition:** **Election of Eleven (11) Directors**

4. Matters concerning Measures for Electronic Provision

- (1) In convening the Meeting, the Company takes measures for providing information that constitutes the content of reference documents concerning the general meeting of shareholders, etc. (matters for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the website. Please access the Company's website by using the internet address shown below to review the information.

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

In addition to posting matters subject to measures for electronic provision on the website above, the Company also posts this information on the website of Tokyo Stock Exchange, Inc. (TSE). In case you want to review the information on the TSE website, access the TSE website (Listed Company Search) by using the internet address shown below, enter the issue name (FUJIFILM Holdings Corporation) or stock code (4901), and click "Search," and then click "Basic information" and select "Documents for public inspection/PR information."

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

- (2) Among the matters subject to measures for electronic provision, the following items are not stated in the paper-based documents delivered to shareholders who have requested the delivery of paper-based documents, in accordance with the provisions of laws and regulations and the Articles of Incorporation of the Company. Accordingly, the matters described in the aforementioned paper-based documents are part of the documents that were audited by the Audit & Supervisory Board Members and Independent Auditor for preparing their respective audit reports.
- 1) "Matters concerning Share Acquisition Rights, etc. of the Company," "System to Ensure the Properness of Operations and Overview of Operational Status of the System" and "Basic Policy on Persons Who Control Decisions on Financial and Business Policies of the Company (Basic Policy on the Control of the Company)" in the Business Report
 - 2) "Consolidated Statements of Changes in Equity" and "Notes to Consolidated Financial Statements" of the Consolidated Financial Statements
 - 3) "Non-consolidated Statements of Changes in Equity" and "Notes to Non-consolidated Financial Statements" of the Non-consolidated Financial Statements

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5. Matters concerning Exercise of Voting Rights

- (1) If you exercise your voting rights both via the Internet and by mailing the Voting Right Exercise Form, the vote that reaches us last will be recorded as the effective vote. However, if you exercise your voting rights via the Internet and we receive your Voting Right Exercise Form on the same day, the vote cast via the Internet will be recorded as the effective vote.
 - (2) If you exercise your voting rights via the Internet multiple times, the vote exercised last will be recorded as the effective vote.
 - (3) If there is no indication of approval or disapproval on each proposition in the returned Voting Right Exercise Form, it shall be deemed as an indication of approval of the proposition.
 - (4) The exercise of voting rights by proxy can only be performed by delegation to one other shareholder who holds voting rights in the Company. Please be aware that a document proving the proxy's authority must be submitted.
- * If any revisions to the matters subject to measures for electronic provision have been made, notification that a revision has been made, and the content of the revision, showing before and after the changes, will be posted on both the aforementioned websites.

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REFERENCE DOCUMENTS CONCERNING THE GENERAL MEETING OF SHAREHOLDERS

First Proposition: Appropriation of Surplus for the 130th Business Term

1. Matters related to the year-end dividend

The Company's dividends are to be determined by reflecting consolidated performance and considering such factors as the level of cash required for M&A, capital and R&D investments needed to support future business expansion as well as other measures aimed at increasing the Company's corporate value in the future. The Company will flexibly buy back shares in consideration of the situation of cash flows and the stock price. With regard to shareholder return policy, the Company has set a benchmark of 30% for a dividend payout ratio, putting more emphasis on cash dividends.

Accordingly, the Company proposes to pay the year-end dividends for the 130th business term as follows:

1) Type of dividend assets:

Cash

2) Matters related to the allocation of dividend assets and total amount of such allocation:

35 yen per share of common stock of the Company

The total amount of dividend: 42,210,502,810 yen

Since an interim dividend in the amount of 35 yen per share was paid in December 2025, the annual dividend amounts to 70 yen per share.

3) Date on which the dividends from surplus will take effect:

June 29, 2026

2. Other matters related to the appropriation of surplus

In order to enable the implementation of a flexible capital policy such as shareholder returns in response to future changes in the business environment, the Company proposes to reverse part of the general reserve and transfer it to retained earnings brought forward as follows:

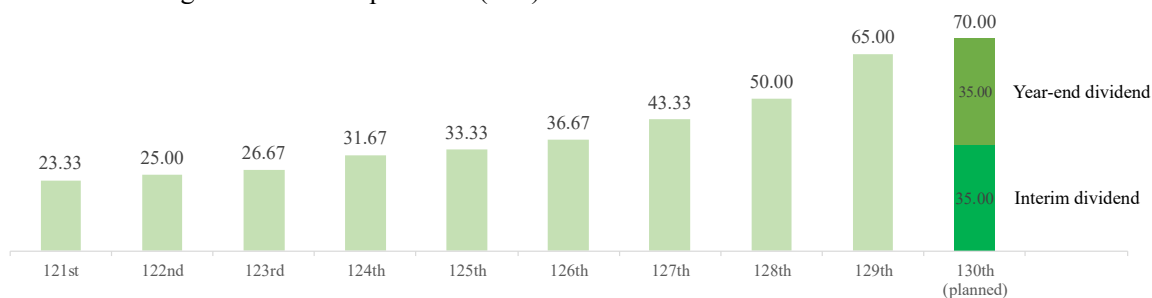
1) Item of the surplus to decrease and amount thereof:

General reserve 450,000,000,000 yen

2) Item of the surplus to increase and amount thereof:

Retained earnings brought forward 450,000,000,000 yen

Reference: Changes in dividends per share (Yen)



* The Company implemented a 3-for-1 stock split of its common stock on April 1, 2024. The dividends per share for the 128th and prior business terms are presented after accounting for the stock split adjustment. The values are shown without any figures that are less than the selected unit.

* The dividend for the 128th business term includes 3.33 yen of commemorative dividend.

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Second Proposition: Election of Eleven (11) Directors

The terms of office of all 11 directors will expire at the close of the Meeting. Accordingly, the Company proposes to elect 11 directors.


The candidates are as follows:

No.	Name	Current Position and Responsibility in the Company	Attribute of Candidate		
1.	Kenji Sukeno	Chairman, Director & Board Chairman	To be reelected	Male	
2.	Teiichi Goto	President, Representative Director & Chief Executive Officer	To be reelected	Male	
3.	Masayuki Higuchi	Director, Corporate Vice President & Chief Financial Officer	To be reelected	Male	
4.	Naoki Hama	Director	To be reelected	Male	
5.	Chisato Yoshizawa	Director, Corporate Vice President	To be reelected	Female	
6.	Yoji Ito	Director	To be reelected	Male	
7.	Kunitaro Kitamura	Outside Director	To be reelected	Male	Outside Independent
8.	Makiko Eda	Outside Director	To be reelected	Female	Outside Independent
9.	Tsuyoshi Nagano	Outside Director	To be reelected	Male	Outside Independent
10.	Ikuro Sugawara	Outside Director	To be reelected	Male	Outside Independent
11.	Takako Suzuki	Outside Director	To be reelected	Female	Outside Independent


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No.	Name, Date of Birth, Attribute of Candidate and Attendance at Board of Directors Meetings	Brief Career Summary, Position and Responsibility in the Company and Significant Concurrent Positions	Number of Shares of the Company Owned
	 <p>Kenji Sukeno (Oct. 21, 1954)</p> <p>To be reelected Male</p> <p>Attendance at Board of Directors Meetings 12/12 (100%)</p>	<p>Apr. 1977 Joined the Company</p> <p>Jun. 2012 Corporate Vice President of the Company Director of FUJIFILM Corporation</p> <p>Jun. 2013 Director of the Company</p> <p>Jun. 2016 President, Representative Director & Chief Operating Officer of the Company President, Representative Director & Chief Operating Officer of FUJIFILM Corporation</p> <p>Jun. 2021 Chairman, Representative Director & Board Chairman of the Company Chairman & Director of FUJIFILM Corporation (to present)</p> <p>Jun. 2023 Chairman, Director & Board Chairman of the Company (to present)</p> <p>Significant Concurrent Positions Chairman & Director of FUJIFILM Corporation Director of FUJIFILM Business Innovation Corp. Outside Director of Isetan Mitsukoshi Holdings Ltd. Outside Director of Sumitomo Forestry Co., Ltd.</p>	<p>264,000 (common stock)</p> <p>Years in office (at the close of the Meeting)</p> <p>13 years</p>
1	<p><Reasons for nomination as a candidate for Director> Mr. Kenji Sukeno has a wide range of knowledge in finance and accounting developed over many years through his work in accounting and corporate planning of the Fujifilm Group in Japan and overseas, and as the Chief Financial Officer at the Americas regional headquarters. Also, as General Manager of Corporate Planning Division, he played a central role in the formulation of the Fujifilm Group's management strategy, exercised strong leadership, and stably executed policies including capital policy and policy of shareholder return. After his appointment as President, Representative Director & Chief Operating Officer in 2016, he has promoted the enhancement of corporate value by strengthening the healthcare and electronics fields, actively promoting M&A, accelerating the Fujifilm Group's globalization, focusing utmost efforts on efficient management, maximum utilization of human resources, and strengthening group governance. Since being appointed Chairman & Representative Director in June 2021, as Board Chairman he has led efforts to strengthen functions of the Board of Directors, has been further stimulating discussions within the Board of Directors and has promoted measures for improving corporate governance. Furthermore, since June 2023, as the Chairman & Director, he has been promoting further enhancement of governance from a position independent from execution. Given his ample experience and wide range of knowledge, the Company deems that he will contribute to the further sustainable growth of the Fujifilm Group. Therefore, the Company requests his reelection as director.</p> <p><Applicable items in the Skills matrix> Global management, knowledge and expertise in core business / related industries, finance and accounting / capital policy, legal affairs / risk management / governance, human resource strategies and corporate culture</p>		


[Translation: For reference only]

No.	Name, Date of Birth, Attribute of Candidate and Attendance at Board of Directors Meetings	Brief Career Summary, Position and Responsibility in the Company and Significant Concurrent Positions	Number of Shares of the Company Owned
	 <p>Teiichi Goto (Jan. 23, 1959)</p> <p>To be reelected</p> <p>Male</p> <p>Attendance at Board of Directors Meetings 12/12 (100%)</p>	<p>Apr. 1983 Joined the Company</p> <p>Nov. 2016 Director of FUJIFILM Corporation</p> <p>Jun. 2018 Director of the Company</p> <p>Jun. 2021 President, Representative Director & Chief Executive Officer of the Company (to present)</p> <p>President, Representative Director & Chief Executive Officer of FUJIFILM Corporation (to present)</p> <p>Significant Concurrent Positions</p> <p>President, Representative Director & Chief Executive Officer of FUJIFILM Corporation</p> <p>Director of FUJIFILM Business Innovation Corp.</p>	<p>250,500 (common stock)</p> <p>Years in office (at the close of the Meeting)</p> <p>8 years</p>
2	<p><Reasons for nomination as a candidate for Director></p> <p>Mr. Teiichi Goto was involved for many years in the sales and marketing operations of the Fujifilm Group's products and services in Japan and overseas, including his assignment in Vietnam and Singapore. Afterwards, he served as President of the medical equipment sales subsidiary in China, and he has ample experience in global sales promotion and management strategy. In addition, he has driven growth in the medical systems business as a core operation of the Fujifilm Group, and through the active use of M&A, he has promoted the provision of total solutions that include a broad lineup of diagnostic imaging systems and medical IT services, and led the further expansion of revenue in the healthcare business field. Since being appointed President, Representative Director & Chief Executive Officer in June 2021, he has been focusing on accelerating growth in the fields of healthcare and electronics as well as improving the profitability and efficiency of other businesses. Furthermore, he has been working on creating new business through the utilization of digital technology, while developing and strengthening human resources who can play an active role in the global stage. Moreover, he has been vigorously promoting initiatives in the priority areas of the environment, health, daily life, and work style toward achieving a sustainable society. Given his ample experience and wide range of knowledge, as well as his positivity and imagination that have enabled him to create and grow new businesses and ability to execute when developing the business, the Company deems that he will contribute to the further sustainable growth of the Fujifilm Group. Therefore, the Company requests his reelection as director.</p> <p><Applicable items in the Skills matrix></p> <p>Global management, knowledge and expertise in core business / related industries, innovation / technology, sustainability, human resource strategies and corporate culture</p>		

[Translation: For reference only]

No.	Name, Date of Birth, Attribute of Candidate and Attendance at Board of Directors Meetings	Brief Career Summary, Position and Responsibility in the Company and Significant Concurrent Positions	Number of Shares of the Company Owned
3	 <p>Masayuki Higuchi (May 8, 1963)</p> <p>To be reelected</p> <p>Male</p> <p>Attendance at Board of Directors Meetings 12/12 (100%)</p>	<p>Apr. 1987 Joined the Company</p> <p>Oct. 2018 Corporate Vice President of the Company Director of FUJIFILM Corporation (to present)</p> <p>Jun. 2021 Director & Corporate Vice President and General Manager of Corporate Planning Division of the Company (to present)</p> <p>Significant Concurrent Positions Director & Executive Vice President and General Manager of Corporate Planning Division of FUJIFILM Corporation Audit & Supervisory Board Member of FUJIFILM Business Innovation Corp.</p>	<p>84,700 (common stock)</p> <p>Years in office (at the close of the Meeting)</p> <p>5 years</p>
<p><Reasons for nomination as a candidate for Director></p> <p>Mr. Masayuki Higuchi has served for many years in prominent positions in the Fujifilm Group's corporate administrative affairs, such as accounting and corporate planning, including regional headquarters for Americas and Europe. In addition, he has ample experience of group management at the global level, such as by serving as President of a US-based manufacturing and sales subsidiary for medical-use ultrasound diagnostic imaging equipment. Currently, as Chief Financial Officer (CFO) and General Manager of Corporate Planning Division of the Company, he is utilizing this expertise and experience to drive various measures toward achieving sustainable growth in corporate value, such as drawing up and executing business plans, promoting M&A projects, and strengthening business portfolio management and cash flow management. Given his ample experience and wide range of knowledge, the Company deems that he will contribute to the further sustainable growth of the Fujifilm Group. Therefore, the Company requests his reelection as director.</p>			
<p><Applicable items in the Skills matrix></p> <p>Global management, knowledge and expertise in core business / related industries, finance and accounting / capital policy, legal affairs / risk management / governance</p>			


[Translation: For reference only]

No.	Name, Date of Birth, Attribute of Candidate and Attendance at Board of Directors Meetings	Brief Career Summary, Position and Responsibility in the Company and Significant Concurrent Positions	Number of Shares of the Company Owned
4	 <p>Naoki Hama (Jun. 29, 1962)</p> <p>To be reelected Male</p> <p>Attendance at Board of Directors Meetings 12/12 (100%)</p>	<p>Apr. 1986 Joined the Company Jun. 2018 Director of FUJIFILM Corporation Apr. 2021 Director of FUJIFILM Business Innovation Corp. Apr. 2022 President, Representative Director & Chief Executive Officer of FUJIFILM Business Innovation Corp. (to present) Jun. 2022 Director of the Company (to present)</p> <p>Significant Concurrent Positions Corporate Vice President of FUJIFILM Corporation President, Representative Director & Chief Executive Officer of FUJIFILM Business Innovation Corp.</p>	<p>97,000 (common stock)</p> <p>Years in office (at the close of the Meeting)</p> <p>4 years</p>
<p><Reasons for nomination as a candidate for Director> Mr. Naoki Hama has been involved for many years in sales and marketing of electronics products, such as display materials, to customers both in Japan and overseas, and has contributed to the expansion in sales and development of the business. In addition, after heading the inkjet business, upon having been appointed President & Representative Director of FUJIFILM Business Innovation Corp. in April 2022, he has been working on opening up new markets using sales networks and technologies of the Fujifilm Group while instilling Fujifilm Group's corporate culture more deeply. Further, he has been providing high added value to society by demonstrating our comprehensive capabilities in the field of business innovation, which covers the entire range from office to commercial and industrial printing. Given his ample experience and wide range of knowledge, the Company deems that he will contribute to the further sustainable growth of the Fujifilm Group. Therefore, the Company requests his reelection as director.</p>			
<p><Applicable items in the Skills matrix> Global management, knowledge and expertise in core business / related industries, innovation / technology, sustainability, human resource strategies and corporate culture</p>			

[Translation: For reference only]

No.	Name, Date of Birth, Attribute of Candidate and Attendance at Board of Directors Meetings	Brief Career Summary, Position and Responsibility in the Company and Significant Concurrent Positions	Number of Shares of the Company Owned
5	 <p>Chisato Yoshizawa (Oct. 18, 1963)</p> <p>To be reelected Female</p> <p>Attendance at Board of Directors Meetings 12/12 (100%)</p>	<p>Apr. 1986 Joined the Company</p> <p>Jun. 2017 Corporate Vice President of the Company</p> <p>Jun. 2018 Corporate Vice President, General Manager of Corporate Communication Office of Corporate Planning Division, and General Manager of Human Resources Division of the Company Director of FUJIFILM Corporation (to present)</p> <p>Jun. 2022 Director & Corporate Vice President, General Manager of Corporate Communications Division and General Manager of ESG Division of the Company (to present)</p> <p>Significant Concurrent Positions Director & Executive Vice President, General Manager of Corporate Communications Division and General Manager of ESG Division of FUJIFILM Corporation</p>	<p>101,700 (common stock)</p> <p>Years in office (at the close of the Meeting)</p> <p>4 years</p>
	<p><Reasons for nomination as a candidate for Director></p> <p>As the head of the Corporate Communications Division, Ms. Chisato Yoshizawa has for many years actively disseminated information and engaged in constructive dialogue with stakeholders, including shareholders and investors both in Japan and overseas, helping to obtain the trust of these stakeholders as well as contributing to their forming an appropriate assessment of the Fujifilm Group. Furthermore, as General Manager of Human Resources Division, she has promoted the creation of an environment in which diverse personnel can participate over the long term through proactive measures to develop human resources and other initiatives. Currently, as General Manager of ESG Division and Corporate Communications Division, she is working to implement various measures for resolving social issues through the business and enhancing social and environmental awareness in business processes, based on the Fujifilm Group's long-term CSR initiative "Sustainable Value Plan 2030." Moreover, she is leading initiatives to respect human rights and to develop and strengthen risk management systems. Given her ample experience and wide range of knowledge, the Company deems that she will contribute to the further sustainable growth of the Fujifilm Group. Therefore, the Company requests her reelection as director.</p>		
	<p><Applicable items in the Skills matrix></p> <p>Finance and accounting / capital policy, legal affairs / risk management / governance, sustainability, human resource strategies and corporate culture</p>		


[Translation: For reference only]

No.	Name, Date of Birth, Attribute of Candidate and Attendance at Board of Directors Meetings	Brief Career Summary, Position and Responsibility in the Company and Significant Concurrent Positions	Number of Shares of the Company Owned
6	 <p>Yoji Ito (May 25, 1964)</p> <p>To be reelected</p> <p>Male</p> <p>Attendance at Board of Directors Meetings 12/12 (100%)</p>	<p>Apr. 1990 Joined the Company Jun. 2021 Director of FUJIFILM Corporation (to present) Jun. 2023 Director of the Company (to present)</p> <p>Significant Concurrent Positions Director & Senior Vice President and General Manager of Electronic Strategy Headquarters of FUJIFILM Corporation</p>	<p>53,400 (common stock)</p> <p>Years in office (at the close of the Meeting)</p> <p>3 years</p>
	<p><Reasons for nomination as a candidate for Director> Mr. Yoji Ito has been engaged in research and development of electronics products over many years, and has accordingly contributed to development of new products and expansion of the business. In particular, he is highly regarded by customers and the academic community in the field of display materials, and has substantially elevated the Fujifilm Group's status in the display industry, and accordingly prompted growth of our business by, on a global level, engaging in business organization management, and building and strengthening relationships with customers. Furthermore, currently serving as the person in charge of the Electronic Strategy Headquarters, he draws up and promotes overall cross-business strategy in the field of electronics that include semiconductor materials, display materials, industrial products, recording media, and reagents and chemical products, while also promoting and reforming R&D necessary for the Company's medium- to long-term growth. Given his ample experience and wide range of knowledge, the Company deems that he will contribute to the further sustainable growth of the Fujifilm Group. Therefore, the Company requests his reelection as director.</p> <p><Applicable items in the Skills matrix> Global management, knowledge and expertise in core business / related industries, innovation / technology</p>		

[Translation: For reference only]

No.	Name, Date of Birth, Attribute of Candidate and Attendance at Board of Directors Meetings	Brief Career Summary, Position and Responsibility in the Company and Significant Concurrent Positions	Number of Shares of the Company Owned
7	 <p>Kunitaro Kitamura (May 9, 1952)</p> <p>To be reelected Outside Independent Male</p> <p>Attendance at Board of Directors Meetings 12/12 (100%)</p>	<p>Apr. 2012 Representative Director and President of Sumitomo Mitsui Trust Holdings, Inc. Chairman (Representative Director) of Sumitomo Mitsui Trust Bank, Limited</p> <p>Apr. 2017 Representative Director of Sumitomo Mitsui Trust Holdings, Inc. Chairman (Director) of Sumitomo Mitsui Trust Bank, Limited</p> <p>Jun. 2017 Director of Sumitomo Mitsui Trust Holdings, Inc.</p> <p>Jun. 2017 Director (Outside Director) of the Company (to present)</p> <p>Apr. 2021 Special Advisor of Sumitomo Mitsui Trust Bank, Limited</p> <p>Jun. 2024 Senior Corporate Advisor of Sumitomo Mitsui Trust Bank, Limited (to present)</p> <p>Significant Concurrent Positions Outside Director of ASAGAMI CORPORATION Outside Audit & Supervisory Board Member of OHBA CO., LTD.</p>	<p>4,300 (common stock)</p> <p>Years in office (at the close of the Meeting)</p> <p>9 years</p>
<p><Reasons for nomination as a candidate for Outside Director and outline of expected roles></p>			
<p>Mr. Kunitaro Kitamura has served as representative director of a major financial institution group for many years. He has demonstrated strong leadership in his management of the group as a whole, and has ample experience and wide range of knowledge particularly in the fields of finance and capital markets. Based on such ample experience and wide range of knowledge, Mr. Kunitaro Kitamura has facilitated reasonable and adequate decision-making by the board of directors by giving useful suggestions and expressing opinions on many aspects of the Fujifilm Group's management at the board of directors meetings, while he proactively provided, from a medium- to long-term perspective, advice on the measures pertaining to the Fujifilm Group's M&A and capital policy, initiatives for resolving social issues, and developing human resources. In addition, as Chairman of the Nomination and Remuneration Advisory Committee, he has been contributing efforts to enhance transparency of the processes related to the succession plans of the CEO and other executives, as well as to remuneration for directors. The Company expects him to continue executing his duties and therefore requests his reelection as outside director.</p>			
<p><Applicable items in the Skills matrix></p> <p>Global management, finance and accounting / capital policy, legal affairs / risk management / governance, sustainability, human resource strategies and corporate culture</p>			
<p><Matters concerning independence></p> <p>Mr. Kunitaro Kitamura is a candidate for outside director who satisfies the Company's "Criteria for Independence of Outside Directors and Outside Audit & Supervisory Board Members" that the Company has established and has independence. The Company has notified the Tokyo Stock Exchange, Inc. of his designation as an independent officer.</p>			


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No.	Name, Date of Birth, Attribute of Candidate and Attendance at Board of Directors Meetings	Brief Career Summary, Position and Responsibility in the Company and Significant Concurrent Positions	Number of Shares of the Company Owned
8	 <p>Makiko Eda (Aug. 2, 1965)</p> <p>To be reelected</p> <p>Outside Independent Female</p> <p>Attendance at Board of Directors Meetings 12/12 (100%)</p>	<p>Oct. 2013 Representative Director and President of Intel K.K.</p> <p>Apr. 2018 Chief Representative Officer of World Economic Forum Japan</p> <p>Jun. 2018 Director (Outside Director) of the Company (to present)</p> <p>Nov. 2023 Managing Executive Officer of SUMITOMO CORPORATION (to present)</p> <p>Significant Concurrent Positions Managing Executive Officer of SUMITOMO CORPORATION</p>	<p>3,000 (common stock)</p> <p>Years in office (at the close of the Meeting)</p> <p>8 years</p>
	<p><Reasons for nomination as a candidate for Outside Director and outline of expected roles></p> <p>Ms. Makiko Eda has served as representative director of a Japanese-incorporated subsidiary of a major U.S. semiconductor manufacturer, and with her strong leadership, has achieved creation of a new market and development of global personnel. She has also served as Chief Representative Officer of the World Economic Forum Japan and has worked to improve, on a global scale, a wide range of issues. Currently, she is working on promoting sustainability and related initiatives at a major general trading company. Based on such ample experience and wide range of knowledge, Ms. Makiko Eda has facilitated reasonable and adequate decision-making by the board of directors by giving useful suggestions and expressing opinions on many aspects of the Fujifilm Group's management at the board of directors meetings, while she proactively provided, from a medium- to long-term perspective, advice on the Fujifilm Group's measures concerning ESG (Environmental, Social and Governance). The Company expects her to continue executing her duties and therefore requests her reelection as outside director.</p>		
	<p><Applicable items in the Skills matrix></p> <p>Global management, knowledge and expertise in core business / related industries, legal affairs / risk management / governance, sustainability, human resource strategies and corporate culture</p>		

[Translation: For reference only]

No.	Name, Date of Birth, Attribute of Candidate and Attendance at Board of Directors Meetings	Brief Career Summary, Position and Responsibility in the Company and Significant Concurrent Positions	Number of Shares of the Company Owned
	<p><Matters concerning independence> Ms. Makiko Eda is a candidate for outside director who satisfies the Company's "Criteria for Independence of Outside Directors and Outside Audit & Supervisory Board Members" that the Company has established and has independence. The Company has notified the Tokyo Stock Exchange, Inc. of her designation as an independent officer. A regular trading relationship exists between the Fujifilm Group and SUMITOMO CORPORATION, where Ms. Makiko Eda serves as Managing Executive Officer, but the monetary amount of this trading relationship is negligible as it is less than 1% of the consolidated net sales of either SUMITOMO CORPORATION or the Fujifilm Group. A regular trading relationship exists between the Fujifilm Group and the World Economic Forum Japan, of which Ms. Makiko Eda served as the Chief Representative Officer until November 2023, but the monetary amount of this trading relationship is negligible as it is less than 1% of either the net sales of the World Economic Forum Japan or the consolidated net sales of the Fujifilm Group. This amount of trading relationship has no effect on Ms. Makiko Eda's performance of her duties as outside director of the Company.</p>		


[Translation: For reference only]

No.	Name, Date of Birth, Attribute of Candidate and Attendance at Board of Directors Meetings	Brief Career Summary, Position and Responsibility in the Company and Significant Concurrent Positions	Number of Shares of the Company Owned
9	 <p>Tsuyoshi Nagano (Nov. 9, 1952)</p> <p>To be reelected Outside Independent Male</p> <p>Attendance at Board of Directors Meetings 12/12 (100%)</p>	<p>Jun. 2013 President & Chief Executive Officer (Representative Director) of Tokio Marine Holdings, Inc. President & Chief Executive Officer (Representative Director) of Tokio Marine & Nichido Fire Insurance Co., Ltd.</p> <p>Apr. 2016 Chairman (Representative Director) of Tokio Marine & Nichido Fire Insurance Co., Ltd.</p> <p>Jun. 2019 Chairman (Director) of Tokio Marine Holdings, Inc.</p> <p>Jun. 2022 Director (Outside Director) of the Company (to present)</p> <p>Jun. 2025 Counsellor of Tokio Marine & Nichido Fire Insurance Co., Ltd. (to present)</p> <p>Significant Concurrent Positions Outside Director of Central Japan Railway Company</p>	<p>12,600 (common stock)</p> <p>Years in office (at the close of the Meeting)</p> <p>4 years</p>
<p><Reasons for nomination as a candidate for Outside Director and outline of expected roles> Mr. Tsuyoshi Nagano has experience in corporate planning and managing overseas business operations at a major insurance company, and furthermore, he has demonstrated strong leadership in his management of the group as a whole. Based on such ample experience and wide range of knowledge, Mr. Tsuyoshi Nagano has facilitated reasonable and adequate decision-making by the board of directors by giving useful suggestions and expressing opinions on many aspects of the Fujifilm Group's management at the board of directors meetings, while he proactively provided, from a medium- to long-term perspective, advice on the measures pertaining to the risk management, instilling corporate culture, and human resource development at the Fujifilm Group. In addition, as a member of the Nomination and Remuneration Advisory Committee, he has been contributing efforts to enhance transparency of the processes related to the succession plans of the CEO and other executives, as well as to remuneration for directors. The Company expects him to continue executing his duties and therefore requests his reelection as outside director.</p>			
<p><Applicable items in the Skills matrix> Global management, finance and accounting / capital policy, legal affairs / risk management / governance, sustainability, human resource strategies and corporate culture</p>			


[Translation: For reference only]

No.	Name, Date of Birth, Attribute of Candidate and Attendance at Board of Directors Meetings	Brief Career Summary, Position and Responsibility in the Company and Significant Concurrent Positions	Number of Shares of the Company Owned
	<p><Matters concerning independence> Mr. Tsuyoshi Nagano is a candidate for outside director who satisfies the Company's "Criteria for Independence of Outside Directors and Outside Audit & Supervisory Board Members" that the Company has established and has independence. The Company has notified the Tokyo Stock Exchange, Inc. of his designation as an independent officer. A regular insurance relationship exists between the Fujifilm Group and Tokio Marine & Nichido Fire Insurance Co., Ltd., a subsidiary of Tokio Marine Holdings, Inc., where Mr. Tsuyoshi Nagano served as Chairman (Director) until June 2025, but the monetary amount of this trading relationship is negligible as it is less than 1% of consolidated ordinary income (equivalent to consolidated net sales) of Tokio Marine & Nichido Fire Insurance Co., Ltd. and consolidated net sales of the Fujifilm Group. This amount of trading relationship has no effect on Mr. Tsuyoshi Nagano's performance of his duties as outside director of the Company.</p>		

[Translation: For reference only]

No.	Name, Date of Birth, Attribute of Candidate and Attendance at Board of Directors Meetings	Brief Career Summary, Position and Responsibility in the Company and Significant Concurrent Positions	Number of Shares of the Company Owned
10	 <p>Ikuro Sugawara (Mar. 6, 1957)</p> <p>To be reelected Outside Independent Male</p> <p>Attendance at Board of Directors Meetings 12/12 (100%)</p>	<p>Apr. 1981 Joined Ministry of International Trade and Industry (currently Ministry of Economy, Trade and Industry)</p> <p>Jul. 2010 Director-General of Industrial Science and Technology Policy and Environment Bureau of Ministry of Economy, Trade and Industry</p> <p>Sep. 2012 Director-General of Manufacturing Industries Bureau of Ministry of Economy, Trade and Industry</p> <p>Jun. 2013 Director-General of Economic and Industrial Policy Bureau of Ministry of Economy, Trade and Industry</p> <p>Jul. 2015 Vice-Minister of Ministry of Economy, Trade and Industry</p> <p>Aug. 2017 Special Advisor to the Cabinet</p> <p>Jun. 2022 Director (Outside Director) of the Company (to present)</p> <p>Significant Concurrent Positions Outside Director of Hitachi, Ltd.</p>	<p>3,000 (common stock)</p> <p>Years in office (at the close of the Meeting)</p> <p>4 years</p>
<p><Reasons for nomination as a candidate for Outside Director and outline of expected roles></p>			
<p>Mr. Ikuro Sugawara has served in a number of important posts, including Vice-Minister of Ministry of Economy, Trade and Industry, and has ample experience in policy planning and organizational management. Based on such ample experience and wide range of knowledge, Mr. Ikuro Sugawara has facilitated reasonable and adequate decision-making by the board of directors by giving useful suggestions and expressing opinions on many aspects of the Fujifilm Group's management at the board of directors meetings, while he proactively provided, from a medium- to long-term perspective, advice on the measures pertaining to economic security, investment strategy, risk management, etc. at the Fujifilm Group. Although he has never been involved in corporate management in any way other than as an outside officer, the Company deems that in addition to his ample experience, he will be able to leverage his considerable expertise and wide-ranging network in fulfilling his duties as an outside director. Therefore, the Company requests his reelection as outside director.</p>			
<p><Applicable items in the Skills matrix></p> <p>Global management, legal affairs / risk management / governance, sustainability, human resource strategies and corporate culture</p>			
<p><Matters concerning independence></p> <p>Mr. Ikuro Sugawara is a candidate for outside director who satisfies the Company's "Criteria for Independence of Outside Directors and Outside Audit & Supervisory Board Members" that the Company has established and has independence. The Company has notified the Tokyo Stock Exchange, Inc. of his designation as an independent officer.</p>			

[Translation: For reference only]

No.	Name, Date of Birth, Attribute of Candidate and Attendance at Board of Directors Meetings	Brief Career Summary, Position and Responsibility in the Company and Significant Concurrent Positions	Number of Shares of the Company Owned
11	 <p>Takako Suzuki (Mar. 5, 1962)</p> <p>To be reelected Outside Independent Female</p> <p>Attendance at Board of Directors Meetings 12/12 (100%)</p>	<p>Apr. 2013 Director, President & CEO of S.T. CORPORATION</p> <p>Jun. 2021 Chairman of the Board of Directors, President & CEO of S.T. CORPORATION</p> <p>Jun. 2023 Chairman of S.T. CORPORATION (to present)</p> <p>Jun. 2024 Director (Outside Director) of the Company (to present)</p> <p>Significant Concurrent Positions Outside Director of COSMO ENERGY HOLDINGS CO., LTD. Outside Director of Calbee, Inc.</p>	<p>6,600 (common stock)</p> <p>Years in office (at the close of the Meeting)</p> <p>2 years</p>
	<p><Reasons for nomination as a candidate for Outside Director and outline of expected roles> Ms. Takako Suzuki has diverse experience, such as by being responsible for group business strategy and global marketing and serving as a member of the nomination committee at a consumer goods manufacturer, and has also demonstrated strong leadership in management roles, such as providing unique products that emphasize brand value, as well as working to resolve social issues. By actively offering advice on marketing strategies, ESG measures, etc. of the Fujifilm Group from a medium-to long-term perspective as well as giving useful suggestions and expressing opinions on many aspects of the Fujifilm Group's management at the board of directors meetings utilizing her ample experience and wide range of knowledge, Ms. Takako Suzuki has facilitated reasonable and adequate decision-making by the board of directors. In addition, as a member of the Nomination and Remuneration Advisory Committee, she has been contributing efforts to enhance transparency of the processes related to the succession plans of the CEO and other executives, as well as to remuneration for directors. The Company expects her to continue executing her duties and therefore requests her reelection as outside director.</p>		
	<p><Applicable items in the Skills matrix> Global management, innovation / technology, legal affairs / risk management / governance, sustainability, human resource strategies and corporate culture</p>		

[Translation: For reference only]

No.	Name, Date of Birth, Attribute of Candidate and Attendance at Board of Directors Meetings	Brief Career Summary, Position and Responsibility in the Company and Significant Concurrent Positions	Number of Shares of the Company Owned
	<p><Matters concerning independence> Ms. Takako Suzuki is a candidate for outside director who satisfies the Company's "Criteria for Independence of Outside Directors and Outside Audit & Supervisory Board Members" that the Company has established and has independence. The Company has notified the Tokyo Stock Exchange, Inc. of her designation as an independent officer. A regular trading relationship exists between the Fujifilm Group and S.T. CORPORATION, where Ms. Takako Suzuki served as President & CEO until June 2023, but the monetary amount of this trading relationship is negligible as it is less than 1% of the consolidated net sales of either S.T. CORPORATION or the Fujifilm Group. This amount of trading relationship has no effect on Ms. Takako Suzuki's performance of her duties as outside director of the Company.</p>		

- Notes: 1. The reference documents concerning the general meeting of shareholders consist of information at the time of preparation (May 22, 2026), but the number of shares of the Company owned is the number as of March 31, 2026.
2. The name of Ms. Takako Suzuki in the family register is Takako Morikawa.
 3. The Company does not have any special interest with each candidate.
 4. The status of attendance at the board of directors meetings is for the board of directors meetings that were held during the 130th fiscal year.
 5. The Company has, pursuant to Article 427, Paragraph 1 of the Companies Act, entered into an agreement with Mr. Kunitaro Kitamura, Ms. Makiko Eda, Mr. Tsuyoshi Nagano, Mr. Ikuro Sugawara and Ms. Takako Suzuki limiting their liability to compensate, under Article 423, Paragraph 1 of the Companies Act, to the minimum amount provided in Article 425, Paragraph 1 of the Companies Act. Furthermore, in the event that this proposition is approved, and Mr. Kunitaro Kitamura, Ms. Makiko Eda, Mr. Tsuyoshi Nagano, Mr. Ikuro Sugawara and Ms. Takako Suzuki assume the position of outside director of the Company, such agreement to limit liability will be extended.
 6. The Company has entered into a directors and officers liability insurance contract with an insurance company pursuant to Article 430-3, Paragraph 1 of the Companies Act. In the event that a claim for damages is brought by shareholders or third parties, etc., this insurance contract will cover damages and litigation costs that the insured will bear. In the event that this proposition is approved and each candidate assumes the position of director of the Company, they shall each be insured under this insurance contract. This insurance contract is scheduled to be renewed at the next renewal with the same level of terms and conditions.
 7. Mr. Kunitaro Kitamura, Ms. Makiko Eda, Mr. Tsuyoshi Nagano, Mr. Ikuro Sugawara and Ms. Takako Suzuki are candidates for outside director.
 8. Mr. Tsuyoshi Nagano is expected to assume the position of Outside Director of Mitsui Fudosan Co., Ltd. once his election is approved at the ordinary general meeting of shareholders of the said company (to be held on June 26, 2026).

[Translation: For reference only]

■ **Expertise and experience sought from Directors and Audit & Supervisory Board Members of the Company (Skills matrix)**

The following table shows particularly desirable attributes of the respective Directors and Audit & Supervisory Board Members based on their achievements and experience. Please refer to the brief career summaries and reasons for nomination of each director candidate described in the Second Proposition for information on the knowledge and experience of each director candidate that underlie the relevant skill categories.

Name		Skill categories							
		Global management	Knowledge and expertise in core business / related industries	Innovation / technology	Finance and accounting / capital policy	Legal affairs / risk management / governance	Sustainability	Human resource strategies and corporate culture	
Directors	Kenji Sukeno		✓	✓		✓	✓		✓
	Teiichi Goto		✓	✓	✓			✓	✓
	Masayuki Higuchi		✓	✓		✓	✓		
	Naoki Hama		✓	✓	✓			✓	✓
	Chisato Yoshizawa					✓	✓	✓	✓
	Yoji Ito		✓	✓	✓				
	Kunitaro Kitamura	Outside	✓			✓	✓	✓	✓
	Makiko Eda	Outside	✓	✓			✓	✓	✓
	Tsuyoshi Nagano	Outside	✓			✓	✓	✓	✓
	Ikuro Sugawara	Outside	✓				✓	✓	✓
	Takako Suzuki	Outside	✓		✓		✓	✓	✓
Audit & Supervisory Board Members	Motoko Kawasaki						✓	✓	
	Tsumugu Ishigaki					✓	✓		
	Masataka Mitsuhashi	Outside	✓			✓		✓	
	Yoshio Iteya	Outside	✓				✓		

* Up to five items are listed that are particularly expected for each individual. The table is not indicative of all the expertise and experience possessed by each individual.

[Translation: For reference only]

■ **Reasons for selection of each skill category are as follows:**

Skill categories	Reason for selection
Global management	<ul style="list-style-type: none"> We aspire to accelerate business growth while resolving environmental and social issues globally in looking toward attaining 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 business / related industries	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 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 and accounting / capital policy	<ul style="list-style-type: none"> 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 cash (flow / allocation) management, fundraising, and dialogue with capital markets, achieved through M&As and operational streamlining, as well as knowledge and expertise related to finance, accounting, and capital policy.
Legal affairs / risk management / governance	<ul style="list-style-type: none"> We aspire to create a framework for sustainable growth and medium- to long-term improvement in corporate value under an open, fair, and clear corporate culture. To such ends, we seek experience in business risk management as well as knowledge and expertise related to governance, which we position as the foundation of our business activities particularly in terms of long-term CSR plans and medium-term management plans.
Sustainability	<ul style="list-style-type: none"> 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 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 resource strategies and corporate culture	<ul style="list-style-type: none"> 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 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.

[Translation: For reference only]

■ We enlist the following approach and process when preparing the Skills matrix.

Approach to Skills matrix preparation	<ul style="list-style-type: none">• The Company aims to achieve sustainable growth and increase corporate value of the Fujifilm Group while contributing to sustainable development of society by conducting open, fair and clear business activities guided by the Fujifilm Group's Purpose*1.• We position corporate governance as an important management priority to achieve this aim. In taking on such challenges, we must ensure the effectiveness of our Board of Directors, to which end we believe it is necessary to articulate the skills we seek from individual Directors by periodically assessing the functions of the Board of Directors and the Skills matrix.• As a company with an Audit & Supervisory Board, the Company enlists its Board of Directors in making decisions on basic policies of management, strategies, and key matters pertaining to business execution, and supervising business execution. We deem that the Board of Directors must assume a dual role in this regard. First, the Board of Directors must assume the role of making decisions enlisting its familiarity with technology, human resources and other assets along with its substantial knowledge regarding the respective businesses, which has facilitated the Company's business growth thus far. Second, the Board of Directors must assume the role of ensuring that the trajectory of business execution aligns with medium- to long-term value sought by society in striking a balance between economic value and social value toward achieving a sustainable society.• With the Board of Directors effectively assuming its dual role, we have selected categories of skills necessary for enabling the Company to achieve sustainable growth and increase corporate value over the medium to long term, in part by achieving objectives of long-term CSR plans and medium- to long-term management plans. Specifically, we are prioritizing businesses, functions, and regions in terms of our internal environment from among the themes that should be addressed by the Board of Directors. When it comes to functions in particular, we identify key support functions of the manufacturing industry. In addition, we have selected categories of skills taking into account perspectives that the Company prioritizes as well as interests of external stakeholders in order to prompt more extensive discussions among the Board of Directors while also considering the external environment. Reasons for selection of each skill category are provided in the previous page.• The Skills matrix applied to Audit & Supervisory Board Members is the same as that used for Directors in order to confirm their skills in the categories of "finance and accounting / capital policy" and "legal affairs / risk management / governance," which are particularly important in terms of auditing execution of duties assumed by the Board of Directors.
Process of Skills matrix preparation	<ul style="list-style-type: none">• With respect to overhauling the skill items, the Board of Directors passes resolutions in that regard upon having held discussions with Outside Directors and Outside Audit & Supervisory Board Members regarding the skills sought with respect to Directors of the Company, taking into account the roles and responsibilities of the Company's Board of Directors on the matter. In addition, when preparing the Skills matrix, we identify skills that are particularly desirable with respect to candidates for Director and Audit & Supervisory Board Member*2 based on their backgrounds and other such factors. The Board of Directors then passes resolutions in that regard.

*1 Fujifilm Group's Purpose: Giving our world more smiles

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

*2 This includes Audit & Supervisory Board Members not subject to reelection.

[Translation: For reference only]

■ **Criteria for Independence of Outside Directors and Outside Audit & Supervisory Board Members**

Outside Directors and Outside Audit & Supervisory Board Members of FUJIFILM Holdings Corporation (the “Company”) are deemed to be independent when none of the following conditions apply:

1. A person who conducts or has previously conducted business (*1) in the Fujifilm Group (the “Group”).
2. A person to whom any of the following conditions apply either currently or over the past three fiscal years:
 - (1) An entity in a major business partner relationship (*2) with the Group or a person who conducts business thereof.
 - (2) A major lender (*3) to the Group or a person who conducts business thereof.
 - (3) A major shareholder (*4) of the Company or a person who conducts business thereof.
 - (4) A legal expert, accounting expert or consultant who receives a large amount of money or other assets (*5) from the Group other than remuneration as a Director or Audit & Supervisory Board member (or if it is a corporation or organization that receives the assets, a member of such corporation or organization).
 - (5) A person who conducts the business of an entity which may have a Director or Audit & Supervisory Board member of the Group as an outside Director or outside Audit & Supervisory Board member.
 - (6) A recipient of a large donation (*6) from the Group or a person who conducts business thereof.
3. A spouse or second degree relative of a person (excluding non-important persons) to whom any of the above conditions “1.” and “2.” apply (in the case of appointing an outside Audit & Supervisory Board member as an independent officer, this condition includes the spousal or second degree kinship relationship with a non-executive Director of the Company or its subsidiaries).

*1 Refers to a person who conducts business as defined under Article 2, Paragraph 3, Item 6 of the Regulation for Enforcement of the Companies Act, in the case of the Company including the Representative Director, executive officer and employees.

*2 A major business partner relationship refers to the case where the transactions with the Group in the most recent fiscal year amount to 2% or greater of either party’s consolidated net sales.

*3 A major lender refers to the case where the balance of long-term debt at the end of the most recent fiscal year stands at 2% or greater of the Company’s total assets on the consolidated balance sheet.

*4 A major shareholder refers to an entity whose holding ratio of voting rights at the end of the most recent fiscal year is 10% or more of total voting rights.

*5 A large amount of money or other assets refers to the sum of 10 million yen or greater for an individual, while for an organization, 2% or greater of the consolidated net sales of the organization, on average for the past three fiscal years.

*6 A large donation refers to amounts of 100 million yen or greater on average for the past three fiscal years.

[Translation: For reference only]

Business Report
(From April 1, 2025 to March 31, 2026)

1. Important Matters Concerning the Current Status of the Corporate Group

(1) Progress and results

Revenue	Operating income	Income before income taxes	Net income attributable to FUJIFILM Holdings
3,195.8 billion yen (129th Business Term) YoY +5.0%	330.2 billion yen (129th Business Term) YoY +6.1%	340.6 billion yen (129th Business Term) YoY +7.6%	261.0 billion yen (129th Business Term) YoY +6.0%
↓	↓	↓	↓
3,357.0 billion yen (130th Business Term)	350.2 billion yen (130th Business Term)	366.6 billion yen (130th Business Term)	276.7 billion yen (130th Business Term)

In the fiscal year ended March 31, 2026, the Fujifilm Group recorded 3,357.0 billion yen in consolidated revenue (up 5.0% year-over-year), reflecting sales increases mainly in bio CDMO, semiconductor materials, imaging and others.

Operating income increased to 350.2 billion yen (up 6.1% year-over-year). Consolidated income before income taxes amounted to 366.6 billion yen (up 7.6% year-over-year) and consolidated net income attributable to FUJIFILM Holdings amounted to 276.7 billion yen (up 6.0% year-over-year).

We achieved record highs for the fourth consecutive fiscal year in revenue, the fifth consecutive fiscal year in operating income, and the sixth consecutive fiscal year in net income attributable to FUJIFILM Holdings.

The following is the status of business by segment.

Healthcare Segment									
<table border="1" style="margin: auto;"> <tr> <th>Revenue</th> </tr> <tr> <td>1,047.8 billion yen (129th Business Term) YoY +4.9%</td> </tr> <tr> <td style="text-align: center;">↓</td> </tr> <tr> <td>1,098.9 billion yen (130th Business Term)</td> </tr> </table>	Revenue	1,047.8 billion yen (129th Business Term) YoY +4.9%	↓	1,098.9 billion yen (130th Business Term)	<table border="1" style="margin: auto;"> <tr> <th>Operating income</th> </tr> <tr> <td>79.9 billion yen (129th Business Term) YoY -20.3%</td> </tr> <tr> <td style="text-align: center;">↓</td> </tr> <tr> <td>63.6 billion yen (130th Business Term)</td> </tr> </table>	Operating income	79.9 billion yen (129th Business Term) YoY -20.3%	↓	63.6 billion yen (130th Business Term)
Revenue									
1,047.8 billion yen (129th Business Term) YoY +4.9%									
↓									
1,098.9 billion yen (130th Business Term)									
Operating income									
79.9 billion yen (129th Business Term) YoY -20.3%									
↓									
63.6 billion yen (130th Business Term)									
Revenue composition ratio 32.7%									

○ Healthcare Segment

In the medical systems business, sales of endoscopes continued to increase in key markets, including Japan, the U.S. and Europe. Medical IT sales also grew as system services sales were solid in Japan, the U.S., Europe, the Middle East and other markets, mainly for the *SYNAPSE* Picture Archiving and Communication System (PACS). In addition, sales of in-vitro diagnostics (IVD) increased, including strong sales for *FUJI DRI-CHEM* blood biochemical testing equipment and materials. However, overall revenue for the medical systems business remained at the previous fiscal year's level due to factors such as lower demand for medical supplies in China. In March 2026, we launched *CALNEO Xair PLUS*, a lightweight and compact, mobile x-ray imaging device that helps streamline examination workflows, and added new products in the bronchoscope lineup, *EB-840S* and *EB-840T*, equipped with HD image CMOS sensors. We will continue to

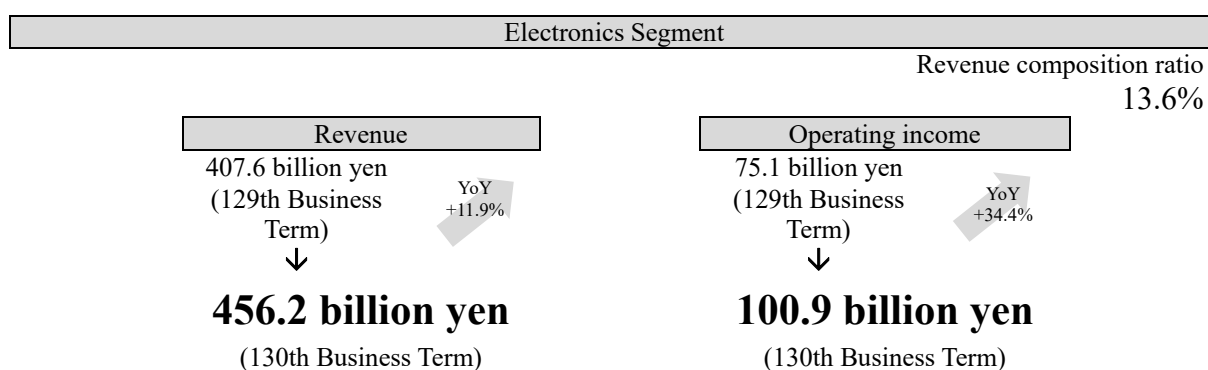
[Translation: For reference only]

leverage our proprietary technologies to provide a wide range of products and services that meet the various demands of medical settings, to contribute to further streamlining diagnoses, advancing the quality of healthcare, and maintaining and promoting people's health.

In the bio CDMO business, revenue increased, driven mainly by contributions from the start of new large-scale manufacturing facilities in Denmark in the previous fiscal year, along with the resumption of operations of small- to medium-scale manufacturing facilities at the Texas site, which implemented operational adjustments during the previous fiscal year. In the fiscal year under review, we launched a new large-scale manufacturing plant in North Carolina, the United States, and commenced operations of eight 20,000-liter mammalian cell culture bioreactors, representing the first phase investment at the facility. Furthermore, in February 2026, we opened a drug substance manufacturing building for antibody drugs and a process development laboratory at our UK site. By responding to rapidly growing demand for antibody drugs contract manufacturing, we will further accelerate our business growth.

The LS (Life Sciences) solutions business* posted higher revenue due to life sciences business delivering higher sales of culture media driven by increased usage by major pharmaceutical companies, as well as strong reagent sales amid a recovery in market demand, while the pharmaceutical business saw growth in revenue mainly with an expansion in contract manufacturing of investigational drugs for domestic COVID-19 vaccines.

* The LS solutions business comprises life sciences business, pharmaceutical business, consumer healthcare business and CRO (Contract Research Organization) business.

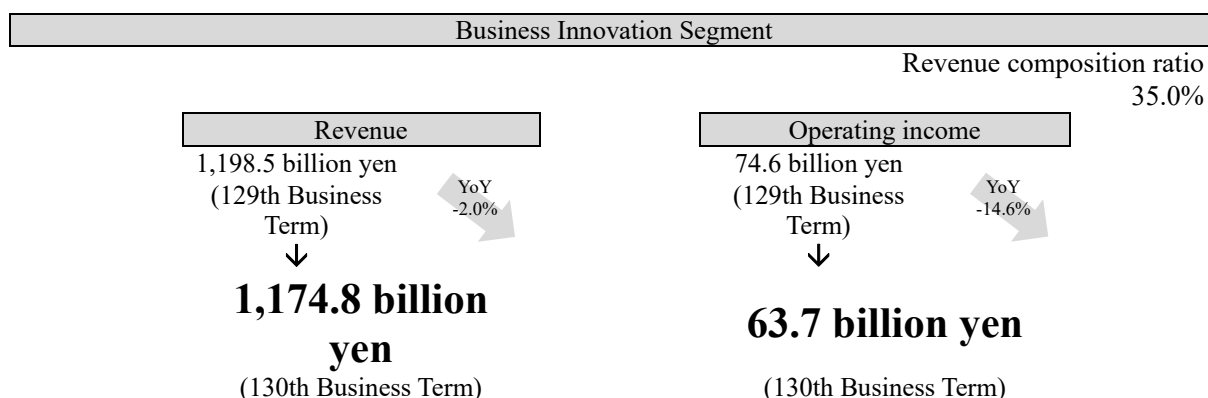


○ Electronics Segment

The semiconductor market, having experienced a period of stable growth due to the use of semiconductors in a wide range of products such as automobiles and home appliances, is now undergoing significant growth due to rising demand for AI semiconductors. Our semiconductor materials business has steadily captured this demand for AI semiconductors, resulting in a boost in revenue. Sales to major foundries continued to perform well, and sales to major semiconductor manufacturers in the U.S. and South Korea are also recovering. By product category, sales of NTI developers, copper interconnect CMP slurries—both of which we hold the top global market share—and advanced photoresists have grown in line with miniaturization and the increasing number of interconnect layers. With respect to back-end materials, sales of liquid polyimide for interlayer insulation films used in inter-chip connections have also grown, driven by expanding demand for advanced packaging for AI semiconductors. In February 2026, we completed a ¥5.0 billion investment in Rapidus Corporation, a company which aims to mass-produce leading-edge logic semiconductors. Through this investment, we are committed to realizing domestic mass production of leading-edge semiconductors and the development of Japan's semiconductor industry. Moreover, by providing Rapidus with a wide range of semiconductor materials and technologies, we will strongly support the company's development and manufacturing of leading-edge semiconductors. Additionally, by working closely with Rapidus on next-generation process development, we will enhance our technological capabilities and accelerate the development of materials for next-generation semiconductors.

In the AF (Advanced Functional) materials business, revenue increased due to the growing adoption of new display materials and strong sales of semiconductor resist materials.

[Translation: For reference only]

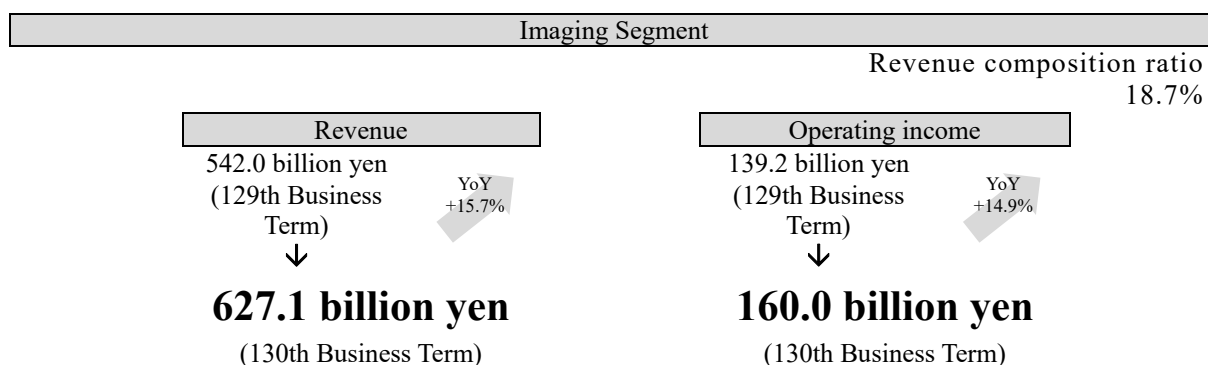


○ Business Innovation Segment

In the business solutions business, revenue increased primarily due to growth in sales of digital transformation (DX)-related solutions driven by replacement demand in Japan with the end of Windows 10 support, as well as growth in services provided to local governments. In March 2026, we acquired ETG Global Information Technology Services Inc. in Turkey. By combining ETG Global’s technical capabilities and IT talent base with the business foundation we have cultivated to date, we will globally expand our ERP system sales and implementation support business.

The office solutions business posted lower revenue, mainly due to the sluggish market conditions in China and Oceania, as well as a drop in sales in the Asia-Pacific region primarily caused by the discontinuation of low-profit products, as well as a decline in exports to Europe and the U.S.

The graphic communications business posted lower revenue due to lower sales of printing-plate materials in Europe and the U.S. and the discontinuation of unprofitable plate-making materials in the analog printing field. We launched Revoria Press PC2120 in December 2025, a production printer that automates and streamlines printing operations using proprietary AI technology. Then in March 2026, we began offering Revoria Cloud Production, a cloud service that leverages AI for a more efficient print production management operations.



○ Imaging Segment

The consumer imaging business posted higher revenue, as sales of the *instax* instant photo systems continued to expand, surpassing cumulative sales of 100 million units. A wide variety of models popular among a broad range of users continue to have a solid growth in sales, including the mainstay models *instax mini 12* and *instax mini Evo*, along with models launched in the previous fiscal year, such as *instax WIDE 400*, *instax Link 3* and *instax WIDE Evo*. We also launched the entry-level *instax mini 41* with a classic design

[Translation: For reference only]

in April 2025, and *instax mini LiPlay+* in November 2025, which comes with an advanced version of a feature that combines sound and still images. Moreover, in January 2026, we launched *instax mini Evo Cinema*, an instant camera that can capture both videos (which users can “hand over” to others) and still images, and is equipped with the *Eras Dial* that recreates the appearance of footage from the 1930s to the current decade. We also launched *instax mini Link+*, a premium model in the *mini Link* smartphone printer series, offering novel ways to enjoy *instax* photos. Additionally, in December 2025, we announced our plan to expand the production facilities of *instax* films to meet growing global demand. We will continue to expand the world of *instax*, enabling people to enjoy instant photo printing and further enhancing the value and joy of photography.

In the professional imaging business, expanded sales of digital cameras contributed to higher revenue. In addition to solid sales of models launched in the previous fiscal year, the growth was driven by new products launched in the fiscal year under review, such as *FUJIFILM GFX100RF*, *FUJIFILM X-HF1* (“*X half*”), *FUJIFILM X-E5* and *FUJIFILM X-T30 III*. Further, we launched *FUJIFILM GFX ETERNA 55* in the fiscal year under review, our first dedicated filmmaking camera, and we will continue to provide new value to filmmaking sites through our color reproduction, large format rendering, and optical performance capabilities. We will continue to provide attractive products for digital camera users and the video industry by expanding our range of offerings, from the outstanding image quality with large format sensors in the *GFX* series and the best balance of image quality and size in the *X* series, to such new concept cameras as *FUJIFILM GFX100RF*, *X half* and *FUJIFILM GFX ETERNA 55*.

[Translation: For reference only]

(2) CSR (Corporate Social Responsibility) Initiatives

○ Our Approach to CSR and Long-Term CSR Plan “Sustainable Value Plan 2030 (SVP2030)”

In January 2024, the year of our 90th founding anniversary, we formulated the Fujifilm Group’s Purpose “Giving our world more smiles.” Under the banner of this purpose, the Group will promote initiatives aimed at resolving social issues through its business activities, including the provision of innovative technologies, products, and services, and aim to become a corporate group that further contributes to the realization of a sustainable society.

Based on “The Fujifilm Group’s Approach to CSR,” to contribute to the sustainable development of society through sincere and fair business activities, we are working on two axes of activities: “resolving social issues through our business activities” and “considering the environment and society in business processes.” SVP2030, our CSR plan targeting FY2030, sets forth four areas: Environment, Health, Daily Life and Work Style. Our activities in these areas for FY2025 are shown below. Moving forward, while ensuring that every Group employee drives these initiatives with aspiration, we will achieve the targets of our medium-term management plan VISION2030 and SVP2030, with the aim of realizing a sustainable society.

Environmental initiatives

Throughout the entire lifecycle of our products, from raw materials procurement, manufacturing and transportation to use and disposal, the Company aims to halve CO₂ emissions (compared with FY2019) by FY2030. In addition, the Company aims to achieve practically zero CO₂ emissions from in-house energy consumption (*1) by FY2040. In FY2025, we commenced full-scale operation of the state-of-the-art in-house cogeneration power generation facility introduced in the previous fiscal year at the Ashigara Site of Kanagawa Factory, thereby improving energy use efficiency within the site. Also in FY2025, we introduced an electric boiler facility at our Netherlands plant, the first within the Group to operate on renewable energy electricity, and are advancing the introduction of renewable energy and energy-saving initiatives toward reducing CO₂ attributable to fuel, for which decarbonization is technically difficult. From the perspective of promoting resource circulation, following the establishment in FY2024 of a production site for the recycling of toner cartridges in Europe, we announced that we will newly establish in FY2026 a production site in the Philippines for remanufactured MFPs (*2). In addition, in the semiconductor materials business, we developed a negative ArF immersion photoresist free of per- and polyfluoroalkyl substances (PFAS), with the objective of ensuring the safety of products and chemical substances.

Furthermore, to promote initiatives for biodiversity conservation, in FY2025 we issued a TNFD Report on the analysis results at the Kanagawa Factory, our founding location, and at the Fujinomiya Factory. In addition, Fujifilm Yusui-no-mori (Spring Water Forest), a forest centered on company-owned woodland located near the Ashigara Site of Kanagawa Factory, and Fujifilm Iyashi-no-komichi (Path of Healing), established within the Fujinomiya Factory in Fujinomiya City, Shizuoka Prefecture, were certified (*3) by the Ministry of the Environment as Nationally Certified Sustainably Managed Natural Sites in December 2025.

The activities we have outlined above have earned us strong recognition. In FY2025, we were named once again for the “A List,” the highest rating, in the Climate Change and Water Security categories in a corporate survey conducted by CDP, an international non-profit organization that evaluates corporate environmental initiatives.

*1 Direct emissions from the Company during the product manufacturing stage (Scope 1) and indirect emissions from the use of electricity and steam supplied by other companies (Scope 2).

*2 Products manufactured by disassembling, cleaning, and repairing used MFPs collected from customers, and by replacing and adjusting parts that do not meet a certain quality level, for which quality is guaranteed as new products.

*3 An initiative established by the Ministry of the Environment in 2023 as a system to certify, as Nationally Certified Sustainably Managed Natural Sites, areas where biodiversity is conserved or areas where activities are being undertaken toward conservation, including corporate forests,

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Satochi/Satoyama landscapes, and urban green spaces, in order to achieve in Japan the international goal 30by30 (to conserve 30% or more of land and sea as healthy ecosystems by 2030). Legislated under the Act on Promoting Activities to Enhance Regional Biodiversity jointly established in April 2025 by the Ministry of Agriculture, Forestry and Fisheries, the Ministry of Land, Infrastructure, Transport and Tourism, and the Ministry of the Environment.

Health initiatives

With fewer side effects than low-molecular drugs, biopharmaceuticals offer the potential for strong therapeutic effects for many diseases and symptoms that could not be treated until now, and global demand is expected to grow further. Manufacturing biopharmaceuticals requires advanced production technology and equipment, and a growing number of pharmaceutical companies are outsourcing their process development and manufacturing to CDMOs (*4). The Group has industry-leading culture technology, high-productivity technology and advanced equipment. We offer one-stop integrated contract manufacturing for biopharmaceuticals, from production process development and manufacturing of active pharmaceutical ingredients to formulation and packaging services. We have been increasing capacity and building new plants, and in FY2025, eight newly installed 20,000-liter tanks commenced operation at our North Carolina site in the United States. We are promoting the acquisition of new contracts, including by entering into multiple large-scale contract development and manufacturing agreements with global biopharmaceutical companies.

The business vision is “Partners for Life.” We will support our clients in the pharmaceutical industry through the stable provision of high-quality biopharmaceuticals and tackle social issues such as the stable supply of advanced pharmaceuticals. In doing so, we will contribute to further developments in the healthcare industry.

In the medical systems business, in FY2025 we opened NURA, a health screening center primarily focused on cancer screening, in Vietnam and Thailand.

We have also promoted efforts to end tuberculosis, particularly in emerging countries, using a mobile X-ray imaging system equipped with medical AI technology. Furthermore, in FY2024, we sold a superconducting MRI system that uses no liquid helium whatsoever. The new model launched for sale in FY2025 has been highly evaluated not only for features enabled by not using helium, such as high availability that contributes to stable operation and highly flexible installability, but also for its ability to reduce annual power consumption by up to 40% through efficient operation of the refrigerator, and it received the Minister of Economy, Trade and Industry Award at the 7th Japan Medical Research and Development Grand Prize, as well as multiple design awards. (*5)

By FY2030, we aim to introduce and deploy products and services utilizing medical AI technology in 196 countries, and results as of the end of FY2025 reached 117 countries.

We are also focusing on creating a workplace where employees, the source of our corporate value, can thrive mentally and physically and play active roles over the long term. In addition to providing high-quality health screening services to Group employees at FUJIFILM Mediterrace Yokohama, we have also established KPIs for five priority areas (*6) including cancer and lifestyle-related diseases, and are promoting actions to retain seven healthy behaviors (*7) among employees. In recognition of these efforts, we have been selected as a Health & Productivity Stock for the sixth consecutive year since FY2020 in a program jointly organized by the Ministry of Economy, Trade and Industry of Japan and the Tokyo Stock Exchange.

*4 CDMO is an abbreviation of Contract Development & Manufacturing Organization. The Group provides pharmaceutical companies with a wide range of services including production process development, stability testing, development and manufacture of pharmaceutical products for clinical trials, and manufacture of pharmaceutical products for commercial use.

*5 Comparison between when using a mode that reduces power consumption and when not using it. The measurement method is in accordance with our standards. Depends on usage conditions.

*6 The five priority areas we have identified are: lifestyle-related diseases, smoking, cancer, mental health, and long working hours.

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- *7 Behaviors considered important for all employees to develop healthy lifestyle habits. There is a correlation between the number of items implemented for these behaviors and employee performance, etc.

Daily Life initiatives

With the rapid advancement of technologies including AI, the semiconductor market is growing rapidly, and in particular, demand for advanced semiconductors such as AI semiconductors is surging. In order to accelerate the development of new materials for advanced and next-generation semiconductors and to realize an even more stable supply of high-quality products, in November 2025 we commenced operation of a new building for development and evaluation within the Shizuoka Site of our semiconductor materials business.

In February 2026, we invested 5.0 billion yen in Rapidus Corporation. Through this investment, we will commit to realizing domestic mass production of cutting-edge semiconductors and to the development of Japan's semiconductor industry, and as a semiconductor materials manufacturer, we will strongly support Rapidus's development and manufacturing of cutting-edge semiconductors by providing Rapidus with a wide range of materials and technologies. In addition, while working closely with the Rapidus on next-generation process development, we will refine our own technological capabilities and accelerate the development of materials for next-generation semiconductors.

Overseas, in May 2025 we entered into a memorandum of understanding (MOU) with Tata Electronics Private Limited, a major company in the electronics manufacturing industry, regarding an alliance toward establishing a production structure and supply chain for semiconductor materials in India. By developing and providing materials tailored to the needs of Tata, which is advancing the construction of India's first semiconductor front-end manufacturing plant and a large-scale semiconductor back-end manufacturing plant, we will support Tata's semiconductor manufacturing ramp-up. In addition, we will consider establishing a semiconductor materials plant and procuring raw materials in India, and by capturing demand in the Indian semiconductor-related market, where significant growth is expected, we will further accelerate growth in the semiconductor materials business, while contributing to the formation of a robust semiconductor materials ecosystem in the country.

In the imaging business, in April 2025 we announced that cumulative global sales units of *instax* from our Company surpassed 100 million units, with the appeal of enabling people to enjoy on-the-spot photo printing. In order to respond to growing global demand for the *instax series*, we have continuously increased production capacity for *instax* film since FY2022, and in December 2025 we also announced that we will invest approximately 5.0 billion yen to expand the production facilities. *instax*, affectionately known in Japan as "*Cheki*," is a communication tool that, since its launch in 1998, has continued to evolve through product development that incorporates trends and the latest technologies as times change, and has been accepted in many countries and regions around the world. We believe that photography has the power not only to preserve memories of events but also to add color to our everyday lives, to enrich our lives and occasionally to move people. We will continue to contribute to the continuation and development of photo and video culture that delivers new inspiration and experiences to society.

Work Style initiatives

With the rapid advancement of technologies including AI, diverse possibilities are opening up for companies regardless of their scale. Rather than introducing individual systems for each issue, we aim to continue providing the necessary technologies, services, and support in an integrated manner from a long-term perspective in order to improve companies' fundamental capabilities.

In FY2025, we acquired ETG Global Information Technology Services Inc., which develops a business of selling and supporting the implementation of ERP systems primarily in Turkey and North America. ETG has established its own unique mechanism for hiring and developing IT engineers who are well-versed in ERP system implementations centered on Microsoft Dynamics 365, and its strength lies in an implementation support structure in which highly specialized engineers provide product

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training directly, as well as a framework that enables it to provide ongoing support to customers even after implementation. Meanwhile, we also have extensive implementation experience with Dynamics 365 and have a top-class share in the market for small and medium-sized enterprises in Japan and Australia. Through this acquisition, by combining the technical capabilities and IT human resource development foundation of ETG with the business foundation we have built, we will accelerate growth in our ERP system sales and implementation support business and contribute even more to the realization of our customers' business success.

○ Investing in human capital

We aim to create an environment in which employees can work toward realizing the Group's Purpose, and in which employees with diverse stories proactively take on challenges with aspiration.

We aim to foster employees who see changes as opportunities for growth and actively embrace challenges. To this end, we have put in place two pillars of our human resource development: "acquire the foundations of work (strengthen problem formulation ability)" and "acquire the foundation for self-growth" through the "+ STORY" self-development program. We provide a variety of educational programs for our employees, aiming to create a highly engaged organization where each diverse employee uses their personality and abilities to the full. We will continue to further strengthen our efforts toward continuing to grow as a company creating change ourselves.

Creating a workplace where diverse human resources can play active roles

The Group uses the term "stories" to refer to the experiences employees accumulate while demonstrating their respective individuality and values under an open, fair, and clear corporate culture. We have established the Diverse Stories Promotion Committee and are advancing activities with the vision of celebrating the power of diverse stories. Based on the Fujifilm Group's Purpose, while firmly nurturing each employee's individuality and values and gaining their respective experiences, we aim to be a company where everyone recognizes and enhances each other's diversity and can work with confidence and vitality.

Group companies inside and outside Japan host Family Days where employees' families are invited. Through lively interactions among employees and their families, we are communicating our message "growth within the Fujifilm Group coexists with the smiles of its employees and their families." In addition, in FY2024, for the purpose of creating an environment in which, regardless of gender, employees who wish to take childcare leave and workplaces that wish to have employees take such leave can do so with peace of mind, we introduced the Good Parental Leave System for the Group in Japan, which provides 20 days of special paid leave when an employee's child is born. By facilitating a balance between employees' important life events and their work through this system, we are aiming to be a company where diverse employees can flourish even further.

Promoting activities to improve employee engagement

We believe that if we maintain a highly engaged organization where employees support the Fujifilm Group's Purpose and act proactively, corporate growth will follow. To measure engagement across the Group, since FY2022, we have been conducting an employee engagement survey covering over 70,000 Group employees worldwide. Over the past four years, the survey response rate has been high at over 90%, with an engagement score (*8) of 82% for FY2025, which is a result of "good overall."

To ensure full commitment to improving employee engagement into the future, from FY2024 we have added engagement survey score as an ESG indicator for determining director and Audit & Supervisory Board members remuneration.

We will carry out the survey each year so that we can continue to recognize the issues faced by the Group. We will clarify fundamental issues through the results of surveys from each workplace, and follow a cycle of resolving the issues that need to be improved one by one by facilitating lively

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discussions in each workplace. We will improve employee engagement throughout the Group, aiming to achieve the growth of each individual and of our organization.

- *8 Percentage of people who chose positive responses (top 2 on a 5-point scale) from the choices for certain questions. As an indicator, “Sustainable Engagement” is used to measure employees’ empathy with the company’s philosophy and vision and their willingness to contribute to the achievement of the company’s goals. A high score indicates that the employee has a strong sense of initiative and enthusiasm for contribution.

Promoting the development of DX human resources

We are using digital technologies to accelerate innovation through the fusion of diverse people, expertise and technologies, and co-creation with our various stakeholders. The foundation that supports the promotion of DX across the Group consists of three pillars, which are Products and Services DX, Operations DX, and Human Resources DX, and the underlying secure, flexible, and robust IT infrastructure.

Within the Group, we categorize the DX human resources necessary for the evolution of Products and Services DX and Operations DX into three types—Hybrid talent, DX-utilizing talent, and IT specialists—and are strengthening development and recruitment. Hybrid talent, which forms the core of DX promotion, is human resources who possess both business skills and IT skills in each business domain, such as chemistry × IT and medical care × IT. They build new business models and business processes premised on digital and lead DX at business sites as promotion leaders. In addition, DX-utilizing talent targets all employees for development, and through improving operational efficiency using tools and data, will shift human resource capacity to more creative work. These DX promotion efforts are strongly supported by IT specialists through advanced IT technologies and skills.

In the development of human resources that form the foundation of DX promotion, management, HR, and IT departments work in collaboration to develop and deploy training programs covering a range of activities from fostering mindsets to hands-on follow-up toward producing results in actual work and practical training such as boot camps.

In recognition of our efforts in this area, we were selected again as one of the DX Stocks in the Digital Transformation Stock Selection 2026 program, hosted by the Ministry of Economy, Trade and Industry, the Tokyo Stock Exchange, and the Information-technology Promotion Agency, Japan, following 2025.

Going forward as well, through enhancing productivity and creativity by utilizing AI and data, we will contribute to creating customer experiences through innovative products and services and to resolving social issues.

(3) Capital investment

Capital investment amounts by business segment are as follows (figures are based on receipt of property, plant and equipment).

The total amount of capital investment carried out in the fiscal year ended March 31, 2026 was 506.9 billion yen.

(Billions of yen)

Segment	Fiscal year under review (130th Business Term)
Healthcare segment	426.3
Electronics segment	36.9
Business Innovation segment	25.4
Imaging segment	16.6
Corporate	1.8
Total	506.9

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(4) Funding

In June 2025, the Company raised 100.0 billion yen by issuing straight bonds as funds to be allocated to the repayment of borrowings.

(5) Issues to be addressed

On the occasion of our 90th anniversary, we established the Fujifilm Group's Purpose "Giving our world more smiles." Since our foundation, we have brought smiles to people's faces through our products and services based on our advanced and unique technologies. As we move towards our 100th anniversary and beyond, we remain committed to resolving social issues through all of our businesses, and each and every one of our employees will continue to challenge themselves with their aspirations to bring happy smiles to people around the world many times over. To achieve the Group Purpose, it is essential to: (1) develop new products and solutions, and invest in facilities to drive our sustainable business growth, (2) address Environmental, Social and Governance (ESG) issues to advance our efforts towards environmental sustainability, protection of human rights and ethical supply chain management, (3) invest in our people, implement innovations in developing our talent, enhance working conditions, and increase compensation standards as we focus on employee engagement and the full utilization of every employee's unique skills and capabilities, and (4) ensure shareholder returns and deliver value to a broad range of stakeholders. To generate profits to fund these activities, the Group will increase its earning power by focusing on strong businesses that ensure long-term competitive advantage, and evolve into an even more profitable company by pursuing both economic and social value. Furthermore, by reinvesting the profits earned in (1), (2), (3) and (4) above, we will create a sustainable positive cycle.

In August 2017, we established our long-term CSR plan Sustainable Value Plan 2030 (SVP2030). VISION2030, our medium-term management plan established in April 2024, is a concrete action plan to realize the goals of SVP2030. In VISION2030, we envision the ideal state of the Fujifilm Group in FY2030 as a collection of global top-tier businesses that further enhances the corporate value of the Group by promoting management that emphasizes profitability and capital efficiency, while changing the world one step at a time and creating value (more smiles) for various stakeholders. In FY2025, the second year of VISION2030, we achieved record highs for the fourth consecutive year in revenue, fifth consecutive year in operating income, and sixth consecutive year in net income attributable to FUJIFILM Holdings. We are making steady progress towards achieving VISION2030 by allocating funds secured through stronger portfolio management and cash flow management to capital expenditure in growth areas, primarily the bio CDMO and semiconductor materials businesses.

In FY2026, the global economy remained highly uncertain, reflecting various geopolitical factors, including the situations in Russia and Ukraine and Israel and Palestine, as well as growing concerns over a prolonged instability surrounding Iran. Other factors included volatility in energy markets, structural social shifts driven by the rapid advancement of artificial intelligence (AI), the rise of protectionist trade policies in various nations, and the tightening of resource security regarding rare earths and other critical resources. In Japan, while wage hikes and positive interest rates are gradually becoming the norm, the prolonged depreciation of the yen has led to surging raw material costs, forcing price revisions across numerous products. Under these circumstances, the Group will anticipate potential risks by maintaining a flexible and agile posture that quickly responds to various changes, as well as leverage our diverse business portfolio to improve the profitability of all businesses, promote stable cash generation, and evolve into a profitable

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company by accelerating business growth in the Healthcare and Electronics segments and intensifying our efforts to build a robust business platform that enables sustainable growth.

[Growth Strategy in the Healthcare Segment]

In the Healthcare segment, we will continue to provide products and services based on our proprietary AI technology, biotechnology and other cutting-edge technologies to resolve social issues in the medical field, such as enhancing QOL (quality of life) in an aging society and improving the medical environment in emerging countries. Through these efforts, we aim to increase revenue in the Healthcare segment in FY2026, exceeding ¥1 trillion in revenue for the third consecutive year following FY2024 and FY2025.

In the medical systems business, we will utilize AI and imaging technologies as the foundation for creating value, implementing them in medical devices and IT services, and expanding our offerings beyond diagnostics to include pre- and intraoperative support solutions, thereby creating new clinical value that only we can provide, while steadily expanding our recurring revenue businesses, such as services and consumables. Furthermore, our NURA health screening centers, which are geared towards emerging markets and have been released in five countries by the end of March 2026, have succeeded in providing consistent, high-quality checkups regardless of country or region, thanks to AI-powered diagnostic support as well as cutting-edge equipment such as CT scanners that feature our proprietary AI and deliver quality images by removing noise. We will continue to elevate the competitive advantage of the medical systems business through NURA, not only by providing value as a health screening business but also by incorporating the on-site challenges and latent needs identified through NURA's operations into the advancement of AI technology and new product development.

In the bio CDMO business, to meet the strong demand for antibody drugs, we launched a new large-scale manufacturing plant at our North Carolina site in the United States. In FY2025, following the capacity enhancement at our Denmark site in FY2024. The plant began operations of eight 20,000-liter mammalian cell culture bioreactors, representing the first phase investment. Contract manufacturing is steadily progressing in North Carolina, having concluded, among others, long-term manufacturing agreements with Janssen Supply Group, LLC, a Johnson & Johnson company, and Regeneron Pharmaceuticals, Inc. Against the backdrop of growing manufacturing demand in the U.S., we are working to bring forward the start of operations for the second phase of capital investments at this site. We will continue to focus on the operation of large-scale manufacturing facilities to expedite our business growth.

In the LS solutions business, the life sciences business provides to major pharmaceutical companies and biotech firms culture media, reagents, cells and various other products and services that support different development stages, ranging from basic research and manufacturing to safety and quality testing, with the aim of meeting clients' needs in the field of drug discovery support. In the pharmaceutical business, we will continue to expand the manufacturing and sales of antibacterial agents such as penicillin. In addition, in 2025, we have completed the construction of one of the largest bio CDMO plants in Japan by adaptively reusing our existing Toyama site, with operations scheduled to begin from FY2027. Together with the plant currently under construction on the adjacent site, at the new plant, we will establish a dual-use system capable of manufacturing biopharmaceuticals, such as antibody drugs and antibody-drug conjugates (ADCs), to meet customer needs during normal times, and mRNA vaccines and recombinant protein vaccines during pandemics. In the CRO business, we will expand our distinctive services, which make full use of, among others, evaluation technologies utilizing AI and iPS cells, both domestically and internationally by leveraging our proprietary peptide discovery technology as a core competency, primarily targeting customers engaged

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in the early stages of drug discovery, from basic research to non-clinical trials. In the consumer healthcare business, we will strengthen mail-order sales of our flagship brands, *ASTALIFT* (cosmetics) and *MetabARRIER* (supplements), and expand sales of *ASTALIFT MEN* (cosmetics for men) and *Hizatect* (foods with functional claims).

[Growth Strategy in the Electronics Segment]

In the Electronics segment, we will expand existing businesses and develop new businesses under the Electronics Strategy Headquarters through product portfolio establishment and strategy management on a customer application basis.

Demand has continued to grow in the semiconductor market, particularly for AI semiconductors. We expect that both miniaturization and higher integration in back-end processes will accelerate to improve semiconductor performance. To expedite the growth of our semiconductor materials business, we will leverage our strength in providing materials to nearly all stages in the semiconductor manufacturing process to offer one-stop solutions that help customers solve complex problems that cannot be addressed by a single material. Furthermore, by prioritizing local production, local consumption and “local support*2,” our proactive investments in sites in Japan, the U.S., Europe and Asia not only support our customers’ growth but also contribute to mitigating geopolitical risks, such as supply chain disruptions caused by conflicts. In addition, we are actively working to develop new markets, such as steadily preparing for local expansion in India, including the acquisition of land for manufacturing sites, as the semiconductor market is expected to grow there. Regarding our core product, photoresists, we presented the latest technologies for advanced photoresists, with a focus on next-generation EUV technology, at SPIE Advanced Lithography + Patterning 2026, an international conference on semiconductor-related technologies held in February 2026. Moreover, in April 2026, we announced the development of the world’s first PFAS-free negative-type ArF immersion resist. EUV, ArF and other new technologies have received high praise from customers, and the number of inquiries is steadily increasing. With respect to back-end materials, demand for polyimide films is anticipated to rise in response to the trend toward larger interposers and the growing need for the miniaturization of build-up substrates. Further, our CMP slurries that provide high-precision planarization during hybrid bonding, an advanced packaging process, are currently being evaluated. Multiple customers have voiced their high expectations regarding these materials. We have also begun full-scale sample assessments for advanced packaging, and efforts toward adoption are steadily growing.

In the AF materials business, we will maintain our strong market position of TAC products for displays and increase our share of materials for OLEDs. We will also leverage our technologies, such as data tape used in data centers—which are now being established worldwide due to increased demand for storage—the *Prescale* pressure measurement film used in the manufacturing process of semiconductors, displays, and other electronic devices, as well as polymers and photo acid generators for the growing semiconductor materials market, to expand the supply of differentiated products in the electronics sector.

*2 “Local support” refers to the support structure that enables customer issues to be addressed directly at local sites.

[Growth Strategy in the Business Innovation Segment]

In the Business Innovation segment, we began in FY2025 a full-scale adoption of AI for its application to devices and solutions, creating unique value as the industry’s sole solutions partner that covers all areas of printing, from office and commercial printing (analog/digital) to industrial printing. In light of changes in the business environment, we will thoroughly advance structural reforms while shifting management resources

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more rapidly toward growth areas to establish a foundation for sustainable growth.

In the business solutions business, we will promote AI and security as the growth drivers across ERP systems, IT, and operational domains, while offering solutions tailored to each customer's business stage, thereby boosting value we provide and expanding our recurring business model. In the ERP solutions domain, we acquired ETG Global Information Technology Services Inc. in March 2026 (renamed to FUJIFILM ETG Global Inc. in the same month) to boost our delivery framework for ERP systems with Microsoft Dynamics 365 as its backbone. Going forward, we will expand our business into Europe and North America to accelerate our global presence. With respect to the IT solutions domain, we have launched *IT Expert Services* to support the operation and management of IT infrastructure environment for small and medium-sized companies that lack IT resources. In the business solutions domain, we are offering *FUJIFILM IWpro*, a cloud service that supports the cloud migration of our customers' infrastructure, as well as their business process transformation and DX. Since launching the *FUJIFILM IWpro Intelligent Assistant* option in January 2025, we have been continuously enhancing its AI capabilities. In March 2026, we added an AI chat feature, offering new value to our customers.

In the office solutions business, amid a gradual decline in print volumes, we will focus on the A3 color field, where we have a leading market share, and work to strengthen our environmental initiatives and production base. In sales, we will maintain and improve profitability by shifting to a more efficient sales structure and aim to expand sales of MFPs in new markets by signing new agency contracts with major distributors in European countries and North America and by acquiring new OEM deals. In addition, as part of efforts to enhance services through the use of AI, we have started developing a new printing support feature that leverages Microsoft Copilot, Microsoft's generative AI assistant. This printing feature enhances the convenience of multifunction printers in Seven-Eleven convenience stores nationwide and we are aiming to launch it in FY2026. We will continue promoting initiatives that expand the services we offer with our multifunction printers through the use of AI and other digital technologies.

In the graphic communications business, we are responding to changing trends in the commercial and packaging printing markets. Amid the decline in large-lot analog printing and monochrome printing and the increasing demand for high-mix, small-lot printing and color printing, we will expand sales by leveraging our strong customer base, where we hold leading market shares in printing plates, digital printers and industrial printheads, and further accelerating the shift to digital. In December 2025, we launched *Revoria Press PC2120* in Japan as a flagship model for the high-end professional printing market. Regarding inkjet inks and printheads, we will improve profitability by reorganizing the production structure. In parallel, we will leverage our unique products and technologies, such as high-productivity and high-quality printheads, as well as the highly stable aqueous pigment dispersion technology, to expand our business in the growing digital commercial and packaging printing markets, as well as in new areas where we expect market expansion through the advancement of inkjet technology.

[Growth Strategy in the Imaging Segment]

In the consumer imaging business, we will continue to expand our user base by constantly introducing captivating new products, including *instax mini LiPlay+* (launched in November 2025), a hybrid instant camera that comes with an advanced version of a feature that combines sound and still images, and *instax mini Evo Cinema* (launched in January 2026), an instant camera that can take both videos (which users can "hand over" to others) and still images, and is equipped with the *Eras Dial* that recreates the appearance of footage from the 1930s to the current decade. In addition, we will continue to tap into new printing demand

[Translation: For reference only]

by further expanding sales of commercial photo printers and creating new touchpoints with younger generations through alliances across various industries.

In the professional imaging business, we aim to grow our fan base by enhancing the multi-brand digital camera strategy, centered around the *X Series* and the *GFX Series* of digital cameras featuring color reproduction optimized for digital imaging, to meet emerging demand for more than just smartphone photography. Furthermore, with the launch of *FUJIFILM GFX ETERNA 55* in October 2025, our first dedicated filmmaking camera, we have made a full-scale entry into the video production market. The camera's rich gradation and three-dimensional image expression have been well received both in Japan and internationally. In addition, we will promote new applications and expand sales areas for projectors and long-range surveillance cameras, while also proactively launching new solutions such as infrastructure inspection DX, utilizing the cutting-edge optical technology, image processing technology and AI.

[Translation: For reference only]

(6) Trends in assets and operating results

Category	127th Business Term Fiscal 2022	128th Business Term Fiscal 2023	129th Business Term Fiscal 2024	130th Business Term Fiscal 2025 (Current term)
Revenue (Millions of yen)	2,859,041	2,960,916	3,195,828	3,356,969
Operating income (Millions of yen)	273,079	276,725	330,155	350,210
Income before income taxes (Millions of yen)	282,224	317,288	340,594	366,629
Net income attributable to FUJIFILM Holdings (Millions of yen)	219,422	243,509	260,951	276,735
Basic net income attributable to FUJIFILM Holdings per share (Yen)	182.40	202.29	216.67	229.65
ROE (%)	8.3	8.2	8.0	7.7
ROIC (%)	6.1	5.6	5.9	5.5
Total assets (Millions of yen)	4,134,311	4,783,460	5,249,908	6,053,776
Total FUJIFILM Holdings shareholders' equity (Millions of yen)	2,763,145	3,169,247	3,348,480	3,839,550

- Notes: 1. The Consolidated Financial Statements of the Company are prepared in accordance with accounting principles generally accepted in the U.S.
2. Basic net income attributable to FUJIFILM Holdings per share is calculated based on the average number of shares for the period, which excludes the number of shares of treasury stock.
3. The Company implemented a 3-for-1 stock split of its common stock on April 1, 2024. "Basic net income attributable to FUJIFILM Holdings per share" is calculated on the assumption that the stock split was implemented at the beginning of the 127th Business Term.

(7) Significant subsidiaries (as of March 31, 2026)

Company name	Ratio of ownership (%)	Principal business
FUJIFILM Corporation	100	Oversight of business strategies of the Healthcare, Electronics and Imaging segments, and manufacturing and sales of related products and services
FUJIFILM Business Innovation Corp.	100	Oversight of business strategies of the Business Innovation segment, and manufacturing and sales of related products and services
FUJIFILM Wako Pure Chemical Corporation	100	Manufacturing and sales of reagents, chemical products, and clinical testing reagents
FUJIFILM Medical Co., Ltd.	100	Sales of medical diagnostic products and services
FUJIFILM Imaging Systems Co., Ltd.	100	Sales of photosensitive materials, digital cameras, etc., and provision of image and information services
FUJIFILM Business Innovation Japan Corp.	100	Sales of office MFPs and printers, solutions and services, etc.
FUJIFILM Graphic Solutions Corporation	100	Sales of printing equipment, etc.
FUJIFILM System Services Corp.	100	Family registry-related services, information processing services including various copying services
FUJIFILM Europe GmbH (Germany)	100	Oversight of sales strategies in the European region, and sales of medical diagnostic products and services, printing equipment, photosensitive materials, etc.
FUJIFILM Diosynth Biotechnologies Denmark ApS (Denmark)	100	Contract manufacturing and sales of biopharmaceuticals
FUJIFILM Manufacturing Europe B.V. (Netherlands)	100	Manufacturing of cell culture media, photosensitive materials, etc.

[Translation: For reference only]

Company name	Ratio of ownership (%)	Principal business
FUJIFILM North America Corporation (U.S.)	100	Sales of printing equipment, photosensitive materials, digital cameras, etc.
FUJIFILM Electronic Materials U.S.A., Inc. (U.S.)	100	Manufacturing and sales of electronic materials
FUJIFILM (China) Investment Co., Ltd. (China)	100	Oversight of sales strategies of the Healthcare, Electronics, and Imaging segments in China, and sales of medical diagnostic products, photosensitive materials, digital cameras, etc.
FUJIFILM Imaging Systems (Suzhou) Co., Ltd. (China)	100	Manufacturing of digital cameras, instant photo system devices, etc.
FUJIFILM Asia Pacific Pte. Ltd. (Singapore)	100	Oversight of sales strategies of the Healthcare, Electronics, and Imaging segments in the Asia-Pacific region, and manufacturing and sales of photosensitive materials, digital cameras, etc.
FUJIFILM Business Innovation Asia Pacific Pte. Ltd. (Singapore)	100	Oversight of business management of the Business Innovation segment in the Asia-Pacific region, and sales of office MFPs and printers, solutions and services, etc.
FUJIFILM Business Innovation Australia Pty Ltd (Australia)	100	Sales of office MFPs and printers, solutions and services, etc.
FUJIFILM Business Innovation (China) Corp. (China)	100	Sales of office MFPs and printers, solutions and services, etc.
FUJIFILM Manufacturing Shenzhen Corp. (China)	100	Manufacturing and sales of office MFPs and printers, etc.

- Notes: 1. The above ratio of ownership represents those of the Company or its subsidiaries.
2. The number of consolidated subsidiaries was 258, including the above 20 significant subsidiaries, and the number of companies accounted for by the equity method was 27.
3. The status of the specified wholly owned subsidiary as of March 31, 2026 was as follows:

Name of specified wholly owned subsidiary:	FUJIFILM Corporation
Address of specified wholly owned subsidiary:	26-30, Nishiazabu 2-chome, Minato-ku, Tokyo, Japan
Book value of shares of specified wholly owned subsidiary at the Company:	1,058,457 million yen
Amount of total assets of the Company:	2,159,749 million yen

The book value of shares of the specified wholly owned subsidiary at the Company and the amount of total assets of the Company are rounded down to the nearest unit.

(8) Principal business (as of March 31, 2026)

The principal business of the Fujifilm Group is the manufacturing and sales of, and the provision of services related to the products given below.

Segment	Main products and services
Healthcare segment	Equipment and materials for medical systems, contract development and manufacturing of biopharmaceuticals, drug discovery support such as cells, cell culture media and reagents, pharmaceuticals, cosmetics and supplements, etc.
Electronics segment	Semiconductor materials, display materials, industrial equipment, fine chemicals, etc.
Business Innovation segment	Solutions and services, digital MFPs, equipment and materials for graphic communication, inks and industrial inkjet printheads, etc.
Imaging segment	Instant photo systems, color films, color paper, services and equipment for photofinishing, digital cameras, optical devices, etc.

[Translation: For reference only]

(9) Significant Corporate Reorganization, etc.

Not applicable.

(10) Principal offices and plants (as of March 31, 2026)

(i) FUJIFILM Holdings Corporation

Nishiazabu Office	26-30, Nishiazabu 2-chome, Minato-ku, Tokyo, Japan
Tokyo Midtown Office	7-3, Akasaka 9-chome, Minato-ku, Tokyo, Japan

(ii) Subsidiaries

Office name (Location)	Major subsidiaries on the left
FUJIFILM Corporation Headquarters (Tokyo) Production sites (Kanagawa Pref. and Shizuoka Pref.) Research sites (Kanagawa Pref., Shizuoka Pref. and Saitama Pref.)	Subsidiaries in Japan FUJIFILM Wako Pure Chemical Corporation (Osaka) FUJIFILM Medical Co., Ltd. (Tokyo) FUJIFILM Imaging Systems Co., Ltd. (Tokyo)
	Overseas subsidiaries FUJIFILM Europe GmbH (Germany) FUJIFILM Diosynth Biotechnologies Denmark ApS (Denmark) FUJIFILM Manufacturing Europe B.V. (Netherlands) FUJIFILM North America Corporation (U.S.) FUJIFILM Electronic Materials U.S.A., Inc. (U.S.) FUJIFILM (China) Investment Co., Ltd. (China) FUJIFILM Imaging Systems (Suzhou) Co., Ltd. (China) FUJIFILM Asia Pacific Pte. Ltd. (Singapore)
FUJIFILM Business Innovation Corp. Headquarters (Tokyo) Research site (Kanagawa Pref.)	Subsidiaries in Japan FUJIFILM Business Innovation Japan Corp. (Tokyo) FUJIFILM Graphic Solutions Corporation (Tokyo) FUJIFILM System Services Corp. (Tokyo)
	Overseas subsidiaries FUJIFILM Business Innovation Asia Pacific Pte. Ltd. (Singapore) FUJIFILM Business Innovation Australia Pty Ltd (Australia) FUJIFILM Business Innovation (China) Corp. (China) FUJIFILM Manufacturing Shenzhen Corp. (China)

[Translation: For reference only]

(11) Status of employees (as of March 31, 2026)

Segment	Number of employees
Healthcare segment	22,772
Electronics segment	5,948
Business Innovation segment	33,916
Imaging segment	6,780
Corporate	4,110
Total	73,526

Note: The number of employees indicates the number of employees actually at work.

(12) Major creditors (as of March 31, 2026)

Creditor	Amount borrowed (Millions of yen)
Sumitomo Mitsui Banking Corporation	245,700

[Translation: For reference only]

2. Matters Relating to Shares of the Company (as of March 31, 2026)

(1) Total number of shares

Authorized: 2,400,000,000 shares

Issued: 1,243,877,184 shares

(2) Number of shareholders 225,646

(3) Top 10 shareholders

Name of shareholders	Number of shares held (Thousands of shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	220,813	18.3
Custody Bank of Japan, Ltd. (Trust Account)	75,883	6.2
STATE STREET BANK AND TRUST COMPANY 505001	41,163	3.4
Nippon Life Insurance Company	33,919	2.8
JP MORGAN CHASE BANK 385781	17,548	1.4
THE CHASE MANHATTAN BANK, N.A. LONDONSECS LENDING OMNIBUS ACCOUNT	16,114	1.3
STATE STREET BANK AND TRUST COMPANY 505103	14,885	1.2
MOXLEY & CO LLC	14,213	1.1
THE BANK OF NEW YORK MELLON 140042	13,165	1.0
GOVERNMENT OF NORWAY	12,868	1.0

Notes: 1. The Company holds 37,862,818 shares of treasury stock, but is excluded from the above shareholders. In addition, the above shares of treasury stock do not include the Company's shares held by the trust account relating to the medium-term performance-linked share-based remuneration.

2. The shareholding ratio is calculated based on the total number of issued shares deducting the number of shares of treasury stock (1,206,014,366 shares).

3. Number of shares held and shareholding ratio are rounded down to the nearest unit.

(4) Shares delivered during the fiscal year under review to officers of the Company as consideration for their execution of duties

Category of officers	Number of shares	Number of persons subject to delivery
Directors (excluding Outside Directors)	75,000	6
Outside Directors	7,500	5
Audit & Supervisory Board members	—	—

[Translation: For reference only]

3. Matters Relating to Corporate Officers

(1) Status of corporate officers

Status of directors and audit & supervisory board members (as of March 31, 2026)

Position and responsibility	Name	Significant Concurrent Positions
Chairman, Director & Board Chairman	Kenji Sukeno	Chairman & Director of FUJIFILM Corporation Director of FUJIFILM Business Innovation Corp. Outside Director of Isetan Mitsukoshi Holdings Ltd. Outside Director of Sumitomo Forestry Co., Ltd.
President, Representative Director & Chief Executive Officer	Teiichi Goto*	President, Representative Director & Chief Executive Officer of FUJIFILM Corporation Director of FUJIFILM Business Innovation Corp.
Directors	Masayuki Higuchi*	Director & Executive Vice President and General Manager of Corporate Planning Division of FUJIFILM Corporation Audit & Supervisory Board Member of FUJIFILM Business Innovation Corp.
	Naoki Hama	Corporate Vice President of FUJIFILM Corporation President, Representative Director & Chief Executive Officer of FUJIFILM Business Innovation Corp.
	Chisato Yoshizawa*	Director & Executive Vice President, General Manager of Corporate Communications Division and General Manager of ESG Division of FUJIFILM Corporation
	Yoji Ito	Director & Senior Vice President and General Manager of Electronic Strategy Headquarters of FUJIFILM Corporation
Outside Directors	Kunitaro Kitamura	Outside Director of ASAGAMI CORPORATION Outside Audit & Supervisory Board Member of OHBA CO., LTD.
	Makiko Eda	Managing Executive Officer of SUMITOMO CORPORATION
	Tsuyoshi Nagano	Outside Director of Central Japan Railway Company
	Ikuro Sugawara	Outside Director of Hitachi, Ltd.
Full-time Audit & Supervisory Board Members	Takako Suzuki	Outside Director of COSMO ENERGY HOLDINGS CO., LTD. Outside Director of Calbee, Inc.
	Motoko Kawasaki	Full-time Audit & Supervisory Board Member of FUJIFILM Corporation Outside Director who is an Audit and Supervisory Committee Member of TOKYO SEIMITSU CO., LTD.
Outside Audit & Supervisory Board Members	Tsumugu Ishigaki	Full-time Audit & Supervisory Board Member of FUJIFILM Corporation
	Masataka Mitsuhashi	Outside Director of Nippon Paint Holdings Co., Ltd. Outside Director who is an Audit and Supervisory Committee Member of Integral Corporation
	Yoshio Iteya	Partner of Anderson Mori & Tomotsune Outside Director who is an Audit and Supervisory Committee Member of Sumitomo Pharma Co., Ltd. Specially Appointed Professor at Hitotsubashi University School of Law

- Notes: 1. Mr. Tsuyoshi Nagano resigned as Chairman (Director) of Tokio Marine Holdings, Inc. at the close of the ordinary general meeting of shareholders of the said company held on June 23, 2025.
2. Mr. Ikuro Sugawara retired from the office of Outside Director of TOYOTA MOTOR CORPORATION at the close of the ordinary general meeting of shareholders of the said company held on June 12, 2025.
3. Ms. Takako Suzuki assumed the office of Outside Director of Calbee, Inc. as of June 25, 2025, and retired from office as Outside Director of KING JIM CO., LTD. at the close of the ordinary general meeting of shareholders of the said company held on September 18, 2025.
4. Mr. Tsumugu Ishigaki has been involved in accounting, corporate planning and audit operations for many years and possesses considerable insight into finance and accounting.

[Translation: For reference only]

5. Mr. Masataka Mitsuhashi is licensed as a certified public accountant and possesses considerable insight into finance and accounting.
6. Mr. Yoshio Iteya assumed the office of Outside Director who is an Audit and Supervisory Committee Member of Sumitomo Pharma Co., Ltd. as of June 26, 2025.
7. Corporate officers marked with an asterisk (*) are those who concurrently serve as Corporate Vice Presidents.

Reference:

The Company has adopted the Corporate Vice President system, under which Corporate Vice Presidents execute business in accordance with the basic management policies and strategies determined by the board of directors.

The name and responsibilities of Corporate Vice Presidents as of March 31, 2026 were as follows:

Position	Name	Responsibilities
President	Teiichi Goto	Group Chief Executive Officer (CEO)
Corporate Vice Presidents	Masayuki Higuchi	Chief Financial Officer (CFO) General Manager of Corporate Planning Division In charge of Accounting and Finance Division and Logistics
	Chisato Yoshizawa	General Manager of Corporate Communications Division and General Manager of ESG Division In charge of Global Audit Division and Brand Management
	Kazuhisa Horikiri	General Manager of Design Strategy Office
	Seigo Sugimoto	Chief Digital Officer (CDO) General Manager of ICT Strategy Division
	Yasushi Zama	General Manager of Human Resources Division In charge of Corporate General Administration Division
	Shuzo Takada	General Manager of Government Relations Division
	Atsushi Sakurai	General Manager of Legal Division
	Yasuhisa Tazawa	General Manager of Procurement & Equipment Manufacturing Division
	Naoko Sakuma	General Manager of Intellectual Property Division

As of April 1, 2026, Mr. Yutaka Yamaguchi was newly appointed as Corporate Vice President. The responsibilities of Mr. Yutaka Yamaguchi are as listed below. In addition, as of the same date, Mr. Yasuhisa Tazawa's responsibilities were changed as follows:

Position	Name	Responsibilities
Corporate Vice Presidents	Yasuhisa Tazawa	In charge of Procurement & Equipment Manufacturing
	Yutaka Yamaguchi	Deputy General Manager of Corporate Planning Division

(2) Summary of the liability limitation agreement

The Company has entered into an agreement with outside directors and audit & supervisory board members shown below to limit their liability for damages under Article 423, Paragraph 1 of the Companies Act, pursuant to Article 427, Paragraph 1 of the said Act. The liability for damages based on the agreement is limited to the minimum amount provided in Article 425, Paragraph 1 of the Companies Act.

Outside directors: Mr. Kunitaro Kitamura, Ms. Makiko Eda, Mr. Tsuyoshi Nagano, Mr. Ikuro Sugawara and Ms. Takako Suzuki

Full-time audit & supervisory board members: Ms. Motoko Kawasaki and Mr. Tsumugu Ishigaki

Outside audit & supervisory board members: Mr. Masataka Mitsuhashi and Mr. Yoshio Iteya

(3) Summary of the directors and officers liability insurance contract

The Company has entered into a directors and officers liability insurance contract with an insurance company pursuant to Article 430-3, Paragraph 1 of the Companies Act, which insures directors and audit & supervisory board members of the Company and its specified wholly owned subsidiary. Upon renewal of

[Translation: For reference only]

the contract in the fiscal year under review, the Company added the corporate vice presidents of the Company and its specified wholly owned subsidiary as insured persons. In the event that a claim for damages is brought by shareholders or third parties, etc., this insurance contract will cover damages such as legal damages and dispute costs that the insured will bear. However, the Company has measures in place to ensure that adequate execution of duties by the insured is not compromised, by excluding claims for damages arising from criminal acts by the insured and acts committed with the knowledge that they violate laws and regulations from such coverage. The entire insurance cost is borne by the Company and its specified wholly owned subsidiary.

(4) Remuneration, etc., for directors and audit & supervisory board members

1) Total remuneration, etc., for directors and audit & supervisory board members

(Total remuneration, etc., for directors and audit & supervisory board members for the fiscal year under review)

Subject of remuneration	Total amount of remuneration, etc. (Millions of yen)	Total amount of remuneration, etc. by type (Millions of yen)				Number of payees
		Performance-linked remuneration, etc.		Non-performance-linked remuneration, etc.		
		Monetary remuneration	Non-monetary remuneration, etc.	Monetary remuneration	Non-monetary remuneration, etc.	
		Medium-term performance-linked share-based remuneration		Fixed remuneration	Non-performance-linked share-based remuneration	
Directors [of which outside directors]	608 [101]	10 [-]	11 [-]	317 [76]	269 [24]	11 [5]
Audit & supervisory board members [of which outside audit & supervisory board members]	71 [28]	— [-]	— [-]	71 [28]	— [-]	4 [2]
Total [of which outside officers]	680 [129]	10 [-]	11 [-]	388 [105]	269 [24]	15 [7]

Notes: 1. As performance-linked remuneration, etc., the Company has introduced a medium-term performance-linked share-based remuneration plan for directors (excluding outside directors; the same shall apply hereinafter in Note 1). The details of the medium-term performance-linked share-based remuneration plan are as described in the following “(2) Matters relating to the policy on decisions on the content of remuneration, etc. for individual directors, (B) Summary of the Decision Policy, iii. Medium-term performance-linked share-based remuneration.” Under the medium-term performance-linked share-based remuneration plan, the Company’s shares of common stock and cash are paid for the period of three years beginning on the date of the Company’s Ordinary General Meeting of Shareholders in 2024 and each year thereafter, and ending on the date of the Company’s Ordinary General Meeting of Shareholders three years later (hereinafter, the “Service Period”), based on the number of points calculated according to factors such as the position, tenure, business performance for three consecutive fiscal years from the fiscal year beginning immediately before the start date of the relevant Service Period to the fiscal year ending immediately before the end of the relevant Service Period. The Company selected financial indicators including consolidated operating income, consolidated revenue and ROIC, as well as ESG indicators*, etc. and other factors for the medium-term performance-linked share-based remuneration plan as the basis for calculating the amount or number of the performance-linked remuneration, etc. under the assumption that this will lead to further clarifying the linkage between the remuneration of directors and the Company’s performance and share value, and to enhance the consciousness of directors to contribute to improving medium-term to long-term performance and increasing corporate value.

[Translation: For reference only]

- * Rate of CO₂ emissions reduction in energy used by the Company (Scope 1+2) and engagement score
2. As non-monetary remuneration, etc., (i) the Company will grant its shares of common stock to directors (excluding outside directors) under the medium-term performance-linked share-based remuneration plan. The details of the medium-term performance-linked share-based remuneration plan are as described in Note 1 above.
(ii) The Company has introduced a non-performance-linked share-based remuneration plan for directors including outside directors to enhance their consciousness to contribute to improving medium-to long-term performance and increasing corporate value. The details of the non-performance-linked share-based remuneration plan are as described in the following “2) Matters relating to the policy on decisions on the content of remuneration, etc. for individual directors, (B) Summary of the Decision Policy, iv. Non-performance-linked share-based remuneration.” The Company’s shares of common stock that are subject to provisions including those concerning a certain restriction period (the period from the day the shares are allotted until the day on which the director loses the position of director of the Company and other positions determined by the Board of Directors of the Company) and those concerning justifiable reasons for the Company to acquire the shares without contribution are granted under the said plan.
 3. The amount of remuneration, etc. under the medium-term performance-linked share-based remuneration plan and the non-performance-linked share-based remuneration plan is the amount corresponding to the fiscal year under review that is recorded on the non-consolidated statement of income.
 4. (i) The amount of remuneration, etc. for directors was resolved at the 128th Ordinary General Meeting of Shareholders held on June 27, 2024 to be 800 million yen or less per year (including 140 million yen or less for outside directors, but excluding the employee portion of salaries and bonuses for directors concurrently serving as employee). The number of directors as of the conclusion of said Ordinary General Meeting of Shareholders was ten (including four outside directors).
(ii) Separately from (i) above, the maximum amount of money (one contributed by the Company to fund the acquisition of the Company’s shares of common stock to be delivered as consideration for the execution of duties during each year of Service Periods) to be contributed by the Company to a trust established for the medium-term performance-linked share-based remuneration plan from the Company’s monetary contribution was resolved to be 500 million yen per year, and the maximum total number of points granted corresponding to the Company’s shares of common stock to be delivered as consideration for the execution of duties during each year of Service Periods was resolved to be 375,000 points, equivalent to 375,000 shares of the Company’s shares of common stock per year (outside directors are excluded from the payment) at the 128th Ordinary General Meeting of Shareholders held on June 27, 2024. The number of directors (excluding outside directors) as of the conclusion of said Ordinary General Meeting of Shareholders was six.
(iii) Separately from (i) and (ii) above, the total amount of monetary remuneration receivables to be paid as remuneration, etc. based on the non-performance-linked share-based remuneration plan was resolved at the 128th Ordinary General Meeting of Shareholders held on June 27, 2024 to be 1,100 million yen or less for each fiscal year (including 100 million yen or less for outside directors). The number of directors as of the conclusion of said Ordinary General Meeting of Shareholders was ten (including four outside directors).
 5. The amount of remuneration, etc. for audit & supervisory board members was resolved at the 128th Ordinary General Meeting of Shareholders held on June 27, 2024 to be 200 million yen or less per year. The number of audit & supervisory board members as of the conclusion of said Ordinary General Meeting of Shareholders was four (including two outside audit & supervisory board members).
 6. In addition to the above, the Company paid 118 million yen (to three persons) as the employee portion of salary and 40 million yen (to three persons) as the employee portion of bonuses to directors who concurrently serve as Corporate Vice President.
 7. Amounts shown above are rounded down to the nearest unit.

[Translation: For reference only]

2) Matters relating to the policy on decisions on the content of remuneration, etc. for individual directors

(A) Method of determining the policy on decisions on the content of remuneration, etc. for individual directors

The policy on decisions on the content of remuneration, etc. for individual directors (hereinafter, the “Decision Policy”) is determined by the board of directors after deliberations by the Nomination and Remuneration Advisory Committee, of which more than half the members are outside directors and one of whom serves as chairman.

(B) Summary of the Decision Policy (as of March 31, 2026)

The Company’s remuneration system is intended to function in part as an incentive that encourages directors to perform their expected roles and responsibilities appropriately. Remuneration, etc. for directors, excluding outside directors and non-executive directors (including the employee portion of salaries and the employee portion of bonuses of directors concurrently serving as Corporate Vice President), consists of fixed remuneration, short-term performance-linked remuneration, medium-term performance-linked share-based remuneration, and non-performance-linked share-based remuneration. The amount of remuneration, etc. is determined based on the position and performance evaluation of individual directors, with an allocation ratio for fixed remuneration, performance-linked remuneration, etc. (short-term performance-linked remuneration + medium-term performance-linked share-based remuneration), and non-performance-linked share-based remuneration of approximately 55%:15% (short-term performance-linked remuneration: 10%; medium-term performance-linked share-based remuneration: 5%): 30%. Meanwhile, remuneration, etc. for outside directors and non-executive directors consists of fixed remuneration and non-performance-linked share-based remuneration and the amount is based on their role and responsibilities. For directors who are non-domestic-residents, the Company may grant monetary remuneration equivalent to all or part of the medium-term performance-linked share-based remuneration and non-performance-linked share-based remuneration instead due to the legislation in the country of residence or other reasons.

i Fixed remuneration

Fixed remuneration is determined according to position, etc. and is paid on a regular basis.

ii Short-term performance-linked remuneration

Short-term performance-linked remuneration is paid at a specific timing each year as the employee portion of bonuses for directors who concurrently serve as Corporate Vice President. Short-term performance-linked remuneration is paid in an amount calculated based on performance-linked indicators. Here, consolidated revenue and consolidated operating income etc., which are the numerical targets for the Company’s short-term business management, are used as single-year performance-linked indicators, where the amount paid varies based on the achievement level of these indicators and/or in comparison with the previous fiscal year’s results within the range of 0% to 150% of the standard amount.

iii Medium-term performance-linked share-based remuneration

Medium-term performance-linked share-based remuneration is paid with adjustments made in a range of 0% to 150% relative to the number of basic shares to be paid according to the level of achievement of financial indicators, such as consolidated operating income, consolidated revenue, and ROIC and ESG indicators, etc. Shares equivalent to 50% of the adjusted number of shares are paid as medium-term performance-linked share-based remuneration. In addition, cash equivalent to the market value corresponding to 50% of such adjusted number of shares is also paid. The number of basic shares to be paid by position is stated in the regulations for medium-term performance-linked share-based remuneration, and is determined by the board of directors. This form of remuneration shall be granted after performance is finalized.

[Translation: For reference only]

iv Non-performance-linked share-based remuneration

Non-performance-linked share-based remuneration is paid based on the position of directors. The number of shares to be paid is stated in the regulations for non-performance share-based remuneration, and is determined by the board of directors. Shares are granted at a specific timing each year.

(C) Reasons the board of directors judged the content of remuneration, etc. for individual directors for the fiscal year under review to be in line with the Decision Policy

When deciding the content of remuneration, etc. for individual directors, the Nomination and Remuneration Advisory Committee considers the draft proposal from various perspectives, including the consistency with the Decision Policy, to ensure the objectivity and transparency of the decision-making process. The board of directors respects the report from the Committee and accordingly decides the content of remuneration, etc. Accordingly, the board of directors has judged that the content is in line with the Decision Policy.

[Translation: For reference only]

(5) Matters relating to outside directors and outside audit & supervisory board members

1) Significant concurrent positions at other companies and relationship between the Company and such companies

(A) Outside directors (as of March 31, 2026)

Name	Corporation, etc., in which the outside director concurrently holds a position	Details of concurrent positions	Relationship with the Company
Kunitaro Kitamura	ASAGAMI CORPORATION OHBA CO., LTD.	Outside Director Outside Audit & Supervisory Board Member	Not applicable
Makiko Eda	SUMITOMO CORPORATION	Managing Executive Officer	Not applicable
Tsuyoshi Nagano	Central Japan Railway Company	Outside Director	Not applicable
Ikuro Sugawara	Hitachi, Ltd.	Outside Director	Not applicable
Takako Suzuki	COSMO ENERGY HOLDINGS CO., LTD. Calbee, Inc.	Outside Director Outside Director	Not applicable

(B) Outside audit & supervisory board members (as of March 31, 2026)

Name	Corporation, etc., in which the outside audit & supervisory board member concurrently holds a position	Details of concurrent positions	Relationship with the Company
Masataka Mitsuhashi	Nippon Paint Holdings Co., Ltd. Integral Corporation	Outside Director Outside Director who is an Audit and Supervisory Committee Member	Not applicable
Yoshio Iteya	Anderson Mori & Tomotsune Sumitomo Pharma Co., Ltd. Hitotsubashi University School of Law	Partner Outside Director who is an Audit and Supervisory Committee Member Specially Appointed Professor	Not applicable

Note: The Company has designated outside directors Mr. Kunitaro Kitamura, Ms. Makiko Eda, Mr. Tsuyoshi Nagano, Mr. Ikuro Sugawara and Ms. Takako Suzuki, and outside audit & supervisory board members Mr. Masataka Mitsuhashi and Mr. Yoshio Iteya as independent directors and audit & supervisory board members, and has notified Tokyo Stock Exchange, Inc. of this designation.

[Translation: For reference only]

2) Principal activities

(A) Outside directors

Name	Attendance at board of directors meetings	Summary of the statements made and duties performed in the expected role
Kunitaro Kitamura	12/12	Mr. Kunitaro Kitamura sought explanations as necessary at board of directors meetings and provided advice as appropriate from the objective perspective based on his ample experience and wide range of knowledge as a manager of a financial institution group, in order to facilitate reasonable and adequate decision-making by the board of directors. In addition, he served as Chairman of the Nomination and Remuneration Advisory Committee, and led efforts to enhance transparency of the processes related to the succession plans of the CEO and other executives, as well as to remuneration for directors from an independent and objective standpoint.
Makiko Eda	12/12	Ms. Makiko Eda sought explanations as necessary at board of directors meetings and provided advice as appropriate from the objective perspective based on her ample experience and wide range of knowledge as a manager of a business corporation, Japan's representative of an international institution, and an executive of a trading company, in order to facilitate reasonable and adequate decision-making by the board of directors.
Tsuyoshi Nagano	12/12	Mr. Tsuyoshi Nagano sought explanations as necessary at board of directors meetings and provided advice as appropriate from the objective perspective based on his ample experience and wide range of knowledge as a manager of an insurance company, in order to facilitate reasonable and adequate decision-making by the board of directors. In addition, he actively provided advice on the Fujifilm Group's human resources strategy based on his ample experience. As a member of the Nomination and Remuneration Advisory Committee, he also contributed efforts to enhance transparency of the processes related to the succession plans of the CEO and other executives, as well as to remuneration for directors from an independent and objective standpoint.
Ikuro Sugawara	12/12	Mr. Ikuro Sugawara provided suggestions and advice for the Fujifilm Group's management from the objective perspective based on his ample experience and wide range of knowledge in policy planning and organizational management. In addition, he sought explanations as necessary at board of directors meetings and provided advice as appropriate in order to facilitate reasonable and adequate decision-making by the board of directors.
Takako Suzuki	12/12	Ms. Takako Suzuki provided suggestions and advice for the Fujifilm Group's management from the objective perspective based on her ample experience and wide range of knowledge as a manager of a consumer goods manufacturer. In addition, she sought explanations as necessary at board of directors meetings and provided advice as appropriate in order to facilitate reasonable and adequate decision-making by the board of directors. As a member of the Nomination and Remuneration Advisory Committee, she also contributed efforts to enhance transparency of the processes related to the succession plans of the CEO and other executives, as well as to remuneration for directors from an independent and objective standpoint.

[Translation: For reference only]

(B) Outside audit & supervisory board members

Name	Attendance at board of directors meetings	Attendance at audit & supervisory board meetings	Statements made
Masataka Mitsuhashi	12/12	16/16	Mr. Masataka Mitsuhashi appropriately furnished remarks at board of directors meetings from an objective perspective based on his ample experience and extensive knowledge as an accounting specialist. He furthermore sought explanations as necessary, and appropriately conducted audits regarding the execution of the duties of the directors by adequately asking questions and expressing opinions at audit & supervisory board meetings from his professional perspective as a certified public accountant.
Yoshio Iteya	12/12	16/16	Mr. Yoshio Iteya appropriately furnished remarks at board of directors meetings from an objective perspective based on his ample experience and extensive knowledge in the areas of international corporate legal affairs, risk management, and corporate governance which were cultivated over many years as an attorney at a major law firm. He furthermore sought explanations as necessary, and appropriately conducted audits regarding the execution of the duties of the directors by adequately asking questions and expressing opinions at audit & supervisory board meetings.

[Translation: For reference only]

4. Corporate Governance

(1) Key Points of the Corporate Governance Structure

Company structure

- Adopted the structure of a company with an Audit & Supervisory Board.
- Established the Nomination and Remuneration Advisory Committee as an arbitrary advisory body to the Board of Directors.

Board of Directors

- Set the number of directors at 12 or less, of which at least one-third shall be independent outside directors.
- The chairman shall be a director who does not concurrently serve as corporate vice president, and who is appointed by resolution of the Board of Directors.
- Set the terms of office of directors at one year to further clarify the mission and responsibilities of directors.

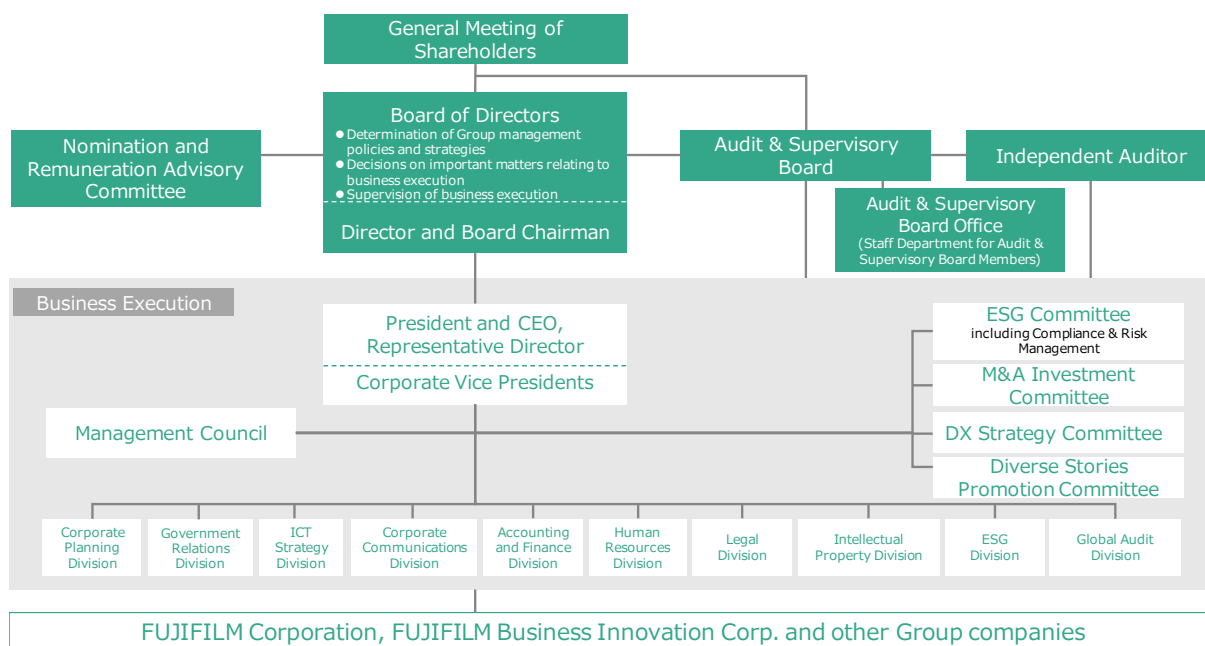
Audit & Supervisory Board

- Set the number of Audit & Supervisory Board members at 5 or less, of which at least half shall be independent outside Audit & Supervisory Board members.
- Established an Audit & Supervisory Board Office (a staff department for Audit & Supervisory Board members) to enhance the audit functions of Audit & Supervisory Board members.

Nomination and Remuneration Advisory Committee

- Composed of three or more members appointed from among the directors by resolution of the Board of Directors, of whom the majority shall be independent outside directors.
- The chairman shall be an independent outside director.

(2) The Company's Corporate Governance Structure Chart



[Translation: For reference only]

(3) Roles and Activities of Committees, etc.

Nomination and Remuneration Advisory Committee

As an advisory body to the Board of Directors, the Nomination and Remuneration Advisory Committee deliberates on the CEO, Director and Board Chairman, directors and Audit & Supervisory Board members succession plans and the basic policies and procedures for director remuneration, and related matters, and reports the content of its deliberations to the Board of Directors. The status of activities is described in “(4) Activities of Nomination and Remuneration Advisory Committee.”

ESG Committee

The ESG Committee deliberates and decides on important matters related to ESG (Environmental, Social and Governance) for the Fujifilm Group. The committee also conducts reviews and promotes appropriate measures from a Group-wide perspective with regard to important risks facing each Group company.

M&A Investment Committee

The M&A Investment Committee selects M&A projects that align with Group-wide management strategy and business strategy, and holds discussions to ensure M&As are conducted through the proper processes with appropriate schemes and at appropriate prices. The committee also checks on the progress of post-merger integration.

DX Strategy Committee

The Company established the DX Strategy Committee as the highest decision-making body involved in promoting DX throughout the Fujifilm Group. The Company’s President serves as chairman and the CDO (Chief Digital Officer) as vice-chairman.

Diverse Stories Promotion Committee

The Diverse Stories Promotion Committee plans and implements measures related to the Fujifilm Group’s diversity, equity and inclusion activities, and also checks the progress of these measures. The committee, chaired by the Company’s President, plays a central role in introducing and reviewing systems and schemes for the Group’s diversity, equity and inclusion activities, and developing activities necessary to foster workplace culture.

(4) Activities of Nomination and Remuneration Advisory Committee

The Nomination and Remuneration Advisory Committee convenes at least once a year, in principle, to deliberate on the CEO, Director and Board Chairman, directors and Audit & Supervisory Board members succession plans and the basic policies and procedures for director remuneration, and related matters, and reports the content of its deliberations to the Board of Directors.

As of March 31, 2026, the Committee has five members as follows:

Chairman: Kunitaro Kitamura (Outside Director)

Committee members: Tsuyoshi Nagano (Outside Director), Takako Suzuki (Outside Director), Kenji Sukeno (Director and Board Chairman), Teiichi Goto (President, Representative Director & Chief Executive Officer)

Note: As of January 21, 2026, succession plans for the Director and Board Chairman as well as for directors and Audit & Supervisory Board members were added to the matters for deliberation by this Committee. In addition, as of the same date, Ms. Takako Suzuki and Mr. Teiichi Goto were appointed as members of this Committee.

The Committee convened three times in the fiscal year under review to deliberate the following matters. All Committee members attended each meeting.

[Translation: For reference only]

- Deliberations on the CEO, Director and Board Chairman, directors and Audit & Supervisory Board members succession plans
- Deliberation on remuneration to directors and Audit & Supervisory Board members (evaluation and amount)

(5) Evaluation of the effectiveness of the Board of Directors

The Company's Corporate Governance Guidelines stipulate the roles and responsibilities of the Board of Directors as to make decisions on basic management policies, strategies, and key matters pertaining to business execution, as well as to supervise business execution.

To ensure the effectiveness of the Board of Directors, we conduct evaluations and hear opinions from each director and Audit & Supervisory Board member. The Board of Directors then deliberates on the analyses, evaluations, and improvement measures, and discloses the results on the "Corporate Governance" page in "About Us" of the Company's website.

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

[Translation: For reference only]

5. Status of Independent Auditor

(1) Name KPMG AZSA LLC

(2) Amount of remuneration, etc.

	Amount paid
(i) Amount of remuneration, etc. payable by the Company for the services defined in Article 2, Paragraph 1 of the Certified Public Accountants Act	370 million yen
(ii) Total amount of cash and other financial benefits payable by the Company and its subsidiaries to the Independent Auditor	1,000 million yen

- Notes: 1. The Audit & Supervisory Board conducted necessary verification on the appropriateness of the content of the audit plan of the Independent Auditor, the status of execution of its duties, the basis for calculating the estimate for its remuneration, etc., and accordingly gave consent to the remuneration, etc., for the Independent Auditor pursuant to Article 399, Paragraph 1 of the Companies Act.
2. Because the audit contract between the Company and the Independent Auditor does not distinguish the amount of audit fees for audits based on the Companies Act and those for audits based on the Financial Instruments and Exchange Act, the amount shown in (i) above represents total amount of remuneration, etc. for both of these auditing services.
3. Amounts paid shown above are rounded down to the nearest unit.
4. The Company pays the Independent Auditor for advisory services related to “preparation services of comfort letters relating to issuance of straight bonds,” in addition to the services provided for in Article 2, Paragraph 1 of the Certified Public Accountants Act.
5. Of the Company’s significant subsidiaries, FUJIFILM Europe GmbH and nine other overseas subsidiaries are subject to audits (limited to audits pursuant to the Companies Act or the Financial Instruments and Exchange Act of Japan (including foreign laws and regulations equivalent thereto)) by certified public accountants or audit firms (including those with equivalent foreign qualification) other than the Company’s Independent Auditor.

(3) Policy for decisions on dismissal or non-reappointment of the Independent Auditor

- The Audit & Supervisory Board dismisses the Independent Auditor by the unanimous consent of the Audit & Supervisory Board members when it has found that the Independent Auditor falls under any of the items of Article 340, Paragraph 1 of the Companies Act.
- The Audit & Supervisory Board considers the dismissal or non-reappointment of the Independent Auditor if the Board deems that the Independent Auditor has difficulty to properly perform its duties, or that there is any doubt about reliability or eligibility as an independent auditor due to such situation as violation of laws and regulations, offense against public order and morality, breach of audit contract, or imposition of disciplinary action by regulatory authorities, etc. If the Audit & Supervisory Board determines that the Independent Auditor should be dismissed or not reappointed as a result of the consideration, it determines details of a proposal for such dismissal or non-reappointment to be submitted to a general meeting of shareholders. The Board of Directors submits a proposal for the dismissal or non-reappointment to the general meeting of shareholders based on such decision by the Audit & Supervisory Board.

[Translation: For reference only]

CONSOLIDATED BALANCE SHEETS

(As of March 31, 2026)

(Amount Unit: Millions of yen)

Item	Amount	Item	Amount
ASSETS		LIABILITIES	
Current assets:		Current liabilities:	
Cash and cash equivalents	170,553	Short-term debt	287,913
Notes and accounts receivable:		Notes and accounts payable:	
Trade	742,721	Trade	291,296
Lease receivable	31,750	Construction	97,154
Affiliated companies	2,737	Affiliated companies	1,399
Allowance for credit losses	(14,693)	Accrued income taxes	53,202
Inventories	600,796	Accrued liabilities	280,017
Prepaid expenses and other	185,169	Short-term operating lease liabilities	36,549
Total current assets	1,719,033	Other current liabilities	210,742
		Total current liabilities	1,258,272
Investments and long-term receivables:		Non-current liabilities:	
Investments in and advances to affiliated companies	37,617	Long-term debt	607,034
Investment securities	43,672	Accrued pension and severance costs	25,515
Long-term lease receivables	49,181	Long-term operating lease liabilities	95,517
Other long-term receivables	76,831	Deferred income taxes	128,442
Allowance for credit losses	(1,511)	Other non-current liabilities	94,611
Total investments and long-term receivables	205,790	Total non-current liabilities	951,119
		Total liabilities	2,209,391
Property, plant and equipment:		EQUITY	
Land	121,419	FUJIFILM Holdings shareholders' equity:	
Buildings and structures	1,173,654	Capital	40,363
Machinery, equipment and others	1,989,906	Common stock, without par value:	
Construction in progress	979,735	Authorized: 2,400,000,000 shares	
Less accumulated depreciation	(1,956,406)	Issued: 1,243,877,184 shares	
Total property, plant and equipment	2,308,308	Retained earnings	3,117,407
		Accumulated other comprehensive income	736,167
Other assets:		Treasury stock, at cost	(54,387)
Operating lease right-of-use assets	130,157	As of March 31, 2026:	
Goodwill, net	997,068	38,547,368 shares	
Other intangible assets, net	151,175	Total FUJIFILM Holdings shareholders' equity	3,839,550
Deferred income taxes	41,210	Noncontrolling interests	4,835
Other	501,035	Total equity	3,844,385
Total other assets	1,820,645	Total liabilities and equity	6,053,776
Total assets	6,053,776		

Note: The number of shares of treasury stock includes 684,550 shares of the Company held by the trust account related to the medium-term performance-linked share-based remuneration.

[Translation: For reference only]

CONSOLIDATED STATEMENTS OF INCOME

(From: April 1, 2025)
(To: March 31, 2026)

(Amount Unit: Millions of yen)

Item	Amount	
Revenue		3,356,969
Cost of sales		1,987,457
Gross profit		1,369,512
Operating expenses:		
Selling, general and administrative	861,512	
Research and development	157,790	1,019,302
Operating income		350,210
Other income (expenses):		
Interest and dividend income	11,222	
Interest expense	(4,993)	
Foreign exchange gains (losses), net	(3,730)	
Gains (losses) on equity securities, net	(714)	
Other, net	14,634	16,419
Income before income taxes		366,629
Income taxes		
Current	80,713	
Deferred	10,548	91,261
Equity in net earnings (losses) of affiliated companies		1,929
Net income		277,297
Less: Net (income) loss attributable to the noncontrolling interests		(562)
Net income attributable to FUJIFILM Holdings		276,735

[Translation: For reference only]

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

(From: April 1, 2025)
(To: March 31, 2026)

(Amount Unit: Millions of yen)

	Common stock	Additional paid-in capital	Retained earnings	Accumulated other comprehensive income (loss)	Treasury stock	FUJIFILM Holdings shareholders' equity	Non-controlling interests	Total equity
Balance at April 1, 2025	40,363	–	2,930,151	433,047	(55,081)	3,348,480	4,202	3,352,682
Comprehensive income:								
Net income			276,735			276,735	562	277,297
Foreign currency translation adjustments				260,210		260,210	261	260,471
Pension liability adjustments				42,875		42,875		42,875
Change in net unrealized losses on derivatives				35		35		35
Net comprehensive income						579,855	823	580,678
Purchases of treasury stock					(11)	(11)		(11)
Sales of treasury stock		694			705	1,399		1,399
Dividends paid to FUJIFILM Holdings shareholders			(90,396)			(90,396)		(90,396)
Dividends paid to noncontrolling interests							(332)	(332)
Share-based payment transactions		223				223		223
Transfer from additional paid-in capital to retained earnings		(917)	917			–		–
Equity transactions with noncontrolling interests and other							142	142
Balance at March 31, 2026	40,363	–	3,117,407	736,167	(54,387)	3,839,550	4,835	3,844,385

[Translation: For reference only]

NON-CONSOLIDATED BALANCE SHEETS

(As of March 31, 2026)

(Amount Unit: Millions of yen)

Item	Amount	Item	Amount
ASSETS		LIABILITIES	
Current assets:		Current liabilities:	
Cash on hand and in banks	556	Current portion of bonds	10,000
Accounts receivable - trade	1,963	Current portion of long-term debt	25,000
Accounts receivable - other	11,234	Accounts payable - other	8,935
Short-term loans receivable	843,900	Short-term debt	475,956
Other current assets	1,922	Accrued expenses	11,129
Total current assets	859,576	Accrued income taxes	2,788
		Other current liabilities	397
Fixed assets:		Total current liabilities	534,206
Property, plant and equipment:			
Buildings	510	Non-current liabilities:	
Structures	3	Bonds	380,000
Machinery and equipment	37	Long-term debt	220,000
Equipment	404	Other non-current liabilities	254
Construction in progress	3	Total non-current liabilities	600,254
Total property, plant and equipment	959		
		Total liabilities	1,134,461
Intangible assets		NET ASSETS	
Software	9,057	Shareholders' equity	
Other intangible assets, net	1	Common stock	40,363
Total intangible assets	9,059	Capital surplus	
		Additional paid-in capital	63,636
Investments and other assets		Other capital surplus	3,799
Investment securities	19,910	Total capital surplus	67,435
Investment in affiliated companies	1,261,677	Retained earnings	
Deferred income taxes	4,842	Legal reserve	10,090
Other investments	3,732	Other retained earnings	
Allowance for doubtful receivables	(8)	General reserve	900,000
Total investments and other assets	1,290,154	Retained earnings brought forward	54,205
		Total retained earnings	964,296
Total fixed assets	1,300,173	Treasury stock	(55,612)
Total assets	2,159,749	Total shareholders' equity	1,016,482
		Valuation and translation adjustments:	
		Valuation difference on available-for-sale securities	7,302
		Stock acquisition rights	1,502
		Total net assets	1,025,287
		Total liabilities and net assets	2,159,749

[Translation: For reference only]

NON-CONSOLIDATED STATEMENTS OF INCOME

(From: April 1, 2025)
(To: March 31, 2026)

(Amount Unit: Millions of yen)

Item	Amount	
Operating revenue		46,064
Operating costs		21,354
Gross profit		24,710
Selling, general and administrative expenses		23,527
Operating income		1,182
Other income		
Interest income	7,227	
Dividend income	1,200	
Gain on sale of investment securities	17,223	
Miscellaneous income	270	25,922
Other expenses		
Interest expense	7,337	
Donations	26	
Bond issuance costs	211	
Miscellaneous expense	602	8,177
Ordinary income		18,927
Extraordinary income		
Gain on reversal of stock acquisition rights	7	7
Extraordinary losses		
Losses on disposal of fixed assets	256	256
Net income before income taxes		18,677
Current income taxes	4,225	
Deferred income taxes	332	4,558
Net income		14,119

[Translation: For reference only]

NON-CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

(From: April 1, 2025)
(To: March 31, 2026)

(Amount Unit: Millions of yen)

	Shareholders' equity									Valuation and translation adjustments	Stock acquisition rights	Total net assets
	Common stock	Capital surplus			Retained earnings			Treasury stock	Total shareholders' equity			
		Additional paid-in capital	Other capital surplus	Total capital surplus	Legal reserve	Other retained earnings (Note)	Total retained earnings					
Balance at April 1, 2025	40,363	63,636	3,110	66,746	10,090	1,024,488	1,034,579	(56,310)	1,085,378	15,157	1,666	1,102,203
Changes in the term												
Dividends from surplus						(84,401)	(84,401)		(84,401)			(84,401)
Net income						14,119	14,119		14,119			14,119
Purchase of treasury stock								(11)	(11)			(11)
Disposal of treasury stock			688	688				709	1,398			1,398
Net change of items other than shareholders' equity										(7,855)	(164)	(8,019)
Total changes in the term	-	-	688	688	-	(70,282)	(70,282)	698	(68,895)	(7,855)	(164)	(76,915)
Balance at March 31, 2026	40,363	63,636	3,799	67,435	10,090	954,205	964,296	(55,612)	1,016,482	7,302	1,502	1,025,287

Note: Breakdown of other retained earnings

	General reserve	Retained earnings brought forward	Total other retained earnings
Balance at April 1, 2025	900,000	124,488	1,024,488
Changes in the term			
Dividends from surplus		(84,401)	(84,401)
Net income		14,119	14,119
Total changes in the term	-	(70,282)	(70,282)
Balance at March 31, 2026	900,000	54,205	954,205

[Translation: For reference only]

Independent Auditor's Report

To the Board of Directors of FUJIFILM Holdings Co., Ltd.:

Opinion

We have audited the consolidated financial statements, which comprise the consolidated balance sheet, the consolidated statement of income, the consolidated statement of changes in equity and the related notes of FUJIFILM Holdings Co., Ltd. (“the Company”) and its consolidated subsidiaries (collectively referred to as “the Group”), as at March 31, 2026 and for the year from April 1, 2025 to March 31, 2026 in accordance with Article 444-4 of the Companies Act.

In our opinion, the consolidated financial statements referred to above, pursuant to the accounting standards, which omit certain disclosure items required under the accounting principles generally accepted in the United States of America (hereinafter “U.S. GAAP”) in accordance with the provision of second sentence of Article 120, Paragraph 1 of the Regulation on Corporate Accounting of Japan as applied mutatis mutandis pursuant to Article 120-3, Paragraph 3 of the said Regulations, present fairly, in all material respects, the consolidated financial position and the results of operations of the Group for the period, for which the consolidated financial statements were prepared.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements public interest entities in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and presentation of the other information. Audit & Supervisory Board Members and Audit & Supervisory Board are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and Audit & Supervisory Board Members and Audit & Supervisory Board for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with U.S. GAAP, and for such internal control as management determines is

[Translation: For reference only]

necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with U.S. GAAP and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Audit & Supervisory Board Members and Audit & Supervisory Board are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the consolidated financial statements are in accordance with U.S. GAAP, the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purpose of the group audit. We remain solely responsible for our audit opinion.

[Translation: For reference only]

We communicate with Audit & Supervisory Board Members and Audit & Supervisory Board regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide Audit & Supervisory Board Members and Audit & Supervisory Board with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Company and its subsidiaries which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Hirofuka Tanaka
Designated Engagement Partner
Certified Public Accountant

Yusuke Matsumoto
Designated Engagement Partner
Certified Public Accountant

Yusuke Okamoto
Designated Engagement Partner
Certified Public Accountant

KPMG AZSA LLC
Tokyo Office, Japan
May 22, 2026

[Translation: For reference only]

Independent Auditor's Report

To the Board of Directors of FUJIFILM Holdings Co., Ltd.:

Opinion

We have audited the financial statements, which comprise the balance sheet, the statement of income, the statement of changes in equity and the related notes, and the accompanying supplementary schedules (“the financial statements and others”) of FUJIFILM Holdings Co., Ltd. (“the Company”) as at March 31, 2026 and for the year from April 1, 2025 to March 31, 2026 in accordance with Article 436-2-1 of the Companies Act.

In our opinion, the financial statements and others referred to above present fairly, in all material respects, the financial position and the results of operations of the Company for the period, for which the financial statements and others were prepared, in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements and others* section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements public interest entities in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and presentation of the other information. Audit & Supervisory Board Members and Audit & Supervisory Board are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the financial statements and others does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements and others, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and others or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and Audit & Supervisory Board Members and Audit & Supervisory Board for the Financial Statements and others

Management is responsible for the preparation and fair presentation of the financial statements and others in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of financial statements and others that are free from material misstatement, whether due to fraud or error.

[Translation: For reference only]

In preparing the financial statements and others, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Audit & Supervisory Board Members and Audit & Supervisory Board are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements and others

Our objectives are to obtain reasonable assurance about whether the financial statements and others as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements and others.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements and others, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and others or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the financial statements and others are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the financial statements and others, including the disclosures, and whether the financial statements and others represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with Audit & Supervisory Board Members and Audit & Supervisory Board regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide Audit & Supervisory Board Members and Audit & Supervisory Board with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

[Translation: For reference only]

Interest required to be disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Hiroataka Tanaka
Designated Engagement Partner
Certified Public Accountant

Yusuke Matsumoto
Designated Engagement Partner
Certified Public Accountant

Yusuke Okamoto
Designated Engagement Partner
Certified Public Accountant

KPMG AZSA LLC
Tokyo Office, Japan
May 22, 2026

[Translation: For reference only]

Audit & Supervisory Board's Audit Report

Audit Report

In regard to the directors' performance of their duties for the 130th business year from April 1, 2025 to March 31, 2026, the audit & supervisory board has prepared this Audit Report after deliberations, as unanimous opinion of all audit & supervisory board members based on the audit reports prepared by each audit & supervisory board member and reports as follows:

1. Method and Contents of Audits by the Audit & Supervisory Board Members and the Audit & Supervisory Board
 - (1) The audit & supervisory board determined the audit policies and the audit plan, etc. and received reports from each audit & supervisory board member regarding the implementation status and results of their audits, in addition to which it received reports from the directors, etc. and the independent auditor regarding the status of the performance of their duties and requested explanations as necessary.
 - (2) In compliance with the audit & supervisory board member audit standards established by the audit & supervisory board and in accordance with the audit policies and the audit plan, etc., each audit & supervisory board member communicated with the directors, the internal audit department, and other employees, etc., endeavored to gather information and develop the audit environment, and conducted audits using the following methods.
 - (i) The audit & supervisory board members attended meetings of the board of directors and other important meetings, received reports from directors and employees, etc. regarding the status of the performance of their duties, requested explanations as necessary, viewed important decision-making documents, etc., and inspected the status of operations and assets. Additionally, in regard to subsidiaries, the audit & supervisory board members communicated and exchanged information with the directors and audit & supervisory board members, etc. of subsidiaries and received reports on business from subsidiaries as necessary.
 - (ii) In regard to the content of resolutions of the board of directors regarding the development of systems to ensure that the directors' performance of their duties complies with laws, regulations, and the articles of incorporation and other systems provided for in Article 100, paragraph (1) and paragraph (3) of the Ordinance for Enforcement of the Companies Act as systems necessary to ensure the appropriateness of operations of the corporate group composed of a stock company and its subsidiaries, as well as the systems developed pursuant to those resolutions (i.e., internal control systems) stated in the business report, the audit & supervisory board members periodically received reports from directors and employees, etc. regarding the status of the establishment and operation of those systems and as necessary requested explanations and expressed opinions in regard thereto.
 - (iii) In regard to the basic policies provided for in Article 118, item (iii)(a) of the Ordinance for Enforcement of the Companies Act, the efforts provided for in item (iii)(b) of that article, each as stated in the business report, the audit & supervisory board members considered the contents thereof taking into account matters such as the status of deliberations at meetings of the board of directors and other deliberations.
 - (iv) The audit & supervisory board members oversaw and verified whether the independent auditor maintained an independent position and conducted an appropriate audit, received reports from the independent auditor on the status of the performance of its duties, and requested explanations as necessary. Additionally, the audit & supervisory board members received notification from the independent auditor that, in accordance with the "Quality Control Standards for Audits" (Business Accounting Council), etc., it had developed systems in order to ensure that its duties are appropriately performed (i.e., notification of the matters stated in the items of Article 131 of the Ordinance on Accounting of Companies) and requested explanations as necessary.

Using the methods above, the audit & supervisory board examined the business report, the supplementary schedules thereto, the accounting documents (i.e., the balance sheets, statements of income, statements of changes in equity, and notes to financial statements), the supplementary schedules to the accounting documents, and the consolidated accounting documents (i.e., the consolidated balance sheets, consolidated statements of income, consolidated statements of changes in equity, and notes to consolidated financial statements) for the business year.

[Translation: For reference only]

2. Audit Results

(1) Results of audit of business report, etc.

- (i) We find that the business report and the supplementary schedules thereto accurately present the status of the company in accordance with laws, regulations, and the articles of incorporation.
- (ii) We do not find any misconduct nor any material fact constituting a violation of any law, regulation, or the articles of incorporation in relation to the directors' performance of their duties.
- (iii) We find the content of the resolutions of the board of directors regarding internal control systems to be reasonable. Additionally, we do not find any matters that should be commented upon in regard to the statements in the business report or the directors' performance of their duties relating to the internal control systems.
- (iv) We do not find any matters that should be commented upon in regard to the basic policy regarding persons who control the determination of financial and business policies of the company stated in the business report.

(2) Results of audit of accounting documents and supplementary schedules thereto

We find the methods and results of the audit by the independent auditor, KPMG AZSA LLC, to be reasonable.

(3) Results of audit of consolidated accounting documents

We find the methods and results of the audit by the independent auditor, KPMG AZSA LLC, to be reasonable.

May 22, 2026

Audit & Supervisory Board of FUJIFILM Holdings Corporation

Full-time Audit & Supervisory Board Member
Motoko Kawasaki (Seal)

Full-time Audit & Supervisory Board Member
Tsumugu Ishigaki (Seal)

Audit & Supervisory Board Member
Masataka Mitsuhashi (Seal)

Audit & Supervisory Board Member
Yoshio Iteya (Seal)

Note: Audit & supervisory board members Mr. Masataka Mitsuhashi and Mr. Yoshio Iteya are outside audit & supervisory board members defined by Article 2, Item 16 and Article 335, Paragraph 3 of the Companies Act.