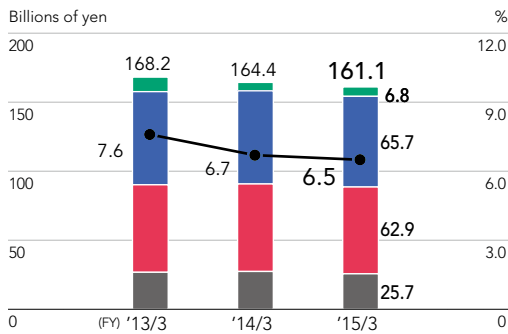


Since its founding in 1934, the Fujifilm Group has created a large number of “Japan first” and “world first” products and services. Underpinning those products and services has been the Group’s proprietary R&D structure.

Recognizing the major shifts within each era and intensifying competition as opportunities to expand its business, the Group has been conducting comprehensive reviews of its R&D structure since 2006 and is promoting the cross-organizational fusion of its wide range of technological capabilities.

R&D expenses / Ratio of R&D expenses to revenue*



■ Imaging Solutions
 ■ Information Solutions
 ■ Document Solutions
 ■ Corporate
 ● Ratio of R&D expenses to revenue (right scale)

* Following organizational changes carried out in the first quarter of FY2014/3, the optical device business was moved from Information Solutions to Imaging Solutions. In accordance with this change, the numerical values for FY2013/3 have been restated.

Interview

Making Innovation Happen through Integration

The Potential in the Fujifilm Group’s R&D

Naoto Yanagihara
 Corporate Vice President,
 General Manager of
 Research & Development
 Management Headquarters
 FUJIFILM Corporation



● Reform of R&D Structure

Aiming to create a new business to replace photographic film, for which the market was rapidly shrinking, the Fujifilm Group made major changes to its R&D structure in conjunction with business structural reforms. To establish and promote an overall R&D strategy, first we set up an R&D Management Headquarters. Within the Strategic Corporate Technology Planning Division of that organization, in addition to overall R&D planning, we promote such areas as the optimal allocation of management resources and improvements to research processes. In addition, by taking the hubs that were previously decentralized by region and function and reorganizing them into two bases—one for divisional research to develop products for existing business fields and the other for corporate research to develop products offering elemental technologies or new businesses—we consolidated mainly the latter into our leading-edge Advanced Research Laboratories.

The concept behind the Advanced Research Laboratories is “Intellectual Fusion and Innovation.”

By bringing together the knowledge of researchers from different fields with a

variety of technologies in not only chemistry but also such disciplines as physics, optics, and electronics, we regard the objective as the creation of new innovation and technologies as well as value. Since their opening, a range of new products and services have been developed at the Advanced Research Laboratories.



FUJIFILM Advanced Research Laboratories that were opened in 2006

● Toward Creating New Value

When we hear the word “innovation,” we are apt to think of technological reform. For the Fujifilm Group, we recognize the importance of gaining a feel for the latent needs of the marketplace and providing solutions that address every requirement. As a result, we do not rely solely on technology, but we place the utmost weight on creating customer value by drawing on every possible resource. As a part of this process, we established the Open Innovation Hub in January 2014. In addition to promoting cross-sectional communications within the Group, we are utilizing the Open Innovation Hub to pursue the close-knit exchange of information with business partners.

Moving forward, we will incorporate a natural instinct into the intellect and sensitivity that goes into our research and development activities and our bid to generate innovation. In this manner, we will work diligently to promote continued growth of the Fujifilm Group.