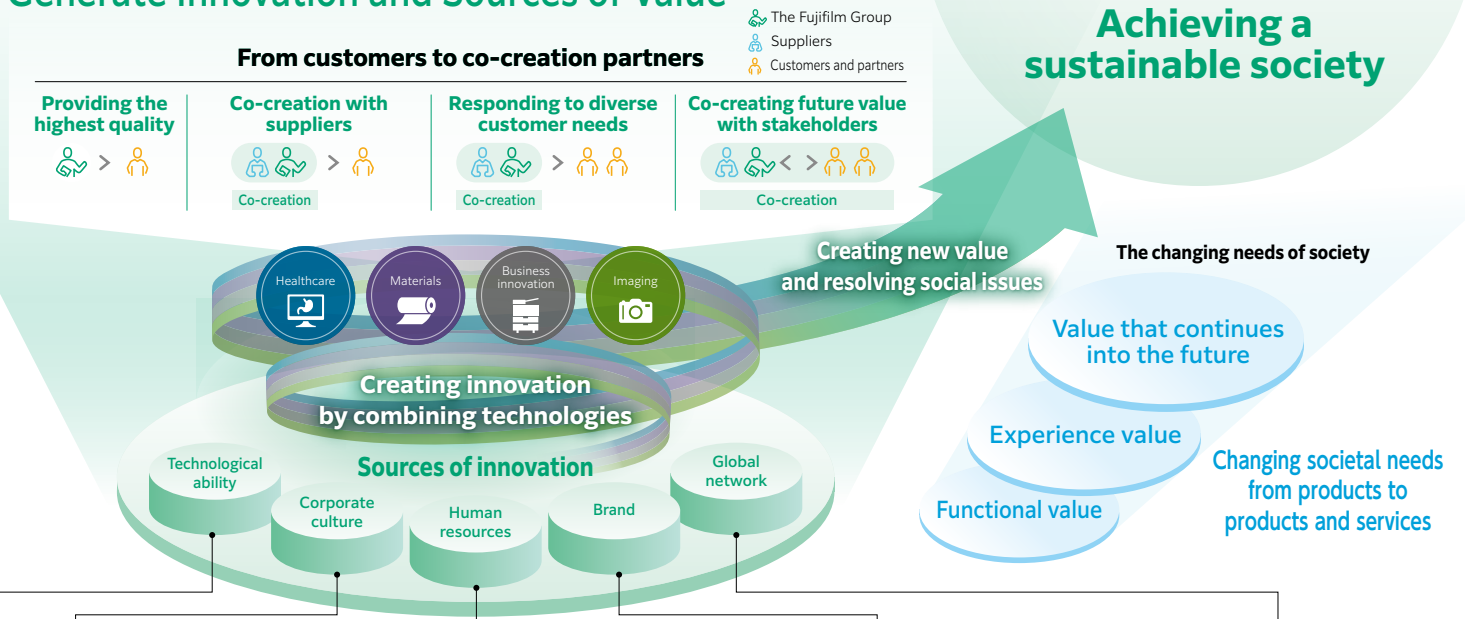


Frameworks to Continue to Generate Innovation and Sources of Value

Through constant innovation the Fujifilm Group has provided top-quality products and services that meet the changing needs of society. We are also working with stakeholders, including suppliers and partners, to jointly create value for the future while identifying not only current needs but also potential ones.



Technological capabilities

Accumulation of base technologies

In the field of photography, which consists of the accumulation of a wide variety of advanced and proprietary technologies, we cultivate world-class technological capabilities and accumulate base technologies that support each business.

Improvement of core technologies

Based on our base technologies, we are refining our core technologies to build a sustainable competitive advantage.

Fusion of multiple technologies

By combining base and core technologies, we provide a variety of innovative products and services.

- ▶ p.13 Evolution of Innovation
- ▶ p.16 The Fujifilm Group's Proprietary Technologies
- ▶ p.45 R&D Strategies
- ▶ p.50 Intellectual Property Strategy

Corporate culture

An open, fair and clear corporate culture

Based on our corporate culture of "open, fair and clear," we aim to continue to be a company that is trusted and needed by society by creating new value through brave challenges.

"Open, fair and clear" is the basis for all activities of the Fujifilm Group, and is an essential element for sustainable growth and medium- to long-term enhancement of corporate value.

- ▶ p.5 The Fujifilm Group's Commitment
- ▶ p.56 Human Resources Strategy
- ▶ p.75 Diversity, Job Satisfaction, and Occupational Health and Safety

Human resources

Fostering human resources that see change as an opportunity for growth

We see change as an opportunity for growth and are focusing on developing human resources who take on challenges and create change on a daily basis.

High level of employee engagement

We are promoting the creation of 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.

- ▶ p.56 Human Resources Strategy
- ▶ p.75 Diversity, Job Satisfaction, and Occupational Health and Safety

Brand

Cultivating the brand through continuous provision of innovative products and services

The Fujifilm Group has cultivated the Fujifilm brand by providing innovative products and services and confronting social issues head-on while evolving the advanced and proprietary technologies it has developed in the field of photography. Raising the value of the Fujifilm brand leads to a high level of recognition worldwide.

- ▶ p.13 Evolution of Innovation
- ▶ p.62 Co-Creating Value with Stakeholders

Global network

Proactive overseas expansion since our founding

We began exporting in 1938, four years after our founding. We established a sales company in Brazil in 1958. Since then, we have actively expanded our business overseas and grown as a global company.

Strengthening business management functions through cooperation with regional management companies

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.

- ▶ p.23 Overview of Our Businesses
- ▶ p.62 Co-Creating Value with Stakeholders