



Second Foundation and New Business Development

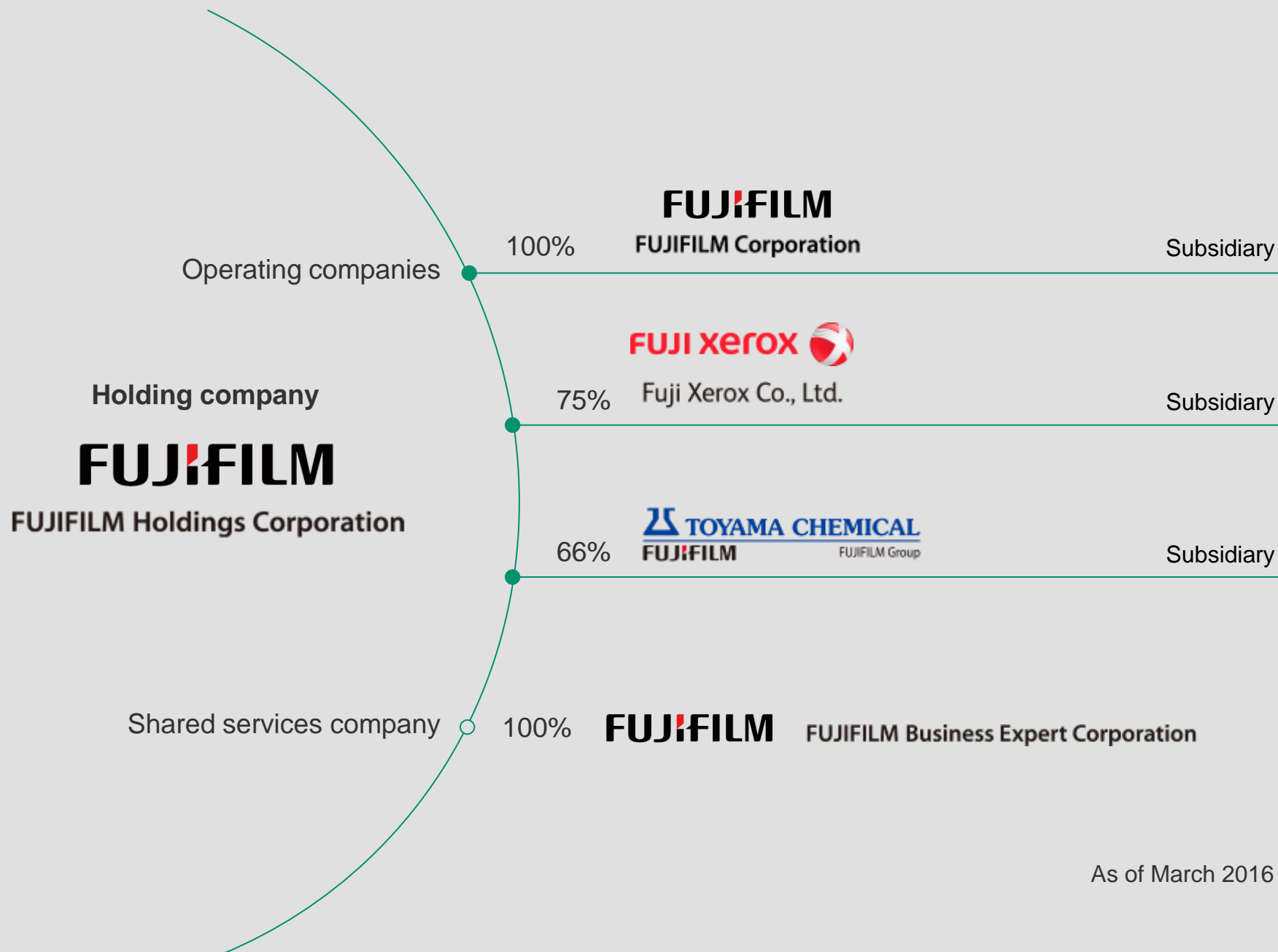
27th Oct. 2016

FUJIFIM Holdings Corporation

Naoto Yanagihara

Establishment	1934	
Chairman and CEO	Shigetaka Komori	
President and COO	Kenji Sukeno	
Consolidated revenue	Fiscal year ended March 31, 2016: \$24.9 billion	Fiscal year ended March 31, 2017 (forecast): \$25.5 billion 1US \$=110yen
Consolidated operating income	Fiscal year ended March 31, 2016: \$1.9 billion	Fiscal year ended March 31, 2017 (forecast): \$2.2 billion 1US \$=110yen
Consolidated No. of employees	78,150 (As of March 2016)	
Consolidated No. of group companies	271 (As of March 2016)	

Group companies

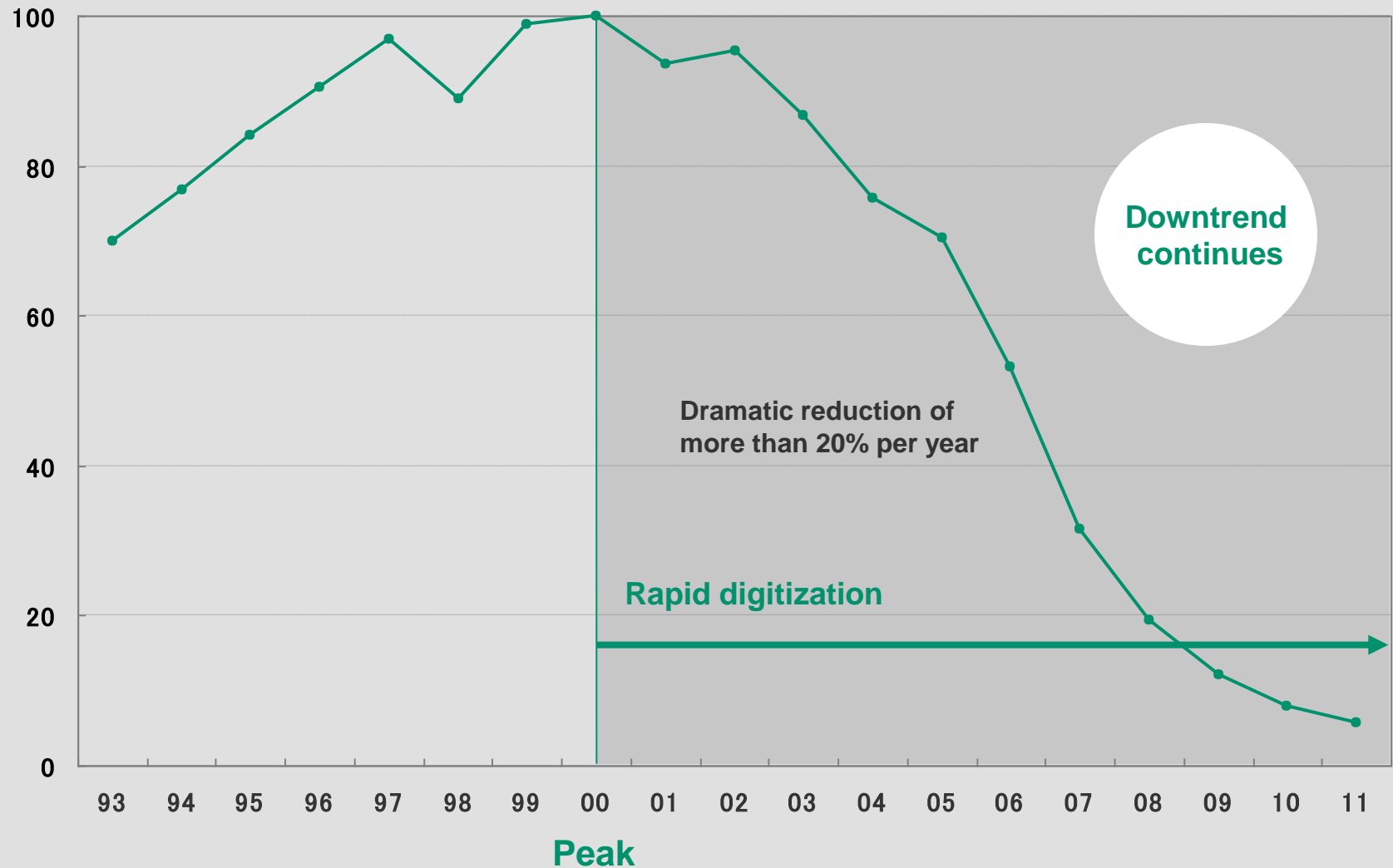


From Fuji Photo Film to Fujifilm

Second Foundation

Global Demand Trend for Color Photo Film

Index of 100 based on an average demand of color photo film in 2000



For the world that FUJIFILM has aspired,



At Fujifilm, we are continuously innovating —
creating new technologies, products and services
that inspire and excite people everywhere.

Our goal is to empower the potential and expand
the horizons of tomorrow's businesses and lifestyles.

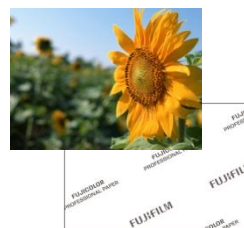
FUJIFILM Holdings Corporation



Office document-
related business

Photography-
related business

Photo imaging



Digital cameras



Optical devices



Industrial
materials



Industrial purpose/
Life sciences-related business

Pharmaceuticals



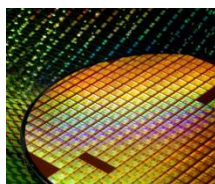
Life sciences



Recording
media



Electronic
materials



Flat panel
display materials



Graphic systems



Medical systems

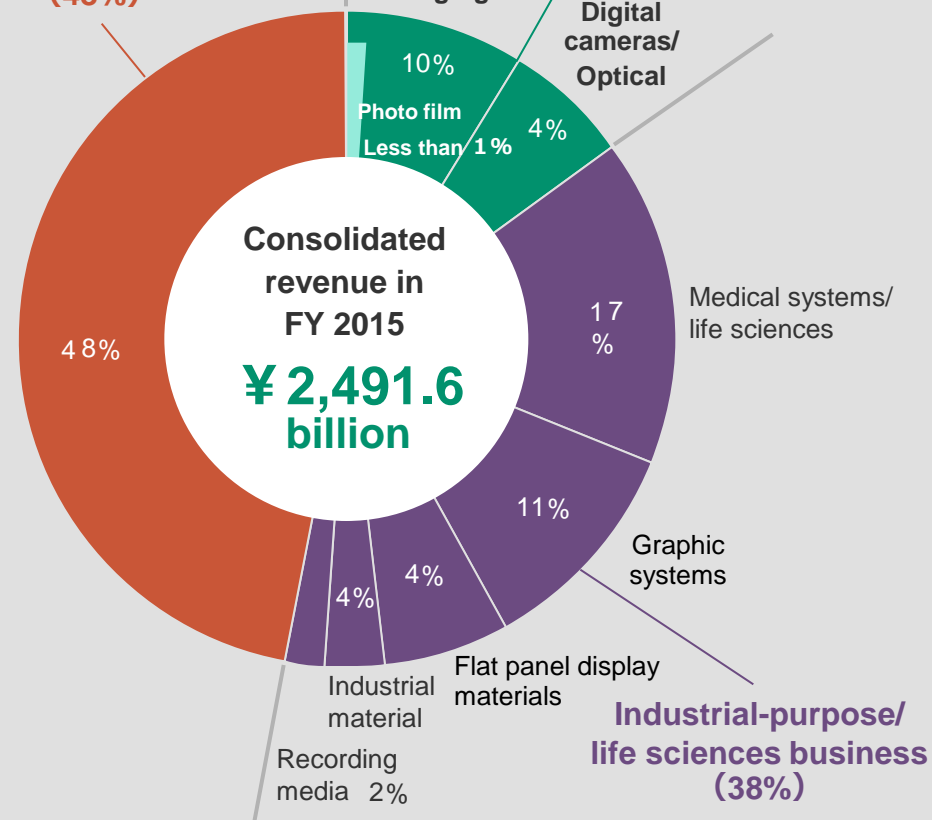
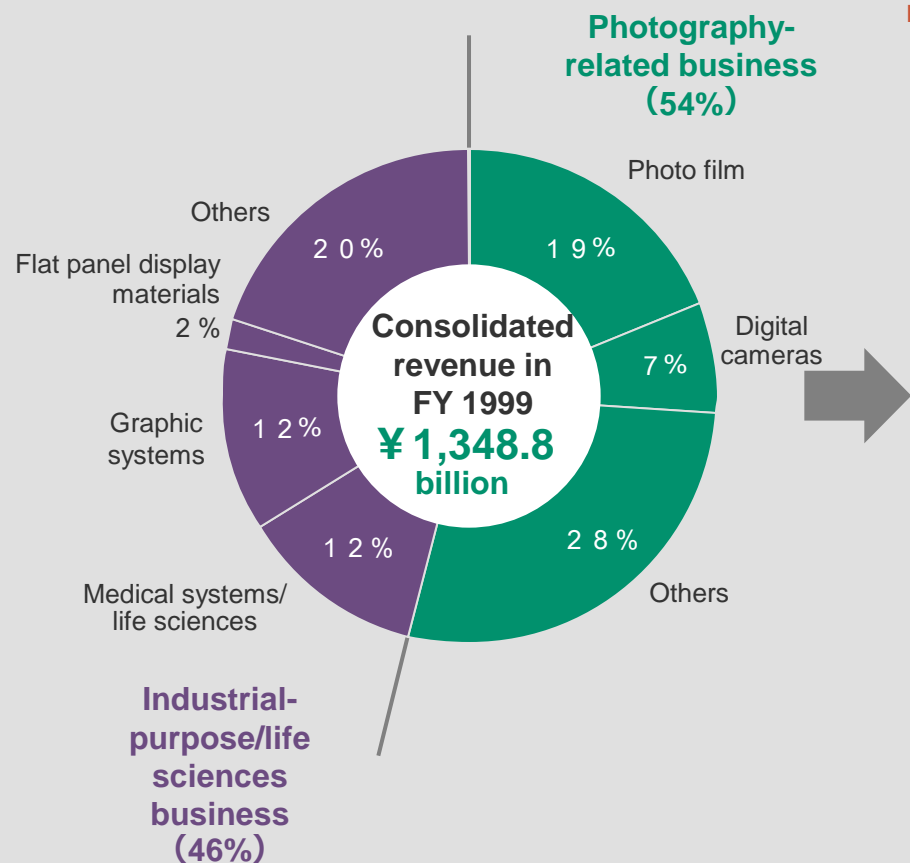


Change in business structure



Office document-
related business
(48%)

Photography-
related business
(14%)



Increasing new/growth business

Formulation of new growth strategies

Fujifilm's Technologies in Four-Quadrants



Three keys to determine priority businesses

Is it a **growing market**?

Do we have the **technology** to be applied in this area?

Can we be **competitive** in this area?

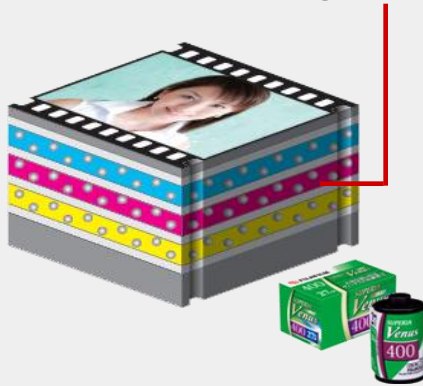
Creation of New Business through the Combination of Conventional Technologies

Silver-halide photographic film

Cosmetics and nutritional supplements

Study of collagen

Half of photographic film consists of collagen



Technology to **make the best use** of the material based on our total understanding on it

70% of skin derma consists of collagen

Control of active oxygen

Discoloration is caused by active oxygen



25 years later



Deoxidized



Non-deoxidized

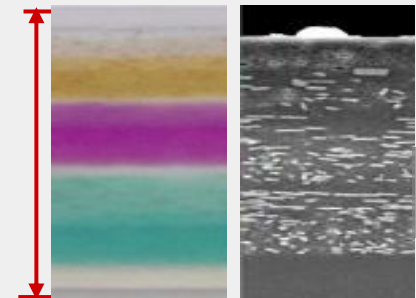
Technology to **prevent oxidation**

Helps reduce spots and other aging signs from appearing

Proprietary nano technologies

Control of minute particles

Cross-section of photographic film

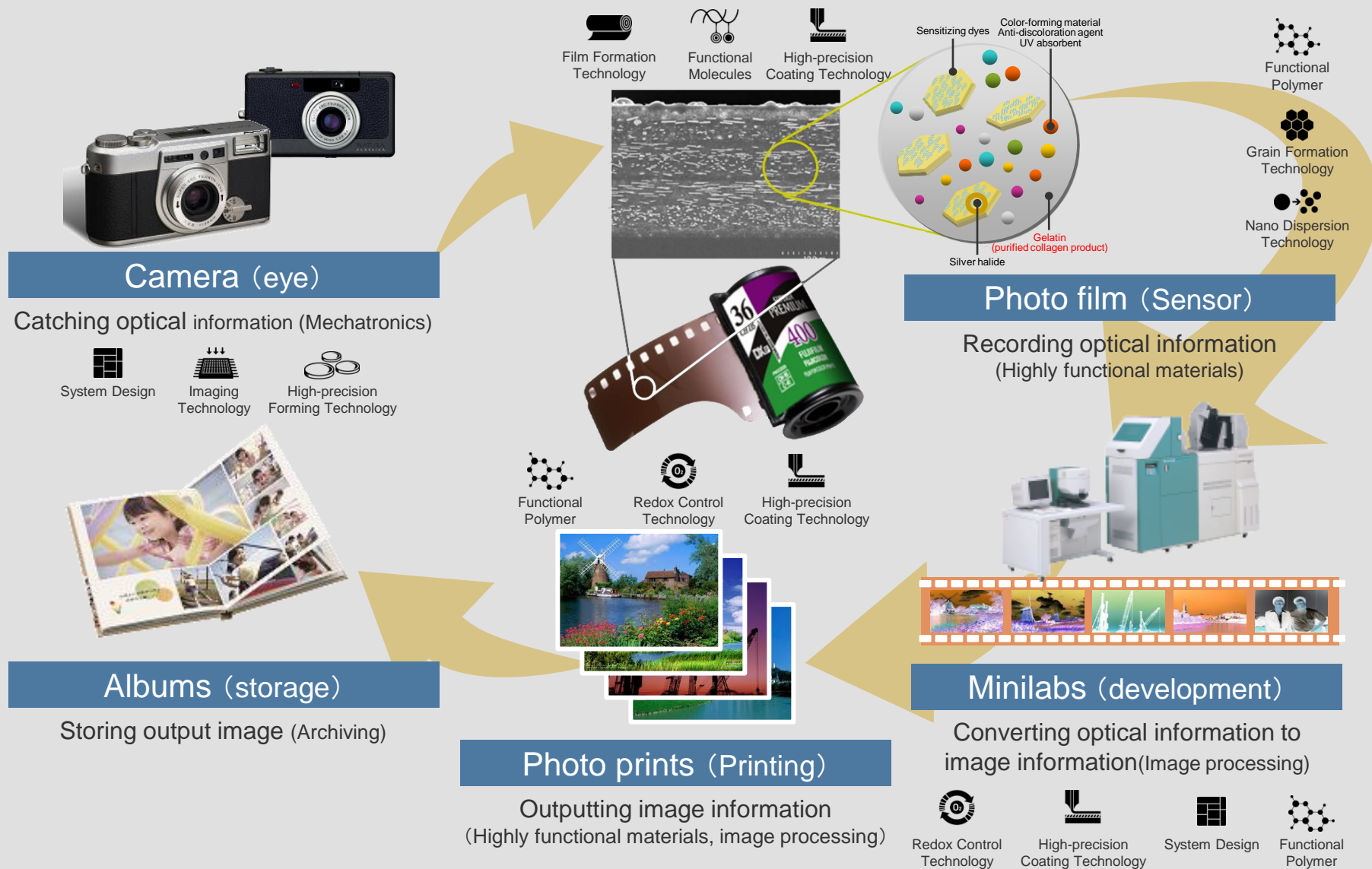


20/1000mm
=20μm

Technologies that **nanosize** desired ingredients, combining them into an effective formula and **deliver them to specific areas in a stable condition**

Promotes permeation and absorption of ingredients

Silver halide photographs is an accumulation of various technologies



Technological advantage of FUJIFILM

A development example of core technology(1)

Imaging Technology



Fundamental
Technologies

Materials
Chemistry

Imaging

Optics

Analysis

Biochemistry

Mechanical
Design

Production
System

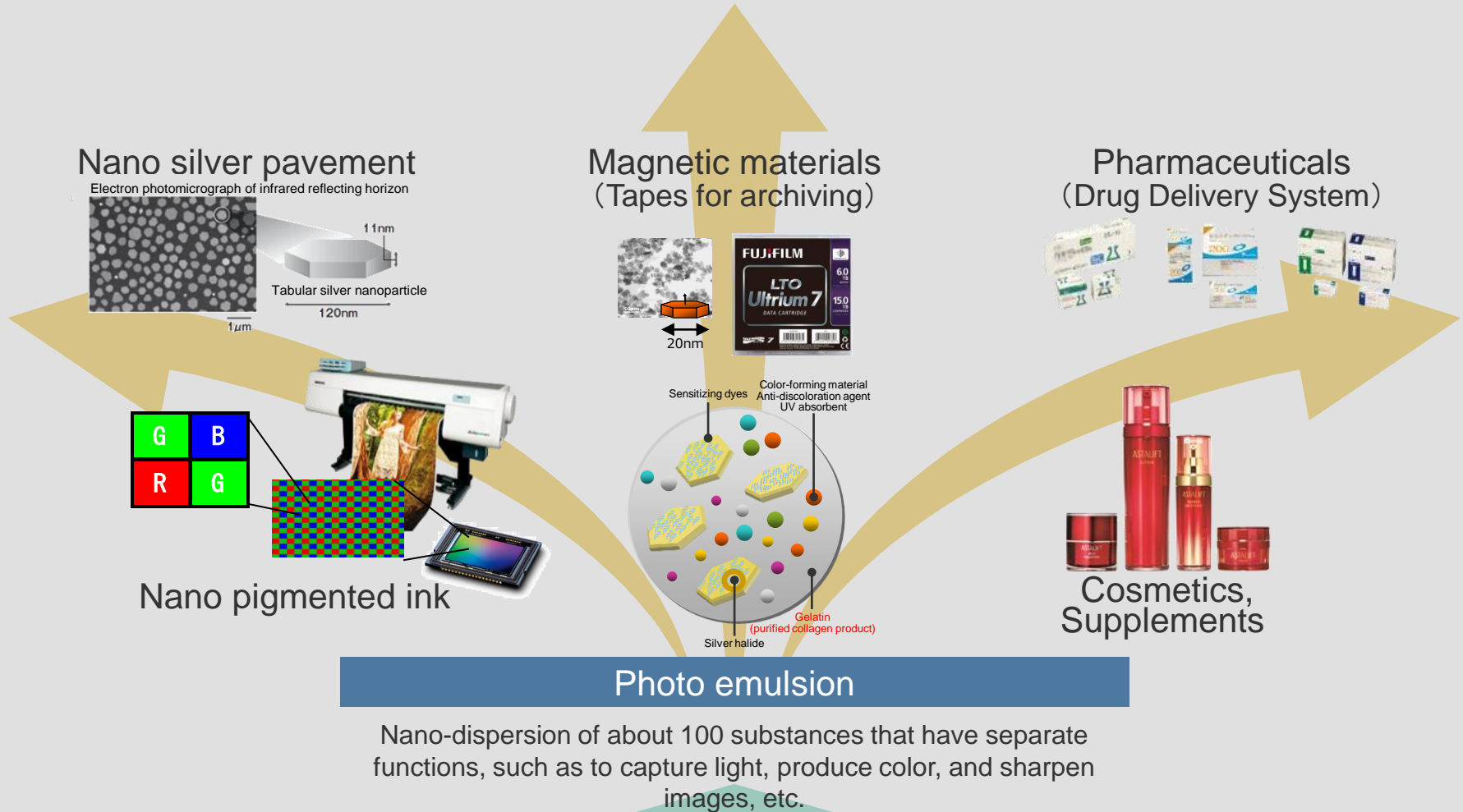
Software

Electrics,
Electronics

Technological advantage of FUJIFILM

A development example of core technology (2)

Nano Dispersion Technology



Fundamental
Technologies

Materials
Chemistry

Imaging

Optics

Analysis

Biochemistry

Mechanical
Design

Production
System

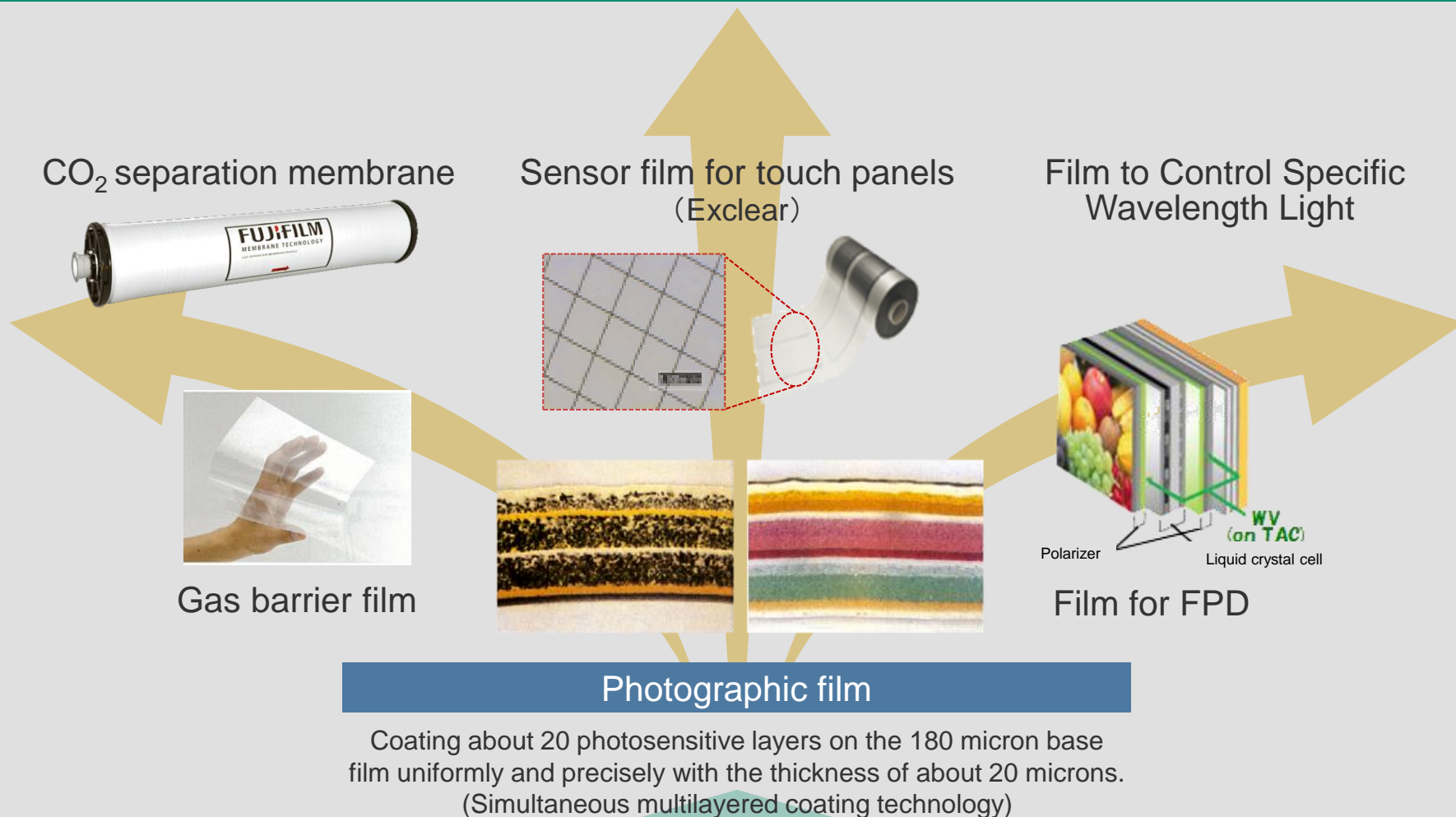
Software

Electrics,
Electronics

Technological advantage of FUJIFILM

A development example of core technology (3)

Film Formation/High-precision Coating Technologies



Fundamental
Technologies

Materials
Chemistry

Imaging

Optics

Analysis

Biochemistry

Mechanical
Design

Production
System

Software

Electrics,
Electronics

Technological advantage of FUJIFILM

A development example of core technology (4)

Bioengineering Technology

Development / volume
production of pharmaceuticals

TOYAMA
CHEMICAL
CO., LTD.



FUJIFILM RI
Pharma Co., Ltd.

Diosynth Bio

CMO of biopharmaceuticals



CDI

Regenerative medicine

J-TEC

Recombinant Peptide (RCP)



Autologous cultured
epidermis



Gelatin for photo film



Photographic film

Research of gelatin for photographic film enabled the
manufacturing of gelatin with high quality and high productivity.

Fundamental
Technologies

Materials
Chemistry

Imaging

Optics

Analysis

Biochemistry

Mechanical
Design

Production
System

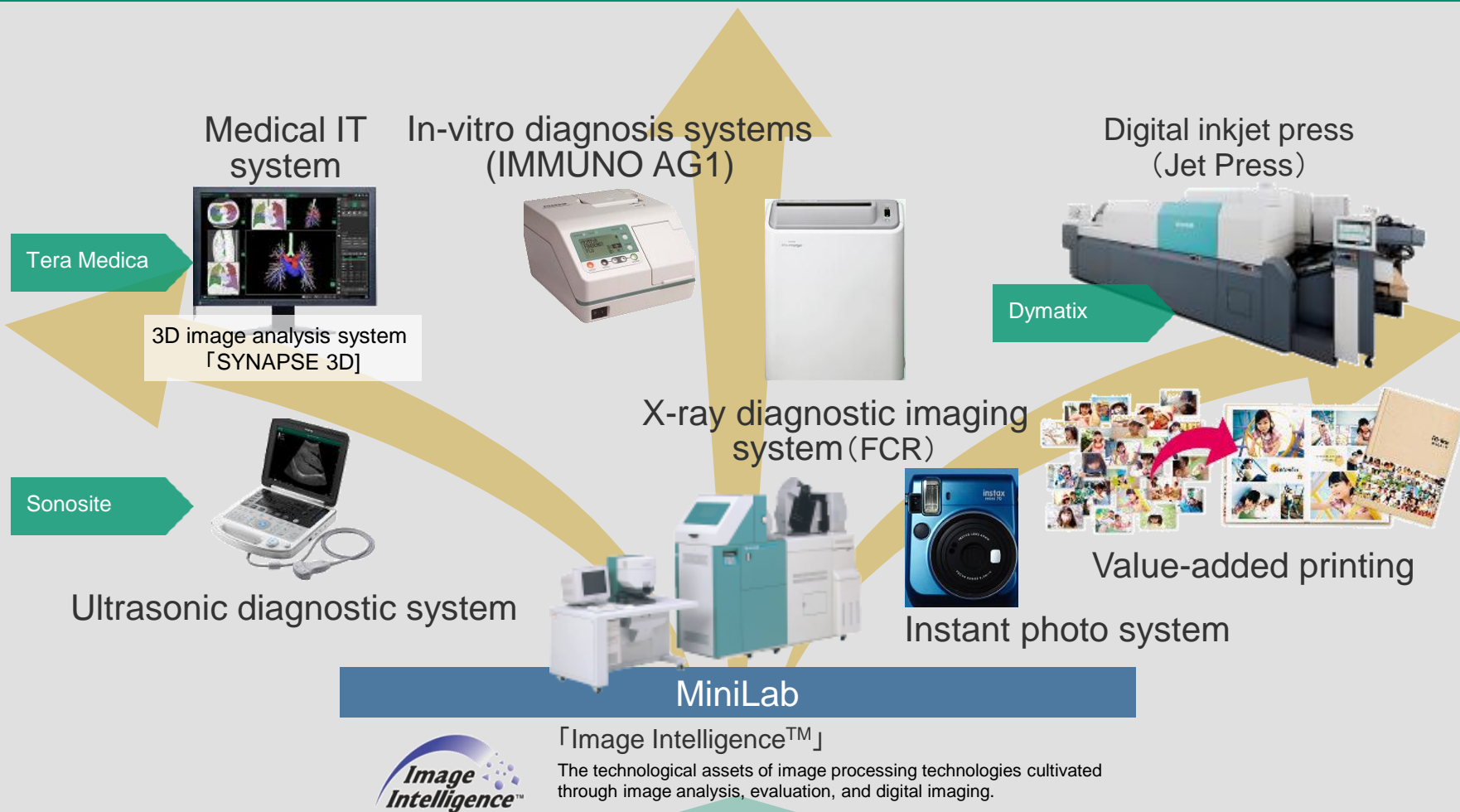
Software

Electrics,
Electronics

Technological advantage of FUJIFILM

A development example of core technology (5)

System Design Technology



Core Technologies Essential for Development of Products and Their Application

Healthcare

Cosmetic

Nutritional supplement

DDS

Emulsion

Micro-capsules

Pharmaceuticals

RI antibody

Recombinant peptide

Medical systems

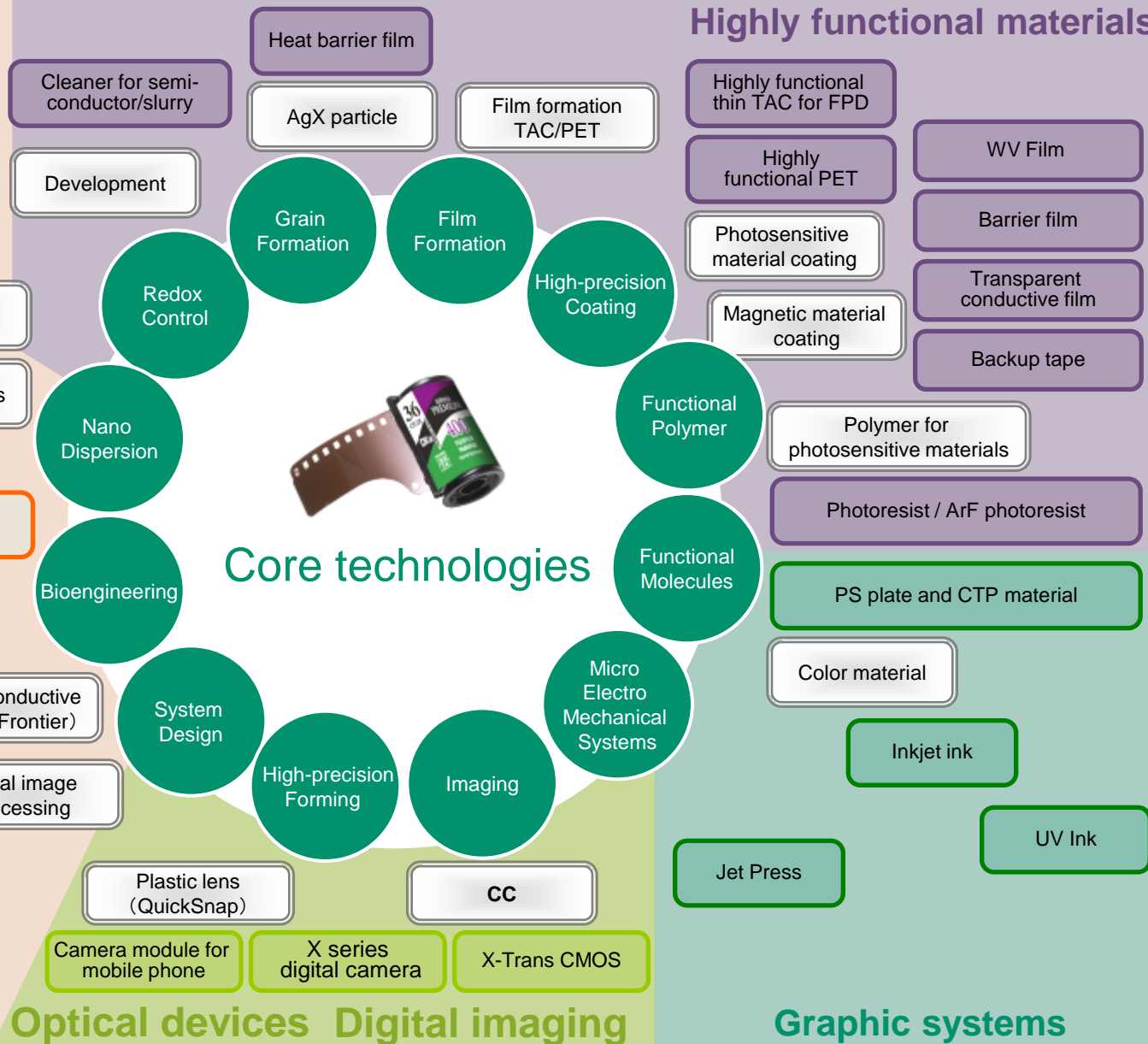
X-ray detector

Digital X-ray image diagnosis system

Laser endoscope system

3D image analysis system

Medical imaging network



1

Promoting growth strategies in priority business fields

The three strategic growth pillars

- Realization of substantial growth in the healthcare field
- Further business expansion in the highly functional materials field
- Further growth and improvement of profitability in the document solutions business

2

Speeding up globalization

Sales and profits expansion in emerging markets

Healthcare

To be a comprehensive healthcare company that covers “prevention”, “diagnosis” and “treatment”

Life sciences field (Prevention)

Enlarge the business by launching distinctive product variation and sales market in cosmetics and supplements

Medical system business (Diagnosis)

Expand X-ray film business to diagnosis device, endoscope system, medical IT business and enter the portable ultrasonic diagnostic equipment business

Pharmaceuticals (Treatment)

Aim to be the only one company by developing business basis in low-molecular drugs, biopharmaceuticals, regenerative medicine and antibody drugs



Prevention

Functional foods
(Supplements)



Functional cosmetics



Diagnosis

X-ray imaging



Endoscope



Medical IT system



In Vitro
Diagnostics



Ultra sound



Treatment

Medical
Pharmaceuticals



Favipiravir

2006

Expanding

2008

Expanding

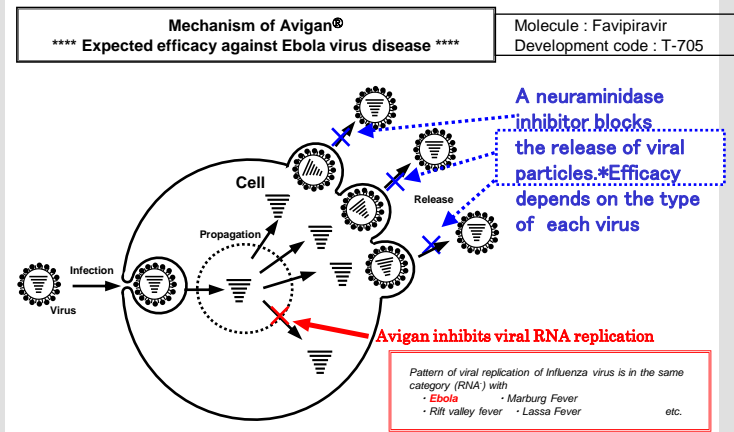
AVIGAN® (favipiravir/T-705) kills viruses



- March 24, 2014
- Product name: **AVIGAN®**
Tablet 200mg
- Generic Name: **Favipiravir**
- **Indications: Novel or re-emerging influenza infections**

(limited to cases in which other anti-influenza virus agents are not effective or insufficiently effective)

- **Contraindications:**
Pregnancy



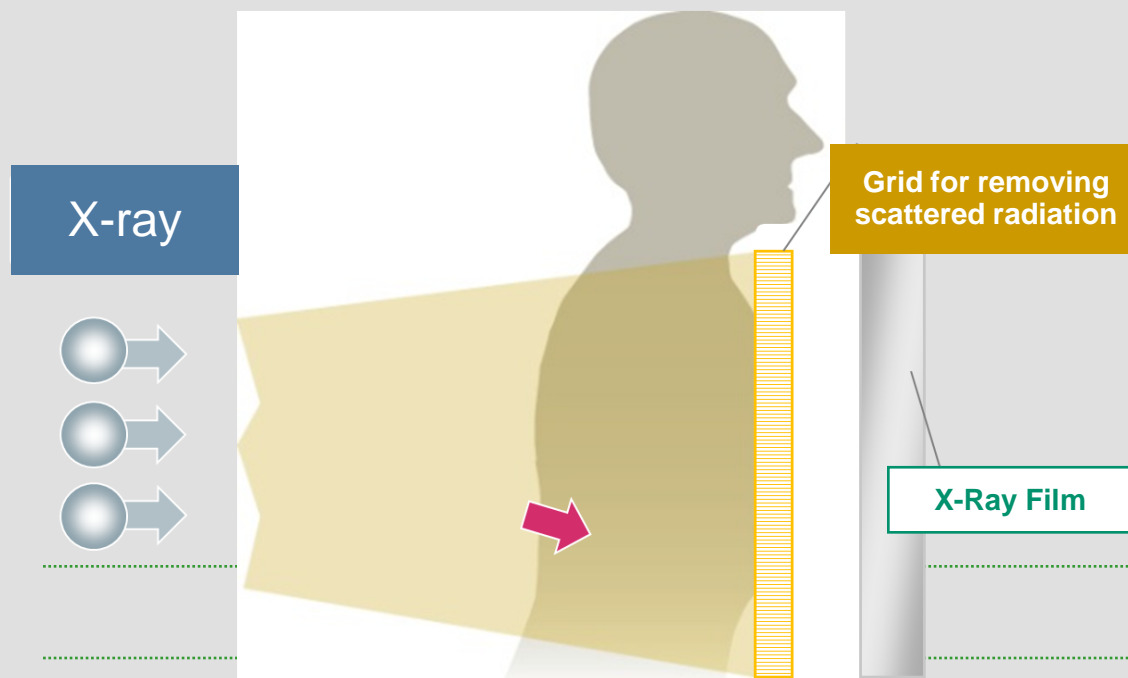
”One Drug for Many Bugs”

AVIGAN® (Favipiravir/ T -705) **Kills Viruses**



Innovation introduced by Fujifilm

Virtual Grid — Gridless technology newly developed after the 100-year history of radiography



The metal grid placed between the patient and the detector decreases the component of scattered X-ray.

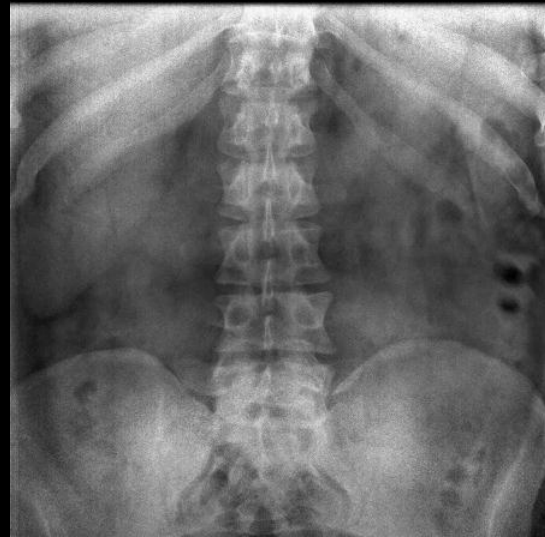
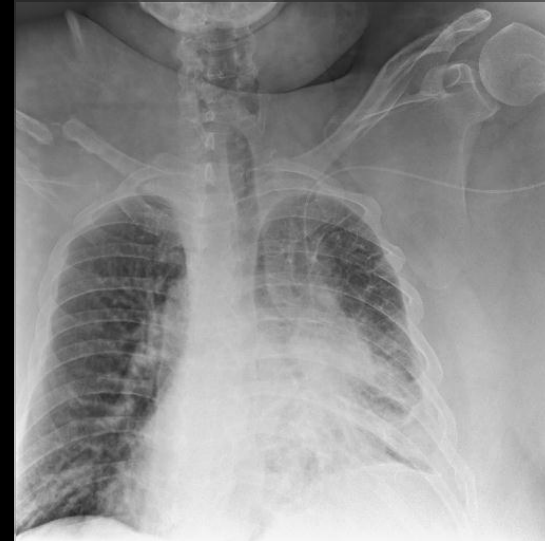


Virtual Grid

- Digitalization (DR)
- Adoption of ISS system
- Grid removal



Virtual Grid with Dynamic Visualization II



X-ray scatter removal–Virtual Grid

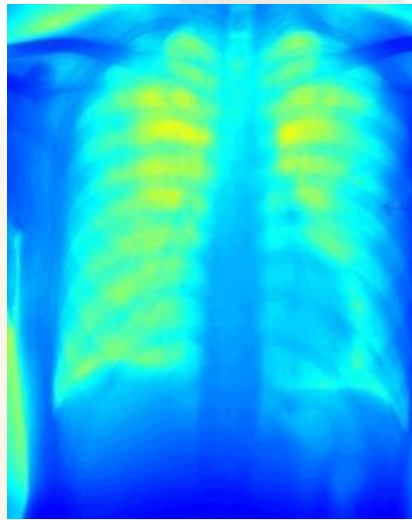


Virtual Grid

X-ray



−



=

Grid for removing
scattered radiation



II

Virtual Grid estimates and removes the component of scattered X ray as well as improving image contrast and granularity reduced by scattered X ray.

Fujifilm's technology to enable dose reduction

FDR D-EVO II



50% dose reduction
compared with that used in
computed radiography
(CR)



Virtual Grid

Another 50%
dose reduction

25% dose reduction
compared with that used
in CR

Conventional CR

1

Unique detection system

2

+Noise reduction circuit

3

Grid processing software



At Fujifilm, we are continuously innovating —
creating new technologies, products and services
that inspire and excite people everywhere.

Our goal is to empower the potential and expand
the horizons of tomorrow's businesses and lifestyles.

We take an open AND flexible attitude to innovation, combining our own original
technology with human resources, expertise and technology from around the world.
Through this powerful synergy, we rapidly and nimbly develop new solutions that
address the true needs of our global customers.

Approach for new business creation

We make the best use of tangible/intangible assets in Fujifilm and continuously create a system that can produce new business and corporate culture.

For the purpose above, we create new values to generate a win-win situation through interactive talks with business partners.

We establish a place and organization that increase business opportunities by releasing our products/technologies and collaborating with business customers outside Fujifilm.

1 Open Innovation Hub

2 Highly Functional Materials Business Development Headquarters



01 Introduction area

Encounter



This area features the Fujifilm Group's business overview, corporate philosophy and CSR activities

02 Core technologies area

Learn



You can get an overview of our core technologies, developed since the foundation of our company, and learn about applications and progress being made with these technologies

05 Concept making area

Create

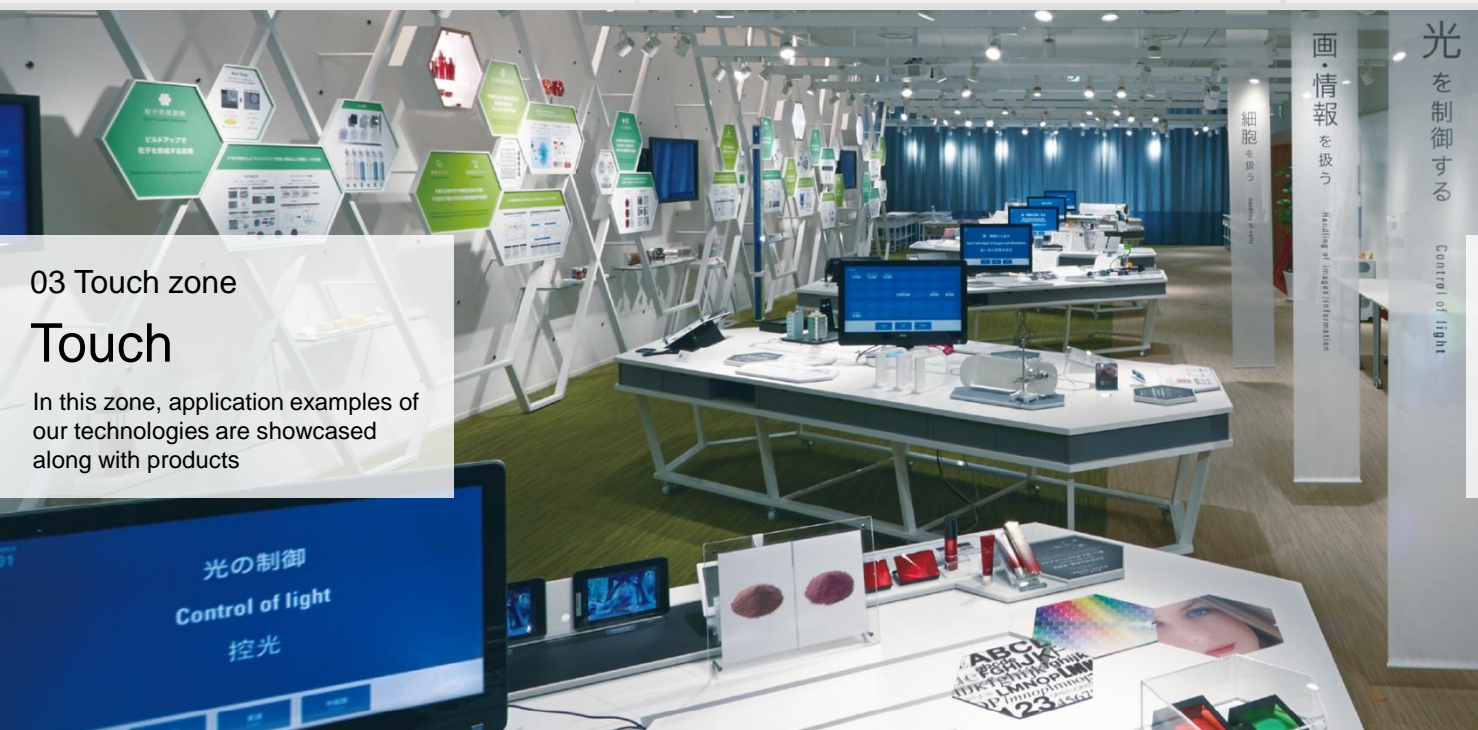


This is a place for collaborative dialogue leading you to solutions to problems and the realization of ideas

03 Touch zone

Touch

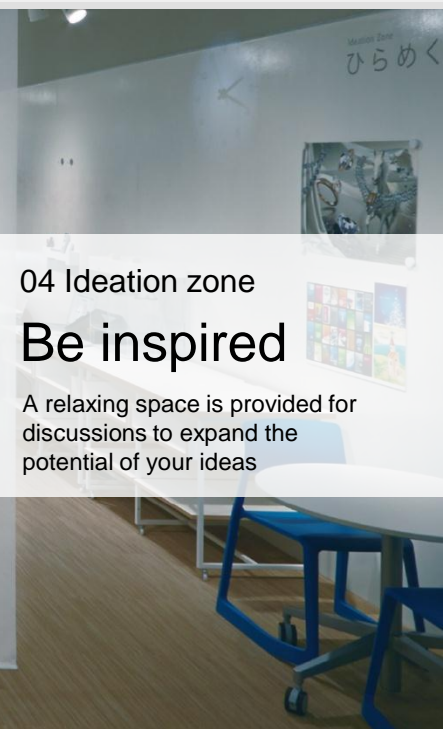
In this zone, application examples of our technologies are showcased along with products



04 Ideation zone

Be inspired

A relaxing space is provided for discussions to expand the potential of your ideas



Global Hub Network

After the opening of the first Open Innovation Hub in Tokyo in 2014, additional Hubs were launched in Silicon Valley, U.S. in 2015 and in the Netherlands in 2016, thereby expanding the “Open Innovation” initiative worldwide. While all of these locations share a common concept, each Hub showcases technologies and products that meet the specific market environment and characteristics of its respective region.



Open Innovation Hub EU
Tilburg, Netherlands

Open Innovation Hub • Satellite

- Open Innovation Hub Satellite England London, U.K.
- Open Innovation Hub Satellite Spain Barcelona, Spain



Open Innovation Hub JAPAN
Tokyo, Japan



Open Innovation Hub U.S.
California, U.S.

VALUE

FROM

INNOVATION

By combining our own original technologies with expertise from around the world, Fujifilm will continuously create products and services that inspire and excite people everywhere.

