

# 1.0 About *Management Performance*

*FUJIFILM Holdings Sustainability Report 2020—Management Performance* introduces our basic approach, promotion systems and an overview & results for each of the activities that corporations are expected to engage with by society. To make it simple and easy to understand, it mainly shows the basic results from the ESG point of view, including Governance, Environmental Aspects and Social Aspects.

Please see the full report on the management performance in Sustainability Report 2020 at:  
<https://holdings.fujifilm.com/en/sustainability/data>

On the other hand, we identified our high priority issues (materiality) from various CSR issues related to our business and established the Fujifilm Group's CSR Plan, "Sustainable Value Plan 2030 (SVP 2030)." Now we are implementing the activities along with the Plan. We will prepare a separate report, *FUJIFILM Holdings Sustainability Report 2020—SVP Stories*, to introduce the progress of our activities in fiscal 2019. Please refer to *SVP Stories* together with this *Management Performance*.

## • Period covered by the report

Fiscal 2019 (April 1, 2019—March 31, 2020) is covered in the performance data.

With regards to the contents of activities, wherever possible, we have conveyed the most recent trends, including activities in fiscal 2020.

## • Organizations covered by the report

The Fujifilm Group (FUJIFILM Holdings, and all the consolidated companies)

Major consolidated companies are shown on our website. <https://holdings.fujifilm.com/en/about/affiliates>

## • Date of publication (*Management Performance*)

August 2020 (next report: July 2021, previous report: July 2019)

## • Referenced guidelines

- Japan's Ministry of the Environment: Environmental Reporting Guidelines (2018 Version)
- GRI: The GRI Sustainability Reporting Standards
- Sustainability Accounting Board (SASB)
- Japan's Ministry of the Environment: Environmental Accounting Guidelines (2005 Version)
- ISO 26000: Social Responsibility

## • Supplemental information regarding reported matters

- The term "employees" refers to all employees, including managers, general employees, and part-time staff. The term "company employees" indicates employees (full-time staff). To further ensure the accuracy of the report, the terms "regular employees" and "non-regular employees" (temporary staff, part-time staff, others) have been used separately as required.

# 1.1 Fujifilm Group Organization Overview

The Fujifilm Group, runs wide ranging businesses utilizing the technologies based on advanced silver halide photography.

We are improving our fundamental technologies that are the base of our business and exclusive core technologies that differentiate us in terms of sustainable superiority. Combining those technologies, we are able to offer a diverse range of products and services.

To celebrate the 80th anniversary in 2014, we established our new corporate slogan, “Value from Innovation,” which seeks to continue creating new technologies, products and services that inspire and excite people everywhere, and empower the potential and expand the horizons of tomorrow’s business and lifestyle.

We continue to deliver new value through our business operations and technologies aiming to resolve social issues under the spirit of our corporate slogan: “Value from Innovation.”

## Holding Company: FUJIFILM Holdings Corporation

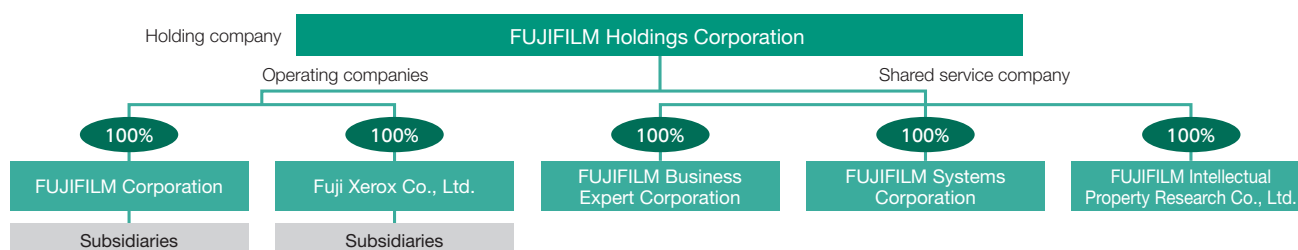
Company name:	FUJIFILM Holdings Corporation
Representative:	Shigetaka Komori
Head office:	Tokyo Midtown, 9-7-3 Akasaka, Minato-ku, Tokyo 107-0052, Japan
Established:	January 20, 1934
Capital:	¥40,363 million (as of March 31, 2020)
Employees:	228 (as of March 31, 2020)
Consolidated company employees:	73,906 (as of March 31, 2020)
Consolidated subsidiaries:	317 (as of March 31, 2020)

## Proportion of Consolidated Company Employees by Region (FY2019)

(as of March 31, 2020)

Japan	The Americas	Europe	Asia and others
49%	9%	7%	35%

## Fujifilm Group Organization Overview



For information about the consolidated subsidiaries of FUJIFILM Holdings Corporation, please visit:

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

## Consolidated Revenue/Consolidate Operating Income

Unit: 100 millions of yen

	FY2015	FY2016	FY2017	FY2018	FY2019
Consolidated revenue	24,604	23,222	24,334	24,315	23,151
Consolidate operating income	1,806	1,723	1,233	2,098	1,866

## Proportion of Consolidated Revenue by Region (FY2019)

Japan	The Americas	Europe	Asia and others
43%	18%	13%	26%

## Proportion of Consolidated Revenue by Operating Segments (FY2019)

Imaging Solutions	Healthcare & Materials Solution	Document Solutions
14%	42%	44%

### Imaging Solutions

	Photo Imaging	Optical Devices and Electric Imaging
Proportion of revenue by business (FY2019)	69%	31%

Unit: 100 millions of yen

	FY2017	FY2018	FY2019
Consolidated revenue*	3,830	3,869	3,326
Consolidate operating income	558	511	251

### Healthcare & Materials Solution

	Healthcare	Graphic Systems/ Ink Jet	Industrial Products/ Electronic Materials, etc.	Display Materials	Recording Media	Others
Proportion of revenue by business (FY2019)	49%	21%	17%	8%	4%	1%

Unit: 100 millions of yen

	FY2017	FY2018	FY2019
Consolidated revenue*	10,026	10,390	10,242
Consolidate operating income	914	976	924

### Document Solutions

	Office Products/ Office Printers	Solution Services	Production Services	Others
Proportion of revenue by business (FY2019)	55%	29%	12%	4%

Unit: 100 millions of yen

	FY2017	FY2018	FY2019
Consolidated revenue*	10,478	10,056	9,583
Consolidate operating income	84	964	1,050

\* The figures in the financial results for FY2017 have been revised according to changes in the presentation of the net periodic pension cost and net periodic postretirement benefit cost following the change of US GAAP.

## 1.2 CSR Management

### 1.2.1 Basic Approach

The Fujifilm Group's business originated with photographic film, a product for which lots of clean water and fresh air are essential to the manufacturing process. It is also a product which requires customers to "buy on trust," since they cannot try it out beforehand. Thus, for the Fujifilm Group, an approach which emphasizes environmental conservation and maintaining the trust of stakeholders has been a major premise at the very foundations of our business activities. This approach is the starting point for our corporate social responsibility (CSR) activities and continues to be passed down within our Group, as the Fujifilm Group's "DNA."

### 1.2.2 Philosophical Concepts and Related Policies of the Fujifilm Group

Fujifilm Group established the Fujifilm Group Corporate Philosophy and Vision following the shift to a holding company structure in 2006. Founded on the spirit of contribution to advancement of society, improved health, environment protection and enhancement of the quality of life of people, by providing top-quality products and services with open, fair and clear workplace culture and leading-edge, proprietary technologies, we have established the Fujifilm Group Charter for Corporate Behavior and the Fujifilm Group Code of Conduct and implement them thoroughly throughout the Group. To ensure awareness and implementation by all employees, we established the Fujifilm Group's Approach to CSR. Seven additional policies (environmental, social contribution, biodiversity, procurement, quality, occupational health and safety and global security trade and control) have been established to promote activities. In addition, we have established the Human Rights Statement to clearly specify our stance in 2018. We are promoting our activities along with them.

In recent years, the sales volume and importance of the healthcare business in the Fujifilm Group is increasing. In promoting the healthcare business, corporations are required not only to comply with laws and regulations, but also to conduct business operations fairly with higher ethics and transparency.

In order to meet these social demands, the Fujifilm Group established the "Fujifilm Group Global Healthcare Code of Conduct" in July 2020, and in addition to the Fujifilm Group Code of Conduct, appropriate directors and employees in the healthcare business must be followed in order to promote proper business activities.

#### The Fujifilm Group's Approach to CSR

The Fujifilm Group's approach to corporate social responsibility is to contribute to the sustainable development of society by putting our Corporate Philosophy into practice through sincere and fair business activities.

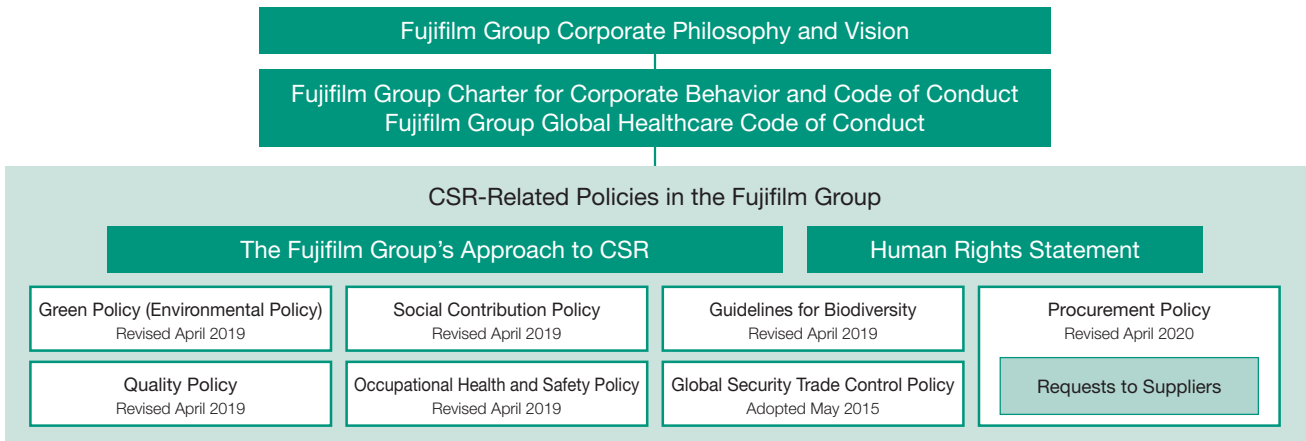
We will not only fulfill our economic and legal responsibilities, but also:

1. endeavor to understand global as well as local environmental and social issues and create value to address these issues through our business activities.
2. continue to evaluate the environmental and social impact of our business activities and strive to improve the performance while increasing our positive impact on society.
3. constantly reassess whether our activities are responding adequately to the demands and expectations of society through proactive stakeholder engagement with our stakeholders.
4. enhance corporate transparency by actively disclosing information.

Revised in February 2014

Fujifilm Group Corporate Philosophy/Vision (full text)  
Fujifilm Group Charter for Corporate Behavior (full text)  
Fujifilm Group Code of Conduct (full text)

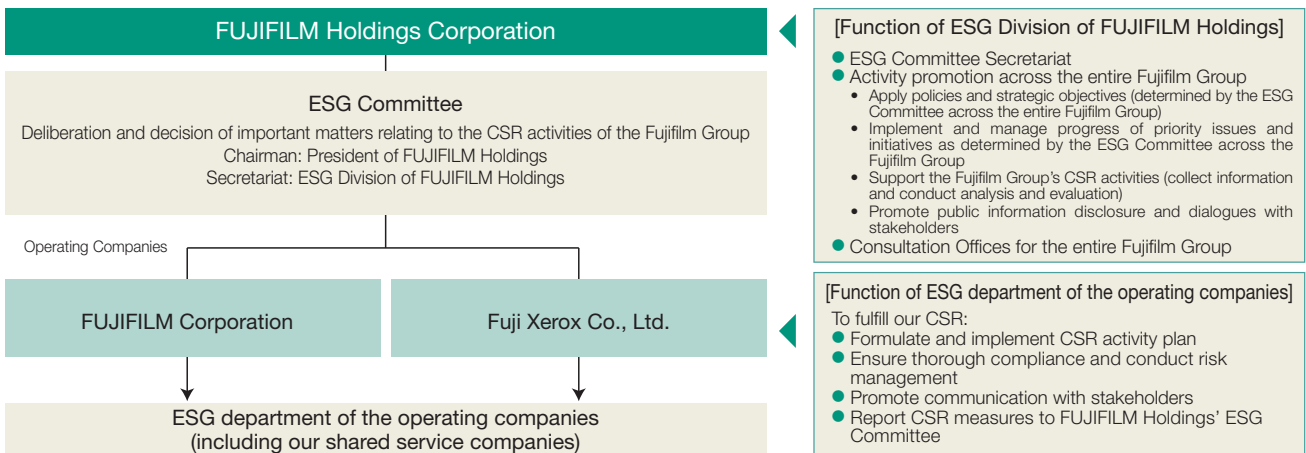
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<https://www.fujifilmholdings.com/en/about/philosophy/law/index.html>



### 1.2.3 CSR Management System

#### 1. The Fujifilm Group's CSR promotion system

The Fujifilm Group established the ESG Committee (reorganized from CSR committee in June 2019) chaired by the President of FUJIFILM Holdings. The Committee takes decisions on the important matters relating to the CSR activities of the entire Group. The ESG Division of FUJIFILM Holdings, which is the Secretariat of the ESG Committee, is responsible ensuring rigorous CSR management by the Fujifilm Group. The Division considers the priority issues for the entire Group, discloses information outside, communicates with stakeholders, supports the CSR activities of Group companies, audits the CSR activities of the entire Group, and operation of the whistle-blowing offices.



#### 2. Effective management system

Since 2007, the year following the group was reorganized under FUJIFILM Holdings, the Fujifilm Group has been formulating medium-term CSR plans along with the medium-term management plans.

Every year since then, we disclose the progress of the year in our Sustainability Reports etc., and also review our activities through opinions from inside and outside the company. We also summarize our activities of every three years in accordance with the drafting of the next medium-term management plan, and the every review has led to the formulation of the next medium-term CSR plan.

Each medium-term CSR plan has been deliberated and approved by the ESG Committee (reorganized from the CSR Committee in June 2019) chaired by the President of Fujifilm Holdings

In 2016, we changed our policy of establishing the three-year medium-term CSR plan and announced our long-term CSR plan, Sustainable Value Plan 2030 (SVP 2030). SVP 2030 is a long-term target for 2030, but as ever, we will basically review every three years in line with the formulation of the medium-term management plan, and also when there is a big change in the direction of our business as needed.

(For our environmental management system, please refer to 3.1.2 Environmental Policy and Management System.)

## 1.2.4 Background of CSR Planning and Process for Identifying Priority Issues (Materiality)

### 1. Social background and basic approach

In recent days, international long-term targets such as Sustainable Development Goals (SDGs\*<sup>1</sup>) and the Paris Agreement\*<sup>2</sup> have been announced in the drive to resolve social issues. In particular, expectations are growing for the role of companies as players in resolving social issues and building a sustainable society. In view of these developments, the SVP 2030 has set as its long-term goal for fiscal 2030 to contribute to achieving the goals for resolving global social issues set by SDGs, the Paris Agreement, etc.

The long-term targets for fiscal 2030 set out in SVP 2030 were set as part of the drive from two perspectives; an “inside-out” perspective, starting from existing business activities and an “outside-in” perspective, originating from social issues and examining what our products and services should be.

SVP 2030 reaches beyond the Fujifilm Group’s products and services (i.e., output\*<sup>3</sup>), exploring what products and services are necessary and what technologies are needed for our contribution to the sustainable society (i.e., outcome\*<sup>4</sup>). It lays down as our final goals both the growth of the Group and solutions to social issues.

In the years ahead, we will continue working to achieve the targets of SVP 2030 by creating new value through the development of cutting-edge products, services and technological innovations that benefit society and that make a bigger contribution to resolving social issues and upgrading our corporate value.

\*1 SDGs (Sustainable Development Goals): Goals in sustainable development adopted by the United Nations General Assembly in 2015, to be addressed as social issues by the international community until 2030. There are 17 goals and 169 targets established to address the issues of poverty, inequality and injustice, health, education, fulfillment in work, climate change and the environment, etc.

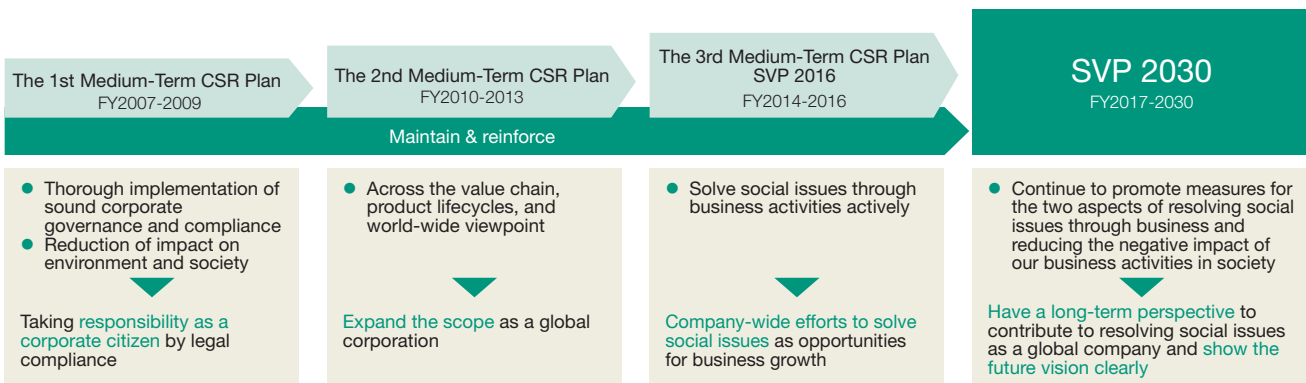
\*2 Paris Agreement: International, multilateral agreement on arresting climatic changes that was adopted by The 21st Session of the United Nations Framework Convention on Climate Change Conference of the Parties (COP 21) held in Paris in 2015. The Agreement calls for holding the global temperature rise to less than 2°C over the level before the Industrial Revolution.

\*3 Output: Products, services, etc., produced by our organizational and business activities.

\*4 Outcome: Change, benefits, learning and other effects that are generated by an organization or business operation.

### 2. Developments from the medium- and long-term CSR plan

The Medium-Term CSR Plan started in 2007, the year following the group was reorganized under FUJIFILM Holdings, to put in place comprehensive governance and compliance. In 2017, Sustainable Value Plan 2030 (SVP 2030) was announced with longer-range targets for the year 2030.



### 3. Process for identifying materiality (priority issues)

#### [STEP 1] Clarifying the Basic Policies

In addition to the review of CSR activities under SVP 2016, issues that should take priority in SVP 2030 were identified with attention given to global developments in response to climate change, etc. As a result of the review, the perspective adopted in SVP 2016 to make company-wide efforts to solve social issues as opportunities for business growth was upgraded to clearly specify a future vision from the long-term perspective on contributions to resolving social issues as a global company and was adopted as the basic policy.

#### [STEP 2] Extracting Social Issues Based on Business Strategy

In identifying social issues, a comprehensive list of some 300 items has been created, with the addition of items that must be addressed from a long-term perspective, including roughly 130 items from various indexes such as the global standards ISO 26000 and GRI Guidelines/Standard, the goals of the Paris Agreement and the 169 goals under the SDGs. In addition, technologies, products and services that were developed by all our divisions have been reviewed for the degree to which they will contribute to resolving social issues, and a list of relevant social issues has been created.

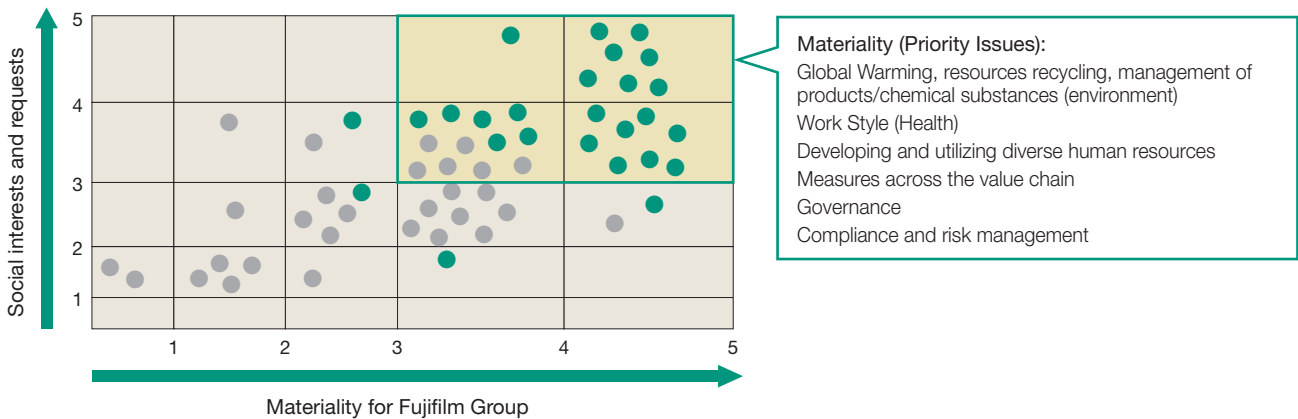
Main CSR Issues (PDF) [https://www.fujifilmholdings.com/en/sustainability/svp2017/process/pack/pdf/main\\_CSR\\_Issue\\_en.pdf](https://www.fujifilmholdings.com/en/sustainability/svp2017/process/pack/pdf/main_CSR_Issue_en.pdf)

[STEP 3] Evaluation of Materiality

In evaluation of materiality, we adopted the two sides of approaches reducing/making consideration of the social impact generated from business activities and resolving social issues through business.

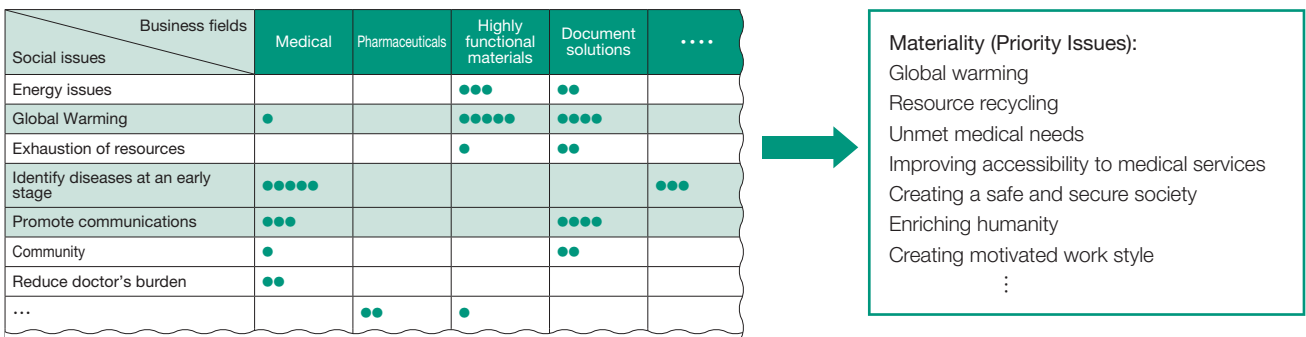
(1) Taking into consideration and reducing the impact our business activities have on the environment and society

In addition to our own evaluation of materiality, the CSR specialist E Square has conducted an evaluation of social interests and requests. Based on these findings, the priority issues shown at top right were identified and materiality was established accordingly.



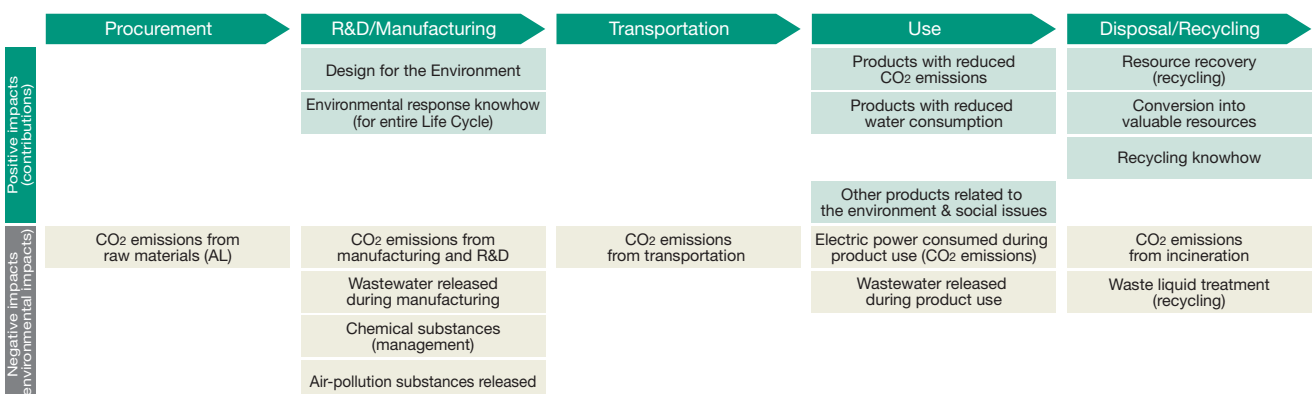
(2) Resolving social issues through our business activities

Social issues to which the present and future technologies, products and services of our business divisions can contribute were identified and organized in a matrix chart. The issues with major impacts (shown by the large number of dots) in both our business and social issues were given priority and identified as materiality.



Furthermore, regarding social issues we have selected through the above two processes, to organize the contents which we can have some impacts, we have laid them out in the following map especially from environmental viewpoints, which is an issue of urgency, of both the negative impacts from business processes (risk) and the positive impacts from social contribution through business (opportunity) based on the SDG Compass.

Impact on Business Processes across the Value Chain (Ex. Environment)



\* Study of priority issues based on the SDG Compass from viewpoints of both the negative impacts from business processes and the positive impacts from social contribution through business

### [STEP 4] Planning and Review

For each priority issue defined in STEP3, we classified them by fields and make them easier to understand. To ensure concrete action, we also defined targets for fiscal 2030 considering business issues our businesses should address and indicators to boost progress together with relevant business divisions at operating companies.

Regarding environmental issues on a global scale, numerical targets for 2030 were set.

Priority issues of SVP 2030 were finalized in the deliberations by the CSR Committee (present ESG Committee), headed by the President of FUJIFILM Holdings. After approval by the ESG Committee, we are now addressing the issues under a group-wide policy.

Fiscal 2019 used to be the last year of our Medium-Term Management Plan, VISION 2019 (for the time being, the next medium-term management plan was postponed to be announced owing to Corona virus influence). In light of progress on VISION 2019 and the latest global trends in issues, we have reviewed the following three perspectives that had been emphasized in the planning of SVP 2030, our CSR Plan that started in 2017.

As a result of these reviews, we have decided to continue the basic policy of clearly specifying our long-term vision of how the Group will contribute to resolving social issues as a global company.

- Define long-term targets (for 2030)
- Promote measures based on disclosed numerical targets for global environmental issues
- Promote priority measures for solving social issues through our business activities (contribution to environment and society) and considering society and the environment in our business processes (minimization of environmental and social impacts).

For achievement of SVP 2030, we will re-examine our group-wide activities and long-term targets through PDCA every three years by planning for medium-term management reform.

#### Sustainable Value Plan 2030

Priority Area	Priority Issues	Solving social issues through business activities	Considering society and the environment in our business processes	Relevant business/parties
Environment	1. Address climate change	●	●	Entire Group (especially for factories/ Highly Functional Materials)
	2. Promote recycling of resources	●	●	Entire Group (especially for factories/ Highly Functional Materials)
	3. Address energy issues toward a decarbonized society.	●		Entire Group (especially for Highly Functional Materials)
	4. Ensure product and chemical safety.	●	●	Entire Group (especially for factories/ Highly Functional Materials)
Health	1. Fulfill unmet medical needs.	●		Healthcare
	2. Improve accessibilities to medical services.	●		Healthcare
	3. Contribute to identifying diseases at an early stage.	●		Healthcare
	4. Contribute to health promotion and beauty.	●		Healthcare
	5. Promote management of a healthy workplace.		●	(Internal)
Daily Life	1. Contribute to creating a safe and secure society.	●		Highly Functional Materials
	2. Contribute to enriching humanity and relationships between people.	●		Imaging
Work Style	1. Create environments that lead to motivated workplace (provision of solution services).	●	●	Document solution
	2. Develop and utilize diverse human resources.		●	(Internal)
Supply Chain	Strengthen CSR foundations across the entire supply chain including factors of the environment, ethics, and human rights.			Supplies (+ Entire Group)
Governance	Improve and maintain governance structures by further disseminating an open, fair and clear corporate culture.			Entire Group (+ Supplies)



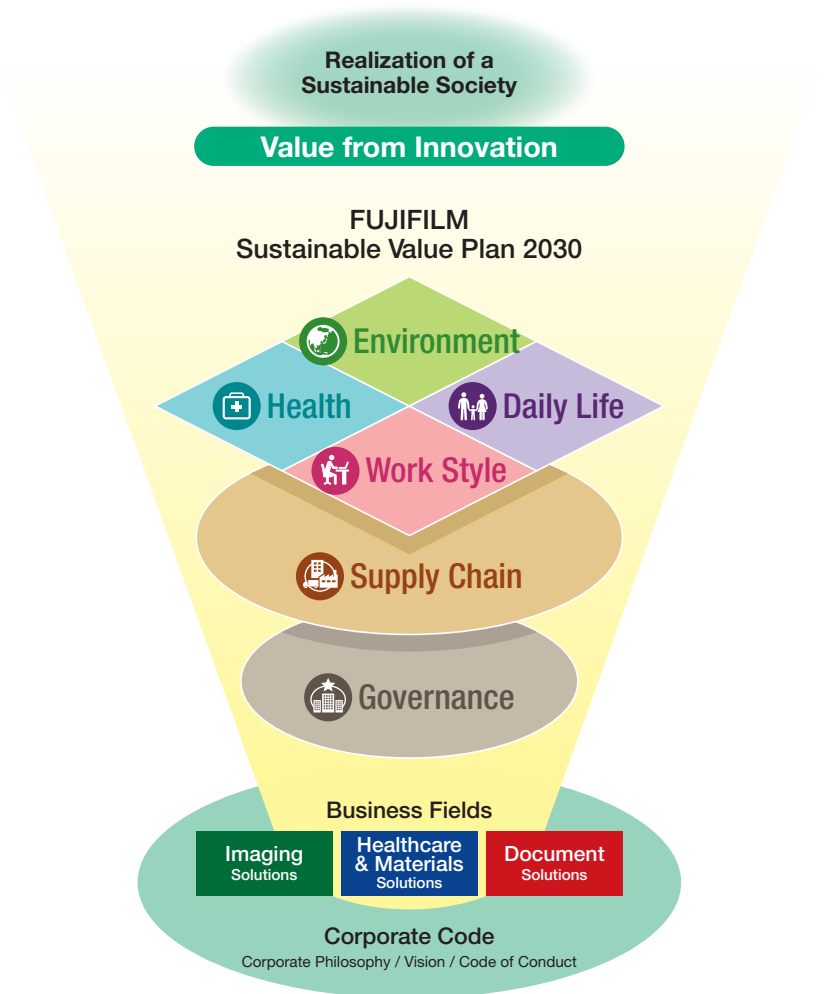
Major Progress in Materiality Issues

Priority Area	Priority Issues	Major Targets for FY2019 *The following targets are all for FY2030.	Major Activities in FY2019
Environment	<ol style="list-style-type: none"> <li>1. Address climate change</li> <li>2. Promote recycling of resources</li> <li>3. Address energy issues toward a decarbonized society.</li> <li>4. Ensure product and chemical safety.</li> </ol>	<ul style="list-style-type: none"> <li>• Reduce the Fujifilm Group's CO<sub>2</sub> emissions by 45% by FY2030 (compared to the FY2013 level).</li> <li>• Contribute to a reduction in the CO<sub>2</sub> emissions generated in society by 90 million tons by FY2030.</li> <li>• Minimize adverse effect on chemical substances on human health and the environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Endorsed the TCFD recommendation and joined RE100.</li> <li>• Certified new solution service under the in-house "Green Value Products" certification system (16 products).</li> <li>• Received first certification of A List on the CDP Climate Change.</li> <li>• Established targets for FY2030 regarding chemical substances.</li> </ul>
Health	<ol style="list-style-type: none"> <li>1. Fulfill unmet medical needs.</li> <li>2. Improve accessibilities to medical services.</li> <li>3. Contribute to identifying diseases at an early stage.</li> <li>4. Contribute to health promotion and beauty.</li> <li>5. Promote management of a healthy workplace.</li> </ol>	<ul style="list-style-type: none"> <li>• Develop new treatment solutions/ Improve accessibility to new treatment solutions.</li> <li>• Expand and scale up AI &amp; IoT technology to reduce burdens on medical professionals.</li> <li>• Promote management of health and productivity to maintain employees' vitality.</li> </ul>	<ul style="list-style-type: none"> <li>• Approved for inclusion within national health insurance coverage as regenerative care for epidermolysis bullosa.</li> <li>• Together with Kyoto University, we have successfully developed an AI technology to support diagnosis of interstitial pneumonia.</li> <li>• Launched SYNAPSE SAI viewer, an AI diagnosis support platform, as the first product under the brand of our medical AI technology, REiL.</li> <li>• Announced Fujifilm Employee Wellness Declaration.</li> </ul>
Daily Life	<ol style="list-style-type: none"> <li>1. Contribute to creating a safe and secure society.</li> <li>2. Contribute to enriching humanity and relationships between people.</li> </ol>	<ul style="list-style-type: none"> <li>• Aim at 100% preservation of records archived on tapes.</li> <li>• Offering opportunities to enjoy photos that give forms to memories.</li> </ul>	<ul style="list-style-type: none"> <li>• Released a magnetic tape storage media that achieves a maximum recording capacity of 30TB, which is twice the conventional capacity.</li> <li>• Held Fujifilm Global Photo Exhibition in 8 countries including Africa, displaying 110,000 works worldwide.</li> </ul>
Work Style	<ol style="list-style-type: none"> <li>1. Create environments that lead to motivated workplace (provision of solution services).</li> <li>2. Develop and utilize diverse human resources.</li> </ol>	<ul style="list-style-type: none"> <li>• Actions for work style reform for customers.</li> <li>• Improve the rate of women in managerial positions.</li> </ul>	<ul style="list-style-type: none"> <li>• Launched "CocoDesk," a private room-type workspace that supports telework for business people.</li> <li>• Improved the rate of women in managerial positions (from 13.9% in 2018 to 14.5 % in 2019).</li> </ul>
Supply Chain	Strengthen CSR foundations across the entire supply chain including factors of the environment, ethics, and human rights.	Promote sustainable procurement.	<ul style="list-style-type: none"> <li>• Re-informed our suppliers across the world about the Request to Suppliers and collected receipts from 398 suppliers.</li> </ul>
Governance	Improve and maintain governance structures by further disseminating an open, fair and clear corporate culture.	Improve compliance awareness across the entire global Group and reinforce risk management.	<ul style="list-style-type: none"> <li>• Conducted the Harassment awareness survey in Japan.</li> <li>• Revised the Fujifilm Group Charter for Corporate Behavior and Code of Conduct.</li> </ul>

### 1.2.5 The CSR Plan of the Fujifilm Group Sustainable Value Plan 2030 (SVP 2030)

The Fujifilm Group announced its Sustainable Value Plan 2030 (SVP 2030) in August 2017. The new plan sets itself apart from previous medium-term CSR plans in characteristically targeting fiscal 2030 as its longterm goal, which is expected to lay the foundations of the Group's business management strategies for sustainable growth.

Under SVP 2030, the Fujifilm Group will introduce further measures to resolve social issues through our business activities, including the launch of innovative products, technologies and services, in our aim to develop into a company that can make a greater contribution to creating a sustainable society.



#### SVP 2030 Priority Area/Priority Issues (Materiality)

	Solving social issues through business activities		Considering society and the environment in our business processes		Fujifilm Group's Contribution to SDGs
	Contribution (Opportunities)		Impact (Risks)		
<b>Environment</b> <ol style="list-style-type: none"> <li>1. Address climate change.</li> <li>2. Promote recycling of resources.</li> <li>3. Address energy issues toward a decarbonized society.</li> <li>4. Ensure product and chemical safety.</li> </ol>	●	●	●	●	
<b>Health</b> <ol style="list-style-type: none"> <li>1. Fulfill unmet medical needs.</li> <li>2. Improve accessibilities to medical services.</li> <li>3. Contribute to early disease detection.</li> <li>4. Contribute to health promotion and beauty.</li> <li>5. Promote management of a healthy workplace.</li> </ol>	●	●	●	●	
<b>Daily Life</b> <ol style="list-style-type: none"> <li>1. Contribute to creating a safe and secure society.</li> <li>2. Contribute to enriching humanity and relationships between people.</li> </ol>	●	●	●	●	
<b>Work Style</b> <ol style="list-style-type: none"> <li>1. Create environments that lead to motivated workplace (provision of solution services).</li> <li>2. Develop and utilize diverse human resources.</li> </ol>	●	●	●	●	
<b>Base for business activities</b>					
<b>Supply Chain</b>	Strengthen CSR foundations across the entire supply chain including factors of the environment, ethics, and human rights.				
<b>Governance</b>	Improve and maintain governance structures by further disseminating an open, fair and clear corporate culture.				

### Relationship between CSR plan and management plan

Our Long-Term CSR Plan SVP 2030 toward fiscal 2030 is our targets for contributing to building a sustainable society along with SDG's. Our Medium-Term Management Plan VISION 2019 sets out the concrete business strategies to achieve these targets.

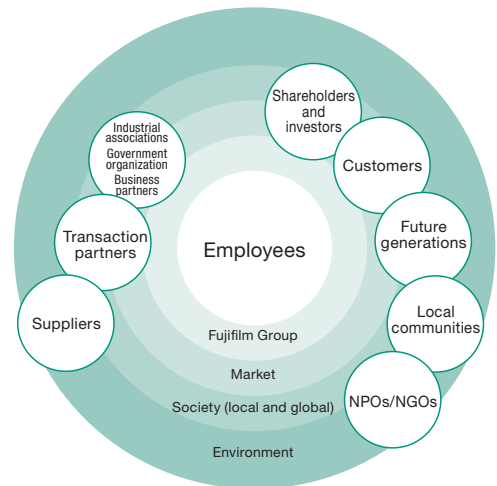
#### Themes That Are Significantly Related with our Business in the Priority Issues of SVP 2030

Item	CSR Priority Issue 1	CSR Priority Issue 2	CSR Priority Issue 3
<b>Material Issues</b>	Contribute to resolving social issues related to health, daily life, environment and work style through products and services (Issues related to social impact in the four areas "Environment", "Health", "Daily Life", and "Work Style" of SVP 2030)	Business processes that respond to environmental issues. (Issue related to the company's operation in the "Environment" of SVP 2030)	Develop and make use of diverse human resources. (Priority Issue 2 in the "Work Style" of SVP 2030)
<b>Relations to Business</b>	In the above four areas "Environment", "Health", "Daily Life", and "Work Style" of SVP 2030, contributing to resolving social issues including improving access to medical services, identifying disease at an early stage, fulfilling unmet medical needs and promoting health are priority areas in our Medium-Term Management Plan VISION 2019 and lead to business growth.	Business operations that respond to environmental issues (energy conservation) not only contribute to reduced costs and improved earnings for a company in the chemical, electrical and machinery industries but are also essential in ensuring stability and continuity of business, as well as in maintaining our social reputation.	The people working at the various worksites form the foundation of our global business operations in diverse fields. Improving working conditions and assuring employee diversity in the company and in the supply chain at large is the key to reducing job turnover, increasing motivation and ultimately leading to business growth. In addition, the expertise gained in the course of these activities has led to us offering work style reform services to other companies.
<b>Business Impact</b>	Revenue & profit	Costs & risks	Risks, sales & revenue
<b>Business strategies</b>	<ul style="list-style-type: none"> <li>Grow sales in the growth areas of medical IT, endoscopes and ultrasonic diagnosis systems in markets including emerging countries and expand our lineup of products with functional claims using our exclusive technologies.</li> </ul>	<ul style="list-style-type: none"> <li>Launch of innovative new products founded on value co-creation and incorporating our high levels of fundamental and core technologies that contribute to solving environmental issues in partnership with external parties.</li> <li>Maximizing profits through energy conservation and implementing a cost-cutting business structure.</li> </ul>	<ul style="list-style-type: none"> <li>Creating a corporate environment in which diverse employees are able to demonstrate their individual strengths through the introduction of Work Style Innovation.</li> </ul>
<b>Long-Term Target/Index</b>	<p>[Health] Increase healthcare business sales by 30% over FY2016 levels in line with the Medium-Term Management Plan VISION 2019.</p> <p>[Environment]  <ul style="list-style-type: none"> <li>Long-Term CSR plan</li> <li>Reduce CO<sub>2</sub> emissions by 90 million tons by FY2030.</li> </ul> </p>	<p>Increase sales of highly functional materials by 20% over FY2016 levels in line with the Medium-Term Management Plan VISION 2019.</p> <p>Medium-Term CSR Plan  <ul style="list-style-type: none"> <li>35% reduction in CO<sub>2</sub> emissions over FY2013 levels by FY2025</li> <li>20% reduction in water consumption of the entire group over FY2013 levels by FY2025</li> </ul> <p>Long-Term CSR Plan  <ul style="list-style-type: none"> <li>45% reduction in CO<sub>2</sub> emissions over the product lifecycle over FY2013 levels by FY2030</li> <li>30% reduction in water consumption of the entire Group over FY2013 levels by FY2030</li> </ul> </p> </p>	<ul style="list-style-type: none"> <li>Raise the percentage of woman in managerial position by 25% (the Fujifilm Group) and by 15% (the Fujifilm Group Japan) by FY2030</li> </ul>
<b>Target Year</b>	FY2030	FY2030	FY2030
<b>Executive Compensation</b>	Applied when determining compensation of the company president serving as COO and executive officers supervising relevant divisions	Applied when determining compensation of the company president serving as COO and executive officers supervising relevant divisions, as well as executive officers in charge of CSR	Applied to personnel administration and when determining compensation of executive officers in charge of HR and CSR

### 1.2.6 Communication with Stakeholders

Companies conduct their activities while interacting and maintaining relations with a wide variety of stakeholders, and it is important to listen carefully to their various views and expectations. At the Fujifilm Group, we ensure that we make appropriate information disclosures as well as verifying, at various opportunities, whether or not our business activities are responding to the demands and expectations of all our stakeholders, and reflecting our findings in our business activities. To ensure that our stakeholders' views are reflected in our CSR activities, we also review them in our Sustainability Report.

In addition to opinions relating to our CSR activities as a whole, regarding priority issues such as "Environment," "Work Style," etc., we conduct individual briefings on the content of the activities to external parties, to receive their advice and evaluation.\* Looking back over our activities and obtaining the views of external parties in this way provides a good opportunity to reexamine our activities.



The Fujifilm Group's Communications with Stakeholders

Main stakeholders		Main issues and areas of responsibility	Methods of communication	Frequency
Customers	We have a diverse range of customers, from individuals, businesses, corporations to government offices, etc., since we have business deployed all over the world, and we offer such a wide lineup of products, ranging from digital cameras and cosmetics to office printers, medical systems, medicine, highly functional materials and equipment and materials for graphic arts.	<ul style="list-style-type: none"> <li>• Securing the safety and quality of products</li> <li>• Design for Environment</li> <li>• Provision of appropriate information on services &amp; products</li> <li>• Improvement of customer satisfaction levels</li> <li>• Customer response &amp; support</li> </ul>	• Customer Center (liaison office for responding to inquiries)	• Day-to-day
			• Usability evaluation meetings and monitor surveys	• As needed
			• Customer satisfaction surveys	• As needed
			• Questionnaires at product purchase	• Day-to-day
			• Showrooms, exhibitions	• As needed
			• Holding seminars	• As needed
			• Websites and social media	• As needed
Employees	Employees working for the Fujifilm Group total approx. 73,000 people in 317 companies. They are active all over the world and their composition by country is Japan 49%, the U.S. 9%, Europe 7% and Asia 35% (as of end-March 2020).	<ul style="list-style-type: none"> <li>• Ensuring occupational health and safety</li> <li>• Respect for human rights</li> <li>• Utilization and training of human resources</li> <li>• Respect for diversity</li> </ul>	• Providing opportunities for dialogue with top management	• As needed
			• Personnel management division liaison & interviews	• Day-to-day/As needed
			• Compliance & Sexual Harassment Helpline	• Day-to-day
			• Regular meetings between the company and labor unions/Health & Safety Committee	• As needed
			• Intranet; in-house magazines	• Day-to-day
Shareholders & investors	FUJIFILM Holdings has 135,049 shareholders, characterized by a high proportion of overseas and institutional investors. Japanese financial institutions account for 32.9% of our shareholders, while foreign companies constitute 27.2% (as of end-March 2020).	<ul style="list-style-type: none"> <li>• Maintenance and expansion of corporate value</li> <li>• Appropriate redistribution of profits</li> <li>• Timely &amp; appropriate information disclosure</li> <li>• Measures for Socially Responsible Investment (SRI)</li> </ul>	• General shareholders meetings/Business report briefings/Briefings for investors	• Once a year/4 times a year/As needed
			• IR conferences/Individual meetings	• As needed
			• Integrated reports/Shareholder communications	• As needed
			• IR information website	• Day-to-day
			• Liaison office for responding to inquiries	• Day-to-day
Transaction partners	The Fujifilm Group conducts transactions worldwide with suppliers of raw materials and components and retailers of our products, etc.	<ul style="list-style-type: none"> <li>• Thorough implementation of fairness &amp; transparency in transactions</li> <li>• Promotion of CSR issues in the supply chain, such as human rights and the environment</li> </ul>	• Briefings to suppliers (on CSR procurement including green supply, management of chemical substances contained, etc.)	• As needed
			• CSR Self-Check (self-audited) and Onsite "Visit and Check" by expert team	• As needed
			• Website for exclusive use of transaction partners	• Day-to-day
			• Regular discussions with partners	• As needed
			• Liaison office for responding to inquiries (in each procurement and sales division)	• Day-to-day
Future generations & local societies	The Fujifilm Group has bases in approx. 40 countries across the world and conducts its activities by treating the local culture and customs with respect, as well as putting efforts into educational support for future generations.	<ul style="list-style-type: none"> <li>• Contribution activities which make use of our main business strengths</li> <li>• Respecting local culture &amp; customs and environmental conservation</li> <li>• Prevention of fires and accidents in the workplace</li> <li>• Educational support for future generations</li> </ul>	• Environmental communication meetings/Factory tours	• As needed
			• Community volunteer activities	• As needed
			• Regular discussions with local governments (city hall, mayor, community association presidents, etc.)	• As needed
			• Liaison offices (at each factory & office)	• Day-to-day
			• Dispatch of lecturers to the academic organization & endowed chairs	• As needed
Government organizations & industrial associations	The Fujifilm Group has businesses in countries all over the world. Each of these businesses belongs to several industrial associations and has active relations with the respective government organizations, including participating in collaborations and information exchanges, etc.	<ul style="list-style-type: none"> <li>• Legal compliance</li> <li>• Joint research &amp; development and cooperation in public policy aimed at the resolution of social issues</li> </ul>	• Participation in various industrial committees	• As needed
			• Participation in the development of industry guidelines	• As needed
			• Announcement of public comments through industry associations	• As needed
			• Joint research & development of government or industry association	• As needed
			• Proposals aimed at the resolution of social issues	• As needed
NGOs & NPOs	We are conducting dialogues with NGOs & NPOs who are actively aiming for a sustainable society, for the resolution of social issues and environmental conservation.	<ul style="list-style-type: none"> <li>• Dialogue, collaboration and support aimed at the resolution of social and environmental issues</li> </ul>	• Obtain views on the Sustainability Report	• As needed
			• Participate in stakeholder dialogue	• As needed
			• Administration committee of Public Trust Fujifilm Green Fund	• As needed
			• Review meetings on various CSR issues	• As needed
			• Afflicted area support activities with NPO	• As needed