

# To Become “a Company Driving Changes”

## - Management Strategy of FUJIFILM -

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**FUJIFILM Holdings Corporation**

**Chairman, Representative Director & CEO**

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Description of performance projections and future business forecast, found in this material, are based on currently-available information, and contain potential risks and uncertainties. For this reason, actual business performance could be different due to various factors.

## To be “a Company Driving Changes” for continuous growth



**Continue swift and decisive management to offer new products and new values one after another**

## Management policy to realize “a company driving changes”



Provide valuable products and services to society



Gain sales and profit



**Create new values and sustain the existence  
of the corporate entity  
by investments for the future**



## Further Strengthening a foundation for Document business



**Fujifilm to own 100% of  
Fuji Xerox**

- Acquisition<sup>\*1</sup> of 25% stake of Fuji Xerox: USD2.2Bn
- Acquisition of XIP<sup>\*2</sup> stake and expanding OEM: USD0.1Bn

**Enters into  
New Collaborative  
Partnership with Xerox**

- Fuji Xerox will supply OEM products to additional customers worldwide
- Fuji Xerox will continue to supply products to Xerox in the mid- to long-term

**Structural reforms of  
Fuji Xerox**

- Undergoing operational reforms and efforts for cost reduction since FY2018/3
- JPY 55 Bn is estimated as a positive impact in the OP (as of FY2021/3, vs FY2017/3)

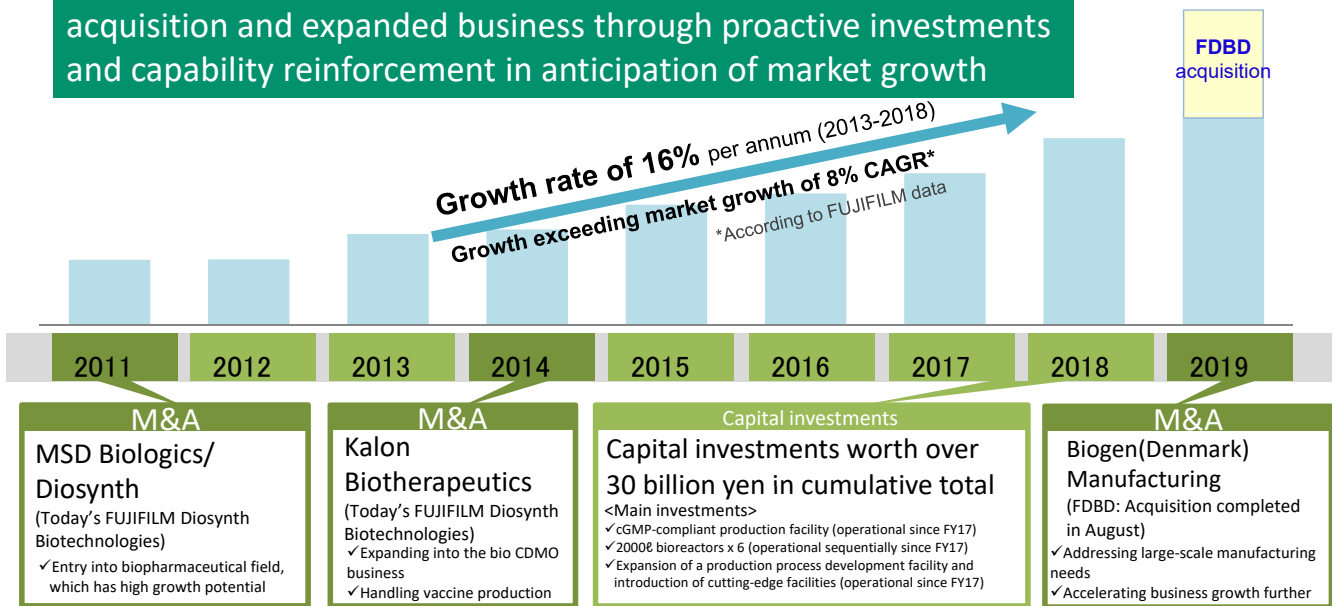
\*1: Fujifilm including certain of its subsidiaries will acquire Xerox's 25% ownership stake of Fuji Xerox

\*2: Xerox International Partners (XIP), a 51%-49% joint venture between Xerox and Fuji Xerox that operates OEM business mainly in the U.S. and Europe.



## Forecast changes and act proactively: Bio CDMO business

Entered the bio CDMO industry in its infancy through business acquisition and expanded business through proactive investments and capability reinforcement in anticipation of market growth

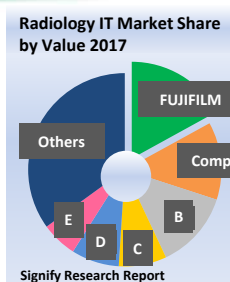


## Drive changes by ourselves : Medical IT (Medical Systems)

### Existing assets (technology, know-how, structure)



- Advanced image processing technology and know-how
- R&D structure that supports image processing technology



- World's No.1 market share

### Offering new values with AI technology



Create new values for next-generation image diagnosis by combining the latest AI technology with the FUJIFILM's state-of-the-art image processing technology built up over 70 years

## Drive changes by ourselves : Medical IT (Medical System)

### The Future of healthcare that FUJIFILM aims to realize through AI



Create more time for doctors to face patients and diagnose by making operating workflows of doctors semi-automated with AI



Support radiologists to read diagnostic images by AI  
Contribute to reduce risks of missing detection of lesions and lead early detection of diseases

For the future where everyone in the world can access high quality healthcare

### Consolidated Financial Forecast for FY2020/3, the final fiscal year of medium term management plan "VISION2019"

(Billions of yen)

	FY2019/3	FY2020/3 Medium Term Management Plan (VISION2019)	FY2020/3 (Forecast)	Change from previous year
Revenue	2,431.5 100%	2,600.0 100%	<b>2,435.0</b> 100%	3.5 +0.1%
Operating Income OPM	209.8 8.6%	230.0 8.8%	Record High <b>240.0</b> 9.9%	30.2 +14.4%
Income before Income Taxes	212.8 8.8%	-	Record High <b>245.0</b> 10.1%	32.2 +15.2%
Net Income Attributable to FUJIFILM Holdings	138.1 5.7%	150.0 5.8%	Record High <b>162.0</b> 6.7%	23.9 +17.3%
ROE	6.7%	7.3%	<b>8.0%</b>	+1.3%
Exchange rates: USD/JPY	111 yen	110 yen	108 yen	(3 yen)
:EURO/JPY	128 yen	120 yen	122 yen	(6 yen)
Silver Price (/kg)	55,000 yen	62,000 yen	56,000 yen	1,000 yen

\* Exchange rate sensitivity for operating income (FY2020/3 full year)  
USD/JPY: JPY 0.8 billion EURO/JPY: JPY 0.8 billion

FUJIFILM continues to challenge to resolve social issues

**FUJIFILM**  
Value from innovation



**FUJIFILM**  
Value from Innovation