



| Greetings from the COO

Making Great Strides Strategically toward New Growth

Kenji Sukeno

President and Chief Operating Officer

Having recently taken up the post of President and Chief Operating Officer, I would like to take this opportunity to make a few comments.

I joined the Company in 1977 and have worked mainly in the accounting and finance fields. During my career, I was posted overseas for a total of 12 years in the United Kingdom and the United States. In the United States, I was involved in the efforts of the Group to restructure its business in response to the shrinking demand for photographic films and to expand in areas that were earmarked for growth through M&A and post-merger integration (PMI). Since 2012, I have served as Corporate Vice President and General Manager of the Company's Corporate Planning Division. In this position, my role was largely to assist in promoting Groupwide corporate reform.

Under the strong leadership of Shigetaka Komori, Chairman and CEO, the Fujifilm Group has worked in unison to restructure its business in response to developments in digitization since 2000. As a result, we have today evolved into a Group that is active across multiple growth business fields, including the healthcare, highly functional materials, and document. Since 2012, we have placed particular emphasis on strengthening *genba* (onsite) capabilities, enhancing individual business profitability, and reinforcing our business foundation. Building on these endeavors, I believe the Group is moving beyond the reform stage and embarking on a new phase whereby our focus is on making great strides strategically to achieve new growth. In taking up the position of President and COO at this critical juncture, I plan to pursue the following three initiatives and to enhance the Group's corporate value.

The first initiative is **to strengthen and develop new businesses**. To date, the Group has proactively entered into M&A and undertaken investments geared toward the future. Areas of particular focus have included pharmaceuticals, regenerative medicine, and highly functional materials. My mission as COO is to ensure that each business is brought to full swing. Moving forward, I will actively pursue the necessary steps to secure the profits required to propel our future growth, including M&A and collaboration with other companies.

In pushing forward the second initiative, I will oversee efforts **to improve our management efficiency**. Reaching an ROE of 7% is one of the goals in VISION 2016. With this in mind, I will place considerable emphasis on improving management efficiency in order to increase the Group's return. By identifying the steps required to improve management efficiency, I will work diligently to put in place a flexible and slim organization with minimum waste.

Finally, I will channel energies of the Group toward **strengthening its global development activities** as a third initiative. While our overseas sales ratio currently stands at around 60%, there is ample room for further business expansion worldwide, including in emerging markets. Leveraging my experience outside Japan, I will accelerate the pace of our global business development.

To meet the expectations of all stakeholders, I will look to carry out drastic actions in new business fields that will help drive the Group's growth going forward. At the same time, I will pay careful attention to consistently maintaining efficient management.

Under the Chairman and CEO, I will make every effort to realize our corporate philosophy and VISION 2016.

As we work toward achieving our established goals, we kindly request your continued support and understanding.