

## **Briefing on Medium-Term Management Plan “VISION2019”**

### **Main questions and answers**

Q: Document solutions seems to be in the absence of sales growth. What is the reason for that?

A: The market environment is expected to continue to be harsh. We are putting focus on profitability rather than revenue. We provide profitable product lineup and refrain from chasing after unprofitable deals. We also enhance R&D and production efficiency.

Q: How do you realize synergies between FUJIFILM (FF) and Fuji Xerox (FX) to strengthen profitability of Document Solutions business? How do you reinforce relationship?

A: We expect FF's graphic systems business and inkjet business can create big synergies with FX and we are currently considering specific measures. While FX, well known as a customer-oriented company, has firm customer base and product line-up, FF excels as cost reduction. Putting these strong points together, we will use this adverse challenge as an opportunity to make FX even better company.

Q: In FY2020/3, we plan the OP of highly functional materials in Information solutions to increase by over ¥10.0 billion compared to FY2017/3. What is the breakdown of business?

A: Especially electronic materials business, industrial products business and fine chemicals business should increase both sales and OP.

Q: How do you change mindset of senior management and top management of subsidiaries for strengthening governance?

A: In the implementation of re-education on compliance for department heads and top management of subsidiaries, we provided guidance to create an open, fair and clear working environment with a high sense of ethics. Currently, it is being shared with all the employees through them to put in practice.

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