

Growth Strategy for Document Business

FUJIFILM Holdings Corporation

February 6, 2020

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FUJIFILM

Changes in the Contractual Relationship with Xerox and Strategic Direction of the Document Business

- ✓ In Nov 2019, FUJIFILM Holdings(FH) acquired the 25% stake in Fuji Xerox(FX) owned by Xerox Corporation(XC).
 - Terminate the Joint Enterprise Contract with XC
 - Enter into new agreement to supply OEM brand products globally
 - Continue product supply to XC in mid-to-long term(Maintain partner relationship with XC)
 - ✓ On January 6, 2020, FX announced the decision to end the Technology Agreement which sets the terms for technology/brand licenses and sales territories, on March 31, 2021.
- Accelerate strategic decision-making
 - Enable global OEM business
 - Discontinue brand royalty payment (about 10B JPY/year)
 - Enable global business expansion under FUJIFILM brand

- ✓ Accelerate global business expansion
- ✓ Enable prompt decision making to acquire new growth opportunities
- ✓ Pursue synergies within FUJIFILM group
- ✓ Sustain and expand technology and business base

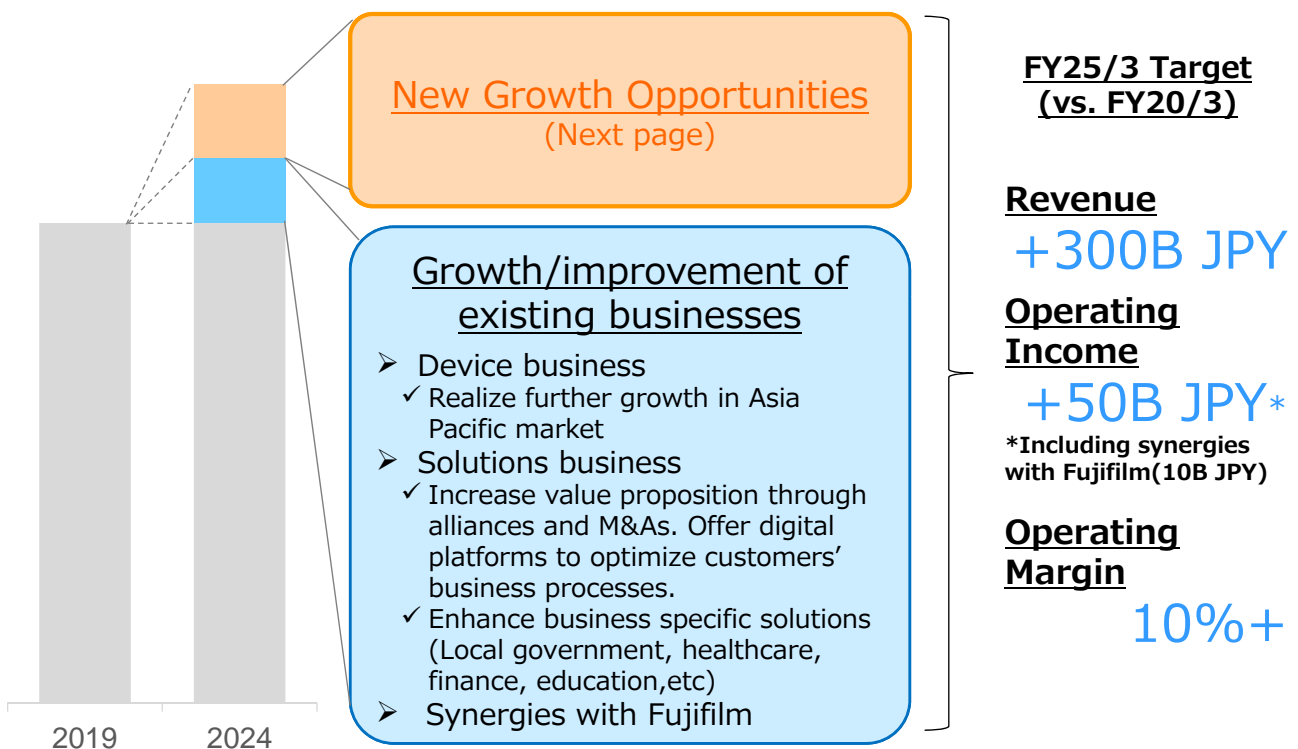
Trade Name after April 2021



FUJIFILM Business Innovation Corp.

The new corporate name represents Fuji Xerox’s commitment as part of the Fujifilm Group—which promotes “Value from Innovation” as its corporate slogan—to expand into a wide range of business areas going forward and to always continue delivering business innovations.

Future Growth Scenario



New Growth Opportunities

Acquire OEM Business opportunities in the global market

- ✓ MFP/Printer OEM Business
- ✓ Sales alliances of Xerographic Components

FY25/3 Revenue Growth
(vs. FY20/3)

90B JPY

Explore new growth area outside of Document business

30B JPY

Introduction of innovative new products

20B JPY

Expand into global markets by utilizing FUJIFILM sales channels

10B JPY

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FUJIFILM

Value from Innovation

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.

FUJIFILM Holdings Corporation

Corporate Communication Office, Corporate Planning Div.

<https://holdings.fujifilm.com/en>