



FUJIFILM Holdings Corporation

FUJIFILM

Sustainability Report 2009



TOP COMMITMENT

***In managing our business,
it is vital that we overcome drastic changes
in the business environment.
But this is not, on its own, enough.
We must also commit ourselves
to fulfilling our social responsibilities
for the benefit of future generations.
The basic requirement to continue
as a going concern is for us to pursue
and achieve our targets,
and survive these drastic changes.***

An age of drastic changes

We have faced many crises and hardships in the years since our foundation. Among these difficulties, the decreased demand for photo films, which began in 2000 with the development of digital media, shook the foundations of our business. In response to these changes, we formulated our medium-term management plan VISION 75 in 2004 to implement drastic structural reforms while carefully selecting and integrating our resources. As a result, we were able to achieve the highest ever consolidated sales (2.846 trillion yen) and operating income (207.3 billion yen) in fiscal 2007. After this v-shaped recovery, however, just before we were starting to boost our sales, the world went into an economic recession. Moreover, the threat of the new flu pandemic has become a reality. We are indeed living in an age of drastic changes.

Nobody expected that the state of the socioeconomic environment surrounding us would become so serious across the world. A lot of countries and companies, including ourselves, are now faced with an economic depression, and we cannot make any easy predictions about the future economic situation or about how people's behavior as consumers will change.

Calmly understanding the situation and decisively moving forward to achieve creative results

In my message in the previous sustainability report, I said, "We thrive on change. To meet the challenges of changing times, we adapt and innovate. Responding to the expectations of society and creating connections to the future are the fundamental principles of our corporate management." I am therefore not discouraged in the face of the drastic changes being made to our business environment. What is important is to think calmly, analyze, and reflect deeply on what we should do now and how to change

ourselves for the future. We must be courageous and decisive and fully resolved to implement our decisions. We are committed to doing this, and I am determined to manage our company in a manner that makes it possible for us to proactively plant the seeds of creativity, nurture them, and finally harvest the fruits.

Bravely taking on challenges

There must be many people who are concerned about the present socioeconomic situation. However, people, societies and times are constantly changing. The present situation will also change and become a part of history. We must not allow ourselves to become too preoccupied by the present situation, as this will not produce good results. Based on our past achievements, we are bravely taking on challenges aimed at the future. In the field of flat panel display materials, which we have positioned as a growth field, we are decisively making integrated investments of resources. In the business field of medical and life sciences, we are taking on new challenges based on the three concepts, "Life Imaging/Information," "Life Cure/Care," and "Life Safety/Security."

For example, we have stepped into the field of "Life Cure/Care" by beginning the sale of healthcare cosmetics and nutritional supplements. We are also challenging the "Life Safety/Security" field by including Toyama Chemical in the Fujifilm Group to pioneer new possibilities in the medical field. In our document solutions business led by Fuji Xerox, business innovation activities started in fiscal 2008 have been favorably progressing, and a new base integrating R&D will start operation in 2010. In addition, we are strengthening our market position in the field of optical devices, as represented by our satellite optical lenses mounted on the pioneering lunar orbit satellite KAGUYA (SELENE). We are thus taking on various challenges amid the changes and constantly transforming ourselves.

Setting and achieving targets to pave a way into the future

To be sustainable, we need to look positively toward the future. The future comes to everybody, and we must all be ready to face it. Amid the current socioeconomic climate, said to occur only once a century, we must turn our thoughts to what we should study and how we should act. It is vital that we gain a firm comprehension of the actual situation and fulfill our social responsibilities to future generations. I believe that, as a going concern, we must set and achieve our targets for the future, in the face of the drastic changes.

Shigetaka Komori
President and Chief Executive Officer, FUJIFILM Holdings Corporation
and Chairman, Group CSR Committee

Fujifilm Group Corporate Philosophy

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.

Fujifilm Group Vision

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 Group Charter for Corporate Behavior

In addition to pursuing profits through fair competition, corporations must make a contribution to society at large. To this end, the Fujifilm Group, in its corporate activities in Japan and abroad, respects human rights, observes both the spirit and the letter of all laws and regulations and international rules, and, acting in a socially responsible manner, works independently toward the sustainable development of society and the Fujifilm Group companies, in accordance with the following five principles.

1. A Trusted Company
2. Social Responsibility
3. Respect for Human Rights
4. Global Environmental Conservation
5. Vibrant Workplaces

Recognizing top management's responsibility to embody the spirit of this Charter, Fujifilm Group executives shall lead by example and promote a sound understanding of the Charter both within Group companies and among business partners. They shall strive to continually take account of views within and outside the Group, establish efficient corporate systems, and foster high ethical standards.

In the event of situations that contravene this Charter, top management shall clearly indicate both within and outside the Group its approach to resolving the situation and work to identify its causes and prevent any recurrence. Top management shall be accountable, promptly and appropriately disclose information, and take strict disciplinary action when appropriate, including in regard to itself.

The Fujifilm Group's Approach to CSR

The Fujifilm Group's Approach to CSR is to contribute to the sustainable development of society by putting into practice the Fujifilm Group's Corporate Philosophy, and realizing its Vision through sincere and fair business activities.

We will:

1. fulfill our economic and legal responsibilities, and respond to society's demands by contributing as a corporate citizen to the development of culture and technology in society and environmental preservation.
2. constantly reassess whether our CSR activities are responding adequately to the demands and expectations of society and whether those activities are conducted properly through dialogue with our stakeholders including customers, shareholders, investors, employees, local communities, and business partners.
3. enhance corporate transparency by actively disclosing information to fulfill our accountability for our business activities.

Editorial Policy

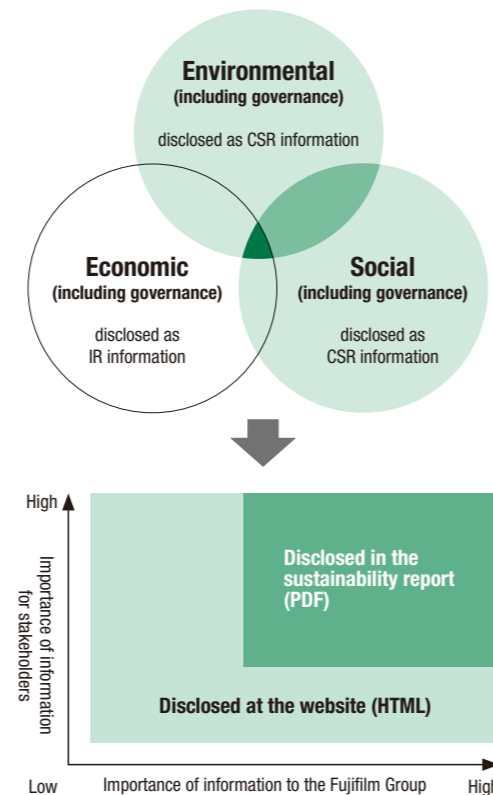
FUJIFILM Holdings Corporation Sustainability Report 2009 comprises three parts: “Feature: Enhancing Quality of Life,” “CSR Highlight 2008,” and “Data and Information.”

We made this report more compact and easier to read and understand than the previous voluminous report that covered a wide range of information. In this improved report, we provide information and data that are of particular importance to the Fujifilm Group and stakeholders, including the maximum possible quantitative information to help stakeholders understand our CSR activities objectively and specifically.

The conceptual diagram on the right shows our editorial policy and the structure of information included in this report.

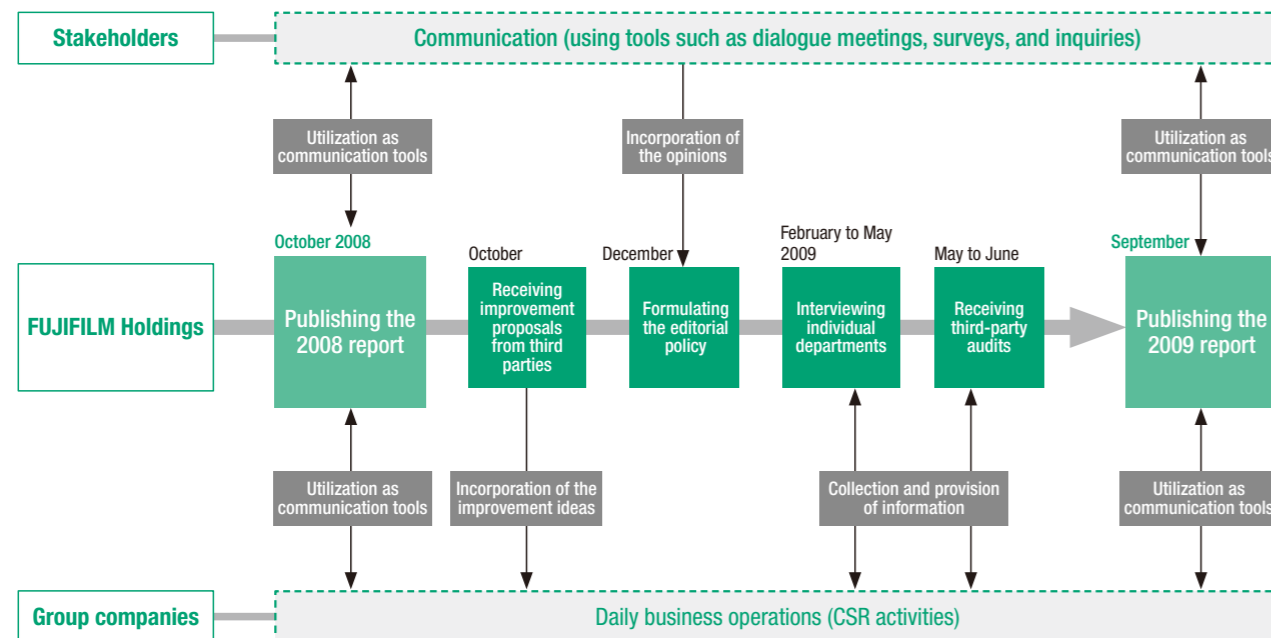
Please also visit our website:

<http://www.fujifilmholdings.com/en/sustainability/index.html>



Process of creating the report

Based on the basic principles of AA 1000 (<http://www.accountability21.net/aa1000series>), the FUJIFILM Holdings links Fujifilm Group’s CSR activities with the creation of the report as follows.



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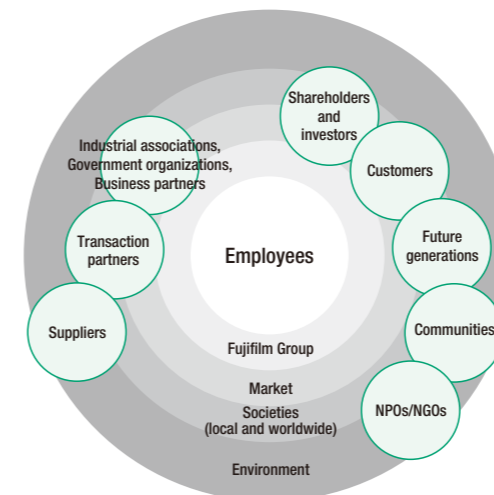
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Fujifilm Group and stakeholders



Related page [Page 44 Communication with Stakeholders](#)

Period covered by the report

Fiscal year 2008 (April 1, 2008 – March 31, 2009) 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 2009.

Organizations covered by the report

The Fujifilm Group (FUJIFILM Holdings, Fujifilm and its affiliates, Fuji Xerox and its affiliates, Toyama Chemical, and Fujifilm Business Expert)

- Major consolidated companies are shown on page 63 and URL shown below.

<http://www.fujifilmholdings.com/en/business/group/index.html>

- Quantitative information about personnel and labor affairs is non-consolidated data for Fujifilm and Fuji Xerox.

- The scope of Labor Environment and Social Benefit Accounting is shown on page 44. The scope of Environmental Accounting is shown on page 55.

Referenced guidelines

- Ministry of the Environment: Environmental Reporting Guidelines – Towards a Sustainable Society (Fiscal Year 2007 Version)
- GRI: Sustainable Reporting Guidelines 2006
- Ministry of the Environment: Environmental Accounting Guidelines (Fiscal Year 2005 Version)

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 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.
- The operating company, Fuji Xerox, issues a separate sustainability report. Please refer to that report for details on the activities of Fuji Xerox.

GRI Guideline (G3) Comparison Table

<http://www.fujifilmholdings.com/en/sustainability/report/guideline/index.html>



Feature: Enhancing Quality of Life

In this section, we will introduce the three priority business fields of the Fujifilm Group, which are described in our medium-term management plan VISION 75, on the theme of Enhancing Quality of Life—our corporate philosophy.

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About the illustrations on the section title pages of this report:

Shobutsu Ruisan and *Shobutsu Ruisan Zuyoku* (designated as important cultural properties of Japan), the property of the National Archives of Japan

Shobutsu Ruisan is a comprehensive work on botany compiled by Ino Jakusui and Niwa Seihaku. This work has been evaluated as an epoch-making achievement in the field of natural history in Japan. *Zuyoku* (collection of illustrations) was created and submitted to the Edo Shogunate by Toda Sukeyuki, an official of the Shogunate. It is composed of 530 beautifully colored and elaborately depicted pictures.



Part 1

Activities in the Optical Device Business

Meeting a Wide Range of Needs through Advanced Technologies as a Leader in the Age of Higher Image Quality

Lenses for cell phones with cameras, lenses for TV cameras, lenses for digital cameras, and lenses for security cameras. We enjoy top shares in these growth markets in which demand is increasing globally by producing products that meet the needs for high-definition images.

Achieving outstanding cost competitiveness by building a robust production system comprising Chinese bases

Manufacturers of parts that are used in products sold in very large quantities across the world such as cell phones and security cameras need to be cost competitive in addition to having the ability to produce stable supplies of high-performance products. FUJINON has been preparing for this type of market since early days. In 1994 the company launched a production base in Tianjin and established one more in Shenzhen in 2001, and is now processing and assembling lens units at the bases 24 hours a day. As the scale of production expands, the stable procurement of optical materials usually becomes more difficult, but FUJINON has already established a system for stable procurement by investing in a Chinese company that has the world's largest glass furnace and by concluding a preferential supply agreement with that company.

By establishing a robust product system, FUJINON can produce stable supplies of manufactured products, and in order to ensure the precision of the products, the company is implementing drastic measures to manage quality at its Chinese bases as strictly as in Japan.

While increasing the number of products for which it can enjoy the top share by strengthening its sales power, FUJINON will add more value to its products by developing its lens units into camera modules through stronger cooperation with FUJIFILM's departments dealing with electronic imaging devices such as digital cameras. The Fujifilm Group aims to expand its optical device business even more through this kind of cooperation.



Highly value-added and high-performance products created through unique opt-mechatronics

The Fujifilm Group's optical device business is centered on lenses, which are indispensable to producing images of things. In this business, FUJINON Corporation is in charge of the development, manufacture, and sale of lenses in cooperation with FUJIFILM Corporation's business departments and research laboratories.

Since it was founded in 1944, FUJINON has been constantly improving its technologies to design, process, and assemble optical devices such as binoculars and still cameras. In recent years, the company has developed its technologies as "opt-mechatronics," combining its optical, mechanical and electronic technologies, thereby delivering more advanced and valued added products. Moreover, FUJINON's business strategy has been to focus on products for which it can win the number one share using its unique advanced technologies, and actually enjoys top shares for the lenses used in cell phones with high-definition cameras (at least two million pixels) and TV cameras, as well as for lenses used in security devices such as security cameras.

manufactured lenses for Utsurundesu (a roll of film with a lens) and has acquired the technology needed to mass-produce small lenses with high performance, which provides it with a big competitive advantage.

Using all these strengths, FUJINON successfully developed lenses for cell phone cameras as its representative product. Early in the 2000s, soon after the cell phone camera market was launched, the company began developing highly value-added lenses for the phones, predicting that high-quality and highly functional lenses would be needed in the future, although the image quality of 100,000 to 300,000 pixels was the standard for cell phone cameras at that time. Now that an image quality of three million pixels is becoming the standard, FUJINON is far and away the top maker of high-performance lenses in the three million-pixel or higher image quality. In order to ensure that photos are taken at a high definition exceeding three million pixels, multiple lenses need to be combined. FUJINON has reduced the number of lenses used by introducing complex-shaped aspheric lenses, thereby achieving a downsizing. What is more, the company can produce a stable supply of several million products each month—an incredibly large number.

Flexibly polishing glass and molding plastics for different applications and in different sizes

In the manufacture of lenses, both glass and plastic are used. Glass is polished and plastic is molded with special technologies. For this reason, in the lens manufacturing industry, division of labor and outsourcing are taken for granted. However, FUJINON has all the technologies required for the treatment and processing of the materials, and as its strong point, has been responsible for product development, design, molding, manufacture, and inspection in an integrated manner. The company has also

Takeshi Higuchi

Director, Senior Vice President
General Manager of Optical Device Business Division
FUJIFILM Corporation
Chairman of FUJINON Corporation



Strategy

Lenses for security and in-vehicle cameras are expected to become growth markets

In the world of optical devices, higher-quality images and digitization are becoming the two keywords. For FUJINON, which has a competitive edge in high-performance lenses, this trend is favorable. In addition to lenses used in broadcast cameras and cell phones cameras, lenses for security and in-vehicle cameras are expected to become growth markets for us. We are already enjoying a top share globally for lenses for security cameras, but we will make even more efforts to increase our share by meeting the needs for higher definition and super-telephotographic cameras. In addition, there is an increasing demand for high-precision vein authentication in the field of personal recognition systems, and so we are now finding ourselves in a business environment where we can fully display our technological capabilities.

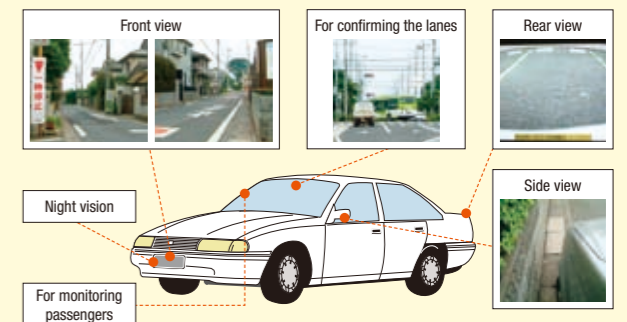
The introduction of lenses for in-vehicle cameras has just started for rear monitoring and front viewing systems. In the future, however, it is said that at least 10 cameras will be installed onboard a vehicle to ensure driving safety, and so we are committed to developing in-vehicle camera lenses in cooperation with auto-makers, particularly in fields where we can utilize our high-quality image technologies.

Takahiro Amano

Operating Manager, Corporate Public Relations, Employees Welfare
General Administration Department
FUJINON Corporation



In-vehicle camera lenses that use the Fujifilm Group's optical lenses



Corporate Profile

FUJINON CORPORATION

- Location: 1-324 Uetake, Kita-ku, Saitama-shi, Saitama 331-9624, Japan
- Established: March 1944
- Capital: 500 million (as of March 31, 2009)
- Employees: 1,100 (as of March 31, 2009)
- Major products: Industrial Lenses, TV Lenses/Cine Lenses, CCTV Lenses, Laser Interferometers/Analyzers, Binoculars/Field Scopes, Educational/Skill Succession equipments, etc.

Website: <http://www.fujinon.co.jp/en/index.htm>

CASE 1 FUJINON sends its lenses to the Moon in Kaguya based on the 20 years of experience producing lenses for use in space



Producing lenses that will never break even in the harsh environment in space

FUJINON's basic attitude in developing lenses has been to tackle difficult problems to enhance its technological capabilities. The company has also been producing lenses for use in space—which can be said to be an extremely severe environment for lenses—for more than 20 years.

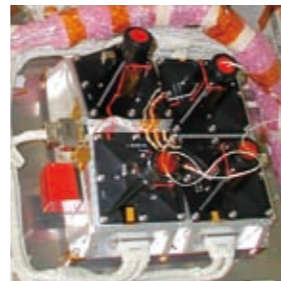
FUJINON lenses went into space for the first time in 1987, mounted on the marine observation satellite 1 (Momo-1). The harsh environment in space that lenses mounted on artificial satellites would be exposed to was as-yet unknown, and developers at FUJINON went through a trial-and-error development process to achieve absolute reliability and weight reduction for the lenses, which were not permitted to stop functioning space. In fact, the lenses successfully played their role as the “eyes” of the sensors in the marine observation satellite. Through the development of these lenses, FUJINON was able to establish the basic technology for satellite optics lenses and increased the reliability of its products. Subsequently in 1992, the company succeeded in developing a high-precision lens to be used to take stereoscopic images of the Earth landform for an earth observation satellite named FUYO-1. Since then, the company has been continuously developing lenses that meet the needs of space exploration by participating in various space projects.

Three types of lenses mounted on KAGUYA will elucidate the secrets of the Moon

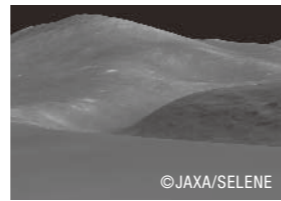
In 2007, a lunar explorer named “KAGUYA” was launched to elucidate the origins and evolution of the Moon. Three different types of FUJINON lenses (six lenses in total) are mounted on this lunar orbit satellite: (1) two lenses for a terrain camera capable of taking stereoscopic images of the Moon landform to create detailed topographic maps; (2) two lenses for a multi band imager to explore rock distribution on the Moon by collecting geological data through photography using specific visible and near-infrared light; and (3) two lenses for a high-definition cam-

era that shoots the Moon's surface and the Earth seen from the moon. All these lenses, which played a part in the second fully-fledged lunar exploration program after the Apollo program, were developed based on the technologies that the Fujifilm Group has accumulated over 20 years.

FUJINON lenses are also mounted on IBUKI, which was launched in January 2009. IBUKI has an important mission to measure greenhouse gases that are causing serious problems on Earth, thereby contributing to relevant research projects. To full this mission, the satellite has been collecting valuable data from about 700 km above the Earth.



Multi band imager and terrain camera which uses FUJINON lenses ©JAXA



Stereoscopic image of the Moon landform created using observation data from the terrain camera ©JAXA/SELENE

VOICE

>> Heavy responsibility and strong motivation are constantly present

All the huge rockets are designed to launch satellites, but the satellites cannot play their intended role if the lenses mounted on them stop functioning. With this heavy responsibility constantly in my mind, I have devoted myself to designing lenses. The valuable data delivered by these satellites, however, contributes significantly to the progress of society and so I also feel a strong motivation in my job as an engineer.



Minoru Kurose
Operations Manager of the Optical Device Business Division FUJINON Corporation

CASE 2 Lens technology that contributes to the progress of the TV industry Developing the world's first lens for high-definition TV cameras



Establishing the “FUJINON” brand in the broadcasting industry through our progressive product development capabilities

In Japan, black-and-white broadcasting started in 1953 and TVs had spread rapidly to many households by 1959, when the Crown Prince (the present Emperor) was married. In 1960, colorcasts started, and subsequently in 1962, when everyone in the broadcasting field were developing technologies for colorcasts of the Summer Olympics to be held two years later in Tokyo, the Fujifilm Group also began developing lenses for TV cameras used for colorcasts. In a very short time span, the Group completed development of four types of high-performance lenses, thereby contributing to the success of the world's first colorcasts of the Olympic Games.



Early TV cameras with lenses for black-and-white broadcasting ©NHK

Subsequently, the Group developed a series of advanced products, including large-diameter 10x, 14x, and 22x zoom lenses. The Group also created the lenses for small and light cameras used for news reporting that would become standards in their class and thus established the “FUJINON” brand in the broadcasting industry.

Developing epoch-making autofocus lenses for high-definition broadcasting

The broadcasting industry has undergone multiple changes, including the start of colorcasts and satellite broadcasting. The industry is now at another turning point: it will soon shift to digital terrestrial broadcasting. With digitization, high-definition (HD) broadcasting will also become the norm, which will enable people to enjoy watching clearer images on large screens. FUJINON lenses have been making various contributions to HD technology. For example, in 1979, at the request of the NHK Science and

Technology Research Laboratories, the Fujifilm Group developed the world's first lenses for HD cameras. Subsequently in 1988, FUJINON lenses were used for the trial high-definition broadcasting of the Summer Olympics held in Seoul, which continued for 17 days in a row. The Fujifilm Group developed smaller and lighter lenses and epoch-making autofocus lenses called “Precision Focus (PF)” lenses for high-definition cameras, because it proved difficult even for professional photographers to adjust the focus on these cameras. These lenses are now used by many broadcasting stations both inside and outside Japan. In the broadcasting industry, the development of technologies for super HD and stereoscopic images has already started, and FUJINON lenses are expected to play an important role in the next generation technologies.



FUJINON lenses used for TV filming ©NHK

VOICE

>> Honing technologies in response to demanding requests from professionals

Lenses for high-definition cameras need to be extremely high precision in all aspects. We were able to develop lenses that met these requirements because we did everything by ourselves within the company, including the design, processing, and assembly of lenses and parts, and also because we had outstanding engineers who we consider to be “contemporary master craftsmen.” Moreover, we have been able to improve our technologies by responding to demanding requests from professional photographers.



Minoru Tanaka (left)
Tadashi Sasaki (right)
Associate Managers Design, Television Lenses Department FUJINON Corporation

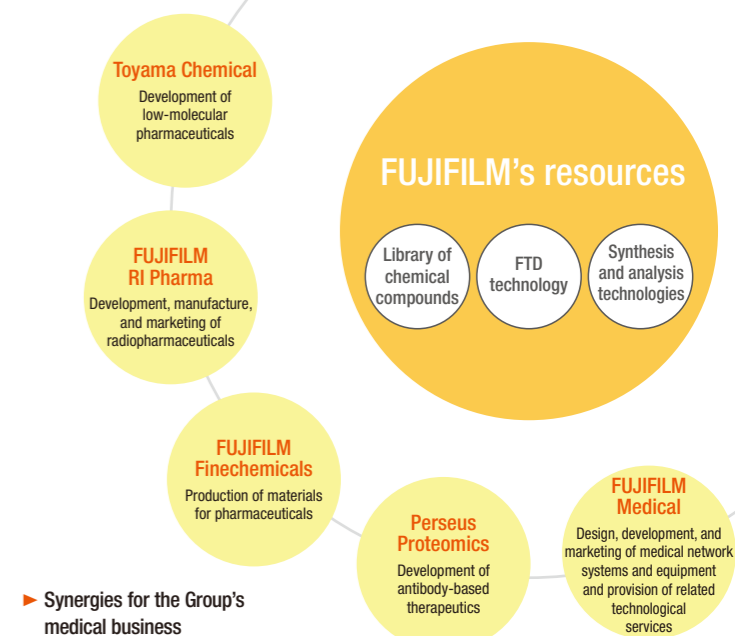
Part 2
Activities in the Life Science Business

Building a Comprehensive Life Science Business Covering Prevention, Diagnosis, and Treatment

In addition to examinations, diagnosis, treatment, nutritional supplements, and cosmetics, the Fujifilm Group has now entered the pharmaceuticals business, and is now developing its life science business covering the three fields of prevention, diagnosis, and treatment.

technology has been advanced to a level where we can take images of the functioning of the body. This company is an expert in radiopharmaceuticals, and by combining its technologies with our existing diagnostic systems, we can now provide medical practitioners with systems to check even the functioning of internal tissue, including the functioning of internal organs and intralésional situations.

In addition to advancing the level of diagnosis, the introduction of radiopharmaceuticals has also contributed to the better treatment of disease. Radiopharmaceuticals are useful for the diagnosis of lesions, including those caused by cancers, and can also work as therapeutic radiopharmaceuticals if the function to suppress the pathogen is added to the medical agent. In February 2009, we became more involved in this business by increasing our stake in Perseus Proteomics, a venture concerned with antibody-based therapeutics,² to more than 75%, making it a subsidiary. The Fujifilm Group is thus further advancing its diagnostic imaging technology by adding the imaging of functioning and expanding its life science business to integrate the fields of diagnosis and treatment.



Life Imaging/Information, Life Safety/Security, and Life Cure/Care

The Fujifilm Group began marketing X-ray films in 1936, soon after its foundation, and now we expand our business worldwide for X-ray diagnosis, Sonography diagnosis, and Endoscope diagnosis. We have long been deeply involved in the medical field and have recently been fostering proactive expansion strategies to make medical and health care business one of our core businesses.

We call the diagnosis business in which we have already achieved significant results the "Life Imaging/Information" field and we now aim to expand our business to include the "Life Safety/Security" field (such as an air purifier) and the "Life Cure/Care" field (treatment and preventive medicine). In other words, we will be involved with "life" from various aspects in our life science business.

Shifting from diagnostic imaging of morphologies to imaging the functioning of organs

The Fujifilm Group was an expert in the diagnostic imaging of morphologies. For example, in X-ray examinations of tuberculosis, images of the inflamed area were taken for diagnosis. Now, however, as a result of establishing FUJIFILM RI Pharma in 2007,¹ our diagnostic imaging



Toyama Chemical's participation in the Group accelerates the treatment and prevention businesses

We made great progress in the field of treatment after Toyama Chemical joined the Fujifilm Group in 2008. This R&D-oriented company was founded in 1936 and achieved its growth through its synthesis technology. At present, it focuses on anti-infective agents, CNS and cardiovascular agents, and anti-inflammatory agents and is one of the top companies in terms of the number of new drugs marketed. On the other hand, FUJIFILM has a library of more than 200,000 chemical compounds as a result of its R&D activities for photographic film. Combining this valuable library, which provides the "source" for developing new drugs, with the technologies of Toyama Chemical, we aim to dramatically expand the range and accelerate the speed of drug discovery.

*1. Established by acquiring shares in Daiichi Radioisotope Laboratories, Ltd. and changing the corporate name

*2. Pharmaceutical agents that make use of the natural immune system, specifically antibodies that bind with specified proteins

*3. Formulation, targeting and delivery (FTD) technology is a technology to formulate ingredients and materials functionally into the desired chemicals and deliver them to targeted sites freshly, stably, and timely in an appropriate amount to ensure the durability of the effect.

*4. Technology to deliver medical agents effectively to the targeted diseased part

► Synergies for the Group's medical business

Moreover, the FTD technology³ developed by FUJIFILM has a lot in common with the drug delivery technology⁴ for pharmaceuticals. If it becomes possible to deliver a medical agent to its destination in the appropriate amount and manner using FTD technology, concerns over side effects will decrease and the latitude for new drug development will be substantially increased.

We will also expand our business further and faster in the area of prevention, where we have Astalift (cosmetics developed based on research into collagens and antioxidation technologies) as well as Metabarric and Oxibarric (nutritional supplements).

Yuzo Toda

Director and Corporate Vice President
General Manager of the Life Science Products Division
FUJIFILM Corporation



Synergy 1

Human exchanges

Encouraging exchanges among researchers' capability of new drug development through cross-industrial collaborations

Since Toyama Chemical joined the Fujifilm Group in March 2008, Toyama and FUJIFILM have implemented many joint projects, including joint research into FTD; screening of a library of 200,000 chemical compounds for drug discovery; applied research into imaging technologies; improvements in productivity; and projects related to intellectual property. In these joint projects, the two companies began to encourage human exchanges, including an exchange of researchers. In order to maximize the merits of cross-industrial collaboration between a chemical

manufacturer and a drug discovery company, human exchanges are encouraged under the slogan "Respect each other." Researchers at FUJIFILM gain inspiration from their counterparts at Toyama Chemical, who show strong patience and concentration in manufacturing and can deal flexibly with new information, while researchers of Toyama Chemical are impressed with our corporate culture which allows people at FUJIFILM to focus on quality and reliability. The joint research projects are thus beginning to generate synergy effects.



Joint research members

Synergy 2

Animal experiments

Animal welfare in research activities is ensured by enhanced collaboration among Group companies

In the process of developing chemicals and pharmaceuticals, we need to conduct animal experiments to confirm the safety and effectiveness of the products on human health. In the interests of animal welfare, however, we believe it essential to conduct animal experiments only when they are really necessary. Based on this commitment and to comply with the Act on the Welfare and Management of Animals implemented in Japan, we have rules in place and committees monitoring animal experiments at our related facilities.

Also, we have ethical rules on animals for the entire Group and have a committee on animals ethics to ensure appropriate animal experiments. In March 2009, members of FUJIFILM, FUJIFILM RI Pharma, and Toyama Chemical, which are all conducting animal experiments, and the environmental safety supervisor of Fuji Xerox had a meeting to exchange information on animal ethics and environmental safety. Based on the results of this meeting, we will improve the management of animal experiments and the

sharing of relevant information by holding similar meetings regularly, thereby promoting the "3Rs" (replacement, reduction, and refinement) for animal experiments.



Exchanging information on environmental safety tests conducted using underwater creatures (water fleas)

CASE 1 Drug candidate T-705 attracting much attention as anti-influenza agent

Toyama Chemical is creating pharmaceuticals by concentrating its R&D in the following three areas: the “anti-infective agents,” the “central nervous system (CNS) and cardiovascular agents,” and the “anti-inflammatory agents.” Recently, the company has created the T-5224 anti-rheumatic drug and the T-817 MA Alzheimer’s disease and is now attracting much more social attention with the development of the T-705 anti-flu agent.

As one of the reasons for this strong attention, T-705 has a working mechanism that differs from that of currently-available anti-flu drugs. While existing drugs only slow down viral replication, T-705 can prevent viral replication, so it is expected to work effectively even if not taken immediately after infection. Also, T-705 is thought to be effective against viruses that are resistant to established drugs. Based on the experiments at Utah State University,

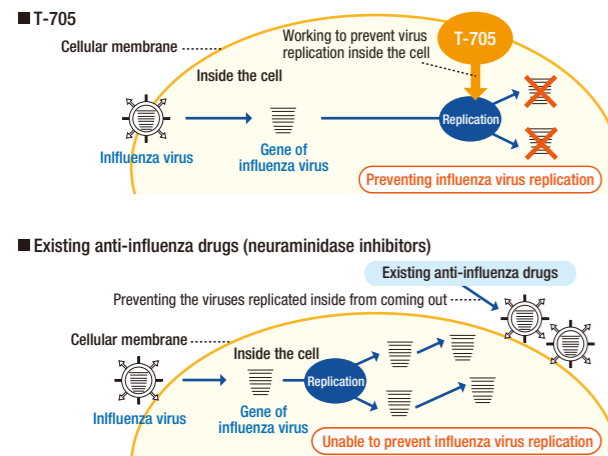
T-705 has been proved to be effective for bird flu (H5N1 Type). (Toyama Chemical is now making preparations to start the pivotal phase III clinical trials for T-705 in Japan in the winter of 2009.)

Amid concerns over the pandemic of a new strain of influenza, we believe it one of our social responsibilities to market T-705 as early as possible, and we are giving first priority to the development of the drug.



Masuji Sugata
President of Toyama Chemical Co., Ltd.

► Mechanisms of action of T-705 and established anti-influenza drugs



Corporate Profile

TOYAMA CHEMICAL CO., LTD.

- Location: 3-2-5, Nishi-Shinjuku, Shinjuku-ku, Tokyo 160-0023, Japan (Head office)
2-4-1, Shimo-Okui, Toyama-shi, Toyama 930-8508, Japan (Toyama Works [Laboratories/Factory])
- Established: November 15, 1936
- Capital: 37,400 million yen (as of March 31, 2009)
- Business outline: Manufacture and sale of pharmaceuticals
- Employees: 755 (as of March 31, 2009)
- Major products: GENINAX (oral quinolone antibacterial agent), OZEX (quinolone antibacterial agent [oral/eyedrops]), PASIL (quinolone antibacterial agent for the injection), PENTCILLIN (penicillin)

Website: <http://www.toyama-chemical.co.jp/en/index.html>

CASE 2 Jointly marketing Zevalin®, the world’s first approved radioimmunotherapy

FUJIFILM RI Pharma began marketing Zevalin® in Japan in August of 2008 jointly with Bayer Yakuin Ltd. Zevalin® is the world’s first radioisotope (RI)-labeled antibody-based therapeutic drug for lymphatic malignancies.

Malignant Lymphoma is a kind of blood cancer. (Lymph cells that become cancerous multiply through the whole blood system.) In recent years, the number of patients suffering from this disease has been clearly increasing. Zevalin® is a drug that has both tumor recognition and destruction functions. Specifically, its major ingredient (monoclonal antibody) recognizes cancer cells and attaches to the antigen, while the radioisotope Yttrium-90 (90Y) combined with the monoclonal antibody attacks the cancer cells. The sale of this therapeutic drug had already been approved in more than 40 countries, including Europe and the United States and its marketing in Japan was long coveted.

For the manufacture of radioactive pharmaceuticals, it is necessary to have complex manufacturing technologies, and because of the decrease in radioactivity over time, it is also important to have a system to supply them

speedily to medical institutions. FUJIFILM RI Pharma had been engaged in the manufacture and marketing of radioactive pharmaceuticals over 40 years and had abundant experience, knowledge, and reliable manufacturing and marketing systems for such drugs. Because of this, the company was chosen as the joint marketer for Zevalin®.

Our radioactive diagnostic pharmaceuticals have been playing an essential role in the early detection and appropriate treatment of disease. In the future, we will further develop therapeutic drugs like Zevalin®, utilizing the special features of radioactive rays.



Misao Tsuda
President of FUJIFILM RI Pharma Co., Ltd.



Corporate Profile

FUJIFILM RI Pharma Co., Ltd.

- Location: 1-17-10, Kyobashi, Chuo-ku, Tokyo 104-0031, Japan
453-1, Shimo-Okura, Matsuo-Machi, Sammu-shi, Chiba 289-1592, Japan (Chiba Office [Chiba Plant/R&D Center])
- Established: December 5, 1968
- Capital: 1,400 million yen (as of March 31, 2009)
- Employees: 390 (as of March 31, 2009)
- Major products: Diagnostic Radiopharmaceuticals: Brain Imaging NeuroLite®, Heart Imaging Cardiolite®, Bone Imaging Technetium-99m MDP, Malignant Tumor & Adrenal Imaging Gallium Citrate-Ga67, Therapeutic Radiopharmaceuticals: Sodium Iodide Capsules, Radiolabeled antibody-based therapeutic drug Zevalin®

Website: <http://fri.fujifilm.co.jp/en/index.html>

CASE 3 Highly antibacterial and antiviral air purifier developed based on a new concept

The Fujifilm Group is developing its healthcare business comprehensively for the prevention, diagnosis, and treatment of disease. In November 2008, we marketed the KPD1000 air purifier as a new product in the prevention field.

In accordance with the increase in people’s health awareness, the use of air purifiers has been expanding. In response, we developed the KPD1000 by using new technologies to equip it with antibacterial and antiviral functions. For the antibacterial filter, we have adopted highly-active ultrafine grains of organic silver, which we developed by combining our long accumulated fine organic synthesis and fine particle technologies, making it

possible for the filter to release silver ions effectively.

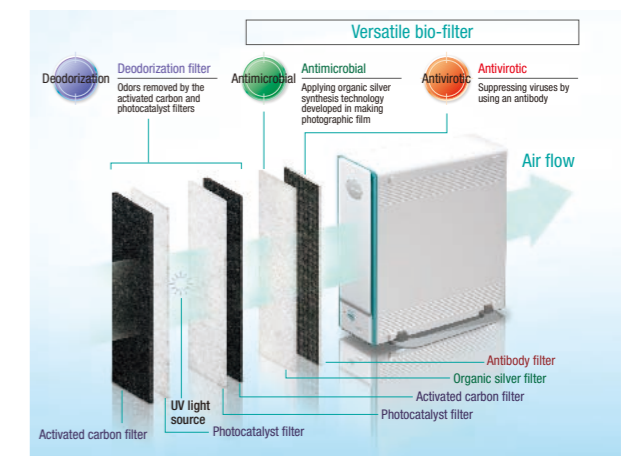
For the antiviral filter, we have applied the new influenza virus antibody developed by Professor Yasuhiro Tsukamoto of Kyoto Prefectural University using the yolk of ostrich eggs, and the filter has proved dramatically successful in reducing the infectivity of (2) type A Soviet (H1N1), type A Hong Kong (H3N2) and type B influenza viruses and also of the Avian flu type A (H5N1) strain.

To provide a highly air freshening effect, the KPD1000 contains two types of deodorizing filters, namely an activated carbon filter that absorbs odors and a titanium oxide photo-catalyst filter that decomposes odor compounds. We are now promoting the use of this air purifier in rooms

of between 6.6 and 13 square meters, offering the benefits of being super-quiet and of low power consumption, in addition to its unique antimicrobial and antiviral functions.



Yoichiro Kamiyama
Research Manager, in the Life Science Research Laboratories Research and Development Management Headquarters FUJIFILM Corporation





Part 3
Activities in the Document Solutions Business

Helping Clients Meet Management Challenges: Focusing on Documents—a Must in Business

Fuji Xerox is in charge of the document solutions field, which is one of the three core business fields of the Fujifilm Group. The company is constantly developing to provide even better solutions to help clients solve their problems.

Changing the corporate logo shows our strong commitment to reform

Fuji Xerox introduced a new corporate logo in April 2008 as a way to show our commitment to reforming our business model to provide clients with even better solutions globally. We are determined to think with clients and help them meet their management challenges as their business partner.

Fuji Xerox was the first company to commercialize a plain paper copy machine in Japan, which dramatically changed office operations in the country. Our business model was to rent machines and provide utility such as improving productivity and promoting communication in office operations. Based on this principle, we marketed our first plain paper copy machine in 1962, after which plain paper copy machines rapidly became popular. Along with spread of network and PCs, we further evolved copy machines—from digitization, multifunction, colorization

and networked, to office portals. In the course of this progress, however, competition intensified with a greater number of companies entering the business field, and it became difficult for us to maintain our competitive edge just by improving the performance of our products in terms of speed and quality. With the diversification and sophistication of our clients' management and business requirements, we began to transform ourselves into a solutions provider that delivers new value to clients, using our accumulated know-how and technologies to handle documents.

Flow of documents shows the flow of communication

In corporate activities, a whole range of documents and slips are created, including proposals, reports, agreements, invoices, receipts, catalogues, and pamphlets. Documents include not only paper-based documents but

also electronic contents such as text and audiovisual data exchanged via online networks. We regard all these as important management resources, and commit ourselves to supporting companies in efficiently managing and effectively using documents as well as to helping them find solutions to their problems.

Communication is the basis of business, and is often through documents. The flow of documents therefore shows the flow of communication, and we deliver value to our clients in the form of streamlining, growth, and governance in the whole document flow.

Contributing to streamlining, growth, and governance

In the face of the continuing economic recession, companies regard streamlining (cost reduction) as a priority in their corporate management. In response, we provide consulting services and systems to help them optimize their print environment and manage and use documents efficiently. In addition, we are providing an integrated document management system, which uses copy machines as network portals to digitize paper information and link it with electronic data stored on the mission-critical system.

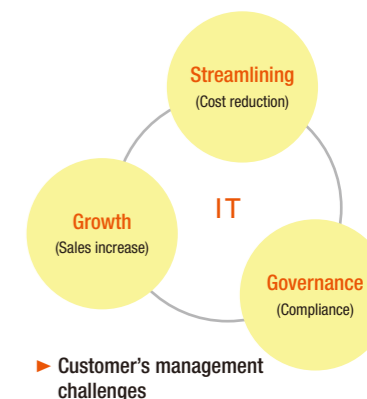
To achieve growth, we specifically help clients strengthen their customer relations (sales promotion, etc.) and create business. Our "direct 2 one" outsourcing service, which supports one-to-one marketing using print-on-demand technology, is one of our representative services. In addition, our color management service that globally manages corporate color on prints is also contributing to growth and governance.

With governance, we provide consulting services and solutions to help clients comply with the so-called J-SOX law and carry out enterprise risk management (ERM). Specifically, we centrally manage documents distributed in the company, identify corporate governance related

problems regarding document flows, and help clients solve the problems identified and improve their operations.

In the Global Services business that we started in April 2007, we are offering outsourcing services focusing on clients' document-related costs and business processes. In partnership with Xerox Corporation in the United States, we provide clients who are expanding their business globally with the same service across the world. By increasing the efficiency of document flows, we can help clients reduce their costs and improve their productivity.

In fiscal 2009, we have reorganized our marketing structure by dividing the organization by industry of customers to understand their needs more deeply and deliver optimal proposals to them. In addition, to respond to diversifying needs flexibly and promptly, we are strengthening partnerships with IT vendors and system integrators. We will continue to support clients in solving their problems through the concerted efforts of all functions, from R&D to sales and marketing.



▶ Customer's management challenges

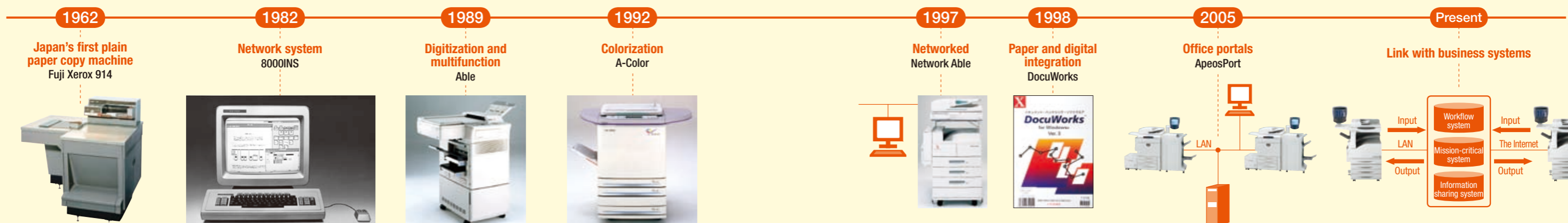


Isamu Sekine

Corporate Vice President
Deputy Executive General
Manager of
Sales & Marketing Group
Fuji Xerox Co., Ltd.

History

▶ Progress in office products provided by Fuji Xerox



CASE 1 Providing support for comprehensive risk management based on experience in ensuring compliance with the J-SOX

Developing a new business based on experience in ensuring compliance with J-SOX ahead of others

Companies face a range of risks in conducting their activities, including malfunction of their products, leakage of personal information, noncompliance, and natural disasters, and if they fail to deal with these issues appropriately, they risk not being able to continue in business. Recognizing this, Fuji Xerox established the know-how and systems for the appropriate management of these risks and based on that experience, launched an enterprise risk management (ERM) service.

This new service originated from the enforcement of the Financial Instruments and Exchange Act (so-called J-SOX law) in Japan in 2007. The law mandates Japanese listed companies to submit internal control reports and others in addition to financial reports to ensure that they have systems in place to prevent errors and illegal acts. Fuji Xerox began implementing measures to comply with J-SOX as early as 2005, before the guidelines were released and other companies began preparations to comply with the law. Based on the experience and know-how obtained in those compliance efforts and using the relevant tools we developed independently, we then successfully began giving support to companies in complying with J-SOX as a new business.

Centrally managing documents for ERM and building a comprehensive risk management system

As the core of our J-SOX compliance support service, we provide central management of paper and electronic documents and give advisory based on our own expertise. Although the management of documents to comply

with J-SOX comes under the remit of the accounting department, the scope of documents to be managed can be expanded to build a comprehensive risk management system on a company-wide basis.

It is important for companies to have a central management system for all the information they have, which will enable them to identify the causes for emerging risks, to take recovery measures promptly, and to fulfill their accountability. It is certainly essential for them to be able to take appropriate responses in cases of emergency, and Fuji Xerox supports them in building the necessary systems through ERM solutions.

VOICE

>> Providing proven services based on our own experience

J-SOX is applicable to about 3,900 companies, and a number of companies are showing interest in our service proposals, after trying to establish the required system on their own and then finding it difficult to maintain the system. We have a wider range of potential clients for comprehensive risk management: more than 20,000 companies of a certain size that are seeking ISO certification are potential clients.

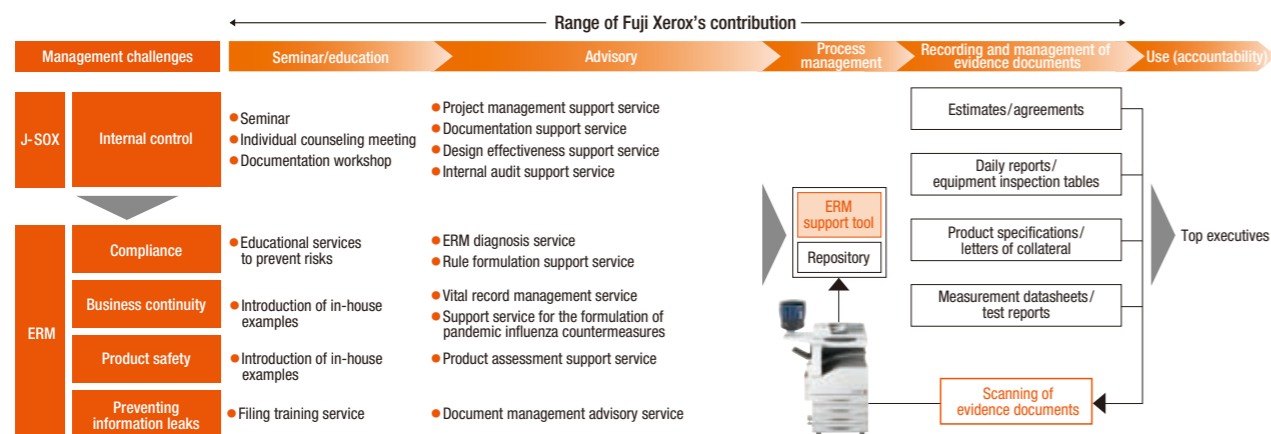
In this business, it is also important to approach the top executives in our client companies. We can provide both consulting services to build an ERM system and the necessary software and hardware, which have been proven to be effective as a result of us using them in our own ERM system. We believe that our greatest competitive edge in our business is staying true to our words by providing proven services.

Masanori Kawahara (left)
Planning Manager
Solution Sales
Fuji Xerox Co., Ltd.



Yuhei Yano (right)
J-SOX Advisor
Solution Sales

Overall picture of ERM solutions



CASE 2 Giving customized services for one-to-one marketing

Delivering information that meets the needs of individual clients

Due to the diversification of consumers' habits, tastes, and lifestyles, it is becoming difficult to attract their attention by sending the equal information to all. Accordingly, there is a business shift from mass marketing (delivering the same information to a large and indefinite number of people) to one-to-one marketing. Under these circumstances, companies are urgently required to review their basic marketing approaches, regarding "how" they should send "what" information to "whom."

To help companies meet this requirement, Fuji Xerox has launched the "direct 2 one" service, in which we fully support our clients in direct marketing from upstream to downstream, making the maximum use of our accumulated print-on-demand technologies.

Giving full support from data analysis to evaluation to ensure optimal communication

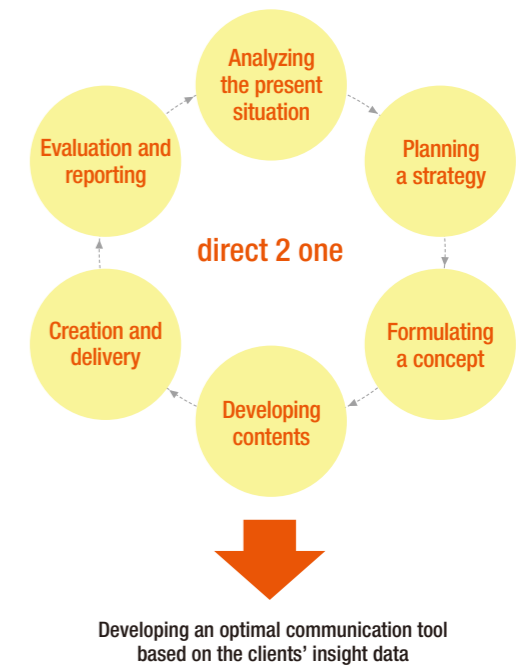
In the "direct 2 one" service, we design an optimal communication scenario based on insight information on the client and propose an effective campaign plan. We have a team of marketing specialists, including experts in the upstream process, in order to provide clients with an unprecedented one-stop service on a continual basis.

As their best partner, Fuji Xerox proposes better marketing methods to clients, instead of just providing them with variable data printing services. For example, we help them understand their own customers; identify the under-

lying needs of those customers; and keep in continuous communication with each of them, thereby contributing to new business creation and their growth.

Range of support provided by the "direct 2 one" service

The "direct 2 one" service is a one-stop direct marketing service, which covers the entire marketing operations from the design of a campaign to its implementation.



Tools for female office workers in their 20s



Tools for men in their 50s



VOICE

>> Attributing importance to carrying out measures to help clients solve problems

The consulting team is in charge of sales activities and project management in an integrated manner and focuses intensively on how to incorporate the results of a project into subsequent projects. Customers who continuously use our services find value in the way we formulate their strategies: set targets, implement measures, and review the results for the formulation of next strategies. We will continue to execute this PDCA cycle in cooperation with our customers and support them in making optimal communications with their own customers.

Yoshiko Toyoda
Consultant for "direct 2 one"
Production Services
Marketing
Production Services
Sales & Marketing
Fuji Xerox Co., Ltd.





CSR Highlights 2008

In this section, we introduce the major achievements made in fiscal 2008 for the priority areas and challenges described in the Fujifilm Group's medium-term CSR plan. We also report on the Group's CSR activities in the United States.

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How the works of art used for the section title pages of this report are being preserved

National important cultural assets such as *Shobutsu Ruisan* and *Shobutsu Ruisan Zuyoku* are protected from direct sunlight, high temperatures and humidity, air pollutants, and dust in book storerooms that are air conditioned and maintained at a constant temperature of 20 degrees centigrade and a humidity of 50%. The storerooms are equipped with fluorescent lamps that do not emit ultraviolet rays, smoke detectors and INERGEN gas fire extinguishers.



Human resources development in the Fujifilm Group

Enhancing Human Resources Development in the New Long-Term Management Plan

In the face of the great changes made to its business environment, the Fujifilm Group has listed enhancing human resources development as one of its basic strategies in its new long-term management plan.

Focusing on awareness raising, enhancement of individual capabilities and cultural reform, and on developing core human resources

In the new long-term management plan, we regard improvements to the way we develop human resource as an important strategy, focusing particularly on the following two themes: awareness raising, enhancement of individual capabilities and cultural reform, and the development of core human resources. In line with this policy and taking advantage of the holding company system, FUJIFILM Holdings is playing an important role as a facilitator for mutual exchanges and cooperation as well as in finding solutions to common problems among Fujifilm Group companies.

With our focus on awareness raising, enhancement of individual capabilities and cultural reform, we aim to encourage all employees in the Group to raise awareness of their roles as “challengers” to the market and to improve their capabilities in dealing with the market and customers in an unassuming way. To this end, we began conduct-

ing joint seminars for Fujifilm and Fuji Xerox employees in fiscal 2008 and since then have held our FF/FX Synergy Training program for middle-ranking employees seven times and our Seminar for Leaders for senior managers eight times. These seminars showed us that employees of the two companies held prejudices against each other, different perspectives on doing business, and boundaries to their actions that hinder the generation of synergy effects. At the same time, however, we are convinced that these seminars will provide employees with opportunities to overcome these boundaries. For this reason, we feel that it is important to continue to hold similar seminars in 2009 onwards.

In focusing on the development of core human resources, we will promote further exchanges between Fujifilm and Fuji Xerox, in order to develop effective core human resources who will play a central role in the Fujifilm Group and strengthen the management of the two companies. Also, by promoting human exchange with overseas business sites across the entire Group, we want to accelerate the development of global human resources.

Joint training to enhance synergy within the Group

The Fujifilm Group conducted joint training programs for human exchange seven times during the period from February 2008 to February 2009, targeting middle-ranking employees (e.g. section managers and leaders) of Fujifilm and Fuji Xerox, the two core operating companies for the Group.



Participants in the third training program



Participants in the fourth training program



Participants in the training program were divided into four groups.

The training was designed to provide participants with opportunities to understand, recognize, and discuss the detailed differences and commonalities in the corporate cultures of the two companies and to identify specific themes to be tackled from a Group viewpoint. Twelve employees from each of the companies participated in each seminar, including people from the sales, and research and development departments and head office. The four-day program, including an overnight stay, has three themes: “creating and sharing a sense of comradeship in the Group,” “sharing the direction and challenges of the Group and identifying specific themes to be tackled,” and “proposing specific themes and actions.” As a result of the training, a total of 28 written proposals to foster group synergy were submitted to FUJIFILM Holdings. The submitted proposals were made into a brochure and copies were distributed to all participants of the training program so that they could all share the ideas in the proposals.

Seminar for Leaders raises awareness

The Fujifilm Group encourages employees to increase their awareness, strengthen their individual capabilities, and reform the corporate culture as a basis for formulating and implementing its new long-term management plan, which will show future growth strategies to be implemented in the dramatically changing business environment.



Seminar for Executive Officers in Charge of Reforms



Seminar for Leaders

Based on this, we held a Seminar for Leaders eight times from August to December 2008, targeting some 240 divisional and departmental managers and group leaders in Fujifilm and Fuji Xerox.

Managers participating in the seminars are to serve as reform leaders, focusing on discussing the current situation in their workplaces, beyond the boundaries of what the companies should do to foster reform. Each participant made a declaration to lead reform.

After participating in the overnight seminar, reform leaders have a stronger sense of risk and commitment to reform in the workplace, and are communicating what they learned at the seminar to those around them. We will continue to hold these seminars to increase employee awareness of the importance of reform.

Message

The value of generating a Group synergy

I had been involved in information systems (microsystems, etc.) and printing systems at Fujifilm until five years ago and often met with Fuji Xerox employees during my work. While recognizing that we belong to a common Group there are also differences in the corporate cultures of the two companies, I had always thought that synergy and fusion between the two, both of which focus on images and information as their core businesses, would lead to greater possibilities. And now that the two companies are strengthening their mutual ties in the age of digitization, there are even more common areas in the fields of images and information and communication. If these two operating companies can cooperate and learn from each other and generate syn-

ergy based on the premise that employees in both companies can enhance their own capabilities, I am sure that the Fujifilm Group will gain an unrivalled competitive advantage.

Nobuyuki Okamura

Director and Corporate Vice President of FUJIFILM Holdings Corporation
Executive Vice President and Representative Director of Fuji Xerox Co., Ltd.



VOICE

>>Results of training: a strong commitment to generating the forms of synergy suggested in the proposals

After reading the proposals of the participant teams at the end of the training, I realized that their commitment to generating forms of synergy across the Group was stronger than expected, and this convinced me that the training had provided them with good opportunities to move forward in generating synergy across the Group. We plan to hold this training program again in fiscal 2009 and hope that it will lead to the creation of a wider network of human resources and enhance the development of human resources within the Group.

Iwao Kobayakawa
Manager of the Personnel Division
FUJIFILM Holdings Corporation



VOICE

>>Stronger commitment to accelerating reform and increasing a sense of unity

At the Seminar for Leaders, participants increased their sense of risk and commitment to accelerating reform and also strengthened ties and a sense of unity. Since participating in the seminar, they have been meeting together voluntarily to confirm the progress made in achieving their targets. In the future, we will introduce similar activities that provide employees with a variety of opportunities.

Kiyotaka Fukino
Manager of the Personnel Division
FUJIFILM Holdings Corporation



DIALOG **Verifying the results of Synergy Training through stakeholder dialogue**

The Fujifilm Group began conducting FF/FX Synergy Training in 2008, with the aim of fostering reform. To incorporate the results of this training in future seminars, we held a stakeholder dialogue meeting at which participants exchanged opinions.

Frank opinions given by participants on the significance of the training program

The Fujifilm Group holds stakeholder dialogue meetings on various themes and regards these meetings, which provide opportunities for bidirectional communication, as an important CSR activity in the Group.



Looking back on the training brings a smile to the face

One such meeting was a dialogue on the Synergy Training, which targeted middle-ranking employees in Fujifilm and Fuji Xerox. The dialogue meeting was held on June 9, 2009, with 16 employees, personnel directors, and human resources development staff from within the Fujifilm Group participating in the training. Attendees reviewed the training from their own positions and discussed measures to generate and increase synergy across the Group.

Corporate Vice President Watanabe of FUJIFILM Holdings, who attended the meeting as an observer, first outlined the purpose of the dialogue meeting and then a training manager gave an outline. Subsequently, those who had participated in the training program talked about what they had experienced and learned. Some of their comments were: "We were able to discuss specific matters, which is not practical at general cross-industrial meetings," "I learned the importance of creating a mutual corporate culture in generating true synergy, in addition to mutual technologies and businesses," and "Participants confirmed that it is important to share expectations, beliefs, and a sense of risk in order to generate synergy." In addition, some described cases of voluntary cooperation that emerged after the training with comments such as, "We are holding ongoing meetings to discuss the possibilities of joint projects for technological development and production technologies," "Head office staff at the two companies are planning an event to build stronger camaraderie among Group employees," and "We asked members to cooperate with us, knowing that they have accumulated relevant business data."



Talking about post-training voluntary cooperation

Continuing to implement training programs and other activities to make all Group employees aware of the importance of reform

In addition to the positive comments on the results of the training, participants at the dialogue meeting reconfirmed the importance of continuing the training program and devising measures to incorporate the 28 proposals made by the participants into the Group's business management plans. Finally, Corporate Vice President Okamura, who was in charge of organizing the Synergy Training gave a closing speech in which he said, "The training represents a first step in making all Group employees aware of the importance of promoting reform, and I want participants in the training program to become reform leaders and communicate its importance to those around them. We will also continue to search for ways to accelerate reform."



[Participants in the dialogue meeting]

- **Facilitator:**
Mikiya Izuma, Principal, Fuji Xerox Learning Institute (FXLI)
* FXLI is mainly engaged in providing corporate groups with consultation on human resource development for organizational reform.
- **From the organizer of the meeting:**
Three directors in charge of personnel affairs at FUJIFILM Holdings, Fujifilm, and Fuji Xerox and five employees in charge of human resource development at the personnel departments of FUJIFILM Holdings, Fujifilm, and Fuji Xerox
- **From the participants in the training:**
Eight middle-ranking employees engaged in R&D, production technologies, sales, and staff administration at Fujifilm and Fuji Xerox

VOICE

>> Expecting more results from the best possible complementary relationship

This dialogue meeting has convinced me that Fujifilm and Fuji Xerox are building the best possible complementary relationship based on the best mix of differences and commonalities between the two companies. I was impressed with the generosity of management, who believe that greater possibilities will emerge from synergy between the two companies and patiently encouraged middle-ranking employees in activities to generate synergy. I believe that these valuable efforts will lead to better achievements in managing the Group's business, which in turn will help it meet the needs of society.



Mikiya Izuma
Principal
Fuji Xerox Learning Institute

TOPIC

Human resource development at Fuji Xerox of Shenzhen Ltd.: Supporting the development of individual employees

Fuji Xerox of Shenzhen, which is a production subsidiary of Fuji Xerox, is implementing its own Employees Assistance Program (EAP) to support employees in developing their capabilities and careers and maintaining and improving their mental health.

Starting an EAP to help younger employees manage stress and worry

As is often the case with companies in South China, Fuji Xerox of Shenzhen Ltd. has teenage production line workers who came to the city to work straight after graduating from rural schools. We started an EAP in 2006 after becoming aware that a lot of employees had communication problems with their managers and colleagues. They also had a variety of problems and no one to talk to about their worries and dissatisfaction. We obtained these findings from a survey we conducted on the stresses employees were experiencing in their personal lives and at work.



Educational program implemented in Shenzhen

More than 9,600 employees participate in 50 courses over three years

The EAP consists of various courses, on subjects such as "communication and human relationships," "managing stress," "mental health and managing your life," and "ideas and concepts for teamwork." These are said to be commonly-experienced themes in South China, and Fuji Xerox of Shenzhen holds the courses in cooperation with a local NPO called the Institute for Contemporary Observation (ICO) and an organization specializing in mental health. All employees participate in the mandatory course on "communication and human relationships" and we also provide them with a range of optional courses at their request, including courses on "friendship and managing emotions," "career planning," and "basic economic knowledge."

We also offered group leaders at the factory education on how to lead in addition to education on business management, in order to support them in encouraging communication with others both in their private lives and in business, and in developing their own careers.

Improving employee satisfaction with a hotline and face-to-face counseling service

In cooperation with an organization specializing in mental health, we opened a hotline and face-to-face counseling service to support employees' mental health. Any employee can use these counseling services for any problem, either by phone or face-to-face outside of working hours. Through these services, we provide young employees who have no one to talk to about their problems with opportunities to seek advice on psychological and physical problems.

By supporting young employees in developing not only as workers but also as individuals, we can increase their motivation, and they will then value their own growth and look after their mental health. This will in turn lead to greater employee satisfaction at work and for the company. Fuji Xerox of Shenzhen will continue to provide these services.



Toshihiko Okaji
Director & General Manager of
Fuji Xerox of Shenzhen Ltd.

► List of training courses provided in fiscal 2006 to 2008 (Extraction)

Total number of participants: 9,689	
Training theme	Number of participants
Career planning and work-life balance	209
Conduct in the workplace	204
Love, friendship, and sex	218
Good habits for higher productivity	100
Creating highly productivity teams*	69
Stress management	104
Examination of social disorders*	33
Roles of leaders on production lines*	44
Work-life balance	20
Managing your emotions	56

* Education for leaders

Corporate Profile

Fuji Xerox of Shenzhen Ltd.

- **Location:** Guanlan Dahe Village, Changqing Industrial Area, Bao An Shenzhen, China
- **Established:** June 1995 (started production in May, 1996)
- **Capital:** US\$ 38 million
- **Employees:** 5,271 (as of March 31, 2009)
*Chinese employees including temporary staff 5,241, Japanese 30

■ **Major products:** Development, production and sales of printers, copiers, multifunction devices, CRU and related parts

Website: <http://www.fxsz.com.cn/> (in Chinese only)

Responses to the climate change problem

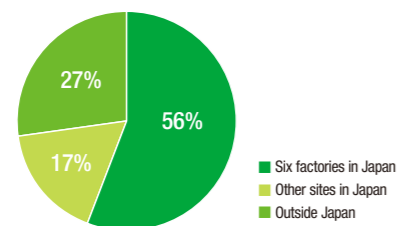
Implementing Versatile Anti-Global Warming Measures Globally

We will reduce the total CO₂ emissions of the Fujifilm Group based on the knowledge gained from reducing emissions at our six factories in Japan.

Achievements up to fiscal 2008

The Fujifilm Group has been implementing anti-global warming measures intensively at its six factories in Japan,¹ whose CO₂ emissions account for about 60% of the total CO₂ emissions of the Group, and has set challenging targets for each of the factories.² In 2003, we started to convert our fuel to natural gas and have been implementing a range of other measures, including improving the energy efficiency of our factories.

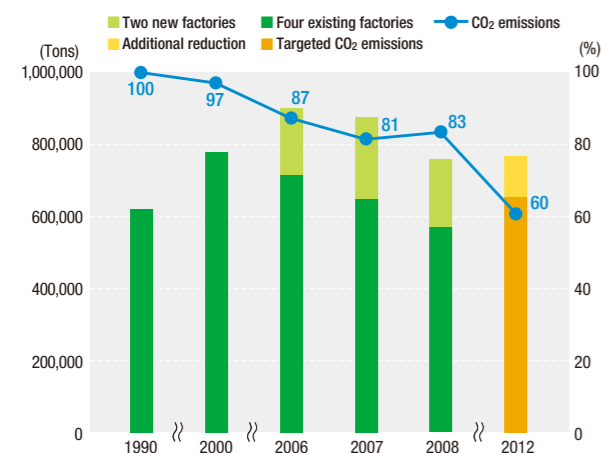
Breakdown of CO₂ emissions (fiscal 2008)



In fiscal 2006, two factories started to manufacture flat panel displays and the total CO₂ emissions from the six factories, including these two, was 900,000 tons. Both in fiscal 2007 and 2008, however, emissions decreased as a result of measures such as installing energy safety equipment and converting fuel to natural gas.

Of the six factories in Japan, the total CO₂ emissions for the existing four factories (the Ashigara and Odawara Sites of the Kanagawa Factory, the Fujinomiya Factory,

CO₂ emissions at the six major factories in Japan



and the Yoshida-Minami Factory) have decreased to less than the 1990 level. On the other hand, as a result of the substantial decrease in production following the slump in the global economy, production efficiency declined. As a result, both the energy consumption and CO₂ emissions increased in fiscal 2008 from the previous fiscal year.

*1. Six major chemical factories in Japan (the Ashigara and Odawara Sites of the Kanagawa Factory, the Fujinomiya Factory, the Yoshida-Minami Factory, FUJIFILM Opto Materials Co., Ltd., and FUJIFILM Kyushu Co., Ltd.)
 *2. To decrease energy use by 30% and CO₂ emissions by 40% by 2012 (from the 1990 level)

The future

We plan to convert all the fuel used at the Kanagawa Factory's Ashigara Site to natural gas by September 2009, thereby reducing CO₂ emissions from the site by 56,000 tons a year. We expect that total CO₂ emissions from the six factories in Japan will reduce by at least 160,000 tons as a result of converting the fuel to natural gas in fiscal 2010.



Natural gas equipment at the Kanagawa Factory's Ashigara Site

We will further reduce total CO₂ emissions from the six factories by making investments in energy-saving equipment and implementing measures to increase efficiency. However, if it becomes difficult to achieve this target by fiscal 2012, we may need to examine using our emission rights (obtained by participating in the Community Development Carbon Fund of the World Bank).

Also, each operating company in the Fujifilm Group will set its CO₂ emission reduction target for around 2020 and will make a concerted effort to prevent global warming.

External evaluation

Receiving Company	Details	Awarding Organization
FUJIFILM Holdings	Ranked as No. 1 in the chemical industry in the Survey on Corporate Action and Management Systems for Climate Change (targeting 700 listed companies)	Integrex Inc.
FUJIFILM Holdings	Included in the Japanese CDLI (with a score of 88 points, the third highest among 149 Japanese companies)	Carbon Disclosure Project (CDP)

First example in Japan

Energy conservation at the Kanagawa Factory's Ashigara Site

To manufacture cellulose triacetate (TAC) film, it is necessary to keep the supplementary machines, including the compressors, operating even when the film-casting machine itself is not in



Members of the Ashigara Site Anti-Global Warming Committee (in charge of the energy conservation project)

operation. The Ashigara Site has taken on the challenge of reducing power consumption while the machinery is not in full operation and has introduced energy conservation measures for the supplementary machines, including minimizing the number of compressors actually in operation.

Activity and results (estimates for fiscal 2009)

● CO₂ emission reduction: 1,790 tons ● Cost reduction: 56 million yen

Second example in Japan

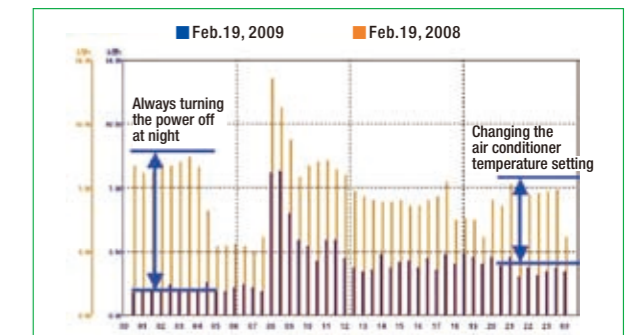
Visualizing the power consumption at the Kanagawa Factory's Odawara Site

The Odawara Site introduced a method to "visualize" the power consumption at the beginning of 2008. At present, 80% of the origin of consumption is identified to the building level, and 40% to the individual equipment level.



Members of the Odawara Site Anti-Global Warming Committee

Hourly power consumption before and after introducing the visualization system



Activity and results (estimates for fiscal 2009)

● CO₂ emission reduction: 4,522 tons ● Cost reduction: 121 million yen

Third example in Japan

"No Air Leaks!" at the Fujinomiya Factory

All employees at the Fujinomiya Factory are conducting activities to find out and eliminate waste and losses. Air needs to be supplied to the manufacturing equipment from air compressors, and if the air leaks from the pipes or machines, this leads to wasted energy. The factory conducted tests to find out and eliminate all air leaks.



Members of the Fujinomiya Factory Anti-Global Warming Committee



Checking that no air is leaking, using an air leakage monitor. Identifying the site of the leak using soapy water

Activity and results (actual results for fiscal 2008)

● CO₂ emission reduction: 600 tons ● Cost reduction: 12 million yen

Fourth example in Japan

Measures taken in offices and at home (Fujifilm and its affiliates)

The ICE Project

The "Ideas for Cool Earth (ICE) Project," which is a team activity to reduce CO₂ emissions, was started in the spring of 2008, targeting a total of about 20,000 employees of Fujifilm and its affiliates.



Under this project, employees are encouraged to turn off lights, encourage eco-driving habits, and follow the "Cool Biz" and "Warm Biz" dress codes to conserve energy in the workplace, while at home with their families they are taking on the "ICE challenge" of leading more environmentally friendly lives in order to reduce their CO₂

emissions by one kilogram per person per day, which is the target set by Team Minus 6% supported by the Japanese Ministry of the Environment. Employees are also participating in the Candle Night project, encouraging eco-driving habits, and supporting "No Car Day" campaigns in their private lives.

Number of participants of the ICE Challenge 2008 and the result

- Participants: 12,355
 - CO₂ emission reduction: 559 tons
- The campaign to reduce CO₂ emissions from households was implemented in the winter of 2008 (for three months from October to December).

First example outside Japan

Measures taken at production, distribution, and sales sites

(More than 100 bases of Fujifilm Group companies in the United States)

Implementing "FUJIFILM unplugged"

At the beginning of 2009, the Fujifilm Group started its "FUJIFILM unplugged" energy conservation activity targeting more than 100 production, warehouse and distribution, and sales offices of Fujifilm Group companies in the United States with the participation of all employees (about 6,000), in order to prepare for the regulations to be imposed on CO₂ emissions from business activities. At the bases, energy managers are assigned to visualize the energy consumption. A website on which the bases can share relevant information has been opened to promote

good competition among the bases in reducing energy use and CO₂ emissions.

Measures

- Replacing lights with more efficient fluorescent lamps
- Introducing more efficient air-conditioning equipment
- Raising awareness
- Introducing motion and temperature sensors
- Turning off unnecessary lights

Effects expected in three years (in 2012)

- Annual CO₂ reduction: 29,350 tons (Equivalent to a 15% reduction)

Second example outside Japan

Measure taken at the production site of FUJIFILM Manufacturing Europe B.V.

(a factory in the Netherlands)

Introducing wind power generators

FUJIFILM Manufacturing Europe B.V., which is located in Tilburg in the Netherlands, is planning to install wind power generators within its premises in cooperation with Evelop International of the Netherlands. At present, they are following the procedures to obtain environmental approval and a construction permit from the government, and are aiming to start operating the generators, which will be the



Image picture

first wind power generation facilities in the area, in the spring of 2012. The factory will be able to sell the surplus power generated through the national power transmission network.

Specifications of the facilities and the result

- Wind power generators: Five (with a capacity to produce up to 3 MW per unit)
- Power generation: About 22,000 MWh/year (equivalent to 28% of annual purchase)
- Annual CO₂ reduction: About 15,000 tons (equivalent to 15% of annual emissions)

Developing a CSR-oriented procurement framework

CSR-Oriented Procurement Based on Partnership with Suppliers

The Fujifilm Group is improving its conventional green procurement activities to a higher level in cooperation with its suppliers.

Understanding the actual situation and studying how to formulate a procurement policy

Fujifilm introduced green procurement (selection of suppliers and products to be procured) in fiscal 2000. In fiscal 2006, we added new items to our survey on the environmental friendliness of our suppliers, including items such as "compliance," "quality and safety," "information security," "fair trade and ethics," "safety and health," and "human rights and labor," in order to promote CSR-oriented procurement.

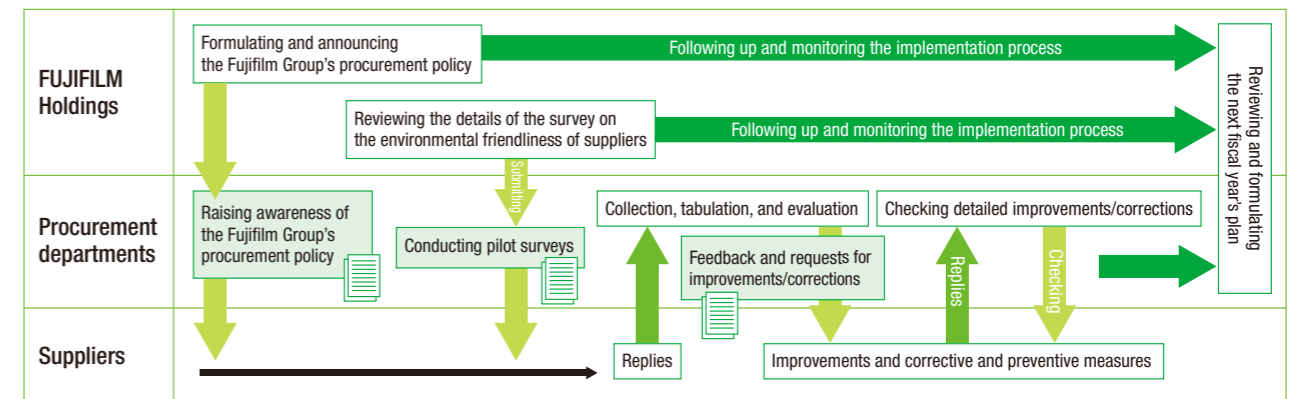
In the past, we conducted CSR surveys targeting suppliers, but did not proactively implement CSR-related measures for them. In fiscal 2008, to enhance the implementation process and range of the survey, we held a conference of CSR-oriented procurement facilitators, which comprised members from the departments related to CSR, materials procurement, and environmental issues

in FUJIFILM Holdings, Fujifilm, and FUJIFILM Business Expert after investigating the actual status of procurement in the Fujifilm Group, including at its affiliates. The conference has been studying how to formulate the Group's procurement policies and methods to ensure CSR-oriented procurement.

Starting pilot surveys and establishing the basis for CSR-oriented procurement

In fiscal 2009, our departments in charge of procurement will conduct pilot surveys among suppliers to establish the basis for CSR-oriented procurement across the Group. In order to increase the effectiveness of CSR-oriented procurement, we will encourage two-way communications with suppliers in addition to sending out a questionnaire, which is a one-way communication tool, so that suppliers can understand our ideas on CSR-oriented procurement.

Plan to ensure CSR-oriented procurement (for fiscal 2009)



Form of the questionnaire on the environmental friendliness of suppliers



Conference of CSR-oriented procurement facilitators

 Conserving biodiversity

Starting with What We Can Do to Conserve Biodiversity

The Fujifilm Group believes that the biodiversity problem is as critical as climate change. Biological resources, which are the basis for the existence of humankind and for all corporate activities, cannot be secured without biodiversity. Based on this recognition, we are implementing measures to conserve biodiversity across the Group.

Formulating basic concepts

We regard tackling the biodiversity problem as one of our basic responsibilities, which will in turn help us achieve social and corporate sustainability.

On June 1, 2009, FUJIFILM Holdings established the Fujifilm Group Guidelines for Biodiversity to clarify the Group's policy on conserving biodiversity and support the implementation of specific measures.

Fujifilm Group Guidelines for Biodiversity

Basic Concepts

In order to create a sustainable society, we have a responsibility to sincerely address serious problems currently facing us to eliminate negative legacies being passed on to future generations.

Among these serious problems, including climate change issues such as global warming, is biodiversity loss that is occurring at critical speed due to destruction of ecosystems and extinction of various living species.

Biodiversity provides us with food, medicine, and energy while reducing the risk of disasters. It is the very foundation of our culture and art, supporting our life and daily activities.

As the Fujifilm Group's business activities are closely related to biodiversity, it is our responsibility to avoid or minimize negative impacts on it, by addressing its preservation and sustainable usage. In doing so, it is essential to take into consideration that we exist in a state of global interdependence and keep an international perspective when taking necessary actions.

Action Guidelines

1. To avoid destruction of biodiversity

Biodiversity is the "web of life." In business activities, the Fujifilm Group avoids or minimizes negative impacts on this web of life, and gives due consideration not to have anything to do with destruction of the web.

2. To preserve biodiversity

In business activities, the Fujifilm Group strives to keep the natural environment healthy and diverse, considering environmental preservation that reflects the natural and social conditions of each local community.

3. To make best use of biodiversity

The Fujifilm Group adopts sustainable methods to use biological resources for business activities, based on a long-term point of view, in order to maintain biodiversity for future generations.

4. To act globally

The Fujifilm Group strives to recognize impacts on biodiversity to reduce environmental burdens in domestic and overseas value chain frameworks when performing business activities.

5. To meet social requirements

The Fujifilm Group complies with international laws and regulations regarding biodiversity, and values collaboration and harmony with public bodies, NPO/NGOs, and other companies.

6. To share information

The Fujifilm Group proactively discloses information on activities regarding biodiversity. The Fujifilm Group also makes efforts to raise employees' awareness of biodiversity issues to improve the quality and effectiveness of the Group's activities for such issues.

Adopted Date: June 1, 2009

Awareness-raising among employees

In order to raise awareness of the biodiversity problem among employees, Fujifilm and Fuji Xerox cooperated in publishing feature articles on biodiversity in their in-house magazines and on their intranets to help employees learn about the basics and deepen their understanding of present problems and challenges.

Intranet "INSITE"



All Fujifilm Group employees including Fuji Xerox can also access the ALL FUJIFILM GROUP INSITE website. The website address is given in the feature articles on biodiversity published in the in-house magazine (*Xerox Life*) to promote information sharing across the Group. On the INSITE website, steps on how to conserve biodiversity as well as data from questionnaires and stakeholder dialogues are also introduced.

In-house magazines

Fujifilm: We'll



Fuji Xerox: Xerox Life



Doing what we can: Supporting the Monitoring Sites 1000 project

The Monitoring Sites 1000 project was launched in fiscal 2003 by the Japanese Ministry of the Environment based on its national strategy for biodiversity. This project aims to detect signs of ecosystem degradation as early as possible by conducting long-term (100-year) monitoring surveys at 1,000 selected sites across Japan, which will help implement measures to conserve biodiversity rapidly.

Survey items are chosen for each ecosystem, specifically for local mountain areas, forests, lakes and marshland, and coastal areas. The Biodiversity Center of Japan is encouraging networking among researchers, local experts, and NGOs and NPOs, who will cooperate with the monitoring surveys.

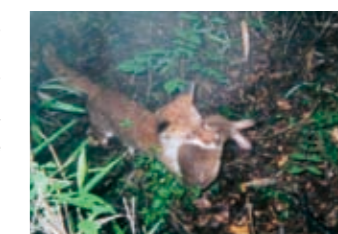
FUJIFILM Holdings donated 1,000 negative films (ISO speed rating: 800) for surveys to be conducted on mammals, in response to a request from the Nature Conservation Society of Japan, which is serving as a coordinator in monitoring surveys on local mountain areas. (The number of films donated is enough for the mammal surveys that will be conducted in fiscal 2009.)

We are regularly discussing the kind of support needed and types of cooperation with the Biodiversity Center of Japan and the Nature Conservation Society of Japan in the search for more specific forms of cooperation.

VOICE

Achieving more than expected with a sensor camera

We are conducting monitoring surveys on mammals living on local mountain areas at 54 sites across Japan using infrared ray sensor cameras. The surveys are obtaining valuable data, including the expanded distribution of foreign species and local fauna. We cannot take pictures of nocturnal mammals like foxes that move very quickly without a camera and high-speed film, but with the digitization of cameras, it is becoming difficult for us to procure the necessary equipment. Under these circumstances, we feel very grateful for the support given to us by the Fujifilm Group and also highly appreciate the Group studying ways to cooperate with us beyond just providing film.

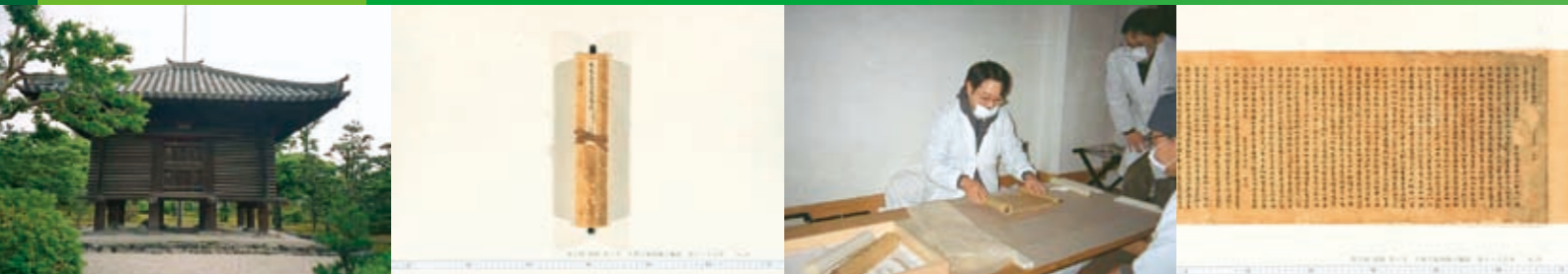


A warty fox carries a dead rabbit in its mouth at night

Photo: The Biodiversity Center of Japan, Ministry of the Environment; Nature Conservation Society of Japan and the Satoyama Shizen Gakko Hazumi-no Sato NPO



Mayuko Fukuda
Research Division
Nature Conservation Society of Japan



Social contribution activities: Archiving *Shogozo* scrolls in the Office of the Shosoin Treasure House

Social and Cultural Contributions through Unique Photo and Film Technologies

Microfilm has features that other recording media do not have, such as the ability to provide beautiful high-definition images and excellent durability. The Fujifilm Group is making use of this unique characteristic of film to support the recording and preservation of valuable cultural assets and artworks.

Copying precious Buddhist sutras from 1,200 years ago on to color microfilm

In 1999, the Fujifilm Group started a project to preserve the *Shogozo* scrolls stored and kept by the Imperial Household Agency's Office of the Shosoin Treasure House jointly with the Agency and Maruzen Co., Ltd. Specifically, we will copy all 4,960 scrolls onto color microfilm and publish a digital DVD-R (CD-R) edition of the scrolls. We had already photographed about 2,100 scrolls by the end of 2008, but it will take another 10 years to complete this long-term project because in order to minimize the damage to historical materials, we must choose the appropriate season and time for photographing them carefully.

Shogozo scrolls are Buddhist sutras kept in the Shogozo sutra storehouse at Sonshoin, a small temple located within the premises of the Todaiji Temple. The scrolls (about 5,000) include sutras written a long time ago in China's Sui and Tang dynasties as well as those created in Japan in the Nara and Nanboku-cho periods. The scrolls were bequeathed to the Imperial Family together with the storehouse in 1893, and at present are managed by the Imperial Household Agency's Office of the Shosoin Treasure House. Many people have wanted to access these scrolls for research into Buddhism, history, and the Japanese language, but because of the great value of

those historical materials, very few people were given access, and only under very strict conditions.

The project was launched to give wider access to the scrolls, and Fujifilm's color microfilm was chosen as the media on which to copy the materials because of the high definition and high quality of the color. The EzMapper browser was developed jointly by FUJIFILM Imagetec and Micro Service Center for the DVD-R editions, which have been successively published by Maruzen since 2000, starting with the sutras written in China's Sui and Tang dynasties.



Miyuki Oyama, FUJIFILM Imagetec, Shinya Sasai and Tetsuhiko Mizoguchi, Academic & Education Business Division of Maruzen (from left)

Photographing the sutras, which only experts from the Office of the Shosoin Treasure House are allowed to touch

The *Shogozo* scrolls have been surveyed and repaired since the Meiji period and the scrolls to be photographed are chosen based on the past survey and repair records. Only experts from the Office of the Shosoin Treasure House are allowed to actually touch the scrolls, and they must carry them to the photographing desk and make the necessary preparations. The



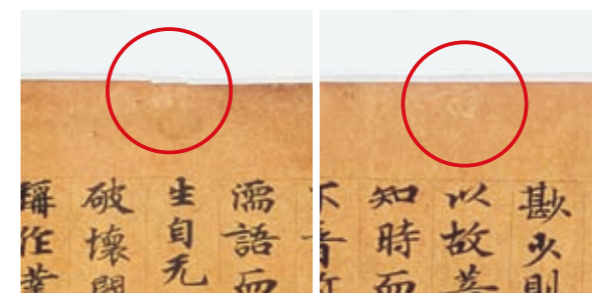
Expert from the Shosoin placing a scroll on the photographing desk

desk incorporates a scale to check the size of each scroll.

The scrolls are photographed on FUJIFILM microfilm Type R using a mini copy camera S2. First the scroll is photographed rolled up, then its front and back covers are photographed, and finally the text. The originals of the microfilms are preserved and duplicates are made for various purposes, including scanning to make the digital DVD-R edition.

Publication of digital DVD-R editions contributes to research into Buddhism and the Japanese language

There are no other examples of so many old Buddhist sutras preserved in such a good condition even in China and so it is quite important to photograph the *Shogozo* scrolls to guarantee that they are preserved. By publishing DVD-R editions, the project can also make a significant



Additions (circled parts) made in white to the texts of the *Shogozo* scrolls

TOPIC

Cooperating with the archiving project of the National Archives of Japan

The National Archives of Japan is playing a very important role in preserving precious public documents and materials, which are the common assets of the Japanese people, for future generations. We are in charge of preserving national historical materials and allowing the public access to these materials.

At present, we are continuing to digitize historical materials onto highly durable film to make them available on our website in the Digital Gallery. (http://jpimg.digital.archives.go.jp/kouseisai/index_e.html)

To do this, we need to use advanced photographic technology for materials that are not kept in good condition and we also have to check the condition of the material to be photographed onto film carefully, using our extensive experience in archiving ancient documents.

This project can continue with its task due to the relationship of trust that exists between us and FUJIFILM Imagetec, thus fulfilling our essential role of giving the Japanese people access to historical materials, while minimizing the impact on the valuable originals.

Taeko Ooga, Itaru Aritomo, and Junko Yamazoe
National Archives of Japan

VOICE

Long-term project that will take ten years to complete

To minimize the damage to the historical materials, we photograph them only on weekdays during two weeks in the spring and winter, between 9:30 a.m. and 3:30 p.m. It takes about 15 to 20 minutes to photograph a scroll and so only around 24 scrolls can be photographed in a day. However, we have already photographed around 2,100 scrolls. I think that photographing all the *Shogozo* scrolls and organizing the resulting data is very important work.



Kazuki Sugimoto
Director of the Office of the Shosoin
Treasure House, Imperial Household Agency

contribution to research into Buddhism and the Japanese language.

The Japanese language, which forms the basis of Japanese culture, has been greatly influenced by the culture of China, which was introduced to Japan through Buddhist sutras and other materials. The *Shogozo* scrolls are representative materials that can help researchers understand the process of development of the Japanese language. It is expected that providing researchers with an opportunity to analyze the materials using high-definition color images will result in new findings. For example, new findings could emerge about the development of hiragana, katakana and Japanese grammar through examining the additions made in white to the texts of the sutras and what has been erased.

Corporate Profile

FUJIFILM Imagetec Co., Ltd.

- Location: 3-6-30 Nishi-gotanda, Shinagawa-ku, Tokyo 141-0031, Japan
- Established: May 29, 1981
- Capital: 100 million yen
- Business outline: Services related to images and information for business use
- Employees: 380 (as of April 2009)
- Service field: Business imaging fields such as high quality laboratory works, displaying, archiving, digitizing, ID/IC cards, image pictures for mobile phones

Website: <http://fjit.fujifilm.co.jp/> (in Japanese only)



The original signature on the Constitution of Japan (right) and the preamble to the Constitution of Japan (left)



Members of the National Archives of Japan and FUJIFILM Imagetec



Social contribution: volunteer planting in China

More Than Ten Years of Volunteer Tree Planting by the Fujifilm Labor Union in China

The Fujifilm Group's social contribution activities involve not only management, but also its labor union. As a representative example of a unique social contribution, the labor union has been carrying out volunteer tree planting in China and sent its 11th mission to the country in 2008.

Actively contributing to society since 1998, after celebrating the 50th anniversary

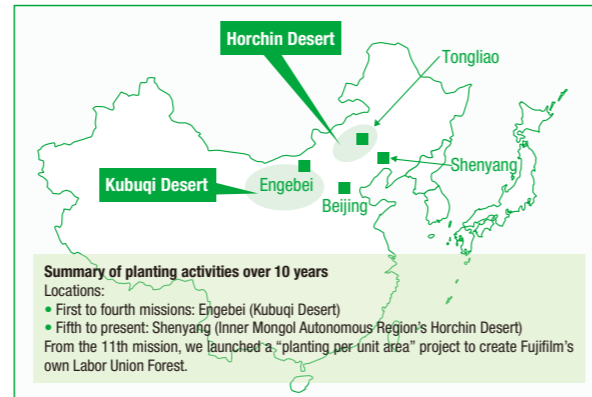
The Fujifilm Labor Union has been conducting its volunteer planting activity in China annually since 1998.

The labor union has been actively contributing to society from the viewpoint of "what we can do," rather than "what we can get." After celebrating its 50th anniversary in 1997, the union expanded its social contribution to include environmental conservation. Specifically, in order to make the Earth greener so that people can live here with a bigger smile, it started its "Green Smile" activities, which include "Green Aid" cleanup, support for reforestation, and the greening of China's deserts.

From 1998 to 2001, the union sent four missions to China, one every year. Each mission was composed of around 15 employees, who participated in reforestation activities in the Kubuqi Desert, led by the Japan Association

for Greening Deserts. Subsequently, the union has been continuously dispatching missions for reforestation activities in the Inner Mongolia Autonomous Region's Horchin

► Regions involved in greening activities



Desert through an NPO named "Green Network." From the ninth mission sent in 2006, employees of local Fujifilm Group companies also began participating in the mission, and the 136 volunteer employees sent to the 11th one in 2008, including 11 members of the labor union, participated in tree-planting missions.

Planting 800 trees and making a 300-square-meter straw grid in 2008

The 11th mission to China was sent for the period from April 29 to May 6, 2008. The mission was composed of six employees from Japan and 13 employees from six local Fujifilm Group companies located in Shanghai, Suzhou, and Hebei, including FUJIFILM (China) Investment Co., Ltd.



Making a straw grid

The Horchin Desert is designated as one of the most rapidly desertifying areas by the Chinese government. The mission planted 800 pine trees in the desert supported by local farmers and students and made a straw grid of about 300 square meters to prevent the inflow of sand. They also trimmed the poplars planted by past missions. The members toiled together in expanding the continuous greening of the desert.



Participants in the 11th green mission to China

In addition to contributions from individual participants, the labor union also shares the cost of sending the mission by using its Green Smile Fund established in 1998 (comprising fund from the general account of the union and donations from employees). Employees participate in the mission by taking volunteer leave, etc.

VOICE

» Recognizing that contributing to society is not difficult

I participated in the 11th mission as a leader and it is now clear to me that social contribution is not difficult, but something that anyone can do. I have also learned the importance of enjoying doing what I can for others. After participating in the mission, I have been committed to saving energy, for example by starting to drive more slowly. I have decided to do what I can, instead of just thinking about it.



Hirokazu Misawa
Secretary of the Kaisei Branch
Fujifilm Labor Union

VOICE

» The significance of the activity is obvious once you have seen the desert

I used to think that Inner Mongolia was covered by sweeping fields of green grass, but what I actually saw there was shocking desertification, which brought home to me the significance of the planting project. I am sure others also recognized the importance. We worked hard, and planted as many as 300 pine trees in one day. We planted more on the next day and I hope that the seedlings we planted will grow into the most beautiful green trees in the planted area.



Yan Bin
Section Chief, Operation Department
FUJIFILM (China) Investment Co., Ltd.

Message

Fostering social contributions in Japan to enable more employees to participate

The Fujifilm Labor Union began sending missions to China for the greening of deserts 11 years ago. I myself participated in the 10th mission sent in 2007. From my experience, I believe it is meaningful for employees to (1) participate in a mission to see the effects of desertification for themselves and to realize that global environmental problems are urgent; (2) to work as a team with other participants; and (3) to have exchanges with local farmers. Employees of Group companies in China also began participating in the missions three years ago, and employees from Japan can now hold exchanges and collaborate with their colleagues in China through these activities, beyond differences in nationality and language.

In 2009, the labor union will dispatch its 12th mission to China and this will carry on into the future. However, we think it important to encourage social

contribution activities in Japan, too. In 2008, we began looking at participation in Chiba Prefecture's local forest conservation project and in the reforestation program in Hinohara Village located in the western part of Tokyo conducted by the NPO Fujinomori, in addition to the Mt. Fuji cleanup project in which we are already participating. We will hold more specific activities also in Japan, so that more employees and their families can participate in environmental conservation and change their behavior based on the experience gained through participation.

Sanae Takahashi

Deputy Chairman of the Central Executive Committee
Fujifilm Labor Union



Fujifilm Group Social Contribution Policy

The Fujifilm Group will work together with local communities as a good corporate citizen and contribute to society by responding sincerely to the demands and expectations of those communities. The Group has established the following action plan for implementing this policy.

1. Main activities

The Fujifilm Group will primarily focus on the fields of: research and education; culture, the arts and sports; health; and environmental conservation.

2. Importance of these activities

- (1) Undertake these activities through cooperation and collaboration
 In implementing these activities, the Fujifilm Group places importance on communication and partnerships with NPO / NGOs, local communities and others.
- (2) Active support for volunteer activities
 The Fujifilm Group values living in harmony with local communities and contributing to society through the voluntary participation of employees and fully supports these activities.

Major activities and awards in fiscal 2008

Research and education: Received the Prime Minister's Commendation at the Barrier-Free, Universal Design Contributors Awards 2008. (For Fuji Xerox's production of large-font textbooks for children with reduced eyesight) (Dec 3, 2008)

URL http://www.fujixerox.com/eng/company/news/2008/1203_kakudai.html

Culture, the arts and sports: Seven people who were about to enter Fuji Xerox in April participated in the Fuji Xerox Super Cup 2009 (the J League's opening game for the new season) as volunteers. (Feb 28, 2009)

Health: Received a prize at the Nikkei BP Technology Awards 2009 (for FUJIFILM's double-balloon endoscopy for easier diagnosis and treatment of small intestinal diseases) (Apr 6, 2009)

Environmental conservation: A total of 55 employees and their families from FUJIFILM's Fujinomiya Factory joined in a project to clean up Mt. Fuji with the NPO Fuji Club. (Nov 1, 2008)



CSR activities in the United States

Fulfilling CSR in the U.S. Market Too and Contributing to Improving the Quality of Life of Local Residents

The Fujifilm Group started its business in the United States more than 40 years ago with only six employees. Since then the Group has extensively developed its business and has about 6,000 employees in the country now. In the following pages, we will introduce the CSR activities conducted by Group employees in the United States.

CSR activities conducted at more than 100 bases located in 32 states

The Fujifilm Group launched its business in the United States in 1965 with only six employees, at an office in the Empire State Building in New York. For more than 40 years since then, the Group has successfully developed its business and has around 6,000 employees now. At present, the Group has 17 affiliates in the country, which are operating in a total of 32 states, and the number of bases totals more than 100, including R&D, production, sales, and service support bases. As in Japan, the Group is conducting a range of businesses in the United States, including the manufacture of inkjet printer heads, UV inks, and semiconductor-related materials; proposals for software solutions for printing and medical diagnostic imaging systems; and the provision of technological and support services. At present, annual sales in the United States account for about 15% of the total sales of the Fujifilm

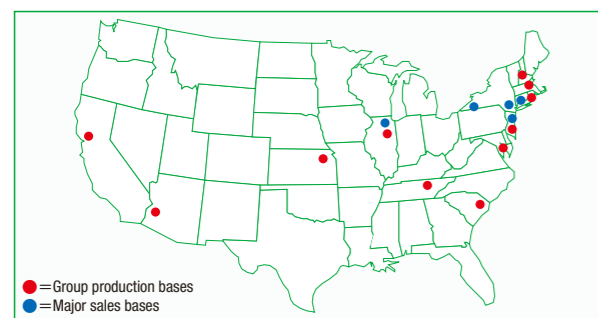
Group. The U.S. market has thus become an important market for the Group.

In running its businesses in the country, the Fujifilm Group naturally thinks it important to fulfill its corporate responsibility as in Japan, and accordingly, all local Group companies are engaged in CSR activities. In particular, for environmental conservation and occupational health and safety activities, the companies are proactively implementing measures under the governance of FUJIFILM Holdings America Corporation. Customers are provided with information on the Fujifilm Group's CSR activities in a special brochure published and distributed for the purpose.

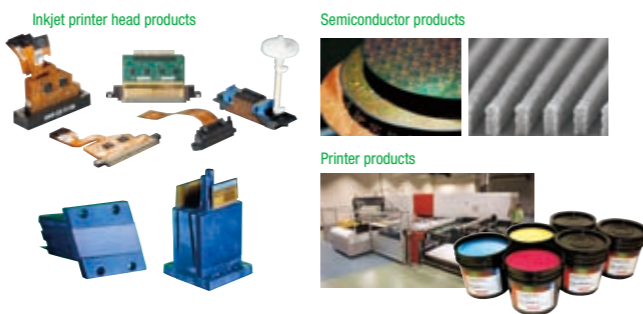


Brochure on CSR activities

The Fujifilm Group's bases in the United States



Products and materials manufacturing in the Fujifilm Group in the United States



Evaluations and awards in the United States

Receiving Company	Evaluation/Award	Details	Awarding Organization
FUJIFILM U.S.A., Inc.	"Sustainability Award" and "2008 Supplier of the Year"	Products and services (quality of service and response to customers)	Walmart
FUJIFILM Medical Systems U.S.A., Inc.	KLAS Awards	Products and services (The Velocity SpeedSuite® a Fujifilm DR (FDR))	KLAS
FUJIFILM Recording Media U.S.A., Inc.	"Supplier of the Year Award"	Products and services (quality, deadline, and technology)	Vision Business Products, Inc.
FUJIFILM Electronic Materials U.S.A., Inc.	Intel Corporation's Preferred Quality Supplier 2009	Products and services (Quality, deadline, and technology for semiconductor products)	Intel
FUJIFILM Imaging Colorants, Inc.	Canon Green Procurement Standards Achieved	Products and services (product management and safety)	Canon

FOCUS 1 Environmental conservation and occupational health and safety

Enhanced governance of affiliates by FUJIFILM Holdings America

The Environment, Health & Safety (EHS) Department of FUJIFILM Holdings America Corporation supervises all environmental conservation and occupational health and safety activities at Fujifilm Group companies in the United States.

In April 2007, this local holding company began sharing information proactively with employees in charge of environment and safety at each of the affiliates, in order to improve their EHS activity level, to make the environmental goals of all the affiliates consistent with the philosophy of the Fujifilm Group Green Policy, and to improve the cost efficiency of their EHS activities, while collecting important information for the Group. The EHS Department provides the affiliates with the following services. As a result, they have improved their environmental and occupational safety and health performance while also substantially reducing related management costs.

Services provided by the EHS Department:

- Provision of latest information on environment and occupational health and safety
- A database on related laws and regulations
- Provision of training programs through the Internet
- Provision of information exchange opportunities through the Internet
- Organization of an annual forum for information exchange
- Provision of mutual audit opportunities

Common targets and achievements

	Common Targets	Achievements
1	Reducing the release of hazardous waste at manufacturing sites	Reduced the release by selling more waste as valuable resources based on a waste disposal plan.
2	Reducing the emission of greenhouse gases (Taking fiscal 2006 as the baseline year)	Conducted effective energy conservation activities based on the equipment guidelines and an energy management program.
3	Promptly collecting environmental and safety information about products	Introduced a management system for product safety information.

In fiscal 2008, the EHS Department took the initiative to achieve the common targets of local Group companies (see above table).



Celia A. Spence

VP, Environment, Health & Safety Dept.
FUJIFILM Holdings America Corporation

Corporate Profile

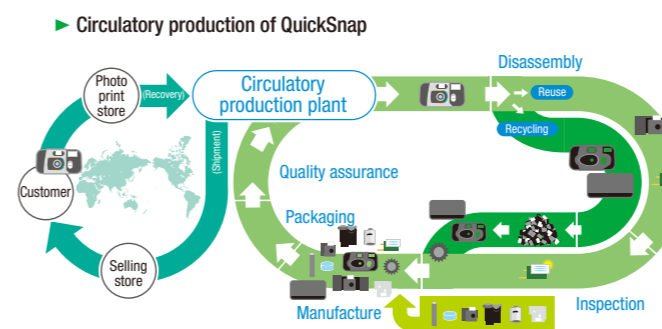
FUJIFILM Holdings America Corporation

- Location: 200 Summit Lake Drive, Valhalla, NY 10595-1356, U.S.A.
- Established: September 1990
- Capital: U.S. \$ 2,457.65 million (as of March 2009)
- Employees: 150 (as of March 2009)
- Business outline: A holding company of manufacturing and sales companies in the U.S.

Website: <http://www.fujifilmusa.com/>

Circulatory production of QuickSnap by FUJIFILM Manufacturing U.S.A., Inc.

FUJIFILM Manufacturing U.S.A., Inc. is engaged in circulatory production of QuickSnap, as shown in the following figure. QuickSnap single-use cameras sold across the world are collected after use in three bases in Japan, Europe, and the United States, and then recycled and reused



in manufacturing new QuickSnap cameras at the plant in the United States, where almost all of the total amount recovered is collected. The highly advanced factory is equipped with a circulatory production system that is developed in Japan, and the Fujifilm Group manufactures all of its QuickSnap products for loyal users of photo films all over the world.

Corporate Profile

FUJIFILM Manufacturing U.S.A., Inc.

- Location: 211 Pucketts Ferry Road, Greenwood, SC 29649, U.S.A.
- Established: July 1988
- Capital: U.S. \$ 704.2 million (as of March 2009)
- Employees: 848 (as of March 2009)
- Business outline: Production, R&D center
- Major products: Color papers, production of QuickSnap, PS and CTP plates for offset printing, etc.

Website: <http://www.fujifilm-sc.com>

FOCUS 2 Introducing examples of social contribution activities

In the United States, the Fujifilm Group is conducting social contribution activities to help solve health problems including cancer, and social problems such as domestic violence and poverty. The Group is conducting these activities also in other areas including Africa and Brazil as an extension of their activities in the United States.

Enhancing quality of life for esophageal cancer patients in Kenya

FUJINON, Inc.

FUJINON, Inc. provides endoscopy solutions to minimize burdens imposed on patients and contribute to the improvement of the quality of their lives. FUJINON's endoscopes are suitable not only for the diagnosis of stomach disorders but also for the diagnosis of disorders in narrow organs such as the esophagus. (In particular, with transnasal endoscopy, which uses a slim endoscope, it is possible to observe the affected area from various directions.)

Recently, the annual death rate of esophageal cancer patients has exceeded 400,000 worldwide, with 80% of those deaths occurring in developing countries. Under these circumstances, FUJINON, Inc. donated endoscopic equipment to Tenwek Hospital in rural, western Kenya, including video processors, monitors, colonoscopes, gastroscopes, printers, and consumable items. The donation was made in support of the efforts made by Dr. Russell White, Clinical Associate Professor of Surgery at Brown University School of Medicine and by the Chief of Surgery at the 300-bed mission hospital located in Bomet, Kenya.

Tenwek Hospital is the only hospital in western Kenya where esophageal cancer patients can receive the diagnosis and treatment and this hospital performs over 1,500 procedures annually. According to Dr. White, however, their medical equipment, including the endoscopy equipment, is becoming older but it is difficult to introduce new equipment while minimizing the financial burdens on patients in the present management situation. Then, FUJINON, Inc. donated endoscopic equipment. To Tenwek Hospital.



Providing digital cameras to organizations selected by company employees

FUJIFILM Holdings America Corporation

In 2008, over 60 company employees from seven Fujifilm Group companies in the United States selected their favorite community organizations, including food banks, hospitals, and social service agencies. The employees presented a Fujifilm consumer digital camera to each of the selected organizations to help them further their mission and enhance the quality of life in their communities.



Giving support to the victims of domestic violence

FUJIFILM Holdings America Corporation

FUJIFILM Holdings America Corporation received 2009 Corporate Vision Award from Sanctuary for Families, the largest nonprofit organization in New York State dedicated exclusively to serving domestic violence victims and their children. Over the course of many months, Ms. Stoyer photographed the struggles of several Sanctuary clients as they took the "long journey" away from domestic violence and toward a safe and independent life. The photographer also taught these women how to take pictures as a way to rediscover, through photography, the self-esteem, strength, and joy that had been taken away from them through years of abuse.

FUJIFILM Holdings America Corporation, highly valuing the purpose of this project, offered financial assistance to it, as well as professional photo films, ink jet photo paper, and FinePix S8100 digital cameras.



Donating to the "Plant a Billion Trees" Project

FUJIFILM Hunt Chemicals U.S.A., Inc.

FUJIFILM Hunt Chemicals U.S.A., Inc. in Allendale, New Jersey promoted the recycling of office paper, and based on the weight of paper recycled, donated money to the Plant a Billion Trees Project run by The Nature Conservancy. The Nature Conservancy is a leading environmental conservation organization working around the world to protect ecologically important land and waters for nature and people. A total of about 3,000 kilograms of office paper was collected for recycling and 682 trees planted in the Atlantic Forest in Brazil.



Selling digital camera sets to raise breast cancer awareness

FUJIFILM Medical Systems U.S.A., Inc. FUJIFILM U.S.A., Inc.

FUJIFILM U.S.A. Inc.'s Electronic Imaging Division teamed up with FUJIFILM Medical Systems U.S.A., Inc. to sell a limited number of digital camera sets with the aim of raising breast cancer awareness as part of the Mammograms for a Million Moms campaign promoted by FUJIFILM Medical Systems U.S.A. One set is composed of a Fujifilm FinePix Pink Z20 digital camera, a camera case, an xD memory card, a keychain, and a brochure giving important information about mammograms.



Contributing to the Kibera Slum Photo Project in Nairobi, Kenya

FUJIFILM U.S.A., Inc.

FUJIFILM U.S.A., Inc. donated Fujifilm QuickSnap cameras to the largest slum in Africa, with a population of over one million people, half of whom are children. In the slum, volunteers working at welfare facilities are trying to rescue orphans and at-risk children (a total of 300 children aged from three to 15), by feeding them and teaching them. As part of these activities, a photo workshop was held for 30 of the older children by a professional photographer, who taught them how to take photos using QuickSnap. This event pleased the children a lot.



Participating in Lowell General Hospital's Team Walk for Cancer Care

FUJIFILM Recording Media U.S.A., Inc.

Team Walk for Cancer Care is a celebration of life, spirit, and hope. The uniqueness of Team Walk is that all the money raised through this program is used for the patients and their families living in Massachusetts, where FUJIFILM Recording Media U.S.A., Inc., is located. The incredible spirit of Team Walk brought purpose to each step participants took and also hope to patients. Employees of the company also participated in the walk and raised donations both as a company and as individuals.



Donating to the V Foundation Fund

FUJIFILM Recording Media U.S.A., Inc.

The V Foundation is a charitable cancer research organization founded in 1993 by ESPN (a broadcasting station specializing in sports) and the late Jim Valvano, the legendary North Carolina State basketball coach and ESPN commentator. At the Foundation's event called "Show Your Spirit," FUJIFILM Recording Media U.S.A. and its company employees donated money and showed their support for cancer research by wearing their favorite team uniforms.



Offering free-of-charge printing service to KVC Behavioral Health Care, Inc.

FUJIFILM Sericol U.S.A., Inc.

KVC Behavioral Health Care, Inc. (KVC) is a private, not-for-profit organization providing medical and behavioral healthcare, social services, and education to children and families. FUJIFILM Sericol U.S.A., Inc. meets a portion of KVC's printing needs with the digital printing equipment in its Inkjet Solution Center by printing for KVC during customer demonstrations of the equipment.

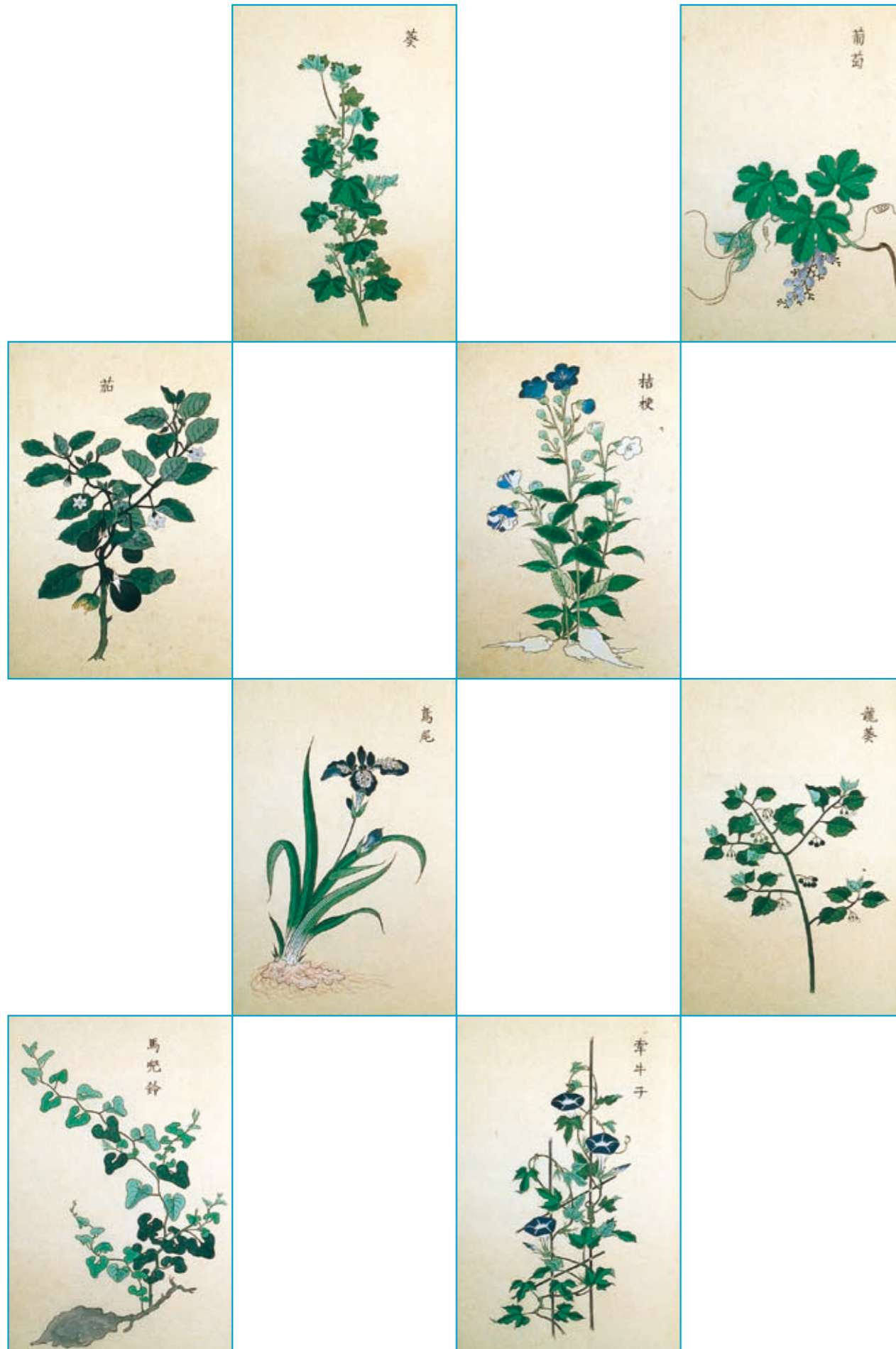


Participating in Dartmouth Medical School's The Prouty Race

FUJIFILM Dimatix, Inc.

Company employees of FUJIFILM Dimatix, Inc. participated in The Prouty Race to help raise money for cancer research. In 2008, more than 4,000 people participated in the bicycle and walk race and about two million dollars were raised. The Prouty Race began in 1982 when four nurses rode 100 miles through the White Mountains of New Hampshire to honor Audrey Prouty, one of their patients who bravely fought against cancer. Since then, the event has raised more than eight million dollars for cancer research, education, and clinical trials.





Data and Information

This section contains basic information on the Fujifilm Group's CSR activities and quantitative information on its personnel and labor affairs and environmental performance.

Self-Evaluation of the Fujifilm Group CSR Activities	42
Communication with Stakeholders/ Labor Environment and Social Benefit Accounting	44
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Internal and External Communication	58
Domestic and International Appraisals	59

About the illustrations on the section title pages of the report:

With the cooperation of the National Archives of Japan, we published illustrations of medicinal plants included in *Shobutsu Ruisan* and *Shobutsu Ruisan Zuyoku* on the section title pages of this report. We are now enjoying rich lives thanks to the existence of a range of living creatures, including medicinal plants from older Japan as introduced by the illustrations.

Self-Evaluation of the Fujifilm Group CSR Activities (Fiscal 2008)

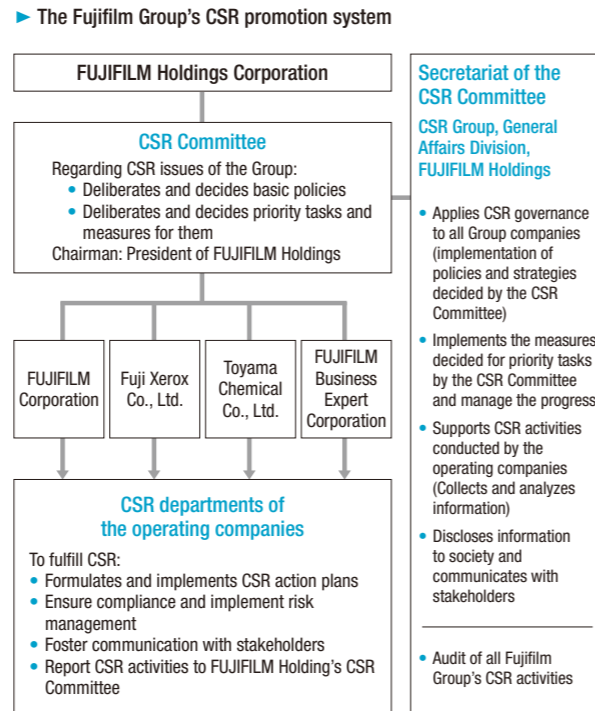
In fostering its CSR activities, the Fujifilm Group has been examining CSR-related tasks from both company and stakeholder perspectives, setting priorities, and implementing specific measures.

Preparing for the formulation of the next medium-term CSR plan

In fiscal 2009, we will make preparations for the formulation of the next medium-term CSR plan (for fiscal 2010 to 2012) by reviewing the materiality of each of our CSR activities based on the self-evaluation results for the past two years and stakeholders' needs, thereby further promoting and improving our CSR activities as a whole.

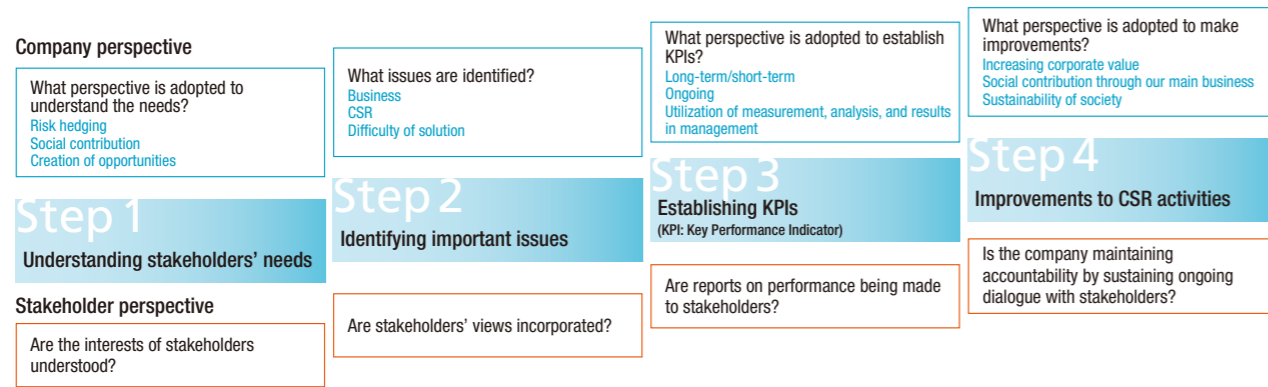
CSR promotion system

The Fujifilm Group is promoting its CSR activities led by the CSR Committee of FUJIFILM Holdings, as shown in the figure on the right. Under this CSR promotion system, each Group company is trying to enhance its CSR activities by formulating and implementing a plan to fulfill its social responsibilities through business operations. In addition, they are ensuring compliance, promoting risk management, fostering communication with stakeholders, and collaborating with the secretariat of the CSR Committee of FUJIFILM Holdings regarding CSR measures.



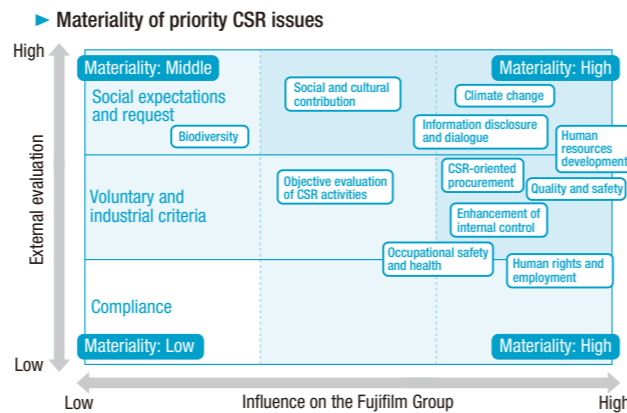
Steps for promoting CSR activities

We continue to follow the steps set out below. We are examining CSR tasks from both company and stakeholder perspectives, setting priority issues, and implementing specific measures to improve our CSR activities.



Identifying materiality

The Fujifilm Group decides the materiality of its priority CSR issues based on the following two criteria: (1) influence on the Fujifilm Group, and (2) external evaluation of the Group's measures, and incorporates the decisions into its medium-term CSR plan. The figure on the right shows the materiality of the priority issues, including climate change, CSR-oriented procurement, and biodiversity.



Self Evaluation of the Medium-Term CSR Plan (for Fiscal 2007 to 2008)

The following table shows our self evaluation of the progress made over the past two years in the implementation of the medium-term CSR plan (for fiscal 2007 to 2008).

Self-evaluation ranking ○: Results achieved. △: Close to achieving results. ×: Further effort needed.

Priority Area	Key Issue	Achievement in Fiscal 2007 and 2008	Self Evaluation
1. Stronger Governance Pages 2-3, 24, 44, 54, 56-68, and 60-61 http://www.fujifilmholdings.com/en/sustainability/steps/governance/index.html	(1) Dissemination of the Fujifilm Group's Approach to CSR throughout the group inside and outside Japan	<ul style="list-style-type: none"> Formulated the Approach to CSR in July 20, 2007. Constantly introduced the principles over the intranet, sustainability reports, official website, and materials for external lectures and in-house education. 	○
	(2) Enhancing PDCA management for compliance and risk management by integrating management systems (expansion of the IMS)	<ul style="list-style-type: none"> FUJIFILM: Expanded the IMS to include four companies in 2007 and another four in 2008 (A total of 16 companies have obtained MS certification). Fuji Xerox: Integration of QEO management systems completed for four sites in 2007. 	○
	(3) Enhancing internal control systems	<ul style="list-style-type: none"> Conducted onsite surveys on CSR activities at six major Group companies in China (May 10 to 18, 2008). 	△
	(4) Improved stakeholder dialogue and application of 3rd-party evaluation to group companies	<ul style="list-style-type: none"> Formulated a three-year stakeholder dialogue promotion plan (Sept 18, 2008). Dialogue meetings: Held four times in 2007 and six times in 2008. Third-party evaluation of Group companies: five cases in fiscal 2007 and four in fiscal 2008 	○
2. Compliance with Environmental Laws and Regulations Pages 29 and 52-53 http://www.fujifilmholdings.com/en/sustainability/steps/regulation/index.html	(1) Compliance with REACH Regulation	<ul style="list-style-type: none"> Completed preliminary registration of chemical materials (for existing chemical substances) Conducted surveys targeting materials manufacturers and parts suppliers. Disclosed information at affiliates in Europe. 	○
	(2) Enhancement of an integrated system for chemical substance management	<ul style="list-style-type: none"> Now integrating the current MSDS database with the chemical substance management system. 	△
3. Stronger Measures to Prevent Global Warming Pages 26-28 http://www.fujifilmholdings.com/en/sustainability/qol/globalwarming/index.html	(1) Fostering CO ₂ emission reduction activities	<ul style="list-style-type: none"> Reduction of energy use and CO₂ emissions per unit of production <ul style="list-style-type: none"> Fiscal 2007: Reduced as planned Fiscal 2008: Increased due to reduced production (Failing to achieve the target) Conducted awareness activities. Implemented a range of campaigns including "ICE Project" and "Light-down." 	△
	(2) Improvement of Sustainability Report and active PR on CSR activities	<ul style="list-style-type: none"> Won awards for the sustainability report. <ul style="list-style-type: none"> 2007: Prize for excellence from Toyo Keizai, Inc. 2008: Three prizes (one each from the Ministry of Environment and NSC, Toyo Keizai, and the Industrial Advertising Association Japan) Disseminated CSR information within the company. Posted CSR information on the intranet: 29 times (in 2007 and 2008). Used the sustainability report as a sales promotion tool. 	○
4. Improved Information Disclosure Pages 8-19 and 42-59 http://www.fujifilmholdings.com/en/sustainability/steps/disclosure/index.html	(2) Effective internal use and disclosure of qualitative and quantitative CSR information in business results (technologies, products, and services)	<ul style="list-style-type: none"> Tabulated data and information and improved their comparability by inserting a "Data and Information" section to the sustainability report (2007 and 2008). 	○
	(3) Promotion of internal systems for rapidly collecting information on product liability, accidents and exporting issues	<ul style="list-style-type: none"> Revised the rules on PL in 2007, built a prompt reporting system by digitizing PL information, and established a new PL information communication system for nights and holidays. Expanded the scope of the PL database and raised awareness through PL education in 2008. 	○
	(1) Strengthened efforts as a global corporation regarding diversity and work safety	<ul style="list-style-type: none"> FUJIFILM: <ul style="list-style-type: none"> Implemented measures to diversify the role of female employees and their working styles (F-POWER training, increase in the ratio of female managers, and a childcare support system). Introduced measures for mental health and reviewed the entire occupational health and safety system (for early detection of mental problems, better responses, and assistance in a smooth return to work). Fuji Xerox: <ul style="list-style-type: none"> Enhanced measures so that a range of human resources can work and display their abilities with high motivation (Revision of the childcare system in April 2008 and awareness raising among managers). Enhanced education on occupational accidents, health and safety, and health promotion. 	○
5. Responses to New Trends Pages 22-25, 29-39, 44-46 http://www.fujifilmholdings.com/en/sustainability/steps/trend/index.html	(2) Creation and implementation of a framework for CSR procurement (collaboration with the materials department)	<ul style="list-style-type: none"> Identified the procurement situation of the Group, including affiliates. Launched a committee comprising CSR-oriented procurement facilitators. 	○
	(3) Formulating basic policies on biodiversity conservation and social contribution activities	<ul style="list-style-type: none"> Established the Fujifilm Group Social Contribution Policy on April 2, 2008. Established the Fujifilm Group Guidelines for biodiversity on June 1, 2009. 	○

Communication with Stakeholders/ Labor Environment and Social Benefit Accounting

Communication with stakeholders

Employees

Employees play a central role in the promotion of Fujifilm's CSR activities.

Methods for sustaining dialogue: Consulting centers of the Personnel Department and personnel interviews; Compliance and Sexual Harassment Helpline; Labor union and regular company meetings; Stakeholder Dialogue; Awareness surveys related to making work more satisfying

Suppliers

Our suppliers are important partners who assist us in continuing to offer products that reflect proper regard for safety and the natural environment.

Methods for sustaining dialogue: Procurement Division (For responding to inquiries); FUJIFILM Business Expert (For responding to inquiries); Ecology and Quality Management Division (For responding to inquiries); Information meetings for suppliers (green procurement, management of chemical content); Periodic discussion meetings with our suppliers; Operation of a materials procurement website

Community (Regional societies)

We believe that symbiosis with the community and the preservation of the natural environment are key elements of our CSR as a corporation, especially at those places of business for production operation. We, therefore, promote communication with the community.

Methods for sustaining dialogue: Consulting centers at each of our factories and offices (For responding to inquiries); Meeting related to environmental policy; Factory visits; Volunteer activities in the local community; Lectures and information meetings for community members; Periodic discussions with local governments (municipal governments and mayors, leaders of local government organizations, and others)

Shareholders/Investors

We are constantly aware of the need to promote a proper understanding of the Company's value, and work to provide timely disclosure of investor relations (IR) information in Japan and overseas.

Methods for sustaining dialogue: IR Office (For responding to inquiries); Information meetings for investors and visits with investors; Shareholder meetings; IR information section on the company website

Transaction partners

As we propose new creations worthy of merit, our transaction partners are vital, and we work with them and support them in the development of new products.

Methods for sustaining dialogue: Sales companies and marketing/sales divisions (For responding to inquiries); Periodic discussions with our transaction partners; Seeking advice in the creation of new products and materials and participating in joint development activities; Participation in exhibitions, events, and academic meetings

NGOs, NPOs

We provide continuing support for NGOs and NPOs that engage in educational and enlightenment activities related to the natural environment.

Methods for sustaining dialogue: Corporate General Administration Division (For responding to inquiries); CSR Division (For responding to inquiries); Secretariat of the Public Trust Fujifilm Green Fund; Stakeholder Dialogue

Customers

Reflecting the opinions and requests of customers in our products, services, and corporate activities is one of the most important issues for a manufacturing company.

Methods for sustaining dialogue: Customers Communication Center (For responding to inquiries); FUJIFILM SQUARE (Showroom); Technical Support Centers; Service Centers; Usability evaluations, advice on production development, preparation of user reports, and other activities; CS survey, VOC, Photo contests, photo exhibitions, photography classes; Events, exhibitions and seminars

Future generations

We believe that one of our most vital social responsibilities is to conduct educational activities for future generations who will be responsible for the future. We, therefore, are placing special emphasis on educational support activities.

Methods for sustaining dialogue: Providing instructors to conduct school courses and participating in events held in schools; Sponsoring factory visits as part of extracurricular and other activities; Working with NGOs in environmental education activities

Industrial associations, government organizations and business partners

We are actively communicating and cooperating with industry groups to respond to laws and ordinances such as the RoHS Directive and REACH Regulation.

Methods for sustaining dialogue: Participation in the creation of industry guidelines; Statement of public comments through industrial associations; Pink Ribbon Campaign, joint research with hospitals and universities, and establishment of sponsored lectures

Labor environment and social benefit accounting

The expenses required for activities to improve the labor environment and the amount spent for social contributions are calculated and classified by stakeholder group. For employees, the Group emphasized providing training and developing a workplace in which they can work comfortably by focusing on safety (barrier-free and accessible), benefits packages (such as upgrading cafeteria facilities), and human resources development. Expenses related to contributions to culture and the arts include those incurred for management of FUJIFILM SQUARE, the company's center for photography culture and for organizing photo contests. Cultural and social contributions in the international society included assistance to victims of the 2008 Sichuan Earthquake in China, donation of medical X-ray film to the Chinese Red Cross and support of the Tokyo International Film Festival (held in October 2008).

Period covered

Fiscal year 2008 (April 1, 2008 to March 31, 2009)

Range of information sources

The 69 domestic companies in the Fujifilm Group* (FUJIFILM Holdings, Fujifilm and 19 affiliates, Fuji Xerox and 46 affiliates, and Toyama Chemical)

*Eight company was newly added in fiscal 2008.

Basic items

Objectives of labor environment and social benefit accounting

These accounts are prepared to allow the Fujifilm Group to keep up with its activities for improving the working environment of its employees and the amounts spent for social contributions by preparing data on these activities from an economic perspective.

Accounting method

The expenditures (including investments) for the year have been added up to arrive at the figures shown. These figures do not include depreciation. Figures for personnel training and social contributions may overlap with figures in the Environmental Account as well.

Breakdown of labor environment and social benefit accounting

Stakeholder	Goal	Cost totals	
		Fiscal 2007	Fiscal 2008
Employees	Health and safety	1,462	1,865
	Personnel training	2,237	2,297
	Protect diversity	180	148
Customers	Develop a workplace in which employees can work comfortably	2,012	2,304
	Ensure appropriate customer response and safety	652	570
Future generations	Education for future generations	10	21
Communities (local society and government)	Harmony with the local community	157	158
	Promote culture and the arts in society (in Japan)	1,276	1,386
International community	Consideration for the international community and international cultures	51	63
NGOs and NPOs	Cooperation with NGOs and NPOs	10	10
Suppliers	Consideration for products	33	50
Total		8,080	8,872

Volunteer activities in on-the-job hours

	Fiscal 2007	Fiscal 2008
Hours spent on volunteer activities	3,814 hours	3,555 hours
Volunteer cost*	12	22

*Calculated based on the hours spent on volunteer activities, such as area clean-up, in on-the-job hours, the salary equivalent to that of those hours, and cost of the activities.

Personnel and Labor (Fujifilm)

Composition of the Fujifilm workforce

As of March 31, 2009

Regular employees	8,337	<Breakdown> General employees: 6,680 (Male: 5,332, Female: 1,348) Managerial personnel: 1,657 (Male: 1,639, Female: 18)
Non-regular employees	723	<Breakdown> Temporary employees: 521, Part-timers: 23 Employees re-employed after retirement: 86 Other (Contract employees, etc.): 93

Status of regular employees

As of March 31, 2009

Average age	Average length of employment (Years)	Average number of dependents	Utilization of paid leave*	Turnover rate*
42.2	Male: 18.6 Female: 20.2	1.4	74%	3.8%

* Data on utilization of paid leave is calculated based on data for the period between October 1, 2007 and September 30, 2008.

* Turnover rate: Numerator: Attrition + Retirement + Transfer + New Start for Senior Employees program (excluding voluntary retirement due to structural reform)
Denominator: Annual average number of employees at Fujifilm (non-consolidated)

Recruitment

New graduate recruitment (Fiscal 2009)*	200	<Technical positions> Male 129, Female 15 <Administrative positions> Male 37, Female 9
Mid-career recruitment*	110	Male: 81, Female: 29

* As the number of new graduated recruited for the fiscal year is confirmed at the beginning of April, the number in the chart above represents new graduate recruitment at the beginning of April 2009.

* Number of mid-career recruitments represents those from April 2008 to March 2009.

Employment

	Fiscal 2006	Fiscal 2007	Fiscal 2008
Employment of persons with disabilities	1.77%	1.89%	1.87%
Re-employment*	41	38	40

*Re-employment means employees who were re-employed after their retirement.

Number of employees taking leaves of absence*

	Fiscal 2006	Fiscal 2007	Fiscal 2008
Leave of absence for nursing care	1	0	6
Leave of absence for childcare	32	44	32
Leave of absence for volunteer work	0	0	0

* The number of employees who began a leave of absence during the relevant fiscal year.

Labor accident ratio and labor accident severity

	Fiscal 2006	Fiscal 2007	Fiscal 2008
Labor Accident Ratio ^{*1}	0.22	0.09	0.00
Labor Accident Severity ^{*2}	0.03	0.02	0.00

*1 Labor Accident Ratio = $\frac{\text{Number of labor accident victims}}{\text{Gross number of hours worked}} \times 1,000,000$

*2 Labor Accident Severity = $\frac{\text{Number of workdays lost}}{\text{Gross number of hours worked}} \times 1,000$

Composition of labor union membership

As of March 31, 2009

Union members	Proportion of union membership	Average age of union members
6,538	78%*	40.7

* Ratio to the number of regular employees (8,337)

Revisions to systems conducted according to agreements between the labor union and the company

As of March 31, 2009

Fiscal year	Item
Fiscal 2006	<ul style="list-style-type: none"> Revisions to re-employment systems Clarification of transfer and external assignment regulations Revisions to travel expense regulations
Fiscal 2007	<ul style="list-style-type: none"> Revisions to the support system for encouraging lifestyles conducive to both work and family life Revisions to policy on providing condolence money
Fiscal 2008	<ul style="list-style-type: none"> Revisions to the support system for encouraging lifestyles conducive to both work and family life

Respect for human rights and elimination of discrimination

The Fujifilm Group respects basic human rights and does not improperly violate the human rights of its employees. We do not discriminate on the basis of gender, age, nationality, ethnic origin, beliefs, religion, social position, physical condition, or other characteristics and respect the privacy of our employees. To prevent sexual harassment, we have continuously implemented activities to raise awareness and disseminate information within the company, including the revision and distribution of sexual harassment prevention guidelines based on the revised Equal Employment Opportunity Law, that took effect in 2007, to all employees of Fujifilm and its affiliates. We also defined the prohibition of power harassment in our company regulations.

In addition, we have provided a telephone consultation service (the compliance and sexual harassment helpline) where arrangements have been made for external specialized counselors to receive requests for consultation from employees. While respecting the privacy of individuals receiving consultation, we work toward the resolution of these issues. Other related activities include periodic training sessions for personnel in managerial positions in Fujifilm and its affiliates on the subjects of respect for human rights and the elimination of discrimination.

Systems for work-life balance

- All of these systems provide for more generous leave than is required by law.
- Stock Leave is a system enabling employees to accumulate unused leave time up to 60 days. Accumulated leave days may be used for the treatment of personal health problems, rehabilitation, childcare, nursing care and volunteer activities.

Giving birth, Childcare	<ol style="list-style-type: none"> Systems catering for pre- and post-birth requirements Leave of absence for childcare Use of stock leave for childcare Systems for employment while raising children Leave of absence for taking care of sick children Shortened working hours Use of stock leave for fertility treatment Leave of absence for fertility treatment Exemption from extended working hours and working on holidays
Nursing care	<ol style="list-style-type: none"> Leave of absence for caring for a family member Use of stock leave for caring for a family member Systems for employment while caring for a family member
Other	<ol style="list-style-type: none"> Leave of absence for volunteer work/Use of stock leave for volunteer work Use of stock leave for self-development Use of long-service holidays Flextime working hours Discretionary labor system Leaving offices on time (one day a week)

Personnel and Labor (Fuji Xerox)

► Composition of the Fuji Xerox workforce As of March 31, 2009

Regular employees	11,196	<Breakdown> General employees: 8,338 (Male: 7,028, Female: 1,310) Managerial personnel: 2,570 (Male: 2,517, Female: 53) Executive officers, contract employees, secondment employees: 288
Non-regular employees	896	<Breakdown> Temporary employees: 294, Part-timers: 234 Employees re-employed after retirement: 358 Other (Contract employees, etc.): 10

► Status of regular employees As of March 31, 2009

Average age	Average length of employment (Years)	Average number of dependents	Utilization of paid leave	Turnover rate*
44.2	Male: 20.0 Female: 14.8	1.37	64.1%	4.50%

* Turnover rate: Numerator: Attrition + Fixed-age retirement + Transfer + New Start for Senior Employees program (excluding employees transferred to sales companies based on new sales strategies in October 2007). Denominator: Annual average number of employees at Fuji Xerox (non-consolidated) + Average number of seconded employees.

► Recruitment

New graduate recruitment (Fiscal 2009)*	236	<Technical positions> Male 144, Female 23 <Administrative positions> Male 29, Female 40
Mid-career recruitment*	24	Male: 22, Female: 2

* As the number of new graduate recruited for the fiscal year is confirmed at the beginning of April, the number in the chart above represents new graduate recruitment at the beginning of April 2009. Also the total includes 10 employees (7 males, 3 females) who are graduates of high-school, college of technology or specialized training college.

► Employment As of March 31, 2009

	Fiscal 2006	Fiscal 2007	Fiscal 2008
Employment of persons with disabilities	1.76%	1.96%	1.88%
Re-employment	122*	246*	352

* Revised on the next day of the end of fiscal 2006 and 2007.

► Number of employees taking leaves of absence*

	Fiscal 2006	Fiscal 2007	Fiscal 2008
Leave of absence for nursing care	2	5	5
Leave of absence for childcare	49	49	54
Leave of absence for volunteer work	0	1	0

* Number of employees who took newly each fiscal year. 50 female employees and 9 males for fiscal 2008.

► Labor accident ratio and labor accident severity

	Fiscal 2006	Fiscal 2007	Fiscal 2008
Labor Accident Ratio ^{*1}	0.49	0.18	0.23
Labor Accident Severity ^{*2}	0.00	0.00	0.00

*1 Labor Accident Ratio = $\frac{\text{Number of labor accident victims}}{\text{Gross number of hours worked}} \times 1,000,000$

*2 Labor Accident Severity = $\frac{\text{Number of workdays lost}}{\text{Gross number of hours worked}} \times 1,000$

► Composition of labor union membership As of March 31, 2009

Union members	Proportion of union membership	Average age of union members
8,275	73.90%*	42.0

* Ratio to the number of regular employees (11,196)

► Revisions to systems conducted according to agreements between the labor union and the company As of March 31, 2009

Fiscal year	Item
Fiscal 2005	<ul style="list-style-type: none"> Implementation of transfer system Revision to secondment system
Fiscal 2006	<ul style="list-style-type: none"> Revisions to human resource systems Implementation of SLP*
Fiscal 2007	<ul style="list-style-type: none"> Implementation of comprehensive secondment system
Fiscal 2008	<ul style="list-style-type: none"> Revisions to travel expense regulations

*Second Life Program

► Respect for human rights and elimination of discrimination

Under the ALL-FX Code of Conduct instituted in 2007, rules of compliance have been established on respect for human rights, a ban on discrimination, prohibition of acts of harassment, protection of privacy and other provisions based on "respect for basic human rights," covering FujiFilm's affiliates and sales companies. In 2008, training programs for new employees, newly appointed managers, etc., presentation and communication of the significance and other information on the 60th anniversary of the Universal Declaration of Human Rights, solicitation of entries for the Human Rights Awareness Slogan contest, and distribution of *Ashita e* (Towards Tomorrow), the corporate newsletter on human rights, to the heads and general managers of various business units.

The company is also a member of the Industrial Federation for Human Rights, Tokyo, and has been involved in corporate chair-level exchanges of information and in awareness promotion activities. In 2004, Fuji Xerox has served as chair for the Federation with a membership of 122 business corporations, as well as in the posts of managing director and publicity committee chair.

► Systems for work-life balance

• All of these systems provide for more generous leave than is required by law.

Giving birth, Childcare	<ol style="list-style-type: none"> 1. Leave of absence for childcare 2. Reemployment system for employees who left company for childcare 3. Accumulated unused paid leave for family health care (Accumulated paid leave*) 4. Shortened working hours for childcare (until third grade of elementary school) 5. Exemption from overtime work (in principle) (until third grade of elementary school) 6. Limited late-night work (until sixth grade of elementary school) 7. Special leave (5 days for subsequent babies)
Nursing care	<ol style="list-style-type: none"> 1. Leave of absence for caring for a family member 2. Shortened working hours for caring for a family member 3. One-day nursing care leave 4. Accumulated unused paid leave for caring for a family member
Other	<ol style="list-style-type: none"> 1. Flextime working hours 2. Refresh holidays 3. Social Service system 4. Accumulated unused paid leave for volunteer activities 5. Leave of absence for education 6. Senior theme leave 7. Flexible work schedules 8. Double job program

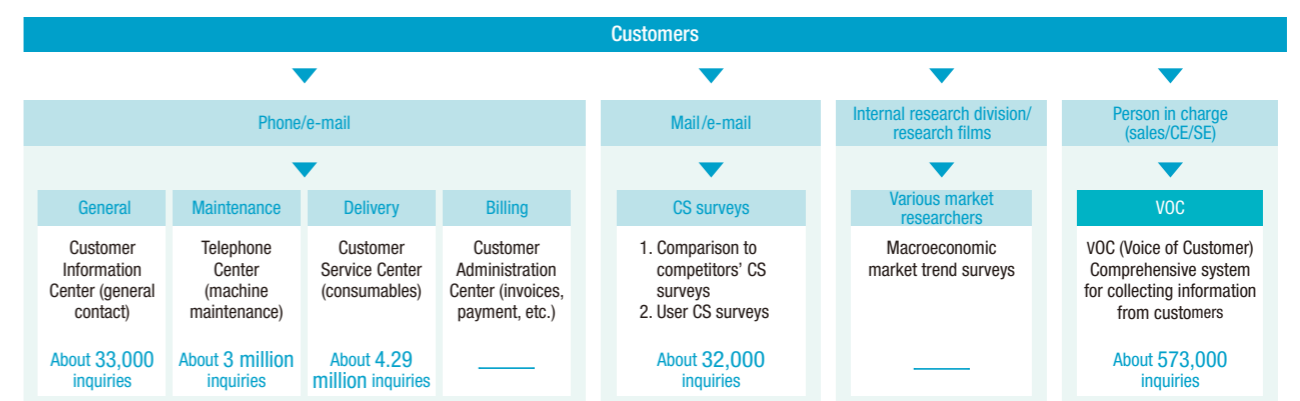
* Accumulated paid leave: A system enabling employees to accumulate unused leave up to 60 days. Accumulated leave may be used for health care, childcare, nursing care and volunteer activities.

Communication with Customers

► System for responding to customers (FujiFilm and its domestic affiliates)



► System for responding to customers (Fuji Xerox and its domestic affiliates)



Example

Usability introduced with careful attention to observations and ideas coming from field personnel

Founded on FUJIFILM's conviction that usability design means "use without hesitation" and "use with enjoyment" for actual users, the idea is being applied actively not only to its consumer products, represented by digital cameras, but also to BtoB products such as medical instruments and systems.

The digital x-ray mammography unit named *AMULET* introduced in late 2008 is an example of the application of usability design. In development, Design Center personnel paid visits to hospitals, in cooperation with related business divisions, in order to assess issues that radiologists and patients find inconvenient or troublesome through hearings. As a result of

the findings, an armrest was developed to relieve patients from the pain of the examination and to help them relax. In addition, a vertical screen was introduced to show the four images required for examination taken from top, bottom, left and right in a single screen, contributing to usability for both the patient and the instrument operator.

It has been evaluated highly by personnel in the medical fields. FUJIFILM plans to explore further possibilities for development, with attention to observations and ideas that come from actual users in medical diagnosis and treatment.



Katsumi Hirabayashi (left) and Yasuyo Nenoki (right) FujiFilm Design Center



Fujifilm Group Green Policy

Aiming for high environmental quality as a Group

The Fujifilm Group Green Policy was issued in April 2002, and it has been applied across the entire Group as the Group's Medium-term Environmental Policy in a three-stage structure—Basic Policy, Action Guidelines, and Nine Priority Targets. From fiscal 2009 onward, we will continue to pursue even higher environmental quality based on the Fujifilm Group Green Policy as a united effort.

Fujifilm Group Green Policy

Basic Policy

"Sustainable development" is the most important issue for our planet, the human race, and all business entities in the 21st century. The Fujifilm Group companies around the world aim to stay at the forefront of efforts to attain this goal in terms of environmental, economic, and social aspects. We will strive for customer satisfaction as well as our contribution to "sustainable development" by achieving high "environmental quality" in products, services, and corporate activities.

Action Guidelines

- We will promote environmental burden reduction and product safety assurance with the following three items in mind:
 - Our efforts are pursued throughout all corporate activities.
 - Our efforts are pursued throughout the entire product life cycle.
 - We give overall consideration to economic and social implications.
- We will improve our management of chemical substances and the chemical content of products to reduce environmental risks.
- We will comply with legal regulations as well as Fujifilm Group regulations, standards, and requirements that are individually agreed on.
- We will strengthen partnerships with our business partners, collaborate in government and industrial activities, and actively participate in community activities.
- We will actively give full disclosure of the information regarding our involvement in and accomplishment of various environmental activities to all associated individuals, including local communities, governments, and Fujifilm Group company employees, to facilitate open communication.
- We will heighten the environmental awareness of every Fujifilm Group employee through employee education, so that we can fortify our infrastructure to face the challenges posed by environmental issues in the future.



Fujifilm Priority Targets

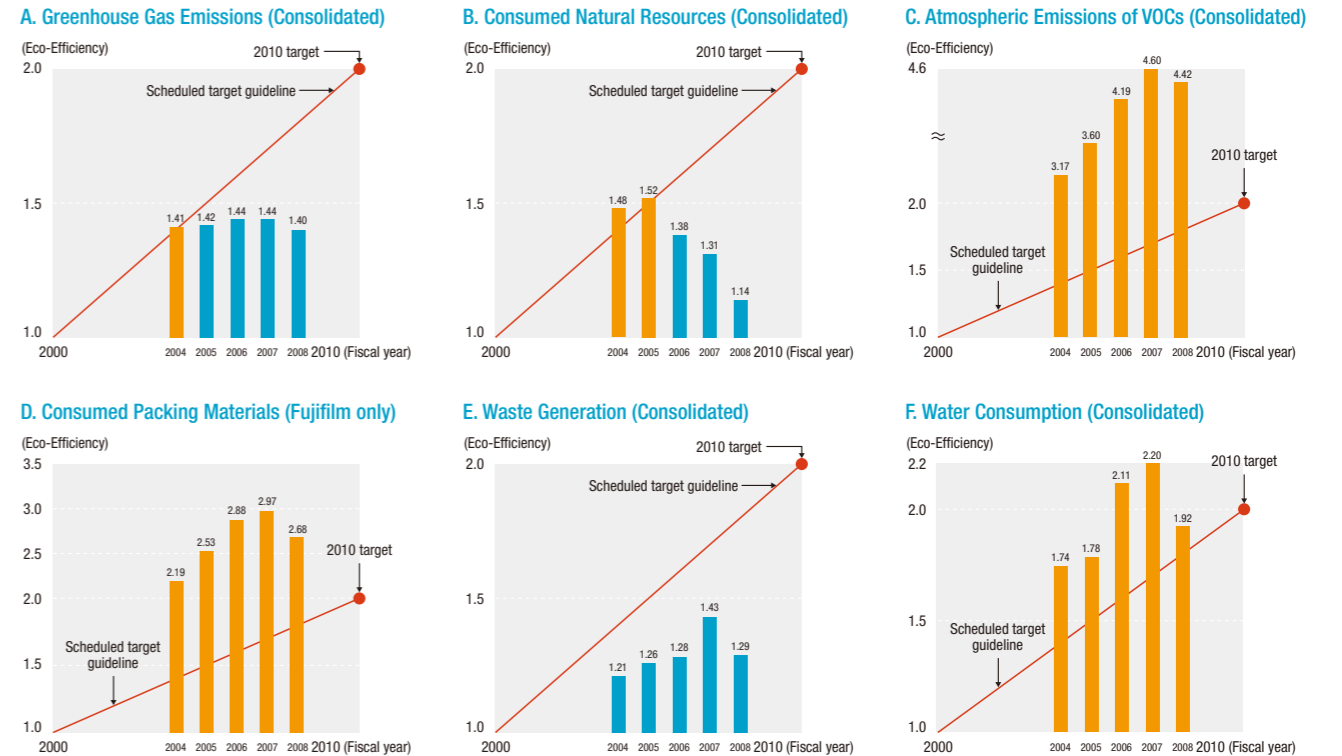
(Revised April 2009)

Priority Targets	Specific Activities
1. Counter-measures against global warming [Six main production sites in Japan]* 30% improvement in energy intensity in FY 2012 (vs. FY1990) 40% improvement in CO ₂ emissions intensity in FY 2012 (vs. FY1990) [Other Group member companies] Establishment of individual targets * Six main sites in Japan: Kanagawa (Ashigara, Odawara), Fujinomiya, Yoshida-Minami, FOM, FFO	<ol style="list-style-type: none"> Promoting energy conservation, efficiency improvements, transition to use of natural gas as fuel, development of new technologies, etc. Promoting measures and technological development that help reduce CO₂ emissions at various stages, including raw material procurement, distribution, and disposal Enhancing the deployment of activities to educate employees and their families on reducing CO₂ emissions (ICE Project) <p style="text-align: center;"><Efforts within the Global Warming Prevention Committee></p>
2. Efficient use of resources (1) Promoting environmentally-conscious product design (2) Doubling Eco-Efficiency* in FY 2010 (vs. FY2000) A. Waste Generation B. Consumed Natural Resources C. Atmospheric Emissions of Volatile Organic Compounds (VOCs) D. Water Consumption E. Consumed Packaging Materials * Eco-Efficiency (environmental efficiency) = revenue divided by environmental burden	<ol style="list-style-type: none"> Thorough adherence to the three R's (reduce, reuse, recycle) in the design of new and improved products Identifying major factors generating environmental burden in product life cycles and reducing such load <p>A. Reducing waste through increased yields, reuse of loss portions, and conversion of loss portions into valuables B. Reducing consumed natural resources through promotion of recovery and reuse C. Reducing VOC emissions from the filmmaking process D. Reducing water volumes used through promotion of reuse; for example, coolant water E. Sustained efforts to reduce the size of packaging and switch to packaging materials of lower environmental burden</p>
3. Improving the chemical substance control	<ol style="list-style-type: none"> Developing a structure (including the supply chain) for management of chemical substances contained in products Enhancing global governance to comply with product-related laws and regulations Update current risk assessment systems Steadfastly maintaining a system of compliance with legal requirements and self-directed control objectives Enhance the current system of compliance with legal requirements and company objectives
4. Environmental protection at production sites	<ol style="list-style-type: none"> Improving systems and processes to ensure proper management of wastes Companies inside Japan: Maintaining "Zero Emissions" (Zero Waste Disposal) and improving quality of resource recycling Companies outside Japan: Sustained efforts to achieve "Zero Emissions" (Zero Waste Disposal)
5. Enhancing the infrastructure for achieving environmental targets (1) Risk management through management systems (2) Information disclosure, provision of information, communication (3) Employee education	<ol style="list-style-type: none"> Adherence to IMS and EMS and effective use of IMS and EMS Expanding IMS adoption at production facilities Enhancing product-safety risk management Proactively disclosing information in various ways (e.g., sustainability reports, websites) Appropriate consideration of outside views through dialogue with stakeholders Education and training related to the environment, quality, and safety

Eco-Efficiency from Fiscal 2004 to Fiscal 2008

Eco-Efficiency: (Eco-Efficiency=Revenues/Value for Environmental Burden)

■ On target (above scheduled target guideline) ■ Additional effort required to meet target (below scheduled target guideline) ● Target



Affected by the scale of global economic decline that surpassed expectations, total sales declined rapidly in fiscal 2008, resulting in a drop in the year-on-year eco-efficiency rate for all items.

[Special notes]

*Greenhouse gas emission level: Activity is underway to reduce CO₂ emissions, include the promotion of natural gas use, under the in-house global warming prevention project.

*Consumed natural resources: In-house aluminum recycling (PS to PS) activity is underway.

*Waste generation: Conversion to valuable resources has been implemented especially in domestic factories.

Fuji Xerox Priority Targets (Environmental Medium-Term and 2009 Targets)

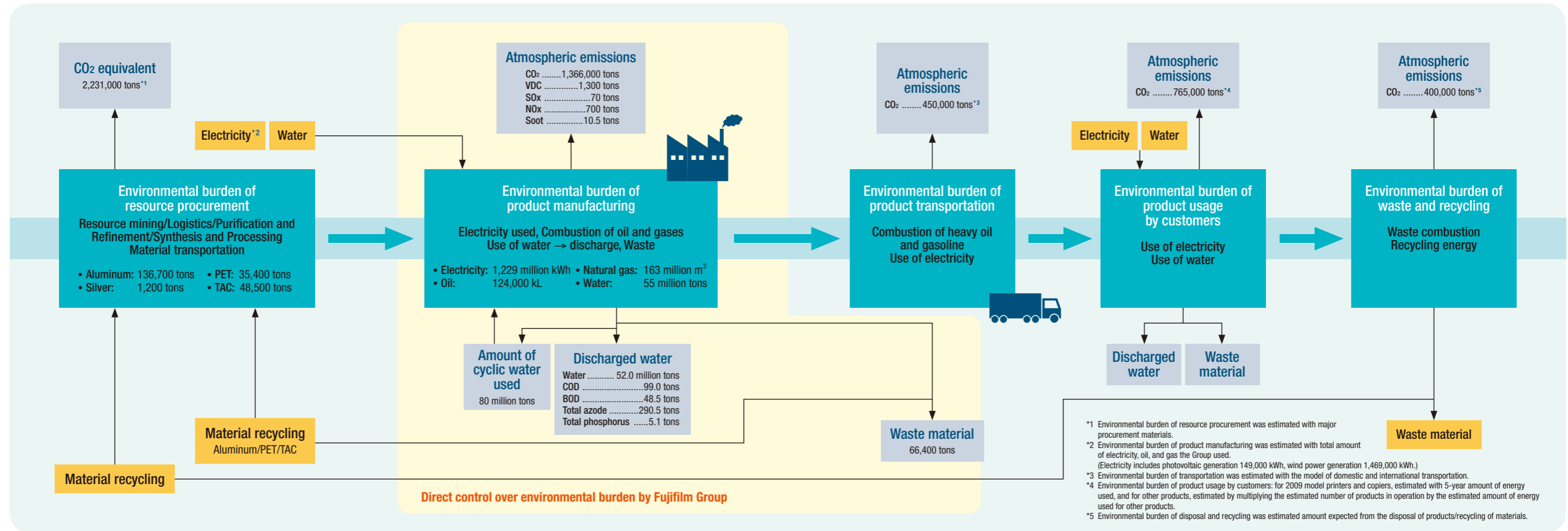
Controlling Global Warming			Preservation of Natural Resources			Reduction in Environmental Risks from Chemical Substances		
Management Items	2009 Targets	Medium-Term Targets (2011; 2010 for some figures)	Management Items	2009 Targets	Medium-Term Targets (2011; 2010 for some figures)	Management Items	2009 Targets	Medium-Term Targets (2011; 2010 for some figures)
Products	Conservation of resources	CO ₂ emission reductions through parts reuse: 30 kt-CO ₂	3R ¹	Reduction in consumption of new resources through parts reuse: 4,000 tons	Reduction in consumption of new resources through parts reuse: 4,600 tons	Products	RoHS compliance: Adoption of policy to comply with EU/China RoHS revision	RoHS compliance: Completion of compliance with China RoHS Level 2 (CCC) directive (printers)
	Development & Manufacturing	Action on CO ₂ reduction target for the four electrical/electronic industries: 35% reduction in CO ₂ intensity from 2008 to 2012, which is the JBMA target (compared with 1990)	Action on CO ₂ reduction target for the four electrical/electronic industries: 35% reduction in CO ₂ intensity from 2008 to 2012, which is the JBMA target (compared with 1990)	Recycling rate for recovered parts: 99.9% in Japan; 99.5% in Asia-Pacific; 96.5% in China	Recycling rate for recovered parts: Maintenance of more than 99.9% for Japan; stable maintenance of 99.5% level for Asia-Pacific; study how to achieve more than 97% and improvement measures for China		REACH compliance: Database system design started	REACH compliance: Chemical substance registration problem for formula components resolved. Establishment of research & control system for chemical substances found in parts & components
Facilities & factories		Absolute CO ₂ emissions: 129 kt-CO ₂ (older conversion coefficient); 124 kt-CO ₂ (new conversion coefficient)		Active use of environment-conscious raw materials: 34% used paper recycling rate; 19% sales ratio of FSC certified paper	Increased use of used paper: Used paper recycling rate of 40% of total sales volume	Facilities & factories	VOC ² reduction (20 substances designated by four electrical/electronic industry organizations)	VOC ² reduction (20 substances designated by four electrical/electronic industry organizations): 30% reduction for 20 VOC substances (compared with 2000) (in 2010)
	Offices	Absolute CO ₂ emissions: 2% reduction over 2007	Absolute CO ₂ emissions: 1% reduction from domestic and overseas offices by 2011 (compared with 2007)		Decrease in water consumption: Plan development for 20% reduction from 2005 level in 2009		Decrease in water consumption: 25% reduction (compared with 2005)	Elimination of designated parts and materials
Sales	Hardware	Wider sales of energy-conserving products				Distribution	Assessment of conditions for three newly added types; identification of safety measures; development of prevention budgets	Assessment of conditions for three newly added types; identification of safety measures; development of prevention budgets
	Services	Integration of service solution effects aimed at a carbon balance	(1) Wider sales of environment-conscious service solutions (2) Continued integration of CO ₂ emission control effect into carbon balance		Development of a recycling-based packaging system; Reduction in new resource consumption by 8% (based on 2005 level)		Reduction in new resource consumption by 12% (based on 2005 level)	Soil & underground water contamination prevention measures: Soil radiation at Takematsu Plant

*1 3Rs: Environmental approach to "reduce" consumption of resources, "reuse" what can be used repeatedly and "recycle" raw materials when no longer usable.

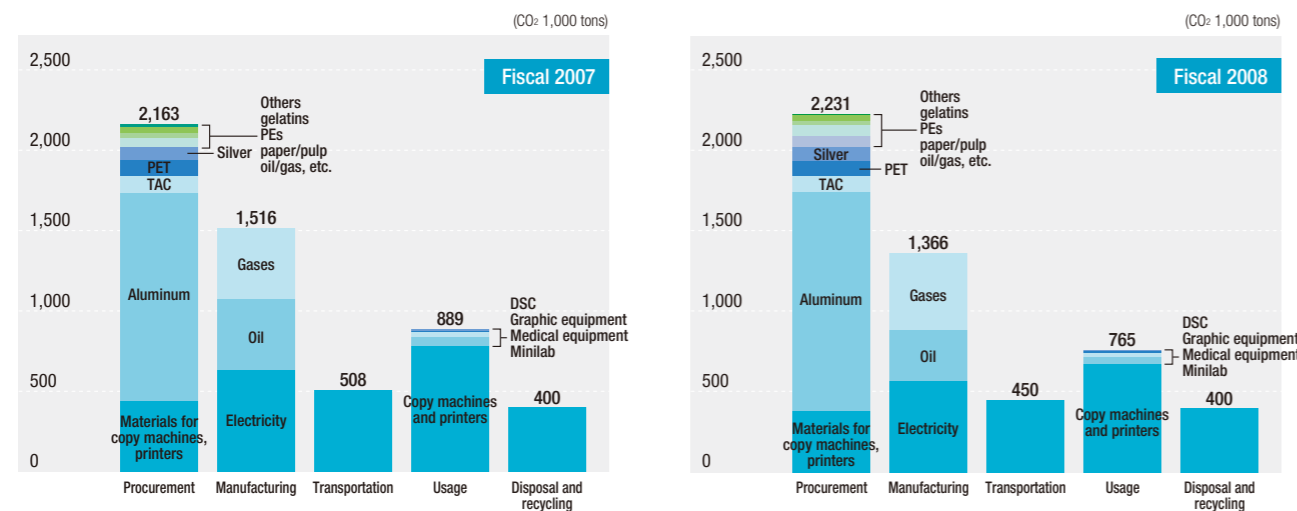
*2 VOC: Acronym for volatile organic compounds that are released from production processes. At Fuji Xerox, the elimination targets are the 20 chemical substances (including seven substances regulated under the PRTR law) designated by four industry organizations including Japan Business Machines and Information System Industries Association (JBMA).

Environmental Burdens of the Fujifilm Group

Environmental burdens of the Fujifilm Group (Fiscal 2008)



Analyzing environmental burden for the entire Fujifilm Group by LCA (Life Cycle Assessment)



*1 Life Cycle Assessment (LCA): A method of quantitatively assessing the environmental burden of products from procurement, manufacturing, transportation, usage, disposal, and recycling.
 *2 To calculate the equivalent amount of CO₂ emissions, the basic unit of CO₂ emissions was based on an inter-industry relations table, which is a statistical matrix of inter-industry transactions of goods and services conducted over a given period (typically one year) in the domestic economy of Japan, as compiled by Ministry of Internal Affairs and Communications.

VOICE

» What Product Lifecycle Assessment Reveals

We have started assessment of the environmental burden on the whole Fujifilm Group based on the LCA method last year. By converting into greenhouse gases (CO₂) the environmental burden at each stage of business, from procurement of materials and parts used for products provided by the Fujifilm Group to manufacturing and shipping, as well as use, disposal and recycling by users, we can see what environmental burden is found where and what measures should be implemented.

Again, the impact of procurement was high in 2008 and higher than the 2007 level. This was due to the increase in the procurement volume of aluminum, which has a large impact on the metal refining process. On the other hand, the impact of "manufacturing" fell below the 2007 level, with a drop in output following the financial crisis, and a CO₂ reduction effect resulting from energy conversion from crude oil to natural gas (by approx. 20,000 tons).

PS plates for which aluminum is primarily used are now being melted again after use for recycling as PS plates (PS to PS method). As a result, we were able to reduce CO₂ emissions in "procurement" by roughly 40,000 tons in 2008.

Ken Kawada (right)
 Senior Staff
Takahito Miyoshi (left)
 Senior Staff

Ecology & Quality Management Division, FUJIFILM Corporation



Environmental Aspects

► Breakdown of energy consumption (Consolidated)

Total amount used (Fiscal 2007)	Six main domestic factories*	Other domestic facilities	Overseas facilities
25,894 TJ (Terajoules)	53%	21%	26%

*The sites shown in following "Energy consumption" and "CO₂ emissions" tables.

► Energy consumption

Absolute values in TJ (Terajoules)

Six main domestic factories	Fiscal 1990	Fiscal 2000	Fiscal 2007	Fiscal 2008	Fiscal 2012 (Scheduled)
FUJIFILM Opto Materials Co., Ltd.	—	—	2,767	2,014	2,166
FUJIFILM Kyushu Co., Ltd.	—	—	1,463	1,772	2,185
Fujifilm Kanagawa Factories (Ashigara and Odawara sites)	5,572	5,641	5,294	4,661	4,605
Fujifilm Yoshida-Minami Factory	946	968	1,182	1,162	1,192
Fujifilm Fujinomiya Factory	3,720	5,556	4,807	4,103	4,313
Total	10,238	12,166	15,514	13,712	14,461
Energy intensity (%)	100	92	87	91	81

► CO₂ emissions*

(Thousand tons of CO₂/year)

Six main domestic factories	Fiscal 1990	Fiscal 2000	Fiscal 2007	Fiscal 2008	Fiscal 2012 (Scheduled)
FUJIFILM Opto Materials Co., Ltd.	—	—	160	106	104
FUJIFILM Kyushu Co., Ltd.	—	—	69	84	102
Fujifilm Kanagawa Factories (Ashigara and Odawara sites)	337	354	298	260	210
Fujifilm Yoshida-Minami Factory	48	48	59	58	58
Fujifilm Fujinomiya Factory	235	377	295	248	262
CO ₂ reductions as a result of switching from heavy oil to natural gas	—	-0.05	-115	-133	-195
CO ₂ emissions intensity (%)	100	97	81	83	68

*Calculation method: Method to calculate CO₂ emissions from energy usage. Domestic: Calculated in compliance with the Ministry of Environment Guidelines (proposed). For electricity purchases, however, the average value for the Federation of Electric Power Companies was used up to fiscal 2004 and the coefficients for each electric power company were used for fiscal 2005 and later.

► Breakdown of energy consumption (Consolidated)

	Units	Domestic and overseas (Consolidated)		
		Fiscal 2006	Fiscal 2007	Fiscal 2008
Purchased power (total)	Million kWh	1,436.5	1,421.7	1,228.7
Bunker oil A	1,000 kl	119.7	94.5	61.3
Bunker oil C	1,000 kl	72.7	52.0	42.5
Kerosene	1,000 kl	4.0	5.7	5.1
LGO	1,000 kl	3.6	6.2	2.6
LPG	1,000 tons	1.8	2.2	2.2
Natural gas*	Million Nm ³	144.0	172.2	163.3

*Natural gas: City gas is included in natural gas.

► Amount of CO₂ reductions and reduction rates through transportation efficiency improvements* (Domestic distribution)

	Units	Fiscal 2006	Fiscal 2007	Fiscal 2008
Amount of CO ₂ reductions	Tons CO ₂ /year	715.7	3,550.1	5,810.1
CO ₂ reduction rate (%)	%	1.2	6.1	10.4

$$\text{CO}_2 \text{ reduction rate (\%)} = \frac{\text{Amount of CO}_2 \text{ reductions}}{\text{Total CO}_2 \text{ emissions} + \text{CO}_2 \text{ reductions}}$$

*In the fiscal year 2008, we enforced our activities for CO₂ reductions in collaboration with a specified consigner. Major reduction initiatives, which proved effective, include improving carrying efficiency by double stacking during transport and enhancing gasoline mileage by eco-driving.

► Reduction ratio of packing materials for export* (Cumulative total)

	Reduction ratio (%)*		Reduction ratio (%)*
2008 Apr.	2.0	Oct.	2.8
May	5.4	Nov.	2.1
Jun.	5.1	Dec.	3.3
Jul.	6.1	2009 Jan.	1.7
Aug.	5.4	Feb.	1.4
Sep.	5.4	Mar.	2.1

$$\text{Packing material reduction ratio (\%)} = \frac{\text{Reduced weight}}{\text{Total material weight} + \text{Reduced weight}}$$

*Total weight of Packing Materials handled by FUJIFILM Logistics Co., Ltd. in fiscal 2008 are for Export 3,939 tons. Total reduction weight and reduction rate are 145 tons and 3.5 % respectively.

► Total CO₂ emissions in domestic logistics*

	Units	Fiscal 2006	Fiscal 2007	Fiscal 2008
Total CO ₂ emissions	Tons CO ₂ /year	60,499	54,254	49,825

*Total CO₂ emissions are the calculated amount of all of Fujifilm Group companies that FUJIFILM Logistics Co., Ltd. had business. Since fiscal 2006, we shifted calculation method to the method based on revised Energy Conservation Law (travel distance of empty cars is not included in calculations, etc.)

► Natural resources input (Consolidated)

(Thousand tons/year)

	Fiscal 2000	Fiscal 2006	Fiscal 2007	Fiscal 2008
Aluminum	79.6	124.3	129.9	136.7
TAC	13.8	45.6	50.4	48.5
PET	45.8	38.6	40.6	35.4
Gelatin	5.8	4.5	7.4	4.4
Silver	1.2	0.5	1.0	1.2
Total (Consolidated)	146.2	213.5	229.3	226.2

► Water input (Consolidated)

(Millions tons/year)

	Fiscal 2000	Fiscal 2006	Fiscal 2007	Fiscal 2008
Domestic	56.1	50.2	49.2	48.1
Overseas	4.2	7.3	7.3	7.0
Consolidated	60.3	57.5	56.5	55.1

► Consumption of packaging and wrapping materials (Fujifilm non-consolidated)

(Thousand tons/year)

	Fiscal 2000	Fiscal 2006	Fiscal 2007	Fiscal 2008
Cardboard	11.0	7.6	7.8	8.9
Paper materials	8.0	6.8	5.9	5.3
Paper containers	6.0	3.2	3.9	3.1
Metal materials	3.6	2.6	2.5	1.9
Extruded plastic materials	6.2	4.2	3.8	3.3
Plastic film sheets	0.7	0.4	0.7	0.8
Total	35.5	24.8	24.6	23.3

► Zero emissions

Fujifilm achieved its zero emissions targets in fiscal 2003, yet is constantly striving to take waste management to the next level. The next task that lies before us is to extend our zero emissions goals to Fujifilm affiliates such as overseas production facilities, paying special attention to those with high volumes of waste products. While the definition of 'zero emissions' differs at Fujifilm and Fuji Xerox due to inherent differences in our respective lines of business, zero emission activities can be defined as "efforts to recycle all waste material from business operations, and to ensure no waste is processed by simple incineration or landfill."

► Volume of waste generation (Consolidated)

(Thousand tons/year)

	Fiscal 2000	Fiscal 2006	Fiscal 2007	Fiscal 2008
Domestic consolidated	36.2	46.8	40.7	36.7
Overseas consolidated	12.7	30.2	29.8	29.7
Total	48.9	77.0	70.5	66.4

► Main recycling methods for waste products

Waste product	Recycling method
Plastics (sorted)	Pallets, pipes, clothing, heat insulation materials
Plastics (mixed)	Blast furnace fuel
Magnetic tape	Blast furnace fuel, tatami mat material, heat insulation materials
Filters	Blast furnace fuel
Aluminum hydroxide	Alumina
Inorganic sludge, polishing agent	Cement, roadway material, construction materials
Organic solvent	Paint thinner
Acids and alkalines	Neutralizer
Mixed flammable waste products	Solid fuels, electricity and hot water production
Fluorescent lamp	Glass wool, mercury
Batteries	Zinc, smelt iron
Left over food, raw garbage, organic sludge	Fertilizer, animal feed
Documents, empty boxes	Recycled paper
Metals such as iron, aluminum and copper	Smelt metal

► Atmospheric emissions of VOCs (Consolidated)

(Thousand tons/year)

	Fiscal 2000	Fiscal 2006	Fiscal 2007	Fiscal 2008
Domestic consolidated	3.1	1.3	1.3	1.1
Overseas consolidated	0.2	0.3	0.2	0.2
Total	3.3	1.6	1.5	1.3

► Reductions in VOCs atmospheric emissions* (Fujifilm non-consolidated)

(Fiscal 2008)

Category	Name of substance	Reduction (tons)	Reduction rate in comparison to fiscal 2000 (%)
Substances requiring reporting under the PRTR Law	Dichloromethane	227	64
	Methyl alcohol	1,386	79
	Ethyl acetate	276	68
Substances voluntarily controlled by the company	Methyl ethyl ketone	162	79
	Acetone	106	82

*Reduction in volumes in fiscal 2008 compared with actual levels in fiscal 2000.

► Response to the PRTR Law (Domestic consolidated)

In addition to those substances that must be reported under the PRTR Law (Pollutant Release and Transfer Register Law), Fujifilm controls another 10 items on a voluntary basis, primarily substances specified by the Japan Chemical Industry Association as requiring autonomous monitoring, and has been endeavoring to reduce those emission on consolidated basis. Data (usage volume, atmospheric emissions volume, volume going into sewage water, volume moved outside of facilities, and volume recycled) on substances used in amounts of one ton or more per year by Fujifilm and its domestic affiliates may be found on the following Fujifilm website.

<http://www.fujifilm.co.jp/corporate/environment/preservation/chemicalsmanagement/production/prtr.html>
(in Japanese only)

► Storage and management of devices/equipment containing PCBs* (Consolidated)

Types of equipment containing PCBs	Unit	Storing and managing amount	
		Domestic consolidated	Domestic and overseas consolidated
High voltage transformers	Quantity	1	18
High voltage condensers	Quantity	370	460
PCB oil waste, etc.	Kg	201.11	201.11
Sludge, etc.	m ³	10,400.1	10,400.1
Fluorescent lamp stabilizers	Quantity	15,290	16,790
Low voltage condenser excluding fluorescent lamps	Quantity	117,165	117,165
Low voltage transformer	Quantity	4	31
Rags	Kg	929	929
Other devices	Quantity	14	14

*Not including items with trace levels of PCBs

Environmental Aspects

► Volume of atmospheric emissions (Consolidated) (Tons/year)

		Fiscal 2006	Fiscal 2007	Fiscal 2008
SOx emissions	Domestic	357	84	66
	Overseas	5	6	3
	Domestic and overseas	362	90	69
NOx emissions	Domestic	907	786	612
	Overseas	96	111	84
	Domestic and overseas	1,003	897	695
Soot particle emissions	Domestic	14.7	8.8	6.4
	Overseas	0.2	0.2	4.1
	Domestic and overseas	14.8	9.0	10.5
Atmospheric emissions of specified CFCs	CFC-11	0.85	1.51	0.76
	CFC-12	0.02	0.01	0.01

► Amount of water pollutant emissions (Consolidated) (Tons/year)

		Fiscal 2006	Fiscal 2007	Fiscal 2008
Total amount of COD ¹	Domestic	91.1	76.2	85.6
	Overseas	15.4	20.3	13.5
	Domestic and overseas	106.5	96.5	99.1
Total amount of BOD ²	Domestic	35.1	40.0	45.5
	Overseas	4.6	4.7	3.0
	Domestic and overseas	39.7	44.7	48.5
Total amount of nitrogen emissions	Domestic	290.6	258.8	290.3
Total amount of phosphorous emissions	Domestic	3.9	4.3	5.0

*1 COD (Chemical Oxygen Demand): An indicator of water pollution. COD indicates the amount of oxygen consumed when water-borne pollutants (primarily organic contaminants) are oxidized upon the introduction of an oxidant.

*2 BOD (Biochemical Oxygen Demand): BOD is a way to measure the degree of water pollution, and indicates how much oxygen in the water is being used by organisms to decompose contaminants by looking at the reduction in oxygen in the water.

► Surveying and remediation soil and underground water pollution conditions (Fujifilm and its domestic affiliates)

The Fujifilm Group autonomously conducts environmental surveys on soil and underground water pollution. Regarding substances that are used at manufacturing facilities and that are subject to environmental limits set by regulations, the Group rigorously manages the usage and storage of such substances and monitors the concentrations of such substances in underground water. We are prepared to deal with any unforeseen pollution incidents in a timely fashion.

<http://www.fujifilm.co.jp/corporate/environment/preservation/site/leakage/>
(in Japanese only)

► Introduction of an Integrated Management System (IMS)

The Fujifilm Group has introduced IMS in phases at the head offices and sales/marketing divisions of Fujifilm and affiliated companies. Through integration of business operations with CSR activities, evaluation is conducted from the perspective of stakeholders related to the operation, contributing to continual business improvement through enhancement of business operation quality, mitigation of environmental impact and other constructive and effective measures.

http://www.fujifilm.com/sustainability/iso_certification/index.html#h2-1

► Legal compliance and reports on complaints

In 2008, there were seven violations of environment-related laws and 10 customer complaints—all of them addressed immediately. Greater effort will be made to implement exhaustive controls and to prevent any recurrence.

► Environmental-related complaints and legal violations in fiscal 2008

	Domestic	Overseas	Total
Number of complaints (number of cases solved)	5 (5)	2 (2)	7 (7)
Number of legal violations (number of cases solved)	10 (10)	0 (0)	10 (10)

► Responses to environment-related complaints and legal violations in fiscal 2008

<FUJIFILM Fujinomiya Factory> (Legal violation)

Issues: Carbon dioxide concentration in furnace emission gas exceeded the regulation level of 100 ppm under the Waste Management and Public Cleaning Law.
Response: Exhaustive review of the carbon dioxide concentration control standards and reported on the conditions, causes and corrective measures to the regulatory authorities. Also, the carbon dioxide measurement results for three months after the incident were submitted to verify that the condition has been resolved.

<FUJIFILM Tokyo Head Office> (Legal violation)

Issues: Sludge resulting from grease trap cleaning at the Nishiazabu Head Office was commissioned to a waste disposal service without concluding a subcontractor contract.
Response: A contract with an appropriate collection, transport and disposal service was concluded immediately, and an inspection was also conducted to ensure that there are no other similar errors.

<FUJIFILM Electronic Materials U.S.A., Inc., Mesa> (Legal violation)

Issues: Fluoride concentration in wastewater exceeded the regulation level for the city of Mesa, Arizona.
Response: The monitoring system was revamped to ensure reliability. (System facility and maintenance were implemented, and management rules were reinforced.)

<FUJIFILM Asaka District> (Complaint) others

Issues: A complaint was made that the branches and leaves of trees planted on the premises were setting off the sensors of the adjoining condominium parking area.
Response: The trees in question were trimmed, an apology was made and the result was reported to the residents of the neighborhood.

<Fuji Xerox Imaging Materials> (Complaint) noise and vibration

Issues: A complaint was issued from residents of the neighborhood, regarding the noise and vibration from the pressurized exhaust fan.
Response: The exhaust fan was replaced with a new one, and the bug filter on the exhaust hood that was causing clogging was removed.

<Toyama Chemical, Toyama Factory> (Complaint) others

Issues: A complaint was issued on possible overflow from the conduit passing through the premises.
Response: Materials that were blocking the passage of water were removed and the conduit was flushed out to reduce the water level. Later, a wastewater pump was added.

* Reported violations and complaints have been listed, excluding relatively minor incidents.

Environmental Accounting

► Overview of fiscal 2008

- The total capital investment in environmental conservation for fiscal 2008 rose roughly 8% over the previous fiscal term, with the introduction of solvent recovery devices and updates to the wastewater processing facilities. However, the capital investment in global environmental conservation was kept at roughly 70% through fiscal 2007, with the introduction of the BOO scheme.
- Expenses on environmental conservation for fiscal 2008 were curbed by approximately ¥4.5 billion, through efforts made by various workplaces in the Group.
- The economic impact on the Group and outside the Group, in relation to the effects of environmental conservation, dropped over the previous year with the global economic downturn.

<Period of coverage>

Fiscal 2008 (April 1, 2008 – March 31, 2009)

<Scope of environmental accounting>

64 domestic companies in the Fujifilm Group (FUJIFILM Holdings, Fujifilm and 20 Fujifilm affiliates, Fuji Xerox and 40 Fuji Xerox affiliates and Toyama Chemical)

► Customer benefits (¥ Million)

Product	Amount	
	Fiscal 2007	Fiscal 2008
1. High-density magnetic memory materials	2,676	4,114
2. Pre-sensitized aluminum plate not using plate-making film	36,082	26,295
3. Film for LCDs: WV films	28,800	18,151
4. Digital color multifunction device and printers	14,933	12,709
Total	82,491	61,269

The customer benefits were calculated in amounts through comparing the use of a new product purchased by the client with the environmental burden when the customer uses an older product. The total customer benefits in fiscal 2008 declined alongside the decrease in sales volume over the previous year. However, the impact of magnetic memory materials (for computer storage tapes) increased over fiscal 2007 due to the rise in sales of new products with higher memory densities.

► Environmental accounting for fiscal 2008 (¥ Million)

	Environmental Conservation Costs				Environmental Conservation Effectiveness						
	Capital investment		Expenses		Economic impact inside the Group			Economic impact outside the Group			
	(Fiscal Year)	2007	2008	2007	2008	(Fiscal Year)	2007	2008	(Fiscal Year)	2007	2008
1. Expenses incurred within the business site	8,298	9,759	15,497	14,680							
(1) Environmental damage prevention	5,215	7,476	6,722	7,920	Reduction of pollution levy	-2	19	Reduction in SOx emissions ^{*1}	11	0.1	
					Reduction in volume of SOx emissions			273 tons	18 tons		
					Reduction in volume of NOx emissions			121 tons*	174 tons		
(2) Global environmental protection	2,751	1,850	4,768	3,681	Energy conservation	-40*	2,593	Reduction in VOC emissions ^{*2}	2	56	
					Reduction in CO ₂ emissions ^{*3}	-29*	251	Reduction in volume of VOC emissions	6 tons*	161 tons	
					Reduction in volume of CO ₂ emissions	-9,000 tons*	162,000 tons				
(3) Resource recycling	332	433	4,007	3,079	Reduction of raw materials and resources used	13,071*	10,032	Reduction of waste materials through reuse and recycling ^{*4}	123,334*	10,753	
					Water resource consumption reduction ^{*5}	561	189	Reduced volume	123,300 tons*	107,500 tons	
					Recovery and recycling			Reuse of aluminum materials	137	60	
					Silver	3,351	1,224	Reduction in volume of CO ₂ emissions	40,000 tons	40,000 tons	
					Polymeric materials	1,481	1,013				
					Aluminum materials	2,168	792				
Other recycling	407*	1,523									
2. Upstream/downstream costs	37	36	10,876	10,835	QuickSnap recovery	89	99				
Recovery from the market					Recovery of parts from used equipment	10,369	10,477				
3. Cost of management activities	167	80	11,040	9,687							
4. Research and development costs	1,787	1,274	20,442	18,069	Film for LCDs: WV films			Customer benefits are shown in the table above	82,491	61,269	
5. Costs for social programs	63	0	147	154							
6. Costs for handling environmental damage	0	1	72	78							
Pollution levies											
Total	10,352	11,150	58,074	53,503		31,433	27,961		92,768	72,389	

<Basic items>

• Objectives of environmental accounting

1. To provide accurate quantitative information on volumes and economic effects to interested parties inside and outside the Group
2. To provide numerical environment-related information useful for decision making by management and supervisors at the working level

• Accounting method

Based on the "Environmental Accounting Guidelines (2005 edition)" published by the Ministry of Environment in Japan.

1. Depreciation is calculated in principle according to the straight-line method over a three-year period.
2. When costs include expenditures for both environmental and non-environmental purposes, the portion relating to non-environmental purposes has been excluded.
3. Economic impact within the Group: The difference in value terms from the previous year in fines for polluting and usage of energy, raw materials, water, and other resources is accounted for, as well as the real impact of recovery, recycling, and other measures in value terms for the year in question.
4. Economic impact outside the Group: The difference in value terms from the previous fiscal year has been shown for SOx, VOCs, and CO₂. For recycling, the anticipated benefit in value terms has been shown for the year in question. To compute the benefit for customers, the economic benefit for the year in question has been calculated assuming that customers are using the new, environmentally friendly product.

*1 SOx emissions reductions: ¥6,086/ton
Bidding price of SOx emissions credits offered by the United States Environmental Protection Agency in March 2009 (US\$62/ton).

*2 VOC emissions reductions: ¥350,000/ton
From the "Economics Evaluation Report on Countermeasures for Harmful Atmospheric Pollutants" issued by Japan Environmental Management Association for Industry, February 2004.

*3 CO₂ emissions reductions: ¥1,559/tons
Trading price of EU emissions credit 2009 futures (€12.6/ton) at the end of March 2009.

*4 Landfill costs for the waste product (¥100/kg).

*5 Water resource consumption reduction: ¥200/ton for clean water supply, ¥200/ton for sewage water times the reductions amount.

*6 These values were recalculated according to the revised data.

Third-Party Review Target Sites

FUJIFILM Corporation Fujinomiya Factory

- **Location:** 200 Oonakazato, Fujinomiya-shi, Shizuoka, Japan
- **Date of establishment:** October 16, 1963
- **Employees:** 1,109 (as of March 31, 2009)
- **Business outline:** Production of photographic paper substrate, prescale, thermal paper, thermal film, ink-jet paper, color zerography paper, PET film, medical/industrial x-ray film, proofing materials for printing, materials for electric displays, etc.
- **Certification:** ISO 14001 (August 1996)

* FUJIFILM Corporation Fujinomiya Factory Sustainability Report 2009 (in Japanese only) will be issued in September 2009.



Joh Kumura
Manager of
Fujinomiya Factory
Corporate Vice President of
FUJIFILM Corporation

“Fostering mutual understanding with the community and taking action on compliances that must be completed.”

Fujifilm’s Fujinomiya Factory is located in the South West, close to the foot of Mount Fuji, blessed with clean air and abundant spring water provided by the winter snows. It is an ideal location for the precision chemistry industry. Backed by advanced production technologies and quality management technology, the factory is operating dynamically as a high-tech plant manufacturing printing substrates, X-ray film for medical and industrial uses, various PET films and LCD filters. In today’s IT society, the factory expects to see its range of products grow further and its importance rise in the future.

Since the factory’s opening in 1963, we have been working on environmental conservation, carrying on the experience of our predecessors in protecting the environment through an accurate recognition of the environmental burden of manufacturing activities. Through continuous improvement activities, we have been able to deliver a large number of achievements, including zero emission from waste, a reduction in CO₂ emissions, safety control of chemical substances, water conservation and energy-saving measures. A new project team had been formed, especially for measures to curb global warming. As a result of our uninterrupted efforts, we have been able to succeed in cutting our energy consumption dramatically.

In addition, we are continuing to engage in active communication with the local community through environment dialogue held annually in the community and by cleaning the areas surrounding the factory in cooperation with local residents.

As a business enterprise, I look forward to continuing to do what needs to be done and complying with laws and regulations in addressing environmental issues, through interactive communication and exchanges of information with the local community. In this way, we want to keep the Factory operating in this location long into the future.

Principal activities in fiscal 2008

Environmental dialogue

Environmental dialogue meetings are being held every year, rooted in the local community and engaging local residents in exchanges of opinion.



Mount Fuji cleanup activities

Every fall, the Mount Fuji cleanup activities are held as part of the Factory’s volunteer program. (In 2007, Mr. Ken Noguchi joined our activity.)



Cleanup activities at Shimizu River

In every June as an environmental month, volunteers clean the Shimizu River which is located in Fujinomiya factory with local residents.



Environment-related award & registration

① PRTR Award for Excellence

The Factory received this distinguished award given to business enterprises that carry out chemical control, engage in risk communication to gain the understanding of local residents and produce outstanding results.



② Registration in Waste and Risk Governance

The Ministry of Economy, Trade and Industry has laid down guidelines on how to handle waste from a business management perspective. The Factory including the Head Office, obtained Gold Registration.



Fuji Xerox Imaging Materials Co., Ltd.

- **Location:** 1277-6 Ojima, Namerikawa-shi, Toyama, Japan
 - **Date of establishment:** August 18, 2000
 - **Employees:** 492 (as of April 1, 2009)
 - **Business outline:** Establishing molding and automated assembly lines for toner cartridges and EA toner at the factory realizes an all-encompassing manufacturing system from toner to cartridge production.
 - **Certification:** ISO 14001 (November 2002), ISO 9001 (October 2003), OHSAS 18001 (March 2005)
- For the Environmental Report, please visit
<http://www.fxim.co.jp/environment/envi04.html> (in Japanese only)



CSR at Fuji Xerox is in pursuit of corporate quality.

The company pursues the creation of value as described in its Mission Statement through the pursuit of corporate quality. We believe that what lies beyond this goal is creation of a sustainable society.



Fuji Xerox Imaging Materials carries on the spirit of Fuji Xerox, moving forward every day to achieve outstanding power in putting into practice and in making improvements under the slogan “becoming number one in *kaizen power* founded on the growth of individual and on harmony in the team.”

As part of Fuji Xerox’s manufacturing of imaging materials, we are working to win a high level of satisfaction and trust from our customers by delivering high-quality products backed by advanced technologies and to contribute to the development and application of knowledge and wisdom.

Our EA toner based on a new manufacturing method has distinctive functional characteristics that enable us to deliver outstanding resolution and adaptation to meet a wide variety of customer requirements. The product excels in its drastically reduced environmental burden, including in the manufacturing process.

We are manufacturing our products with pride to deliver “products that are environment-friendly and that deliver outstanding image quality.” Through this, we will continue to contribute to the advancement of the IT society and to the pursuit of outstanding corporate quality with the trust of our stakeholders and communities.



Yoshikazu Okamoto
President of
Fuji Xerox Imaging Materials
Co., Ltd.

Principal social contribution activities in fiscal 2008

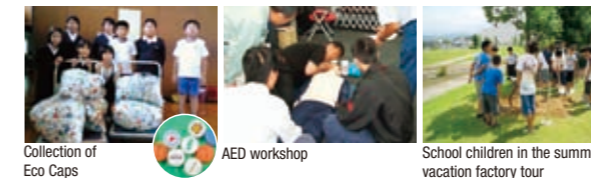
Introduction of and support for the Eco Cap movement in elementary and junior high schools

- President Okamoto presenting certificates of gratitude to schools that have promoted the movement
- Factory tour of children in the volunteer committee to the Eco Cap recycling plant

Community development, donations and sponsorships (sports tournaments and events)

Summer vacation company tours for school children from local elementary schools

- Commemorative tree planting around the reservoir on the Factory premises
- Internal sales of products from the local social welfare organization Glassware Workshop
- Workshops on cardiac and pulmonary resuscitation methods and how to use AED units
- Hope to serve as volunteers at local sports events



Collection of Eco Caps AED workshop School children in the summer vacation factory tour

Principal environmental activities in fiscal 2008

Environmental measurements and facility protection for wastewater, noise and odor

City beautification movement participation (twice a year)

Eco Drive Toyama promotion office registration

- Eco Drive Challenge Planning

Black Illumination support

- Handmade candle workshops, etc.

Showing of educational film *Kizuki* to promote awareness

- Al Gore’s *Inconvenient Truth* shown the year before last



Participation in beautification movement Candles that were handmade by employees Reducing lighting, etc.: Diligent energy-saving activities

Internal and External Communication

Example 1

Activities in Distribution

FUJIFILM Logistics hold presentations on its CSR activities to 41 of its partner logistics service providers

FUJIFILM Logistics, the company that is responsible for product and material logistics for the Fujifilm Group, held a presentation on its CSR activities in February 2009, assembling business partners that provide product logistics service to Fuji Xerox. In recent years, CSR-related activities, including environmental action, the working environment and personal information management, have grown in importance in the distribution industry as well. In view of these developments, the company held this meeting to share discussion on the direction to take.



Presentation on CSR activities

On the day of the meeting, outside experts were invited to speak on developments in CSR. Presentations were also held on CSR activities at Fuji Xerox and FUJIFILM Logistics. The participating companies were provided with self-diagnostic tools on the state of CSR in their respective companies, such as in the working environment, human rights and labor and corporate ethics, and were asked to submit the results of their diagnoses. FUJIFILM Logistics plans to organize more of these information-sharing events in the future and to work with partner companies to improve operations based on the findings from self-diagnosis.

Corporate Profile

FUJIFILM Logistics Co., Ltd.



- **Location:** 10F Ginyo Shin-Yokohama Bldg. 3-7-17, Shin-Yokohama, Kouhoku-ku, Yokohama-shi, Kanagawa 104-0031, Japan
- **Established:** March 20, 1963
- **Capital:** 78.7 million yen (as of March 31, 2009)
- **President:** Taizo Mori
- **Employees:** 417 (as of March 31, 2009)
- **Business outline:** Logistics control, packing/crating, warehousing services

■ **Website:** <http://ffl.fujifilm.co.jp/> (in Japanese only)

Example 2

Joint Environmental Dialogue Between Three Factories (in Yoshida-cho)

On January 31, 2009, a meeting entitled "Environmental Dialogue in Yoshida-cho: Factory Tour and Exchange with Local Residents, Administrators and Companies" was held jointly between three factories of the Fujifilm Group located in Yoshida-cho, Shizuoka Prefecture.

Approximately 90 persons attended the meeting for exchanges of opinion directly with local residents on environmental activities at the factories. This meeting was held jointly between Fujifilm Yoshida-Minami Factory, FUJIFILM Opto Materials, Fujifilm Electronic Materials and the governments of Yoshida-cho and Shizuoka Prefecture.

Participants were able to gain a greater understanding of the environmental activities at these factories through the factory tour and panel discussions and engaged in lively discussions on the direction of environmental conservation for the entire region. Please visit the following website for further details.



Environmental Dialogue in Yoshida-cho

<http://www.fujifilm.co.jp/corporate/environment/communication/assembly/index.html>
(in Japanese only)

Example 3

Field Inspection of Environmental Management

Reinforcing environmental governance

Since fiscal 2006, Fujifilm has been working on inspecting and improving the environmental management systems at all the facilities and offices of the company through field inspections conducted chiefly by members of the Environmental Management Division at Head Office. In fiscal 2008, 14 facilities with high environmental burden levels (including domestic group member companies) were inspected. The target facilities and items checked are shown on the right.



Member of the Environmental Management Division

To facilitate improvements at each facility, items needing to be improved were identified and the key points were clarified by inspecting the management in action together with members of the Environment Management Division.

In the future, the Division plans to pursue improvements in performance across the entire corporate group by sharing information among facilities, in order to achieve a further reduction in emissions from waste.

Target Facilities	Check items		
	Fiscal 2006	Fiscal 2007	Fiscal 2008
Fujifilm Kanagawa Factory (Ashigara & Odawara sites) / Fujifilm Fujinomiya Factory / Fujifilm Yoshida-Minami Factory / Fujifilm R&D headquarters (Kaisei) / Fujifilm Medical Business Division (Asaka) / Fujifilm Electronic Image Business Division (Sendai) / Fujifilm Head Office / FUJIFILM Opto Materials / FUJIFILM Kyushu	Wastewater management	Emission & effluent management, including boilers (including measurement data)	<ul style="list-style-type: none"> • Waste management 1. Scheme to prevent inappropriate processing 2. Process for reducing waste output 3. Status of waste storage, etc.
FUJIFILM RI Pharma / FUJINON / Fujifilm Techno Products / Fujifilm Fine Chemicals / Fujifilm Imaging Solution	—	—	<ul style="list-style-type: none"> • Waste management • Emission & effluent management, including boilers (including measurement data) • Wastewater management

The facilities that were inspected in the latest survey showed a satisfactory level of environmental management.



Field inspection

Domestic and International Appraisals

▶ Ranking and status of SRI audit

FUJIFILM Holdings has received the following evaluations by external organizations as a corporate group that proactively promotes CSR actions toward sustainable development. It is included in the Socially Responsible Investment (SRI) indexed listed below. Also listed below are evaluations of FUJIFILM Holdings in domestic and international ranking surveys.



Inclusion in the Dow Jones Sustainability Indexes 2008



Inclusion in the FTSE4Good Global Index



Inclusion in the Morningstar Socially Responsible Investment Index

Survey	Evaluation for FUJIFILM Holdings
12th Nikkei Environment Management Survey (sponsored by Nihon Keizai Shimbun)	6th out of 510 manufacturers
4th Company Quality Management Survey (sponsored by the Union of Japanese Scientists and Engineers)	1st out of 227 companies
Eco Brand Survey 2008 CSR evaluation ranking (Nikkei Business Publications, Inc.)	43th out of 560 companies (Eco-brand ranking index/deviation: 63.8)
SAM Sustainability Year Book 2009 (Sustainable Asset Management AG)	SAM Gold Class
Newsweek 500 List of the World's Most Sustainable Companies 2009 (Newsweek Global)	177 out of 817 companies

▶ Appraisal and awards for FUJIFILM Holdings sites and domestic and overseas affiliates

Recipient	Name of Appraisal and Award	Awarding Entity
FUJIFILM Corporation (Ashigara site, Kanagawa Factory)	Recognition and appreciation for activities to reduce illegal dumping	Ashigara-kami Region Prefectural Administration Center in Kanagawa Prefecture
Fuji Xerox Imaging Materials Co., Ltd.	Award for Excellence in safety driving management facility	Toyama Prefecture Traffic Safety Liaison Counsel
Fuji Xerox Co., Ltd. Ebina Center	Recognition and appreciation for eco-drive monitoring project in Kanagawa Prefecture	Kanagawa Prefecture Eco Drive Promotion Council (Secretariat: Air & Water Quality Section, Environmental Department, Kanagawa Prefectural Government)
FUJIFILM Kyushu Co., Ltd.	Certification as a "Business Facility Promoting a Comfortable Working Environment"	Kumamoto Labour Bureau
FUJIFILM RI Pharma Co., Ltd.	Safety Drivers Chiba 2008 Award for Excellence for Facility	Chiba Prefecture Safety Driving Management Association
FUJIFILM Manufacturing U.S.A., Inc.	Best Special JAKES Event (awarded to the Neil Cost Chapter headquartered in Greenwood) The Excellence in Pretreatment 2008 Gold Award	National Wildlife Turkey Federation (NWF) Greenwood Metropolitan District (GMD)
FUJIFILM Hunt Chemicals U.S.A., Inc. (Rolling Meadows)	2007-2009 EPA Environmental Performance Track recertification award.	U.S. Environmental Protection Agency
FUJIFILM Hunt Chemicals U.S.A., Inc. (Allendale)	NJ State Smart Workplace Award	NJ State, Dept of Transportation
FUJIFILM Electronic Materials U.S.A., Inc. (Rhode Island)	Perfect Compliance	Narragansett Bay Commission
FUJIFILM U.S.A., Inc.	2008 I3A Safety Excellence Award	I3A (International Imaging Industry Association)
Fujicolor Processing, Inc.	I3A Safety Excellence Best in Class Award - 2008	I3A (International Imaging Industry Association)
FUJIFILM Imaging Colorants, Inc.	SOCMA's Gold Performance Improvement Award	Society of Chemical Manufacturers and Affiliates
FUJIFILM Electronic Materials (Europe) N.V.	Preferred Quality Supplier Award	Intel
FUJIFILM Imaging Colorants Limited	Gold Award for Occupational Health and Safety (2008)	The Royal Society for the Prevention of Accidents (RoSPA)
FUJIFILM (China) Investment Co., Ltd.	Chinese Red Cross Certificate and Chinese Red Cross Human Service Medal for contributions during the Sichuan Earthquake	Chinese Red Cross



ASSURANCE STATEMENT

INDEPENDENCE ASSURANCE STATEMENT

SGS Japan's Report on sustainability activities in the FUJIFILM Holdings Corporation Sustainability Report 2009

NATURE AND SCOPE OF THE ASSURANCE/VERIFICATION

SGS Japan was commissioned by FUJIFILM Holdings Corporation to conduct an independent assurance of the Sustainability Report 2009. The scope of the assurance, based on the SGS Sustainability Report Assurance methodology, included the text, and data in accompanying tables, contained in this report and the management systems supporting the reporting process.

The information in the Sustainability Report 2009 and its presentation are the responsibility of the governing body and the management of FUJIFILM Holdings Corporation. SGS Japan has not been involved in the preparation of any of the material included in the report

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of verification set out below with the intention to inform all FUJIFILM Holdings Corporation's stakeholders.

The SGS Group has developed a set of protocols for the Assurance of Sustainability Reports based on current best practice guidance provided in the Global Reporting Initiative Sustainability Reporting Guidelines (2006) and the AA1000 Assurance Standard (2008). These protocols follow differing levels of Assurance depending the reporting history and capabilities of the Reporting Organisation.

This report has been assured using our Level 3 protocol for:

- content veracity;
- evaluation of the report content and supporting management systems against the AA1000 Assurance Standard(2008) – Assurance type: Type1, Level of assurance: Moderate

The visited sites for this assurance are FUJIFILM Holdings Corporation(FH), FUJIFILM Corporation head office, Fuji Xerox Co., Ltd. head office, FUJIFILM Corporation Fujinomiya Factory(Fujinomiya), Fuji Xerox Imaging Materials Co., Ltd.(FXIM), and FUJINON Corporation head office. The assurance comprised a combination of pre-assurance research, review of the identifying process for material issues (at FH), interviews with top management (at FH), interviews with managers and persons in charge of producing the report and providing information contained in the report as well as review of related materials (at all sites), attending as observer for Stakeholder Dialogue 2009 (at FH), validation with external bodies and/or stakeholders (at FH), and verification and confirmation of sampled data using documentation (at Fujinomiya and FXIM).

Financial data was drawn directly from the audited accounts of the organization and has not been checked back to source as part of this assurance process. Additional information provided on the organisation's website was not assured with the exception of PRTR information.

STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality,

environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS Japan affirms our independence from FUJIFILM Holdings Corporation being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience of the industry and qualifications for this assignment, and include auditors who are registered EMS, QMS, OHSAS, SA 8000, GHG Lead Auditors and IRCA Registered Sustainability Assurance Practitioner.

VERIFICATION/ ASSURANCE OPINION

On the basis of the methodology described and the verification work performed, we are satisfied that the information and data contained within FUJIFILM Holdings Corporation Sustainability Report 2009 is accurate, reliable and provides a fair and balanced representation of the organisation's sustainability activities during the reporting period.

The assurance team is of the opinion that the Report can be used by the Reporting Organisation's Stakeholders. We believe that the organisation has chosen an appropriate level of assurance for this stage in their reporting.

FUJIFILM HOLDINGS CORPORATION AND AA1000AS (CONCLUSIONS, FINDINGS AND RECOMMENDATIONS)

Inclusivity

It can be said that the stakeholder involvement process of the organization is inclusive and some of the engagement activities have led to useful results. However, it is rather disappointing that the stakeholder dialogue which had been vigorously promoted since 2004 appeared to be scaled down this year. This is due to a change in the purpose of stakeholder dialogue, and in fact, the organization focused on development of a clearer procedure for stakeholder dialogue and encouraging personnel in each division to communicate with external parties in a more spontaneous manner in 2008. It is hoped that stakeholder engagement of the organization will be further reinforced through stakeholder dialogue actively promoted by each division

Materiality

The organization has an established process for identification of material issues in terms of their business. Issues are identified based on a wide range of information. Materiality of each issue is systematically determined by risk assessment from the point of view of the company and stakeholders and those issues are prioritized accordingly.

Responsiveness

The contents of the report are balanced with the materiality and maturity of each issue reflecting the needs, interests and expectations of the stakeholders. Concerning biodiversity, group policy has just been developed and the report fairly states the status of the progress. However, a relevant KPI for the issue has not yet been established but it is expected to be considered in further reporting cycles. It can be said that the progress of the CSR activities is well described this year, in comparison with the last year, explaining achievement of the first two years (2007 and 2008) of the mid-term CSR development plan. Still, setting clearer targets for the material issues in the next mid-term CSR development plan, which is in preparation, is worth further consideration.

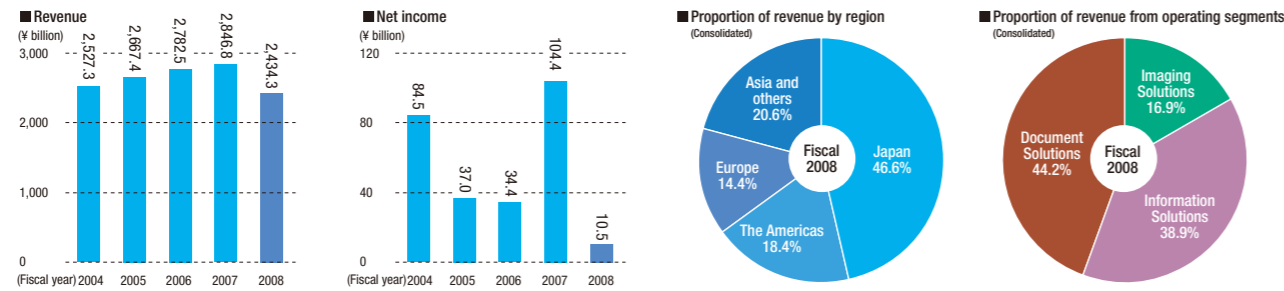
Signed: 
For and on behalf of SGS Japan Inc.
Masahiro Soga, Managing Director
3rd July, 2009



AA1000
Licensed Assurance Provider
000-6

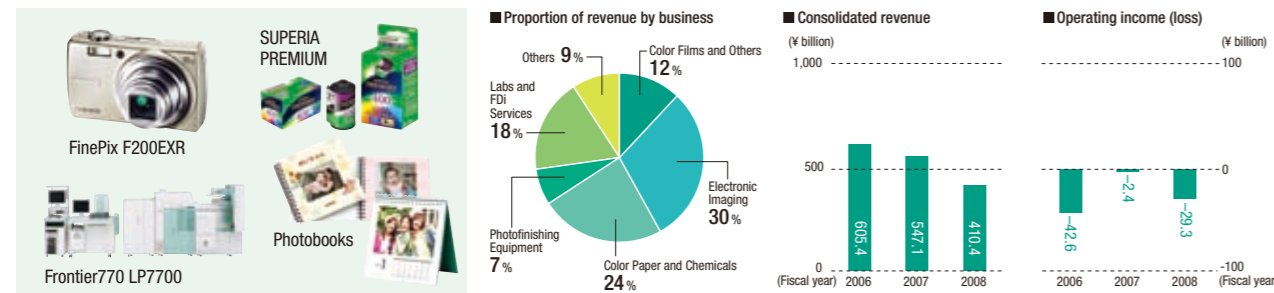
Fujifilm Group Business Overview

The Fujifilm Group aims to become a global enterprise, trusted by society and customers, by making broad contributions to the advancement of culture, science, technology and industry. In addition, we will contribute to the improvement of quality of life and conserve global resources, while making further contributions to society through active business operations in the Imaging Solutions Segment, Information Solutions Segment and Document Solutions Segment.



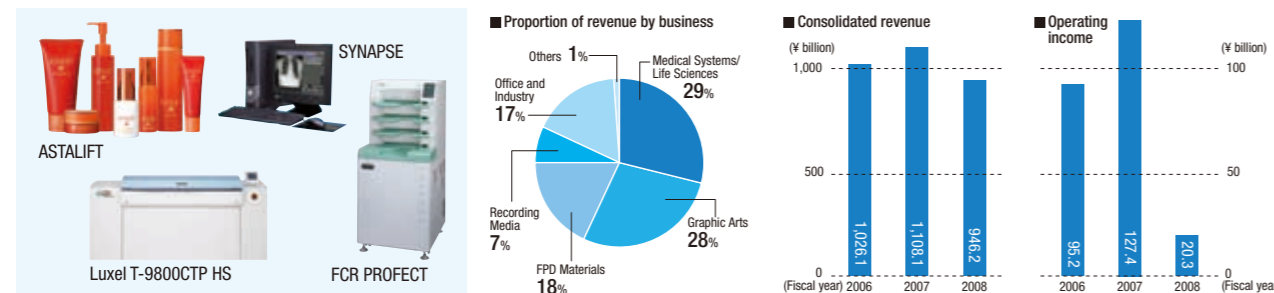
Imaging Solutions

The Imaging Solutions Segment handles color films, digital cameras, photo finishing equipment, and color paper, chemicals, services for photofinishing.



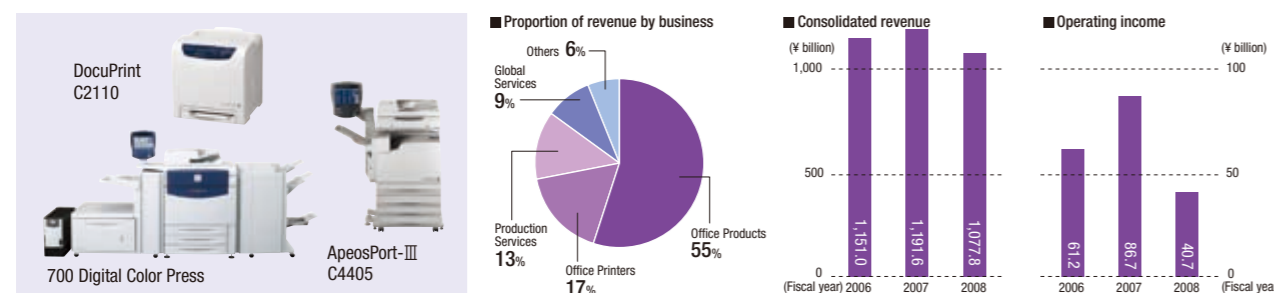
Information Solutions

The Information Solutions Segment handles medical systems and life sciences, equipment and materials for graphic arts, flat panel display (FPD) materials, recording media, optional devices, electronic materials and inkjet materials.



Document Solutions

The Document Solutions Segment handles office copy machines/multifunction devices, printers, production systems and services, paper, consumables, and global services.



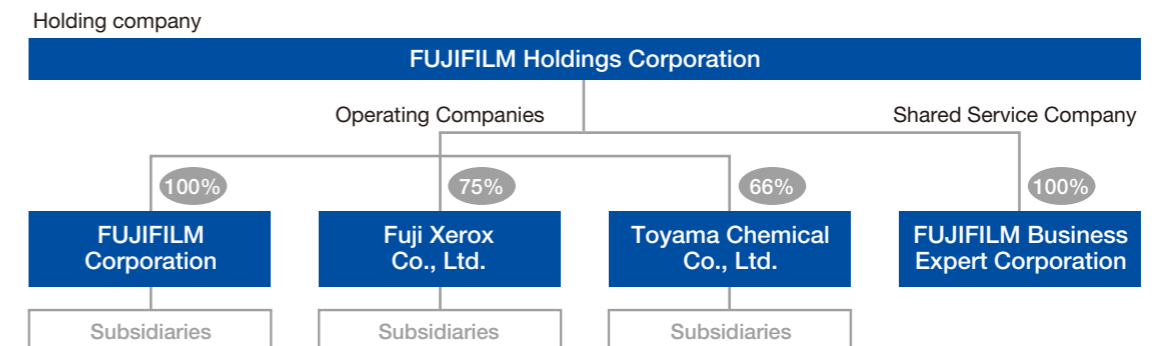
Fujifilm Group Organization Overview

The Fujifilm Group has been expanding its group management to from the FUJIFILM Holdings Corporation since October 2006.

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, 2009)
- Consolidated Employees: 76,252 (as of March 31, 2009)
- Consolidated Subsidiaries: 234 (as of March 31, 2009)

Fujifilm Group



For the Fujifilm Group Companies, please visit:

<http://www.fujifilmholdings.com/en/business/group/index.html>

Editorial postscripts

We hope you found this Sustainability Report useful. We edited the report to make it compact, easy to read, and highly intelligible. Although we had been receiving high evaluation for our past Sustainability Reports, which were voluminous and covered a lot of information, we largely changed our editing style for this report, thinking it necessary to make our Sustainability Report more useful as a tool to communicate with our stakeholders, including Fujifilm Group employees. Based on this recognition, we collected information about how Fujifilm Group organizations and employees were conducting CSR activities, and wrote and edited the articles on these activities as much as possible from the viewpoint of our stakeholders. You can see these articles in "Feature: Enhancing Quality of Life" and "CSR Highlights 2008" sections.

We are always seeking, through trial and error, for ways to make our Sustainability Report more useful as a tool to communicate with our stakeholders and would appreciate receiving your honest comments and opinions about this report.



FUJIFILM Holdings Corporation

Makio Watanabe
Corporate Vice President,
General Manager, CSR Group,
General Affairs Division

Akiko Goshou
Operation Manager, CSR Group,
General Affairs Division

About the illustrations on the front cover and section title pages

The Fujifilm Group is recording and storing cultural and artistic works in the form of photos and images to pass on to future generations. We do this as part of our social contribution through our business. In cooperation with the National Archives of Japan, we are presenting some of the works in the Archives on the front cover and section title pages of this report.

* To view works held in the Archives, please visit:
http://www.digital.archives.go.jp/index_e.html



Chart of Plants 2

Painted by: Hasegawa Chikuyo
Published by the Ministry of
Education in 1873

Chart of Plants 2 is one of 10 illustrations made based on the illustrations of animals and plants in *School and Family Charts* by M. Willson & N.A. Kalkins. The colorful illustration depicts plants belonging to the gourd flower family. Fruits including peaches, plums, and persimmons are depicted at the top of the illustration while pumpkins, eggplants, and gourds are depicted at the bottom. The fruits section is used on the front cover of this report.

* Repairing and storing the *Charts of Plants*

The *Charts of Plants* were originally designed as scrolls, but the backing cloth had become detached from the paper sheets when the Archives obtained them. However, the paper on which the illustrations were painted had been kept in good condition, with no big cracks, moth holes, and no color fading. To preserve the charts for posterity, the Archives repaired them by completely removing the backing cloth from the paper scrolls and putting on new backing made from Japanese *washi* to strengthen them. After removing the original backing, it took much time and labor for the Archives to remove the paste sticking to the edges of the paper scrolls, but it finally completed the repair work successfully. The charts are now stored flat in boxes, rather than rolled up.

National Archives of Japan

Address: 3-2 Kitanomaru Koen, Chiyoda-ku, Tokyo
<http://www.archives.go.jp/english/index.html>



The National Archives of Japan was established in July 1971 to (1) preserve, provide access to, and display historically important public documents and other records received from various administrative organizations, and (2) to conduct relevant surveys and research. It subsequently became an independent administrative institution in April 2001. Its holdings include public documents transferred from multiple governmental agencies in Japan and a collection of old Japanese and Chinese documents called the "Cabinet Library," which have long been studied by researchers both inside and outside Japan. At present, the Archives consists of three facilities, namely the main office, the Tsukuba Annex (in Kamisawa, Tsukuba City, Ibaraki Prefecture), and the Japan Center for Asian Historical Records (in Hirakawa-cho, Chiyoda-ku, Tokyo). The Archives is now providing information through the Internet, in addition to providing access to and displaying the works that it holds.

■ Please address inquiries on this publication to:

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<http://www.fujifilmholdings.com/en/sustainability/contact/index.html>