

## Sources of Innovation

The sources of innovation within the Fujifilm Group for creating corporate value are its technological capabilities, corporate culture, human resources, brand and global network. All of these elements are essential for responding to the needs and expectations of society and maintaining its trust.



### Technological Capabilities

The Fujifilm Group has been cultivating world-leading technological capabilities and accumulating base technologies supporting each business in the field of photography, which is built on the accumulation of diverse advanced proprietary technologies. By leveraging its base technologies, the Group hones its proprietary core technologies for accumulating sustainable competitive advantages and combines them, thereby providing a range of innovative products and services.



### Corporate Culture

Anchored by an open, fair and clear corporate culture, we create new value by boldly taking up challenges, aiming to remain a corporate entity that is trusted and needed by society.



### Human Resources

We focus our efforts on developing human resources who take change as an opportunity to achieve growth, take on challenges and create change daily. We also aim to create an organization with a high level of employee engagement that permits diverse human resources to fully demonstrate their capabilities. Each individual employee supports the growth of the Fujifilm Group.

**FUJIFILM**  
Value from Innovation

### Brand

We have been improving the recognition and value of the Fujifilm brand by continuing to create groundbreaking products and services through innovation while enabling our advanced proprietary technologies cultivated in the field of photography to evolve. The brand has led to our high competitiveness in the global market.



### Global Network

We began to export our products in 1938, four years after our founding. We established a sales company in Brazil in 1958 and subsequently expanded overseas aggressively, achieving growth as a global company. We established regional management companies to accelerate decision-making and enhance business management functions. This has enabled the collection of information in each country or region in a timely manner, the planning of strategies adapted to the local region, and cooperation with local companies in research and development, production, marketing, sales and other aspects of business.

**Open Innovation Hub**  
Total number of visitors and corporate visitors  
(Cumulative total for three Open Innovation Hubs in Japan, the United States and Europe as of March 31, 2022)

Approx. **23,000** participants  
Approx. **4,300** companies

Creating open innovation globally from Open Innovation Hubs in Japan, the United States and Europe  
Note: Please see P. 61 for details.

**Number of consolidated employees in FY2021**  
(As of March 31, 2022)

**75,474** employees

**Worldwide brand recognition**  
(According to our survey)

**96%**

Conducting the NEVER STOP global branding campaign worldwide, widely promoting the Fujifilm Group's broad business domains and corporate stance of consistently taking on challenges

**Consolidated subsidiaries**  
(As of March 31, 2022)

**280** companies

Established regional management companies at major locations in Europe, the United States, China and Southeast Asia

**Number of open innovations with companies and organizations in Japan and other countries in FY2021**

Approx. **300** cases

**Total number of products certified as Green Value Products that contribute to the reduction of environmental impact**  
(As of March 31, 2022)

**203** products

Products certified under the Green Value Products Certification Program



**Number of visitors to the FUJIFILM SQUARE, a multipurpose showroom, in FY2021**

**More than 250,000**

Contributing to the development of a photography culture and the spiritual wealth of people

FUJIFILM SQUARE official website



**Number of patents owned**

**53,894** patents

Japan: 24,589 patents  
Overseas: 29,305 patents  
(Combined holdings of FUJIFILM Corporation and FUJIFILM Business Innovation Corp. as of March 31, 2022)

**"Chemical Industry Competitiveness Ranking 2021" conducted by Patent Result Co., Ltd.**

**1<sup>st</sup>** in the chemical industry

Ranked 1st for 11 consecutive years since 2012  
Note: Please see P. 64 for details.

**Data science-related training course participants for the acceleration of DX**  
(As of August 31, 2022)

Approx. **52,700** participants

including approx. 40,700 participants in the DX Literacy Course intended for Fujifilm Group employees in Japan and approx. 7,000 participants in the course helping people pass the IT Passport Japanese national examination

**Total number of employees who have participated in e-learning program "FUJIFILM Corporate Movie," which was rolled out to the Fujifilm Group employees worldwide**  
(As of March 31, 2022)

**65,609** participants

Offered in 22 languages to promote understanding and penetration of the Fujifilm Group's future vision—what we strive to become