

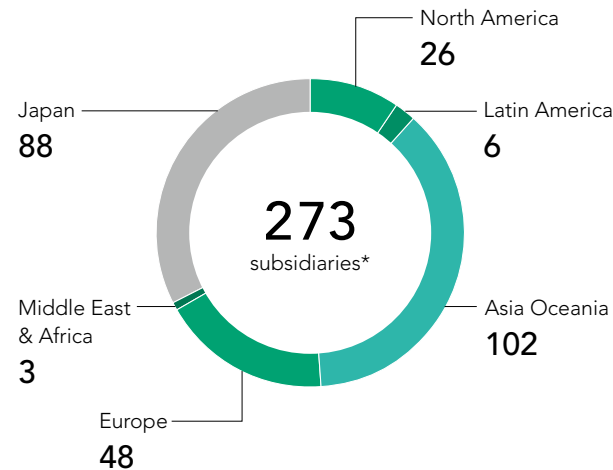
Global Business Expansion and Fostering Human Resources

Shortly after it was founded, Fujifilm took proactive steps to cultivate overseas markets, focusing mainly on exports to Asia from 1937. The Fujifilm Group has grown into a global entity that maintains 273 consolidated subsidiaries and has consolidated overseas revenue accounting for 58.8%, or ¥1,466.1 billion, of total revenue.

In recent years, the Fujifilm Group has positioned such emerging countries as Brazil, Russia, India, and China (BRICs), which continue to exhibit robust growth, as well as

Consolidated subsidiaries by geographic region

* As of March 31, 2015



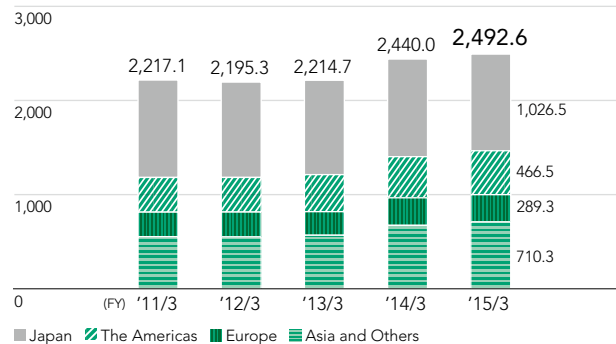
Turkey, the Middle East, and Southeast Asia as priority markets. In addition to aggressively establishing local subsidiaries in each market, the Fujifilm Group is strengthening its sales structure.

Actively fostering and utilizing global human resources, the Fujifilm Group is placing emphasis on ensuring the optimal assignment of personnel on a Groupwide basis.

Consolidated revenue by geographic region (destination base)

Billions of yen

Consolidated revenue accounted for by overseas operations
58.8%



Fostering Global Human Resources

From the fiscal year ended March 31, 2012 (FY2012/3), the Fujifilm Group accelerated the pace of its global human resource development endeavors in earnest. In launching these full-fledged efforts, the Group drew heavily on the basic policy of developing and utilizing human resources irrespective of nationality, gender, and other personal attributes.

Global Leadership Seminar

A program held at the Company's headquarter in Tokyo each year from FY2011/3 to foster senior management candidates for global business.

Regional Leadership Seminar

A program held at the Group's regional head offices in Europe and North America as well as in China (launched from FY2015/3) to train senior management candidates charged with the responsibility of overseeing the Group's regional business activities.

FUJIFILM WAY Training

The FUJIFILM WAY training program has been developed for the benefit of employees working for such subsidiaries as those in the United States, Europe, China, and the Asia-Pacific region. The aim of the program is to promote a shared Fujifilm mind-set and approach toward business.

In addition, proactive steps are taken to dispatch mainly young employees to overseas offices through a variety of short-term and other training programs. In addition, all bases in Japan are implementing programs to improve foreign language skills.

Engaging in Activities at an Accelerated Pace in Emerging Countries

The Fujifilm Group is channeling management assets, including personnel and resources, into emerging markets. In addition to accurately grasping the needs of each market, the Group is making every effort to develop products that match local requirements while bolstering its production structure. Through these initiatives, the Group will substantially increase revenue in such emerging markets as Asia.

Supporting improvements in the medical field in emerging countries



At the Global Leadership Seminar, the Company conducts training to deepen understanding of talent qualifications required for executive talent and provide an overall perspective on global business.