

Forecast for FY2011/3 and the Strategies for Growth

FUJIFILM Holdings Corporation

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FORWARD-LOOKING STATEMENTS

Forward-looking statements such as those relating to earnings forecasts and other projections contained in this material are management's current assumptions and beliefs based on currently available information. Such forward-looking statements are subject to a number of risks, uncertainties and other factors. Accordingly, actual results may differ materially from those projected due to various factors.

Transformation target

Implementing business structure transformation measures and advancing to the starting line for renewed growth

Realizing a robust corporate constitution

- ✓ Completing structural reforms
- ✓ Improvement of asset/capital efficiency
- ✓ Thorough cutting costs and reduction of expenses

Intensive investment in growth fields

- ✓ Growth strategies in priority businesses
- ✓ Concentrated investment of management resources and introduction of products for business in the NIEs



Smoothly progressing with structural reforms implemented during FY2010/3 to bring the reforms to completion during FY2011/3

(Billions of yen)

	Measures	Expenses	
		FY'10/3 A	FY'11/3 F
Imaging	✓Reducing the assets such as color paper facilities ✓Consolidation of photo laboratories ✓Tightening product-variety focus	54.1	10.0
Information	✓ Streamlining personnel, reduction of assets	64.3	2.0
Document	✓Promote the optimization of manufacturing functions and additional reductions to the cost of sales ✓Expand the scope of management innovation activities to overseas regions	25.3	13.0
		143.7	25.0

Accumulated benefit		
FY'10/3(A)	FY'11/3(F)	FY'12/3(F)
38.0	83.0	90.0

YoY improvement

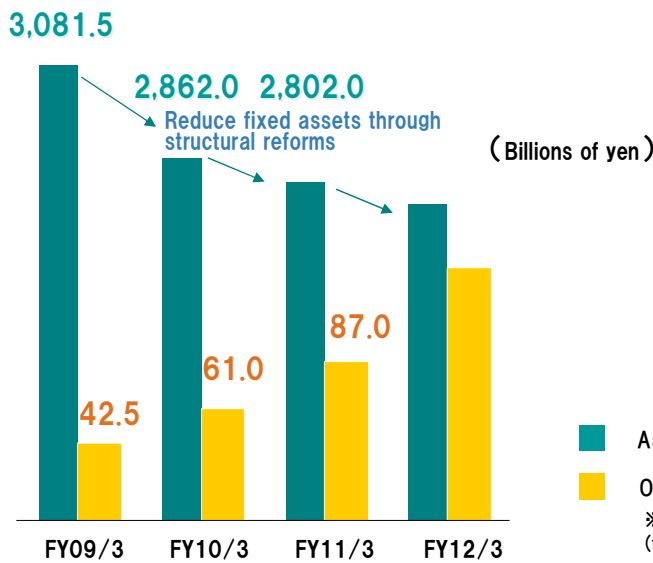
45.0

7.0

2

Improvement of asset/capital efficiency

Improvement of asset/capital efficiency by reducing fixed assets through structural reforms



ROE target as of FY12/3

Over 7.0%

■ Assets (Average numbers of two-period-ends)

■ Operating income after income tax

※Operating income before structuring and other charges – income tax (tax rate 40%)

ROA	1.4	2.1	3.0	5.0	%
			Forecast	Target	

※ROA=Operating income after tax/Assets

ROE	2.3	3.5	5.0	7.0	%

※ROE=Operating income after tax/shareholder's equity

3

FY2011/3 efforts for growth

Forecast for FY2011/3

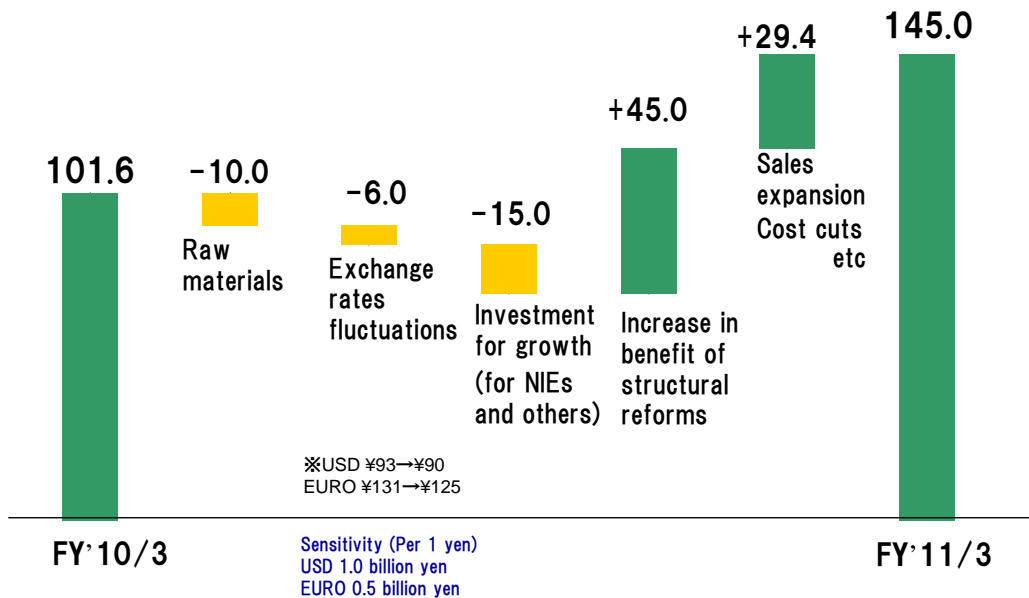
FUJIFILM

	FY2010/3 Actual		FY2011/3 Forecast		Change	
					Amount	%
Revenue	100.0%	2,181.7	100.0%	2,300.0	+118.3	+5.4
Operating income before restructuring and other charges	4.7%	101.6	6.3%	145.0	+43.4	+42.7
Restructuring and other charges		143.7		25.0	(118.7)	(82.6)
Operating income after restructuring and other charges	(1.9)%	(42.1)	5.2%	120.0	+162.1	Return to profitability
Income before income taxes	(1.9)%	(42.0)	5.1%	118.0	+160.0	Return to profitability
Net income attributable to FUJIFILM Holdings	(1.8)%	(38.4)	2.6%	60.0	+98.4	Return to profitability
Net income attributable to FUJIFILM Holdings per share		¥ (78.67)		¥ 122.80		+¥ 201.47
Distribution per share		¥25 (Plan)		¥30 (Plan)		+¥5
Exchange rates :		¥ 93		¥ 90		¥ (3)
US\$		¥ 131		¥ 125		¥ (6)
€						

(Billions of yen)

Analysis of operating income before restructuring and other charges in FY2011/3 (change from FY2010/3 to FY2011/3)

(Billions of yen)



Digital camera business

Aim to increase market share and brand power

Emphasized points

- Product
- Marketing
- Cost-competitiveness



The achievement goal for FY2011/3

Expansion of sales volume shares

- W/W share 10%
- Sales units 12 million (+33% YoY)

Increasing brand power as a camera maker



FinePix HDP-L1

HD video player enabling the viewing on 3D televisions of images captured with REAL 3D W1



FinePix REAL 3D W1



FINEPIX HS10

World's first camera to incorporate a 30x manual optical zoom lens



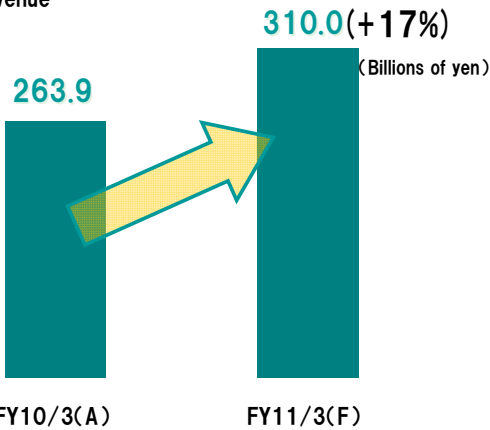
FINEPIX Z700 EXR

Three new world's first camera functions

- Dual image display
- Auto dog/cat detection
- Dual detection GUI functions

Expansion of business in prevention/diagnosis/treatment fields to create a main pillar of Fujifilm's profitability

Revenue



Medical

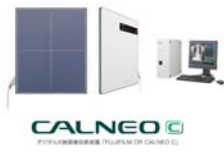
- Full scale start of the marketing of digital radiography products -Introduction of cassette DR
- Concentrated marketing promotion of endoscopes in NIEs and other areas
- Expanding the scope of medical image and information network system from PACS to CISs
 - PACS Picture archiving and communications systems
 - CISs Clinical information systems

Life science

- Aiming to file "T-705" -an anti influenza agent (Japan)
- FUJIFILM Pharma Co., Ltd., began business operations



● Employ the irradiation side sampling (ISS) method to realize optimized image quality



● ISS method
● Realize the minimization of introduction costs by employing same size of conventional cassettes



New products added to the ASTALIFT skincare product line (Exclusively Japan)

FPD materials

FY2011/3 revenue projected to be sustained at a high level

Expectations for FY'11/3

Growth in LCD panel shipment volume* will be limited because of a rebound to trends during the previous year * Area base
Polarizer/panel makers expected to improve manufacturing efficiency and adjust inventories, thereby slackening demand of films

Mid term

CRT-replacement demand expected to support continued rapid growth in the LCD market

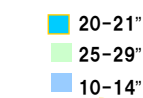
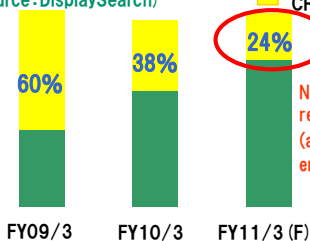
Sustain proactive efforts and move ahead with measures to ensure competitive power

Measures by products

- ✓ **TAC film** Maintain high market share by augmenting the product lineup
- ✓ **WV film** Expand incorporation in medium-sized LCD televisions for the NIEs market
- ✓ **VA retardation film** Increase market share by launching new products

TV market in NIEs

(Source: DisplaySearch)

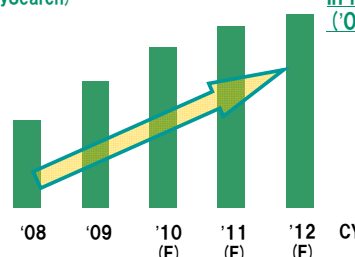


Needs for replacement (aim to employ WV film)

CRT size composition

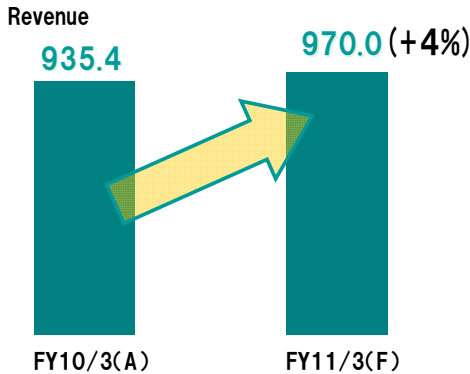
LCD TV shipment (area)

(Source: DisplaySearch)



Maintain high growth rate of 20% in mid term CAGR ('08-'12)

Overcoming challenges from competition in growth fields by leveraging cost-structure strengths, product strengths, and management base strengths



Keys to growth

- China
- Digital printing
- Eco
- Small office

By regions

Ensure increased revenue from all marketing channels and return to sustained growth

Region	Revenue	Strategy
Japan	Up	Promote sales of principal products and expand sales in the services/solutions field
Asia/China China +20%	Over+10%	Achieve large revenue increase in all product categories
Exports to U.S. based Xerox Corp.	Up	Launch strategic products in line with factors associated with a recovery in the NIEs markets

The NIEs markets

Accelerate the investment of management resources in business fields and regions with remaining growth potential

Accelerate product launches in accordance with needs in low-market-share regions and the NIEs

Move ahead with bold measures to expand business in the NIEs by intensive investment of resources

FY'11/3 Revenue target for NIEs and others* **20%up**

*Fujifilm: BRICS and Middle east revenue Fuji Xerox: Asia-Oceania region including China revenue



Appendix Forecast for FY2011/3 by segments FUJIFILM

	Segment	FY2010/3 Actual	FY2011/3 Forecast	Change	%
Revenue	Imaging	345.5	350.0	+4.5	+1.3
	Information	900.8	980.0	+79.2	+8.8
	Document	935.4	970.0	+34.6	+3.7
Operating income before restructuring and other charges	Imaging	(15.1)	5.0	+20.1	Return to profitability
	Information	61.7	95.0	+33.3	+54.0
	Document	57.5	70.0	+12.5	+21.7
	Corporate expenses and eliminations	(2.5)	(25.0)	(22.5)	-
	Total	101.6	145.0	+43.4	+42.7
Restructuring and Other charges	Imaging	54.1	10.0	(44.1)	(81.5)
	Information	64.3	2.0	(62.3)	(96.9)
	Document	25.3	13.0	(12.3)	(48.6)
Operating income after restructuring and other charges	Total	(42.1)	120.0	+162.1	Return to profitability

(Billions of yen)

12

Appendix Medical systems and Life sciences FUJIFILM

Full-scale participation in pharmaceutical product development and marketing operations through establishment of FUJIFILM Pharma (FFP)

To create a new business model and put business on track at an early stage through a joint venture with Mitsubishi Corporation and Toho Holdings Co., Ltd.

Business development Revenue target: Domestic sales 50.0 billion yen (within 5 years)

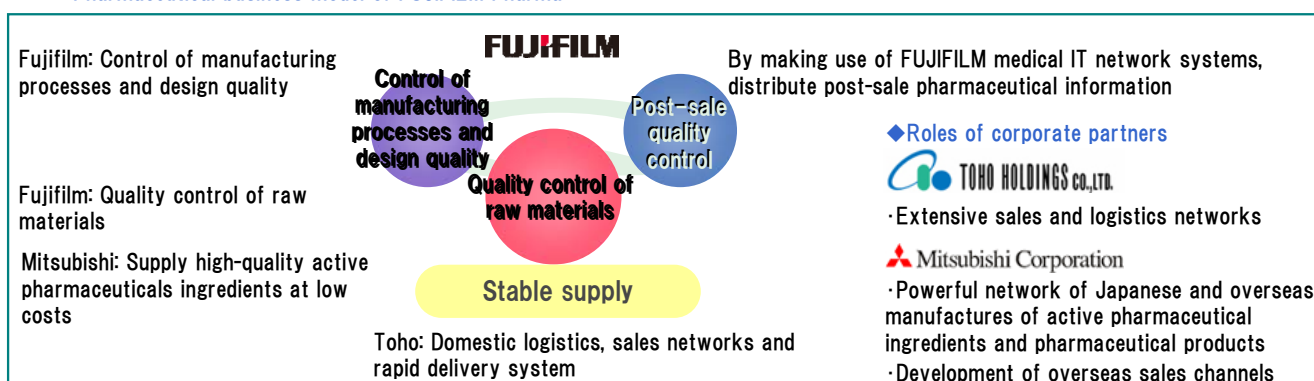
Initial FFP operations : Marketing of generic drugs

Employ Fujifilm's quality assurance systems to establish FFP's own pharmaceutical product quality assurance standards and thereby effectively promote the use of highly dependable generic drugs

Use proprietary formulation targeting delivery (FTD) technology to develop and market high-value-added generic drugs

Future : Use FTD technology to evolve into a general pharmaceutical company that also develops innovative new drugs

Pharmaceutical business model of FUJIFILM Pharma



13

Stock price performance

