



Feature: Enhancing Quality of Life

In this section, based on the theme of Enhancing Quality of Life—our corporate philosophy, we will introduce the five priority business fields of the Fujifilm Group and describe the development and exchange of human resources fostered by the Group to support our businesses.

- Activities in the Flat Panel Display Materials Business08
- Activities in the Healthcare Business12
- Activities in the Electronic Imaging Business18
- Activities in the Graphic Systems Business19
- Activities in the Document Solutions Business20
- Development and Exchange of Human Resources
by the Fujifilm Group22

Important cultural property
Sun, moon, pine trees and cranes
 Muromachi Period (16th century)
 Owned by Mitsui Memorial Museum

The Sun and the Moon made from metallic discs are laid out on the left and right panels of the folding screen, respectively, which is typical of sun and moon folding screens popular in the Muromachi Period. Auspicious pine trees and cranes are depicted from right to left with flowers in the different seasons. The cranes resting near water are colored vividly in ultramarine blue and green-blue, and rocks are depicted in a manner that is characteristic of *yamatoe*-style folding screen of the Muromachi Period.



Part 1 Activities in the Flat Panel Display Materials Business

Leading Progress in LCD Films through Advanced Quality Control and Appropriate Responses to Market Needs

Liquid crystal display (LCD) panels are used in a range of electronic products such as flat screen TVs, PCs, and cell phones. FUJIFILM has been supporting the popularization of LCD panels by supplying high-quality and highly functional LCD films since the 1970s.

Pursuit of beautiful pictures leading to the development of films for most advanced LCD panels

FUJIFILM manufactures photographic films by coating nearly 20 types of emulsion layers* evenly on a highly transparent base film. We use a very unique and highly advanced technology to coat all the layers at the same time for higher productivity. Utilizing these advantageous photographic technologies, we have developed the optimum materials for flat panel displays. Special films developed by FUJIFILM are used in multiple numbers in the monitors of PCs and the increasingly popular flat-screen LCD TVs.

FUJIFILM began providing LCD panel films following the appearance of automatic LCD calculators on the market, which contributed to the spread of LCDs in the latter half of the 1970s. Since then we have been expanding the business with our Flat Panel Display Materials Division (FPD Materials Division) working to keep up with the progress of LCDs, including upsizing for use in liquid crystal monitors and notebook PCs, colorization, and the release and spread of LCD TVs.

Major LCD films marketed by the FPD Materials Division include triacetylcellulose (TAC) film to protect the polarizing plates indispensable for LCDs, wide-view (WV) film that expands viewing angles, clean vivid (CV) antireflective film, and trunser film for color filters to render colors. In particular, we have nearly an 80% share of the market for TAC film and a 100% share of the market for WV film.

FUJIFILM has received high evaluation for its LCD film materials from flat panel display manufacturers by optimizing its product quality through the use of its advantageous photographic technologies, and by stabilizing supplies and developing and improving its products in close communication and cooperation with customers in prompt response to changes in market needs.

* Composed of about 100 organic compounds with a thickness of around 15 micrometers.

Ensuring high quality and expanding production to become more competitive

TAC film, which was traditionally used as photographic film, began to attract attention as an LCD film because the transparency is much higher than for film made from other materials. An LCD panel is structured with multiple layers of a glass substrate, filters, and film. For the backlight to permeate through the layers to project images on the screen effectively, it is necessary to use highly transparent materials for the layers. TAC film is highly transparent but can contain fine foreign matter because it is made from natural materials. At that time, however, FUJIFILM had already established a technique to remove the matter to a high degree, and so TAC film made by the company was evaluated highly.

We also actively expanded the production capacity of our films in response to customers' needs for larger film for larger screens and the rapidly increasing demand, and the expansion has given us a competitive edge. A lot of different materials go into the making of LCD panels and they could not be manufactured if any one of the materials is not in supply. The popularization of LCD panels would also be slowed down if panel manufacturers could not respond promptly to increases in demand for the product.

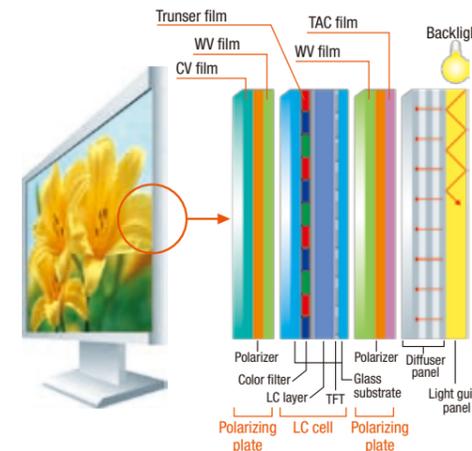
Always recognizing its responsibilities as a supplier, FUJIFILM has been expanding its production system to supply the necessary films to LCD panel manufacturers in response to their needs and the trend in global demand since the initial spread of LCD panels. We have won the trust of our customers by ensuring a stable supply of these films even when demand increased sharply, and are now enjoying a top share of the market.

Hisamasa Abe

Director, Senior Vice President
General Manager of Flat Panel
Display Materials Division
FUJIFILM Corporation



Cross-section of an LCD



TAC film is used medium for CV and WV film.



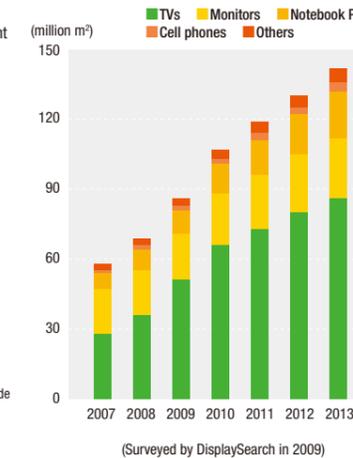
A polarizing plate made using PET film, which generates moiré patterns (on the left) and a polarizing plate made using FUJIFILM's TAC film (on the right)

Producing TAC film intensively in Japan and supplying it to the world to meet increasing demand

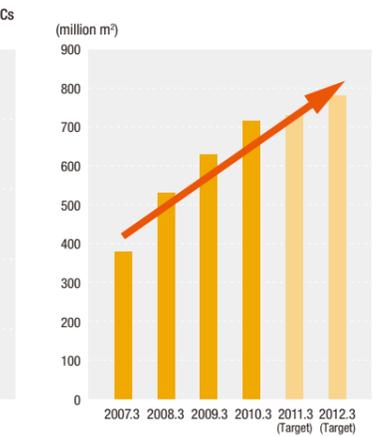
Due to the upsizing and rapid spread of LCD TVs, shipments of LCD panels has been increasing continuously at a high rate of at least 20% per year in recent years. The world penetration rate of LCD TVs, however, is still at around 30%. The use of the panels is expanding and will further expand into new markets in the BRICs and other emerging economies. Now large LCDs are also increasingly being used for digital signage. FUJIFILM will meet customer needs in a timely way while ensuring a stable supply of LCD films in response to increasing demand.

Manufacture of the core products of the FPD Materials Division, including TAC film and highly functional WV and CV films made based on TAC film, requires extremely advanced production technologies and strict quality control, and we therefore manufacture all the films in our three factories in Japan (FUJIFILM Kanagawa Factory, FUJIFILM Opto Materials, and FUJIFILM Kyushu) and ship the prod-

Total demand for LCDs (by area)



FUJIFILM's TAC film production capacity



ucts both within and outside Japan. There is still enough room to expand production capacity at FUJIFILM Kyushu, which has a large site, and we will continue to make the appropriate equipment investments in response to increases in demand.

Integrating marketing, development, and production and further strengthening relations with customers

For LCD materials, which are industrial materials, it is critical to develop products in cooperation with customers, who are the polarizing plate and LCD panel manufacturers. The FPD Materials Division has been working to integrate its business operations by sharing information and problems among the marketing, production, R&D, and production technology staff through regular meetings. We will continue to develop and manufacture products in prompt response to customer needs in the rapidly changing IT and TV markets, thereby helping spread LCDs and supporting the growth of our own business.

Related pages:

- Page 10, 11 (CSR activities in the Flat Panel Display Materials Business)
- Page 31 (Participation in the Japanese emission credit system)
- Page 32 (Proactive introduction of energy-saving technologies)
- Page 66 (FUJIFILM Corporation Kanagawa Factory Ashigara Site)

Part 1 Activities in the Flat Panel Display Materials Business

CASE 1 Acquiring biomass product certification through the procurement of carbon-neutral materials

Environmentally friendly procurement of materials

We use natural cellulose as a material for TAC, which serves as a base material for FUJIFILM's LCD panel films, such as TAC film used to protect the polarizing plates, WV film to expand the viewing angle, and CV film to prevent screen reflections. (Cellulose accounts for about 50% of the material in TAC.)

At present, it is particularly important to reduce global carbon dioxide (CO₂) emissions, which cause global warming. On the other hand, trees are approved as carbon-neutral materials because they grow by absorbing CO₂, and the amount of CO₂ emitted when they are discarded and incinerated can be offset by the amount previously absorbed by them. To highlight the fact that its LCD panel films contribute to the mitigation of global warming, FUJIFILM acquired biomass product certification for five of its product items including TAC film from the Japan Organics Recycling Association in 2006.

Polarizing plate and LCD panel manufacturers, who are our customers, are also committed to reducing the environmental impact of their products through green pur-

chasing and by other means, and in response, FUJIFILM delivers its products with the biomass product certification mark on the product labels.



Biomass product certificate that allows the use of the biomass mark (upper) and an example of the use of the mark on a product label (biomass mark and the registration number written under the product name)

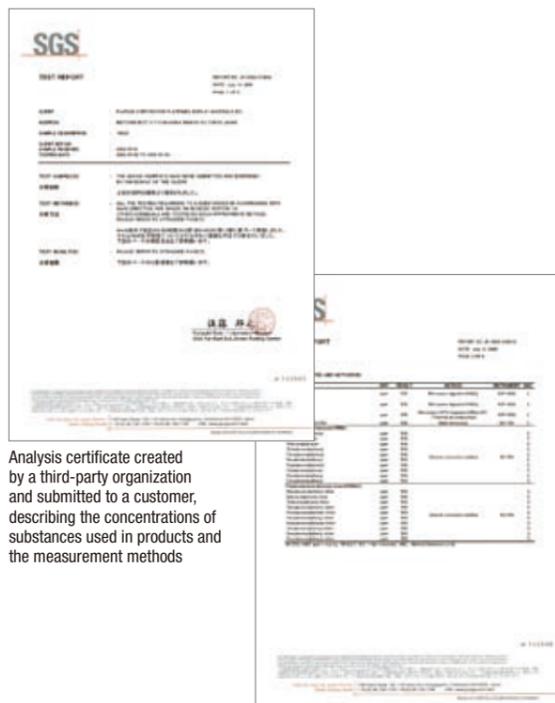


CASE 2 Submitting an analysis certificate created by a third-party organization to provide information on chemicals used in our products

Provision of information on chemical substances used in our products

As the functionality of LCDs increased, more chemical substances began to be added to LCD panel films, which were initially made using natural materials. On the other hand, customers, such as the polarizing plate manufacturers to whom we supply the films, are increasingly committed to procuring materials and components that are both environmentally and socially friendly through green procurement and CSR-oriented procurement. In response, the Fujifilm Group has been strengthening its related measures.

The national government and industrial associations have their own regulations on chemical substances used in products, but in the past each supplier reported on their use to their customers in their own format. The use of different formats by suppliers, however, imposes a great burden on the supply chain in checking and managing the data, and so the FPD Materials Division decided to begin complying with the criteria of the Joint Article Management Promotion-consortium (JAMP) in 2009. JAMP is an organization established by 17 Japanese companies including FUJIFILM in September 2006. The FPD Materials Division now also submits analysis certificates made by third-party organizations to the polarizing plate manufacturers and other customers to increase the objectivity of its data on the substances used in its products.



Analysis certificate created by a third-party organization and submitted to a customer, describing the concentrations of substances used in products and the measurement methods

CASE 3 Contributing to energy conservation by the provision of highly functional films

Contributing to energy conservation through products

Compared with cathode-ray tube (CRT) TVs, flat-screen TVs are lighter and more compact, not needing much space for installation. These TVs are also more environmentally friendly because they are more energy efficient.

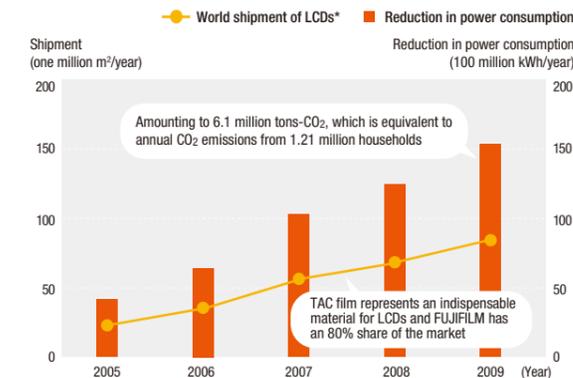
In particular an LCD TV consumes 30% less electricity than a CRT TV of the same size. The energy conserved by all LCD TVs sold in the world in 2009 comes to 6.1 million tons-CO₂ when calculated based on the total area of LCDs shipped in the year. This amount is equivalent to the annual CO₂ emissions of about 1.21 million households of Japan.

According to the assessment of the environmental impact of TVs throughout their lifecycle from manufacture and use to disposal, the electricity they consume in the use stage has a large environmental impact, and so replacing CRT TVs with flat-screen ones will contribute greatly to protecting the environment.

Flat-screen TVs began to be popularized on a wide scale in Japan around 2003 to 2004 and in 2010 the diffusion rate reached 70% for households with at least two members (according to a survey on consumption trends conducted by the Cabinet Office of Japan). Also overseas, flat-screen TVs have become a mainstream product in the TV market. The use of these TVs expanded rapidly due to upsizing, lower prices, and improvements in image quality,

and FUJIFILM has been contributing to the environment by developing and releasing onto the market a range of films indispensable in the manufacture of LCD TVs.

► Shipment of thin-film transistor LCDs and reduction in power consumption in comparison with CRT TVs (estimates)



* The data for thin-film transistor LCDs is used here. Assumptions: For the electricity consumed by LCDs, the average data shown for 32-inch models in the energy conservation performance catalog for the summer of 2009 (published by the Japanese Agency for Natural Resources and Energy) was used to calculate the electricity consumed by thin-film transistor LCDs (based on the total area of LCDs shipped in the year). LCDs were assumed to consume 30% less electricity than CRT TVs of the same size.

CASE 4 Participating in a team to support paddy rice farmers and protect the local environment in Minami Aso

Cooperation between a manufacturing site and a local community

FUJIFILM Kyushu (Kikuyo-machi, Kikuchi-gun, Kumamoto Prefecture) manufactures 50% or more of the Fujifilm Group's LCD films. The company has been actively committed to human exchanges and protecting the rich local natural environment in cooperation with local residents. In 2010, as part of this effort, it participated in a team organized by Minami Aso Village to support paddy rice farmers.

Minami Aso Village is located in the south of Aso Caldera, one of the popular sightseeing spots in Kumamoto Prefecture, and is adjacent to Kikuchi-gun, where FUJIFILM Kyushu is located. There are a lot of paddy fields in the village, but with the aging of the owner farmers and the lack of successors, it is becoming difficult for the farmers to maintain the fields. The team to help the paddy farmers overcome their difficulties was organized by Minami Aso Village specifically to help them plant and harvest the rice. FUJIFILM Kyushu informed many employees of the team activity and about 50 employees joined the team this time.

If the local paddy fields are abandoned, it will lead to a loss of an important aspect of the Japanese rural scene.

Also the paddy fields will stop being able to retain water, causing various problems including an increased risk of flooding and a decrease in spring water. Joining the team provided employees with an opportunity to support the local community and helped them and their families increase their environmental awareness.



Planting rice together



Commemorative photo of all the participants

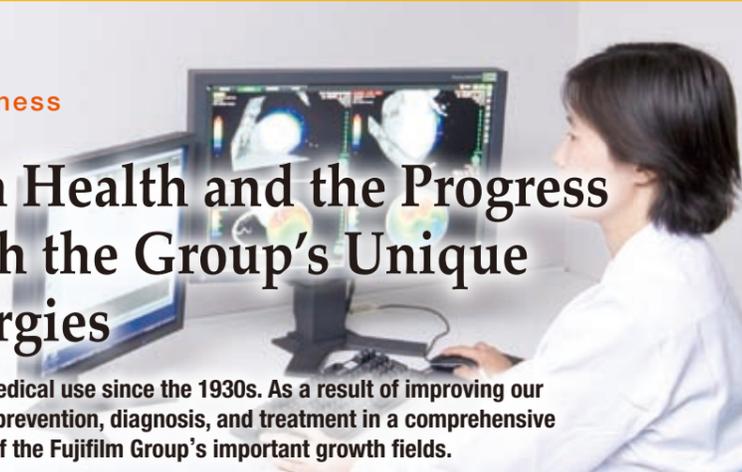


Brochure created by FUJIFILM Kyushu to introduce the team activity

Part 2 Activities in the Healthcare Business

Contributing to Human Health and the Progress of Medical Care through the Group's Unique Technologies and Synergies

FUJIFILM has been engaged in producing X-ray film for medical use since the 1930s. As a result of improving our technologies and expanding our expertise, we now cover prevention, diagnosis, and treatment in a comprehensive manner in the healthcare field, and this has become one of the Fujifilm Group's important growth fields.



Comprehensive healthcare company that covers prevention, diagnosis, and treatment

The Fujifilm Group regards the healthcare business as one of its important growth fields. Our business provides products and services related to human health and living. Specifically, the Medical Systems Business Division of FUJIFILM focuses on diagnosis, the Life Science Products Division on prevention, Pharmaceutical Products Division and Toyama Chemical on prevention and treatment, and FUJIFILM RI Pharma, which deals with diagnostic radiopharmaceuticals, on diagnosis and treatment. We are thus using our unique technologies across the whole healthcare field, covering maintenance of health, early detection of disease, and treatment.

FUJIFILM has been closely engaged in medical diagnosis since 1936, soon after the company's inception, when it started to manufacture film for X-ray photography. Its technologies have advanced and expanded significantly, and now include digital X-ray imaging and diagnostic systems, endoscopes, and blood diagnostic systems. The company now provides hospitals with medical image information networking systems so that they can share information on the diagnosis and treatment of patients within their facilities. We have a top share of the market for these systems and our products are now being used as plat-

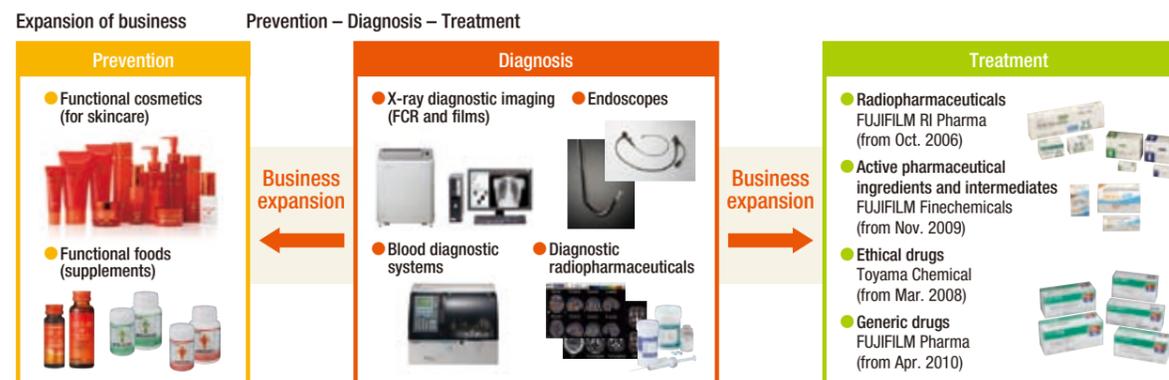
forms to link medical institutions and to support remote medical care.

Using photographic film technologies for pharmaceuticals and healthcare

In the area of prevention we provide food supplements for health maintenance and anti-aging as well as skincare cosmetics, while in the area of treatment we develop and manufacture radiopharmaceuticals, active pharmaceutical ingredients, and ethical drugs.

We are using a range of technologies built up through our development and manufacture of photographic films in the areas of prevention and treatment. For example the photosensitive layer in a photographic film is made mainly from collagen, which is one of the proteins that form the components of human skin, bones, and ligaments. The technologies we developed for photographic film can be applied to understanding the mechanisms of the human body to use collagen for human health. Nanotechnology, which is an essential technology for controlling fine particles, is used in the preparation of drugs, and anti-oxidation technology used to prevent the color of photographic prints from fading can be used to develop a technology to suppress active oxygen, which is said to cause aging and cancer.

► Expansion of the healthcare business



Enhancing quality of life for everyone

The Fujifilm Group has unique technologies in the healthcare business, which gives us a competitive edge in the market. We can further strengthen our advantage by linking the prevention, diagnosis, and treatment areas through cooperation between the divisions of FUJIFILM and other Group companies.

The Medical Systems Business Division and Fuji Xerox are now cooperating in the use of IT solutions to help hospitals manage their businesses and raise the efficiency of their medical care services. We will help central hospitals and local clinics build effective medical systems through mutual cooperation by networking various types of medical facilities, and we can offer similar support services also to the emerging economies. By combining endoscopes with pharmaceuticals including diagnostic radiopharmaceuticals and antibody pharmaceuticals, we might be able to develop local therapy methods, which allows intensive treatment of only the affected part. These methods will help suppress the side effects of drugs while reducing the

burdens imposed on patients.

The Fujifilm Group will continue with its activities in the healthcare business to help people maintain their health by providing them with supplements and other products. While developing new therapies, we will also help them improve the quality of their lives by increasing diagnostic precision and the efficiency of medical care services.

Toshio Takahashi

Representative Director and Executive Vice President
General Manager of Healthcare Business Headquarters
FUJIFILM Corporation



Synergy 1

Pharmaceutical Products Business

Continuously expanding the system to develop and sell pharmaceuticals

The life science business of the Fujifilm Group was substantially enhanced with the participation of Toyama Chemical in the Group in 2008, and our understanding of pharmaceutical technologies and business was also greatly improved inside the Group. Engineers from FUJIFILM now also participate in the symposium held annually by Toyama Chemical, and there is active exchange between the R&D sites. Because of the synergy effects inside the Group, we have been successfully developing one or two new drugs every year and the development of promising items, such as the T-705

anti-new influenza agent, is well underway. In June 2009, FUJIFILM established its Drug Discovery Research Laboratories. While Toyama Chemical specializes in anti-infective agents, the laboratories are engaged in R&D into anti-cancer agents focusing on diagnostic imaging and FTD* technology. Subsequently in November, we established FUJIFILM Pharma to begin the development and marketing of high value-added generic drugs. In the future, we aim to develop this new company into a comprehensive pharmaceuticals company that also develops new drugs.

Related pages:

- Page 14, 15 (Toyama Chemical), Page 16 (FUJIFILM RI Pharma), Page 55 (Packaging for generic drugs)

* FUJIFILM's proprietary technology to formulate chemicals by mixing ingredients in a well-balanced way and delivering them to targeted sites in the required form



Yuzo Toda

Director, Senior Vice President
General Manager of Pharmaceutical Products Division
Healthcare Business Headquarters
FUJIFILM Corporation

Synergy 2

Medical Systems Business

Focusing on networking diagnostic devices with higher performance

The medical systems business is divided into the following four main areas: digital X-ray imaging and diagnostic systems, endoscopes, IT solutions, and blood diagnosis. In recent years, medical institutions have been managing their images and diagnostic information in an increasingly integrated manner, and the linking of the four areas is becoming an important theme in this field of business.

As the basis for information sharing, we provide customers with our SYNAPSE* X-ray image networking systems, which has been highly evaluated by customers. In

order to respond to more advanced needs, we have expanded the range of images the system can handle to include 3D images, cardiovascular images, and endoscope images, while starting to provide a system that enables comprehensive reviews of various screening images and diagnostic reports. We are encouraging the use of IT systems in medical facilities to enable them to manage comprehensively a range of hospital information central to medical care and other operations, including medical records on treatment and screening. To further develop this part of our business, we established a

Medical Systems Development Center by consolidating our development bases for various devices and systems.

* Network system developed for radiography departments to comprehensively manage image information



Kazuo Nakamura

Corporate Vice President,
General Manager of Medical Systems Business Division
Healthcare Business Headquarters
FUJIFILM Corporation

CASE 1 Fulfilling CSR as a pharmaceutical company (Toyama Chemical)

Reducing the environmental impact of pharmaceuticals throughout their lifecycles and ensuring highly reliable production management in compliance with cGMP

Pharmaceutical companies consume various chemicals, materials, energy, and water in their business activities, including R&D, production, sales, transportation, and use of products.

Toyama Chemical acquired ISO 14001 certification for its Toyama Works, its R&D and production base in Toyama City, in 2000. The company expanded the range of this certification to the entire company in 2006, including its head office (Tokyo). Toyama Chemical is committed to fulfilling its CSR by reducing the environmental impact of its pharmaceuticals throughout their lifecycles and by actively protecting the environment.

The Toyama Works has comprehensive pharmaceuticals research laboratories and a factory to manufacture pharmaceuticals on the premises. The laboratories are strengthening mutual cooperation in the processes from discovery to development for the speedier creation of new drugs. The factory manufactures both new drug substances and final products in an integrated manner with a highly reliable production management system built in compliance with the current Good Manufacturing Practice (cGMP), which



Experiment conducted in the laboratory



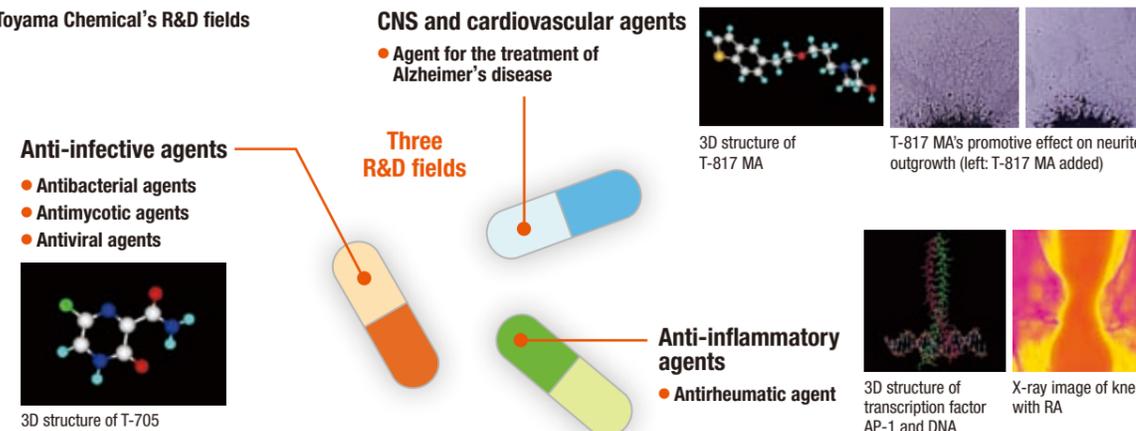
Formulation process Packaging process

is manufacturing and quality management criteria set by the U.S. Food and Drug Administration (FDA) and said to be the strictest criteria in the world. Moreover employees at the Toyama Works have been actively devising unique measures to improve their management. In recognition of these activities they were commended by the Minister of Education, Culture, Sports, Science and Technology of Japan for seven years in a row, as described below.

Improvements commended by the Minister of Education, Culture, Sports, Science and Technology

Year	Winner's Department & Number of Winners (in parentheses)	Description
2004	Formulation Section 1, Formulation Dept. (1)	Improvement of pillow buffer equipment
	Formulation Section 1, Formulation Dept. (2)	Improvement of a crescent-shaped valve
2005	Formulation Section 1, Formulation Dept. (2)	Invention of a filter unit
	Formulation Section 1, Formulation Dept. (2)	Improving the design of the clean room cap
2006	Formulation Section 1, Formulation Dept. (1)	Invention of a sealing tape inspection machine
	Formulation Section 1, Formulation Dept. (1)	Improvements to the manual packaging line
	Injection Section, Formulation Dept. (2)	Invention of cardboard buffer equipment
2007	Formulation Section, Formulation Dept. (2)	Invention of a sorting cart and a butterfly valve handle
	Formulation Section, Formulation Dept. (1)	Improvements to the method of transporting granulated powder
	Formulation Section, Formulation Dept. (1)	Improvements to the bottle product packaging line
	Formulation Section, Formulation Dept. (1)	Invention of inspection equipment for foreign matter in powder
	Injection Section, Formulation Dept. (2)	Invention of an automatic sheet feeder
2008	Formulation Section, Formulation Dept. (1)	Decrease in the number of defective injection products
	Formulation Section, Formulation Dept. (1)	Invention of an automatic sheet feeder
2009	Injection Section, Formulation Dept. (2)	Improvements to the ventilation hood of exhaust equipment
	Injection Section, Formulation Dept. (1)/ Inspection Group, Quality Control Dept. (1)	Improvements to cleaning and sterilization methods in the aseptic manufacturing area
2010	Injection Section, Formulation Dept. (3)	Improvements to tray cleaning
	Inspection Group, Quality Control Dept. (2)	Improvements in quality testing

Toyama Chemical's R&D fields



Business Field	Already Marketed ¹⁾	Under Development and Application [Development Base(s)] ²⁾
Anti-infective agents	<ul style="list-style-type: none"> World-class treatment agents for pneumonia and other diseases and Zosyn injectable antibiotic Geninax synthetic antibiotic agent which is highly effective for multidrug-resistant <i>S. pneumoniae</i> 	<ul style="list-style-type: none"> Anti-influenza agent (T-705) [Japan and the United States] Antimycotic agent (T-2307) [the United States] Treatment agent for hepatitis C *Now in the basic research stage
CNS and cardiovascular agents	—	<ul style="list-style-type: none"> Treatment agent for Alzheimer's disease (T-817 MA) [the United States]
Anti-inflammatory agents	—	<ul style="list-style-type: none"> Fundamental treatment agent for rheumatoid arthritis (T-5224) [Japan]

¹⁾ For the latest list of licensing agreements, please go to: <http://www.toyama-chemical.co.jp/en/rd/licenseagreement/index.html>
²⁾ For latest drug development information, please go to: <http://www.toyama-chemical.co.jp/en/rd/pipeline/index.html>

Planting flowers beside the tramcar station

Since 2006, employees of the Toyama Works have been planting flowers in flower beds beside the tramcar station nearest to the works jointly with officials of Toyama City, residents engaged in green planting activities, and local junior high school students. To the present, a total of 100 employees participated in this activity and planted the seeds of cosmoses, calendulas, and sunflowers in spring and the seeds of tulips in the fall. When the flowers are in full bloom, passengers and local residents enjoy looking

at the flowers and a many people visit the station to take photos of the flowers.



Planting seeds together

Tulips in bloom

Toyama Chemical

Creating new drugs through cross-industrial cooperation as a leading global drug developer

Our corporate philosophy is "to create a culture of health with live science." All of us at Toyama Chemical share this goal and strive toward creating a company that will apply the accumulated fruits of our R&D efforts to enable people to enjoy lives brimming with vitality.

In recent years, along with an increase in the volume of information with the progress of IT and also with the increase in demand for medical services in our aging society, there have been changes in people's ideas about medical services and pharmaceuticals, and medical needs have further diversified. However, there are still needs

that are not being met in the medical field, including needs centered around cancer and dementia, and expectations for more innovative drugs are becoming stronger.

The government, however, is on a tight budget and is implementing measures to reduce medical and pharmaceutical costs one after another. As a result, the pharmaceutical industry is facing an increasingly severe environment. To overcome the hardships, pharmaceutical companies are being forced to change by streamlining their management systems and by drastic structural reform.

Toyama Chemical joined the Fujifilm

Group in March 2008, right in the middle of this trend, with the mission of promoting development on a global scale and building overseas sales networks. Capitalizing on diagnostic imaging, FTD, and other proprietary technologies of the Group as well as its overseas networks, Toyama Chemical aims to make great progress as a leading global drug developer,



Toyama Works, Toyama Chemical

focusing on specialized areas.

Toyama Chemical has achieved some great things and had a wealth of experience in the developing excellent antibiotic drugs and synthetic antibacterial agents, and has contributed significantly to protecting people from infectious diseases. At present, our T-705 anti-flu virus agent is attracting attention from all over the world, and might provide a new option for influenza treatment based on a new mechanism. We are also engaged in developing CNS and cardiovascular agents and anti-inflammatory agents in addition to anti-infective agents. The promising products we are developing

include T-817 MA, an agent for the treatment of Alzheimer's disease, for which there is no effective drug available now, and T-5224, which is expected to be useful in the primary treatment of rheumatism.

As a core company in Fujifilm Group's healthcare business focusing on treatment, Toyama Chemical is now enhancing its R&D and production technologies using the managerial resources possessed by the Group to build a system that can produce a stable supply of compounds that can be used for new drugs on a global scale. We will fulfill our corporate responsibilities as a pharmaceutical company by contributing to

the promotion of global health care through new drug development.

* "Live science" is a phrase we have coined to express the commitment of Toyama Chemical members to helping people lead healthy and vibrant lives by conducting highly motivated and lively life science research.



Masuji Sugata
President and CEO of Toyama Chemical Co., Ltd.

CASE 2 Developing, manufacturing, and selling radiopharmaceuticals effective for the diagnosis of diseases such as Alzheimer's (FUJIFILM RI Pharma)

Using radiopharmaceuticals in the early diagnosis of diseases such as Alzheimer's

Nuclear medicine is a medical specialty that uses radiopharmaceuticals to diagnose and treat diseases without imposing physical burden on patients. Radiopharmaceuticals contain radioactive materials (radioisotope, RI) and emit radiation. With the use of radiation, a variety of diseases can be diagnosed and treated.

In nuclear scanning,^{*1} a gamma camera is used to detect and image the movement of radiopharmaceuticals administered to the patient from outside the body, and the images are used to make diagnoses (SPECT^{*2} scanning). In this field, FUJIFILM RI Pharma can contribute to higher efficiency of scanning and precise diagnosis by combining its own technologies with the image processing and precision optics technologies built up within the Fujifilm Group over many years.

The image below shows an example of SPECT scanning performed using radiopharmaceuticals supplied by FUJIFILM RI Pharma. Using SPECT scanning, doctors can check for any reduction in cerebral blood flow and identify the affected area. Diagnosis of early dementia and mild cognitive impairment that cannot be diagnosed only from physical symptoms such as memory loss is possible.

Influence of reduced cerebral blood flow on brain functions (Difference in cerebral blood flow between healthy people and patients with Alzheimer's disease)

Comparison by severity level of Alzheimer's disease

The blood flow is reduced in the area related to memory (shown by the arrows)

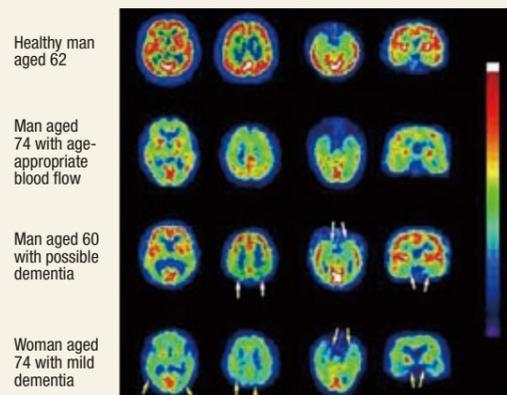


Image provided by Dr. Seigo Nakano, MEDICAL CO. LTA

Ensuring a stable supply while ensuring safety in manufacturing and environmental protection

Radiopharmaceuticals have very short shelf-lives due to the features of RIs used in their manufacture. The core products of FUJIFILM RI Pharma, which are used in the diagnosis of brain, heart, and bone diseases, are effective only within 30 hours of manufacture. The company's factory in Chiba manufactures these products every day on requests from medical institutions and delivers them to users across the country the next morning, choosing an appropriate transportation route for the region and effectively combining truck and air transportation. The factory has established a system that can receive orders 24 hours a day and has distribution centers near Haneda and Itami Airports, where some products are stored to respond to urgent orders.

Radiopharmaceuticals are manufactured using radioactive substances and so the company is strict in ensuring the safe handling of RIs and other substances to protect not only its manufacturing staff but also transporters from radiation exposure. The company also ensures that all is safe for local residents and local environment. For example, wastewater from RI-related manufacturing processes is not discharged out of the factory.

To protect employees engaged in medical services from radiation exposure when handling radiopharmaceuticals, FUJIFILM RI Pharma supplies most of its products prefilled in syringes^{*3} covered with protective shields.

*1. Radiation exposure to the patient undergoing nuclear scanning is at a level between chest radiography and stomach fluoroscopy.

*2. SPECT stands for single photon emission computed tomography.

*3. Prefilled syringe: A syringe in which injection drug to be used for diagnosis or treatment is filled in advance



FUJIFILM RI Pharma's factory in Chiba



Workers manufacturing radiopharmaceuticals using radioprotective equipment



Syringe with a protective shield

CASE 3 Participating in the Pink Ribbon Campaign to raise breast cancer awareness in Europe and Asia too (medical systems business)

Increasing awareness and understanding of breast cancer care in cooperation with a leading drugstore (United Kingdom)

FUJIFILM UK Ltd. ships special pink digital camera kits to Boots, a leading drugstore that focuses its effort on breast cancer care. The camera kits are sold at Boots' outlets for a limited period, and FUJIFILM UK donates part of the sales (five pounds per camera) to an NPO for breast cancer care (<http://www.breastcancercare.org.uk/>).

A message saying that five pounds will be donated when the product is sold is written on each of the packaging boxes which are specially designed for the camera kits, and this helps raise the awareness and understanding of breast cancer care of female buyers of the camera kits.

Pink digital camera and case sold in a box specially designed for the camera kit (left) and the POP signage used at Boots outlets



Donation by the Boots' limited camera kit

Selling Period	Targeted Model	Donation
Aug. to Oct. 2008	FinePix J12 Pink	About £25,000
Sep. to Nov. 2009	FinePix J30 Pink	About £30,000

Education on the importance of breast cancer screening through an activity reporting ceremony (Russia)

ZAO FUJIFILM-RU in Russia has been conducting activities to eliminate breast cancer since 2006, including seminars and academic reporting by eminent doctors specializing in mammography. The company also introduced FUJIFILM's FCR PROTECT CS, which is optimal for mammography, and explained the features of FUJIFILM's digital mammography at the City Diagnostic Center in Saint Petersburg, and also at the Regional Children Hospital.

In Russia, the Pink Ribbon Campaign started on September 29, 2009 and a ceremony to end the campaign and summarize the activities was held on October 19 with the support of Dr. Rozhkova, who chaired the Russian mammography association.

At this ceremony, FUJIFILM promised to continue to make contributions to the spread of breast cancer screening and diagnostic systems and to the training of doc-

tors engaged in diagnostic imaging. Many celebrities and journalists from TV and magazines also participated in the ceremony, which provided a good opportunity to raise the awareness of Russian people of the importance of breast cancer screening.



The Pink Ribbon Campaign started with the lights of GUM, a local department store, being turned on and illuminated in pink.



Members of ZAO FUJIFILM-RU, etc. with movie star Ekaterina Strijenova (second from right) at the Pink Ribbon Campaign ending ceremony

Conducting awareness-raising activities in addition to giving technological support to mammography screening (China)

We have been providing technological support for the Pink Ribbon activities in China mainly by leasing the FCR mammography system to local medical institutions and universities and helping radiation technologists and doctors improve the quality of their breast cancer screening skills. In order to communicate the importance of breast cancer screening to more women, we also held an event with journalists in October 2009 at which we gave commendations to 11 women who had made contributions to the prevention and treatment of breast cancer, and announced an initiative to be taken in cooperation with Beijing Tian Tan Hospital. In the initiative, we agreed to send free-of-charge breast cancer screening tickets for 100 women to the relevant governmental agency located in Beijing and distribute 1,000 copies of the DVD introducing information on breast cancer prevention through the Pink Ribbon information sharing website for Chinese people.



"Sun Flower Lady Pink Ribbon ambassadors" recognized for their contributions to the prevention and treatment of breast cancer

Related page: Page 69 (Pink Ribbon activities in Japan)

Part 3 Activities in the Electronic Imaging Business (Providing Value in Response to Market Needs)

Meeting Market Needs with a Wide Lineup of Products from Entry Models to High Value-Added Ones

Sales of digital cameras are greatly expanding in the emerging economies while demand for high value-added products is also increasing. We are selling entry models in the emerging economies and also making efforts to improve our brand power by providing unique and high value-added products.

Sales promotion in emerging economies such as the BRICs

FUJIFILM is rapidly increasing the sales of its digital cameras by developing entry models and selling them widely in emerging economies such as the BRICs. We have achieved substantial cost reductions for these entry models by focusing on basic functions. Moreover, we are expanding the market by providing a variety of localized models.



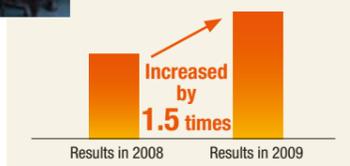
FinePix A170 selling more in emerging economies

In Brazil, we began knockdown production in partnership with a local manufacturer to establish a system to respond promptly to local market needs and changes. As a result, sales quantities in emerging economies including the BRICs increased by 1.5 times compared with the previous year.



Sales quantities of digital cameras in emerging economies

Digital camera marketing team of FUJIFILM do Brasil Ltda.



FUJIFILM FinePix REAL 3D System*1 developed for capturing, viewing, and printing 3D images

FUJIFILM is committed to developing digital cameras that allow anyone to easily take pictures of subjects just as they appear, and has been providing a range of high value-added products to the market by the use of its proprietary technologies for lenses, CCDs, and image processing technologies.

The FinePix REAL 3D W1, which was released in August 2009, incorporates 3D technology and is the first innovative camera in the world with which you can capture and record 3D images. Using the FinePix REAL 3D V1 viewer,*2 you can enjoy watching 3D still and animated images on a screen larger than the camera LCD without wearing special 3D glasses. We also began a FUJIFILM 3D printing service,*3 which enables users to store the 3D images captured by the camera as photo prints.

While further improving our technologies and services for 3D images, we are also cooperating with other manufacturers that have 3D products. In April 2010, we released our HDP-L1 player, which enables users to watch 3D images captured with the FinePix REAL 3D W1 on a 3D TV.

FUJIFILM will continue to develop and research 3D technologies to provide society with products and services that will ultimately enable users to capture images of subjects as they actually appear.

*1. The FUJIFILM FinePix REAL 3D System is an integrated system composed of the FinePix REAL 3D W1 digital camera, FinePix REAL 3D V1 viewer, and the FUJIFILM 3D print service.

*2. A 3D viewer is a digital photo frame product that enables users to enjoy 3D still and animated images with the naked eye.

*3. The 3D print service is available at Fuji Color stores and through the following website: <http://fujifilmall.jp/shop/contents2/3dprint.aspx> (in Japanese only)



The FinePix REAL 3D W1 digital camera, the FinePix REAL 3D V1 viewer, and a sample photo printed by the FUJIFILM 3D print service

Part 4 Activities in the Graphic Systems Business (Reducing CO₂ Emissions through LCA)

Becoming the First Company*1 to Indicate Carbon Footprints*2 on Print-Related Materials –Initiatives to Visualize and Reduce CO₂ Emissions

We are visualizing CO₂ emitted throughout the lifecycles of thermal CTP plates for offset printing and indicating their carbon footprint.

Indicating the carbon footprint of products

FUJIFILM has been proactively participating*3 in the pilot project on carbon footprint promoted by the Japanese Ministry of Economy, Trade and Industry with the aim of contributing to higher environmental awareness in the printing industry.

As a result, we obtained approval from the Ministry to show the carbon footprint of our aluminum-based thermal CTP plates, and now the plate's carbon footprint is indicated on its packaging, as shown below. The image development system for the ECONEX XP-F thermal CTP plate has achieved the world's lowest generation levels of wastewater, and compared with FUJIFILM's conventional product (the HP-F thermal CTP plate), the amount of development solution refilled can be reduced by up to 40%.



Related page: [Page 38 \(Environmentally friendly thermal processless CTP plate\)](#)

Reducing CO₂ emissions more effectively through LCA —Reusing scrap aluminum for PS plates*4

The Fujifilm Group identified the entire Group's environmental impact through LCA*5 and in April 2010 set a target of reducing the CO₂ emitted throughout the lifecycles of its products by 30% from fiscal 2005 levels by fiscal 2020. As a result of converting the environmental impact that the materials and components used in the Group's products would have throughout their lifecycles to CO₂ emissions, the following fact was revealed: the impact is highest in the procurement stage (see page 30) and in particular, the aluminum used for PS plates has a large environmental impact.*6 In response, we have been trying to reduce the

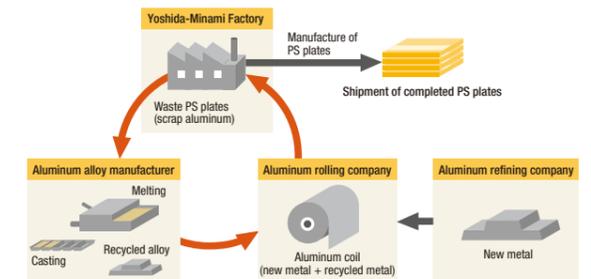
environmental impact of aluminum used in the graphic systems business.

FUJIFILM Yoshida-Minami Factory, where PS plates are manufactured, has been doing closed-loop recycling by reusing scrap aluminum from the manufacture of PS plates to reduce CO₂ emissions in the procurement stage of the material since 2007.

In the closed-loop recycling system, the factory reuses scrap aluminum for PS plates, keeping the purity as high as for virgin aluminum (99.5% or higher) in cooperation with the aluminum alloy and aluminum rolling companies. With the introduction of this system, the factory reduced its CO₂ emissions by 120,000 tons in total over the period from 2007 to March 2010.

Related page: [Page 30 \(Responses to the climate change problem\)](#)

Flow of the closed-loop recycling system for scrap aluminum



CO₂ emission reduction from 2007 to March 2010: 120,000 tons (Equivalent to CO₂ emissions from about 24,000 normal households in Japan)

For details of the closed-loop recycling of scrap aluminum, please visit: <http://www.fujifilmholdings.com/ja/sustainability/qol/graphic/activity.html> (in Japanese only)

*1. As of February 1, 2010, for printmaking and plate materials and other printing-related materials used in the printing process, such as printing paper for industrial use and inks
 *2. Clear indication of greenhouse gas emissions throughout the lifecycle of the product from procurement of materials, production, distribution and sales, use and maintenance, to disposal and recycling in CO₂ equivalent, on the package of the product
 *3. Participation details: Participation in the plan to formulate a draft Product Category Rule (PCR) by defining the targeted products and product parts and setting the requirements and range for data collection
 *4. PS plates (including CTP plates): Pre-sensitized plates used for offset printing; computer to plates are used for filmless digital printing.
 *5. Life cycle assessment (LCA): Method to evaluate the environmental impact of a product from the procurement of materials, manufacture, transport, use and disposal to recycling
 *6. Aluminum is a power eater and consumes a lot of electricity in the refining process.

Part 5 Activities in the Document Solutions Business

Creating More Value for Customers under the concept "Come and Encounter for Innovation"

Fuji Xerox R&D Square, which opened in April 2010, is designed to conduct a new R&D style or "urban R&D," where specific R&D themes are tackled and new inspirations are bursting forth.



Searching for a new means of communication via documents

Fuji Xerox has been renovating its means of communicating information and contributing to the dramatic progress of communication since it released the first Xerography-based plain paper copier in 1962. Even now, communication by documents plays an important and indispensable role in corporate activities.

Thus Fuji Xerox believes that it can help customers find solutions to their increasingly difficult management problems by providing them with new value in communication and with documentation services.

Fuji Xerox R&D Square is a progressive and innovative place where a range of knowledge and technologies is concentrated. Here, Fuji Xerox can tackle challenges, develop solutions, and create new value through a customer-oriented viewpoint.

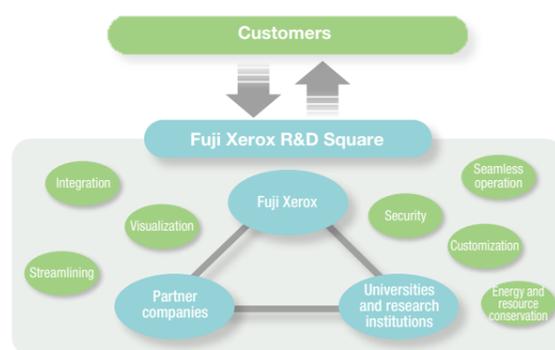
Concept of new R&D from the customers' viewpoint

As customers expand their business operations on a global scale, they face more complex management challenges with limited time to solve those challenges.

To help them overcome these difficulties, we opened an urban R&D base where people, information, and things are exchanged dynamically, under the key concept of "Come and Encounter for Innovation."

Listening to our customers' specific management challenges, Fuji Xerox conducts R&D at the base in partnership with research institutions and other companies, thereby fostering new, even more practical R&D.

► Concept of Fuji Xerox R&D Square



At Fuji Xerox R&D Square, Fuji Xerox conducts R&D in partnership with universities, research institutions, and other companies to help customers solve a range of issues and provide them with new value.

Related page: ► Page 47 (Fuji Xerox R&D Square)

R&D Square as a base to create new value

Fuji Xerox concentrated its R&D bases in the following two sites: the R&D Square (for value creation) and the Ebina Center (for manufacturing).

The R&D Square, which is designed for value creation, is located in the Minato Mirai 21 district of Yokohama, near the center of Tokyo. There are a number of universities in its vicinity, and is also near Haneda Airport, one of Japan's gateways to Asia. With a long history as an international port, the city is expected to achieve further growth in a dynamic manner. We will energetically foster R&D in this location in open partnership with other companies, universities, and research institutions.



Tadahito Yamamoto
President and Representative Director
Fuji Xerox Co., Ltd.

TOPIC

►► Realigning and integrating development and production functions into new companies

In order to respond more speedily and efficiently to the rapidly changing business environment and also to enhance its corporate structure, on January 29, Fuji Xerox restructured and integrated its dispersed development and production functions into two new companies: Fuji Xerox Advanced Technology and Fuji Xerox Manufacturing and the new companies started operations on April 1.

By establishing these subsidiaries, Fuji Xerox accelerates its growth in new business fields such as the service and solution businesses, and transform its management structure into one that is more cost-competitive.

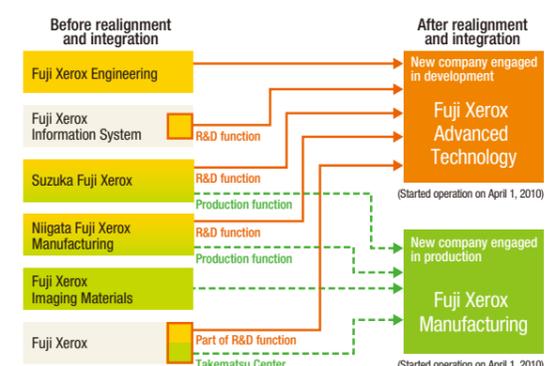
Fuji Xerox Advanced Technology integrated the development functions of Fuji Xerox Engineering which is engaged in the development of copiers and printers on commission and part of the development functions of Fuji Xerox, and the hardware and software development functions of Niigata Fuji Xerox Manufacturing, Suzuka Fuji Xerox, and Fuji Xerox Information System. Accordingly, the development department of Fuji Xerox is now concentrating on the development of products as well as of its platform, marking and other new technologies, while Fuji Xerox Advanced Technology is developing technologies for image reading and paper feeding while engaging in the development of modules such as peripheral devices. It

Related pages: ► Page 34 (Reducing the environmental impact of digital color multifunction devices)
Page 43 (Improving quality)
Page 67 (Takematsu Center, Fuji Xerox Co., Ltd.)

also fosters customized developments to meet customers' needs in a prompt manner.

Fuji Xerox Manufacturing integrated the production functions of Fuji Xerox Takematsu Center which manufactures pulverized toners and photoreceptors, Fuji Xerox Imaging Materials which produces EA toners, Suzuka Fuji Xerox which manufactures electronic parts and key parts for optical devices, and Niigata Fuji Xerox Manufacturing which manufactures printers.

► Realigning and integration of R&D and production functions



►► Recycling site in China certified by the Chinese government as a model remanufacturing enterprise for electric products

Fuji Xerox Eco-Manufacturing (Suzhou) Co., Ltd., a recycling site wholly owned by Fuji Xerox, was certified as a model remanufacturing enterprise for electric products by the Chinese Ministry of Industry and Information Technology. As part of its environmental policies, the Chinese government launched this certification program to promote the development of the remanufacturing industry and to build a society dedicated to energy conservation and environmental protection. In the program, the government certifies industry-leading companies as model remanufacturing enterprises, aiming to foster the development of environment-friendly companies. Out of 35 companies certified this time, including three IT equipment companies, Fuji Xerox Eco-Manufacturing (Suzhou) is the only Japanese-based company.

Fuji Xerox Eco-Manufacturing (Suzhou) completely disassembles, sorts, and recycles used products including copiers, multifunction devices, and cartridges recovered by Fuji Xerox (China) from all over China (excluding Hong Kong, Macao and Taiwan). This recycling company started operation in January 2008. It has the capacity to disassemble and recycle 15,000 devices and 500,000 cartridges per year, and had achieved a device recycling rate of more than 98% as of March 2010.



External view of Fuji Xerox Eco-Manufacturing (Suzhou) Co., Ltd.

As a responsible manufacturer, Fuji Xerox aims to achieve zero landfill, no pollution, and no illegal disposal, and the certification by the Chinese government demonstrates that the company's efforts are understood and valued in China. Prior to the establishment of the recycling system in China, Fuji Xerox built a recycling system for zero landfill, no pollution, and no illegal disposal in Japan in 1995 and in the Asia-Pacific region in 2004. The recycling site in China also received the *Monozukuri*, Special Environment Award at the 19th (2009) Nikkei Global Environment Technology Awards sponsored by Nikkei Inc.

Part 6 Development and Exchange of Human Resources by the Fujifilm Group

New Challenges for the Development and Exchange of Human Resources

The Fujifilm Group is focusing on awareness raising and cultural reform and valuing the development of management (core) and global human resources across the Group.

New challenges for human resources development and exchange

In personnel affairs, FUJIFILM Holdings gives first priority to awareness raising and the development of management (core) and global human resources across the Fujifilm Group, based on its new management plan for 2014, when the Group will celebrate the 80th anniversary of its foundation. In fiscal 2009, we set the medium-term strategies for human resources and are now implementing specific measures based on those strategies.

In awareness raising and cultural reform, we have been planning and holding an overnight Seminar for Leaders (part II) since two years ago, targeting about 220 departmental managers who will lead FUJIFILM and Fuji Xerox into the future. For middle-ranking managers, we expanded the range of the synergy training for FUJIFILM and Fuji Xerox leaders, which we held seven times in fiscal 2008. In fiscal 2009, we gave this training specifically to 144 middle-ranking managers as an opportunity to create synergies within the Fujifilm Group and raise their leadership awareness.

In the development of management (core) and global human resources, members who are in charge of personnel affairs at FUJIFILM and Fuji Xerox—two operating companies within the Group—regularly meet to frankly exchange opinions and discuss specific measures for the mutual exchange and assignment of human resources toward further growth of the Fujifilm Group. Also to expand business in markets in emerging economies, the two companies recruited human resources internally across the Group and had more than the expected number of applications for those jobs. Employees are becoming increasingly interested in the development and use of human resources in the Group.

FUJIFILM Holdings was established with certain missions, one of which was to enable the Fujifilm Group to create more synergy by utilizing its human assets flexibly across the Group for the creation of new business. However there is no “miracle drug” available to achieve this target, and we must constantly provide Group employees with a range of educational opportunities and encourage them to have higher motivation and passion. FUJIFILM Holdings will continue to take on the challenge of achieving

more specific results on higher levels in human resource development, based on trust and cooperation among the members of the Group.

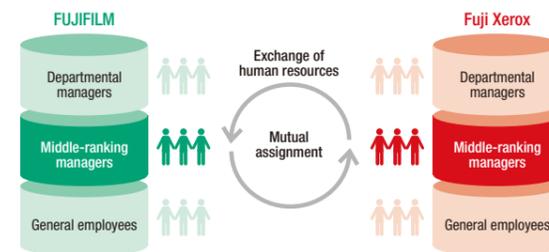
Points and details of FUJIFILM Holdings' human resource development and exchange

1. Awareness raising and cultural reform

- Provision of the overnight Seminar for Leaders to about 220 departmental managers
- Provision of FUJIFILM/Fuji Xerox synergy training to about 144 middle-ranking managers

2. Development of management (core) and global human resources

- Mutual assignment of human resources between FUJIFILM and Fuji Xerox
- Internal recruitment within the Group



Kouichi Suematsu

Corporate Vice President,
General Manager of
Corporate Personnel Division
FUJIFILM Holdings Corporation



TOPIC

FUJIFILM/Fuji Xerox Human Exchange Meeting

Outline

On June 4, 2010, the Personnel Division of FUJIFILM Holdings held a human exchange meeting between FUJIFILM (FF) and Fuji Xerox (FX). These two companies are exchanging human resources to achieve the Fujifilm Group's new medium-term management plan by making a concerted effort using their respective business features.

Since the establishment of FUJIFILM Holdings three years and nine months ago, human resources have been gradually but steadily exchanged between FF and FX toward the creation of new business.

The meeting was held for members with diversified job experience and expertise to frankly exchange opinions about the perceived differences between the two companies, points to be improved in the future, and possible synergies.

Expectations for synergy creation

From the viewpoint of human resource development, one participant said that through FX's internal recruitment system launched for young and middle-level employees this fiscal year, employees of FX were able to transfer the expertise they had accumulated at the company to FF, which in turn helped them grow, expand their possibilities, and become more motivated. Another participant said, "We were initially a bit suspicious about the exchange of human resources between FF and FX, but in fact we were able to learn a lot through the exchange and now have mutual respect for each other." The opinion was also expressed that the resources of the two companies (technologies, information and business details) must be made more accessible to employees of both companies to make them more aware of the merits of cooperation.

In overseas markets in particular, the companies might win greater business chances by reexamining their technology, business, and marketing systems for greater synergy.

Expectations for the future

All participants agreed that the exchange of human resources is now on a slightly higher level than initially, and needs to advance further and expand to include a wider range of employees, not only limited to general employees but also senior managers who are close to top management.

Lessons from the meeting

Participants in the meeting expressed very specific opinions and talked about how they experienced hardships, identified problems, and made responses and efforts to deal with problems. They were indeed strongly committed to devoting themselves to corporate growth, thinking how both FF and FX could take advantage of the Group's strength and win market competition.

We are now in an increasingly informatized society and a key to beating our competitors is to increase the synergy effects of the two companies by effectively integrating the business models of the companies to create new ones. To this end, it is critical for the companies to exchange human resources, for which proactive measures will be devised and implemented. It is also crucial for each and every employee to become more motivated and committed.



Participants in the meeting

Type	Current Department (term of office as of June 1, 2010)	Former Department
Participants	Human Resources Development Group, Corporate Personnel Div., FUJIFILM (5 years and 6 months)	Human Resources Development, Fuji Xerox
	First Group, Corporate Planning Div., FUJIFILM Holdings (3 years and 2 months)	Corporate Strategy, Fuji Xerox
	Graphic Systems Business Div., FUJIFILM (8 months)	International Business Group, Fuji Xerox
	Corporate Market & Business Strategy Div., Fuji Xerox (8 months)	Corporate Public Relations Div., FUJIFILM
	Production Services Sales & Marketing/Marketing, Fuji Xerox (4 years and 2 months)	Graphic Systems Business Div., FUJIFILM
Host	Research & Technology Group Opt & Electronics Technology, Fuji Xerox (2 years and 6 months)	FUJIFILM Photonix
Host	Director, Corporate Vice President, General Manager of Corporate Personnel Div., FUJIFILM Holdings	
Observers	Corporate Personnel Div., Corporate Public Relations Div., and CSR Group, Corporate General Administration Div., FUJIFILM Holdings Corporate Personnel Div., FUJIFILM/Corporate Human Resources, Fuji Xerox	

Topics of the meeting

Differences between FF and FX

With regard to the differences, the following opinions were expressed at the meeting: FX seems to have successfully established a systematic operating process for its one trillion-yen business, while at FF, business operations are conducted in a dynamic manner by empowered individuals. These features themselves are very significant and useful, and through mutual supplement and learning, the two companies will gain more merits.

