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.

The Unchanging Values of the Fujifilm Group

We will use leading-edge, proprietary technologies to provide top-quality products and services that contribute to the advancement of culture, science, technology and industry, as well as improved health and environmental protection in society. Our overarching aim is to help enhance the quality of life of people worldwide.

What the Fujifilm Group Will Strive to Achieve

Anchored by an open, fair and clear corporate culture and with leading-edge, proprietary technologies, Fujifilm is determined to remain a leading company by boldly taking up the challenge of developing new products and creating new value.
Fujifilm will contribute to the realization of a sustainable society by working to solve social issues through its business activities.

CSR Plan: “Sustainable Value Plan 2030”
Fujifilm aims to contribute to the achievement of goals related to resolution of social issues such as SDGs, and has set the “environment,” “health,” “daily life,” and “work style” as its key areas, which will be addressed from the perspectives of both “resolving social issues through business activities” and “considering environmental and social impacts through business processes.” In addition to the priority issues of strengthening the management of supply chains and corporate governance, Fujifilm has formulated long-term goals up to the fiscal year ending March 2031 (FY2031/3) in “Sustainable Value Plan 2030.” In this CSR plan, Fujifilm has expressed its strong commitment to contribute to the realization of a sustainable society by working to solve social issues on a global scale through its business activities.

Medium-Term Management Plan: “VISION2019”
The medium-term management plan VISION2019 is a concrete action plan to achieve “Sustainable Value Plan 2030.” VISION2019 runs through the fiscal year ending March 2020 (FY2020/3). By efficiently utilizing profits generated by its solid management base, Fujifilm has built a diversified and extensive business portfolio. We will further enhance this portfolio by reinforcing each of the business segments, thereby achieving sustainable growth.
The Fujifilm Group was established in 1934 to produce film in Japan. Since its founding, Fujifilm has consistently anticipated the future, amassed a wide range of technologies, and provided innovative products and services to contribute to society and continue to grow as a Company.

A key to our current business is the advanced and various technology cultivated by our photographic film business. Fujifilm identified domains with a competitive advantage and expected growth, and centered on a variety of technologies such as optics, chemicals, and electronics, which are needed to develop and produce photo-related products, promoted a growth strategy. Here, we will explain the history of innovation in the Fujifilm Group.

**1958** | Launched Color Negative Films and Color Paper for General Use
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In 1958, we launched Fujicolor negative film and Fujicolor paper for general photography amid growing demand to print color photos more easily and inexpensively. Sales have grown sharply as we continue to introduce new products incorporating cutting-edge technologies. The technologies we have amassed through photographic film research and development are a foundation supporting our business.

**1962** | Debuted Plain Paper Copy Machines in Japan
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We established Fuji Xerox Co., Ltd., as a joint venture with Rank Xerox Ltd. in the United Kingdom, and started selling Japan’s first plain copy machine. With ground-breaking xerography technology, we revolutionized Japan’s office environment. Ever since, we have been contributing to productivity gains at offices and other workplaces as well as labor saving and capacity bolstering measures for customers. Our initiatives include development and sales of digital color multifunction devices and provision of managed print services (MPS) that propose the most suitable print environments, such as for sales documents and others.

**1958** | Rolled Out FUJITAC
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We launched incombustible TAC base developed as a support for photographic film as FUJITAC for new applications. We then made several improvements using proprietary technologies to launch FUJITAC protective film for polarizers for LCD panels in the 1970s. Demand for Fujifilm’s high-quality LCD panel materials is expanding as the LCD industry rapidly grows. We are now developing applications for our technologies such as materials for touch panels and OLED displays, aiming to expand our business domain.

**1983** | Launched World’s First Digital X-Ray Imaging Diagnostic System, FCR
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The medical systems business started selling X-ray films in 1936. We pioneered the digitization of X-ray imaging and launched the world’s first digital X-ray imaging diagnostic system Fuji Computed Radiography (FCR) in 1983 that hold the No.1 market share for over 30 years. We are now utilizing our sophisticated image processing technologies that we have cultivated over many years to provide more compact systems with low-dose and high-quality images, mainly using digital radiography (DR). We are contributing to enhance the efficiency of imaging diagnosis and quality of medical care.

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### The Fujifilm Group’s Value Creation History

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1980–1990s

Digitization

▶
Pioneered efforts

Accelerated the pace

systems and digital

the line of

FCR

medical, and graphic

recognized global

overseas production

From 2000–2016

Accelerating Globalization

Aiming for Further Strides

2000–2016

Second Foundation: Creation and Enhancement of a Strong Business Portfolio

▶ Converted Fuji Xerox to a consolidated subsidiary

▶ Implemented business structure transformation in response to rapid digitization

▶ Established FUJIFILM Advanced Research Laboratories

▶ Transitioned to a holding company structure by establishing FUJIFILM Holdings Corporation

▶ Formulated “Value from Innovation” as the Company’s new Corporate Stelan to mark 80th anniversary

2007

Acquired Manufacturing Approval for Autologous Cultured Epidermis JACE

Manufacturing and sales approval being given for autologous cultured epidermis JACE developed by Japan Tissue Engineering Co., Ltd., which was made a consolidated subsidiary in 2014, was a Japan first for a regenerative medicine product. Through steps including expanding JACE’s indications beyond the treatment of severe burns to the treatment of giant nevi and working toward bringing it into greater use, we continue to help enhance patients’ quality of life (QOL) and promote industrialization of regenerative medicine.

2012

The First in the World to Commercialize High-Capacity Magnetic Tapes Using Barium Ferrite (BaFe) Magnetic Particles

Fujifilm launched LTO Ultrium 6, the first magnetic tape for recording data in the world to use BaFe particles. Using BaFe dramatically increases the data storage capacity while realizing mass production of high-quality, cost-competitive products. We are working on solutions to satisfy social needs for safe, energy-efficient, effective storage of the rapidly increasing amount of data in the big data era.

2016

Launched Tablet-Type Ultrasound Image Diagnostic Equipment SonoSite iViz

In 2012, Fujifilm acquired SonoSite, Inc., a leading company in portable ultrasound diagnostic equipment. In 2016, we launched SonoSite iViz, a tablet-type ultrasound diagnostic device that is compact, lightweight, has outstanding portability and has achieved high-resolution image quality.

The device is used to perform ultrasound testing in settings such as emergency and intensive care as well as at-home medical care, in addition to hospital examination rooms. We continue to precisely grasp needs in the point-of-care* market, supporting medical sites.

* Entails physicians conducting treatment on site, such as in emergency rooms, operating rooms or at home, and deciding on and carrying out a course of medical treatment.

2017

Launched Medium-Format Mirrorless Digital Camera Equipped with a Large-Sized Sensor FUJIFILM GFX 50S

The FUJIFILM GFX 50S is a medium-format mirrorless digital camera that delivers the best image quality Fujifilm has ever offered by combining color reproduction technologies accumulated through research and development for photographic film, camera lenses and the X Series digital cameras in recent years with GF lenses that faithfully carry on the design concept of FUJINON lenses, which have long been trusted and highly regarded by photographers around the world. By offering an extensive lineup of products, we provide everyone with the splendor of photography and the joy of taking photos.

2018

Enhancement of a Strong Business Portfolio

▶ Formulated new CSR plan “Sustainable Value Plan 2030” with objectives for 2030 and new medium-term management plan VISION2019

Under VISION2019, Fujifilm will work to drive stronger growth in the healthcare field as a core business while bolstering the document business.
Competitive Advantages and Business Portfolio

**Imaging Solutions**

**Photo imaging**

In the photo imaging business, we provide products and services related to photo-taking through printing including color film, photography equipment, and printing equipment.

**Optical device and electronic imaging**

In the electronic imaging business, we offer the X Series of mirrorless digital cameras achieving premium image quality by original color reproduction technologies and comfortable operability, and interchangeable lenses.

In optical device, we provide various industrial lenses including TV lenses and surveillance camera lenses.

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**Medical-use picture archiving and communications systems**

**Domestic market share**

No.1

Global market share

No.1

*According to a survey by Fujifilm*

**Approval and launch of regenerative medicine products**

Japan First

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**Healthcare & Material Solutions**

**Healthcare**

In healthcare, we develop businesses in the fields of medical systems, pharmaceuticals/bio CDMO*, regenerative medicine, and life sciences and operate in the three fields of prevention, diagnosis, and treatment.

**Competitive advantages**

- Proprietary image processing technologies for providing images suitable for diagnosis
- Advanced chemical compounds, design capabilities, and technologies that enable development of pharmaceuticals that respond to unmet medical needs
- High levels of technological capabilities to manufacture under constant conditions and superior quality control, utilized in process development and contract manufacturing of biopharmaceuticals
- The three components essential for regenerative medicine—cells, culture media, and scaffolds—held within the Group

**Graphic systems**

We offer inkjet digital presses, industrial inkjet printheads, graphic arts films and computer-to-plate (CTP) plates.

* CDMO stands for Contract Development & Manufacturing Organization. A CDMO provides clients such as pharmaceutical and biotechnology companies with a wide range of services from cell line development in the early stage of pharmaceutical development to process development, stability testing, development and manufacturing of investigational drugs, and commercial drug manufacturing.
Highly functional materials
We provide display materials, industrial products including non-destructive testing equipment and various types of highly functional films, electronic materials including semiconductor and processing materials and the fine chemical business, which provides highly functional compounds and reagents.

Competitive advantages
► Advanced technologies, such as functional molecules for imparting high functionality to film
► Advanced film forming and coating technologies capable of supporting thinness and largeness
► Cost competitiveness and stable supply
► Rapid and accurate product formulation capabilities, development capabilities and global production systems

Recording media
We offer magnetic recording tape for computers with unique technologies such as barium ferrite (BaFe) particles and data archive services.

Document Solutions
In addition to providing products such as digital multifunction devices and printers for offices and consumables, we also support solutions for management issues through services that improve corporate document processing and administrative tasks, such as solution services and managed print services (MPS) using AI and IoT.

In the commercial printing field, we also provide solution-oriented document services, such as high-speed, high-quality digital printing systems and printing work flow solutions.

Competitive advantages
► Excellent customer base leveraging a powerful direct sales structure in Japan and the Asia-Oceania region
► Diverse solution and product lineups that meet customers’ wide-ranging needs, including links with various cloud services
In the fiscal year ended March 31, 2018, the Group recorded JPY 2,433.4 billion in consolidated revenue (up 4.8% from the previous fiscal year), reflecting such factors as sales increases of business including the electronic imaging field of the optical device and electronic imaging business, medical systems business and electronic materials business. Operating income was JPY 130.7 billion (down 24.1% from the previous fiscal year) due to one-time expenses (JPY 70.0 billion) for structural reforms in the Document Solutions. The operating margin was 5.4%.

Net income attributable to FUJIFILM Holdings was JPY 140.7 billion (up 7.0% from the previous fiscal year) due to the gains on sales of securities and profit gained from stock valuation by making Wako Pure Chemical Industries, Ltd., (currently FUJIFILM Wako Pure Chemical Corporation) a consolidated subsidiary. ROE was 6.8% (up 0.3 percentage points).

Total assets as of March 31, 2018 were JPY 3,492.9 billion (down 1.1% from the previous fiscal year-end). The shareholders’ equity ratio remained stable at 59.5% (up 1.7 percentage points).
R&D expenses were JPY 166.3 billion for the fiscal year ended March 31, 2018 (up 3.8% from the previous fiscal year) and the ratio of R&D expenses to revenue was 6.8% (down 0.1 of a percentage point).

Capital expenditures amounted to JPY 67.5 billion for the fiscal year ended March 31, 2018, mainly for the purpose of increasing the production capacity of high-growth products, rationalizing and labor saving for production facilities, and environmental conservation. Depreciation (only property, plant and equipment) was JPY 66.5 billion.

Net cash provided by operating activities totaled JPY 261.2 billion due to depreciation, amortization, a decrease in notes and accounts receivable and other factors. Net cash used in investing activities amounted to JPY 111.8 billion due to acquisition of the businesses of Wako Pure Chemical Industries, Ltd. and others. Thus, free cash flows were JPY 149.4 billion.