# **FUJ:FILM**







# What is our raison d'etre? To create new values and contribute to social development —this is our mission.



Stur

August 2013 Shigetaka Komori Chairman and Chief Executive Officer

### Living out 10 years of crisis

Due to the Japanese government's audacious financial measures and flexible fiscal policies launched at the end of last year, we are beginning to see signs of a breakaway from the long-lasting deflation and high appreciation of the yen. If all companies, including ourselves, play their roles in line with the growth strategy implemented by the government to foster private investment, the "three arrows" fired by the government will together help Japan get back on the track to growth. To achieve this, both the public and private sectors need to make even more effort.

During the decade of deflation and the strong yen, the Fujifilm Group also faced a sharp decrease in demand for photographic film, which once represented the company's core business field. Because of the faster than expected acceleration of digitization, global demand for photographic film continued to decrease after reaching its peak in 2000, and subsequently in 2011, the demand dropped to only 5% of the peak. We then found ourselves facing triple difficulties: an endangered core business, deflation, and a strong yen. To overcome these difficulties, the management team and employees in the Group made a concerted effort to implement structural reforms and develop new business. Through this "second foundation" to transform the crisis into a business opportunity, the Fujifilm Group has transformed itself into a corporate entity with a wide spectrum of businesses.

On the international front, emerging economies have achieved remarkable growth and driven the globalization of the world economy during these past 10 years. China outstripped Japan in terms of GDP in 2010 and became the world's second largest economic power. The ASEAN countries, Brazil, Russia, India, Turkey, and African countries are also continuing their growth. Under these circumstances the Japanese government has concluded economic partnership agreements (EPA) with a range of countries and is making preparations to participate in Trans-Pacific Partnership (TPP) negotiations, which is providing proactive support for companies in expanding their businesses on a global scale. In its rapid response to these changes. Fuiifilm has also increased its bases and staff mainly in emerging economies, and is expanding its businesses to reflect the local situation in each country and region.

# Enhance further onsite capabilities in the workplace

In January 2014, Fujifilm will celebrate the 80th anniversary of our foundation. Since starting domestic production of photographic film based on self-developed technologies, the company has continued to make social contributions by developing and selling various materials and devices. Now, through this "second foundation," the Fujifilm Group provides products ranging from ASTALIFT-branded cosmetics, the high-end X series digital camera for personal use to office printers, multifunctional devices, a series of highly functional materials, printing materials, and medical equipment for business use. We also offer a wide variety of products including pharmaceuticals.

The Fujifilm Group has now introduced its G-up activities to enhance onsite capabilities in the workplace and to achieve its medium-term management plan VISION 80 for the continued growth of the Group. As the first precondition for a company to provide society with valuable products and continue to grow, it is vital that we enhance onsite capabilities at each division and that all company employees work as professionals in their respective workplaces.

Each of our 80,000 Group employees has his/her own workplace and each workplace has its own tasks for today and objectives for tomorrow. Through the G-up activities, I hope that all members of the Group will improve their ability to understand the essentials, introduce subtle changes in the workplace, and develop their problemsolving skills. To ensure our dreams become reality, we need to break down with teamwork, integrating the abilities of each individual into a strong and vigorous team.

### Meeting the diversified needs of society

The Fujifilm Group's basic approach to Corporate Social Responsibility (CSR) is to contribute to the sustainable development of society by putting into practice the Fujifilm Group's Corporate Philosophy: "Our overarching aim is to help enhance the quality of life of people worldwide with leading-edge, proprietary technologies, and realizing its Vision through sincere and fair business activities." As one of the specific actions to be taken to achieve this, we set an environmental target to reduce lifecycle CO2 emissions by 30% relative to 2005 by 2020, and have been working hard to attain this target. We have introduced a range of measures at our manufacturing facilities, including replacing the fuel for in-house power

generation by natural gas, introducing renewable energies, and being proactive in developing and introducing energy-saving technologies. In our product development, we are also promoting our "Design for Environment" initiative across all our businesses, while actively reducing the amount of CO<sub>2</sub> emitted by our products.

Reflecting the increase in the number of business fields and geographical regions in which we operate, the requests we are receiving from our stakeholders are becoming more diversified. Now they are becoming stricter in their requests for us to achieve stable growth and return a profit for their investment, meet local social challenges, and contribute to the sustainable development of society at large.

In emerging economies in particular, although the countries as a whole are achieving rapid economic growth, local people are facing a range of social problems, including a lack of food and drinking water, delays in building social infrastructure, and health disparities. By sharing these problems and giving support to finding solutions to the problems in these countries, we will not only contribute to the social development of the region but also find opportunities to create new business.

### Creating value and building society

It is of primary importance for a company to improve its corporate value, return a profit to society, and achieve sustainable growth as a going concern. To this end we must make better products, launch new businesses, and work to harmonize our aims with our customers and society at large.

At the beginning of the new fiscal year on April 1, 2013, I sent out a message to all Group employees to encourage them to solve problems with a sense of ownership. In order for the Fujifilm Group to continue to be a leading corporate entity, all of our employees need to see the various social problems occurring in the world, such as the depletion of resources and energy, climate change, and health disparities as their own issues, and both management teams and individual employees need to take action in their own workplace.

The Fujifilm Group's raison d'etre is to contribute to the sustainable development of society by making use of a range of advanced and unique technologies developed by the company. Acknowledging this, we will continue to take on the challenge of fostering continuing innovation into the future.

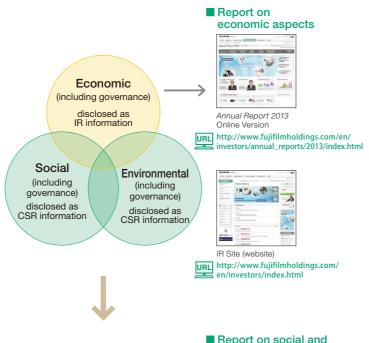
### Editorial Policy

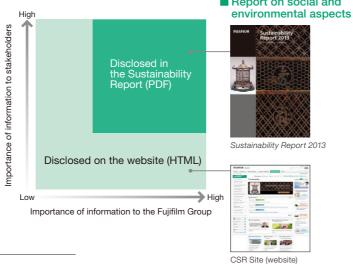
FUJIFILM Holdings Corporation Sustainability Report 2013 is an overview of our corporate activities, covering environmental and social information important for both stakeholders and the Fujifilm Group. For our economic activities, please refer to the IR information and annual reports on our website.

Following on from last year, this year's report continues to focus on providing value through corporate activities and global challenges. The special articles cover various topics in our strategic businesses to introduce the social issues we recognize and our staff members' passion for attempting to resolve such problems, as well as covering opinions from our stakeholders. The CSR Activity Report section summarizes the Fujifilm Group's approach to various CSR challenges and forms an annual report of our major CSR activities for fiscal 2012. The section introduces opinions from experts and stakeholders, presenting an objective third-party view of Fujifilm Group activities. Finally, the Data and References section covers as wide a range of quantitative information on environmental and social activities as possible in order to demonstrate the objective and concrete results of our activities to stakeholders.

All this information can also be viewed on the Sustainability page of the FUJIFILM Holdings website. It is also possible to download a PDF format file of the same information in Japanese, English, or Chinese. Each group company actively discloses their specific CSR information on their own website. For further CSR-related details, please refer to the respective company's website.

URL http://www.fujifilmholdings.com/en/sustainability/index.html





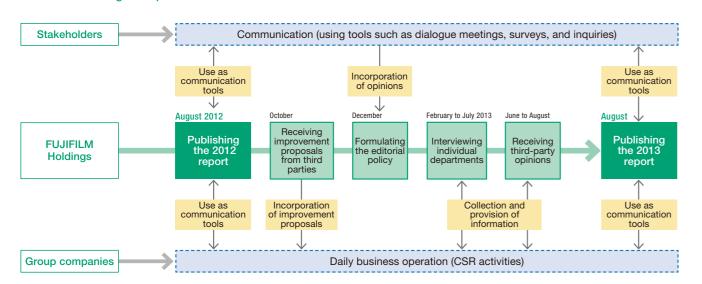
http://www.fuiifilmholdings.com/ ustainability/index.htm

We welcome your comments to improve our future reports. We would appreciate your participation in the questionnaire accessible from the following URL:



http://www.fujifilmholdings.com/en/sustainability/report/questionnaire/index.html

### Process of creating the report



### •••••••••••••••••••••••••••••••••••

Top Commitment

The Fujifilm Group's Business and CSR...... Corporate Philosophy-The Unchanging Values of the Fujifilm Group/Vision-Fujifilm Group's Ideals/ Fujifilm Group Charter for Corporate Behavior....

Converting "Waste Heat"

Part 4 Graphic Systems..

into Electrical Power

Part 3 Highly Functional Materials...... 18

-Developing the world's highest performance flexible

hermoelectric conversion module using organic materials—

**Pursuing Ultimately Eco-Friendly Offset Printing** 

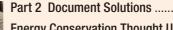


### Pioneering the Future through Innovation ·····



### Part 1 Healthcare ..... Nose Provides a Pathway Easy on the Patient's Body and Mind

-Transnasal endoscope contributes to early detection of gastric cancer while reducing physical distress-



**Energy Conservation Thought Up and** Implemented by All Our Employees

-Reducing CO<sub>2</sub> emissions by introducing innovations in



	through the 100% Process-Less CTP Technology —Contributing to society by providing 100% process-less CTP plates, winning support for the technology in Europe, known for the enforcement of strict environmental regulations—
to improve the stre	athering as part of the "G-up" activities ngths of the workplace, even attended ur company president, himself



Conflict Minerals	51
Activities to Support Recovery from the Great East Japan Earthquake	53
Customer Co-Creation Laboratory between Fuji Xerox and its customers, which aims for the creation of new values together with our customers	58
[Column Stakeholder Dialogue]	
Debate on future environmental measures demanded of the printing industry	38
Four Fujifilm Group companies in the Kaisei district	
of Kanagawa Prefecture held an environmental dialogue meeting with local people	52
dialogue meeting with local people	02
Data and Infor- mation	·· 59
Compliance and Risk Management	60
Communication with Customers and Suppliers	
Personnel and Labor (FUJIFILM Corporation)	62
Personnel and Labor (Fuji Xerox)	63
Environmental Aspects	64
Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)	
Domestic and International Appraisals	70
Third-Party Opinion	71
Fujifilm Group Business Overview	72
Fuiifilm Group Organization Overview	73

### Period covered by the report

Fiscal year 2012 (April 1, 2012-March 31, 2013) 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 2013.

### Organizations covered by the report

The Fujifilm Group (FUJIFILM Holdings, FUJIFILM Corporation and its affiliates, Fuji Xerox and its affiliates, TOYAMA CHEMICAL, and FUJIFILM Business Expert) ©Major consolidated companies are shown on page 73 and on our website.

emissions based on the Scope 3 Greenhouse Gas Protocol



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

- ©Quantitative information about personnel and labor affairs is nonconsolidated data for FUJIFILM Corporation and Fuii Xerox.
- ©The scope of Labor Environment and Social Benefit Accounting is shown on page 68. The scope of Environmental Accounting is shown on page 68. The scope of environmental aspects is shown on page 65.

### Date of publication

August 2013 (next report: August 2014, previous report: August 2012)

### Referenced guidelines

©Japan's Ministry of the Environment: Environmental Reporting Guidelines (2012 Version)

©GRI: Sustainability Reporting Guidelines 2006

©Japan's Ministry of the Environment: Environmental Accounting Guidelines (2005 Version)

OISO 26000: Social Responsibility

### Supplemental information regarding reported matters

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

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

### [GRI Guidelines (G3) Comparison Table]



The Aims of the Fujifilm Group:

To help people lead healthy and fulfilling lives and contribute to the creation of a sustainable society, through integrating our leading-edge, proprietary technologies



**Fundamental Technologies** 

Vision

**Charter for Corporate Behavior** 

Based on its advanced and original technologies, the Fujifilm Group is expanding its various businesses which develop culture, science, technology, and industry for society and, further, which contribute to the maintenance and preservation of people's health and the global environment. The Fujifilm Group aims to conduct CSR activities that, through its businesses, continue to create new values that can solve social issues.

### Cultural development

Contributing to the spread and development of photographs, images and culture.

### People's health

Supporting overall health through prevention, diagnosis and treatment.

### Development of science, technology and industry

Creation of high value-added products using cutting-edge technologies to support people's lifestyles.

### Preservation of the global environment

Realization of high "environmental quality" in all our corporate activities.

### Six priority business fields:



**Electronic imaging** (digital cameras)

### Photo imaging (photographic films, photo books, and film processing/printing services)



Medical systems (X-ray diagnostic imaging systems,

endoscopes, etc.) Pharmaceuticals (low-molecular pharmaceuticals

and biopharmaceuticals) Life sciences (functional cosmetics and supplement products)



Healthcare

Flat panel display materials (film materials for LCDs)

Industrial materials (semiconductor processing materials and electronic materials)



Materials and equipment for graphic arts (CTP plates) Industrial inkiet printers and inks



Social issues we hope to be able to offer solutions for:

### Sustainable Society

Promotion, stimulation and preservation of culture and arts Creating motivation in life for a mature society

"Second life design" (life after retirement)

> Enhancement and improvement of medical care

Regional disparities in medical care Unmet medical needs

Aging society

Intensive use of information Lack of energy & resources Accessibility Safety and peace of mind



### Optical devices

(mobile phone lens units, TV camera lenses/cine lenses and lenses for security cameras)



Global warming Reduction in CO<sub>2</sub> emissions and environmental impact Biodiversity conservation

> Increased waste Atmospheric and water environment pollution



### Office products and office printers Production services

(digital printing systems) Global services

(solution proposals through company document and business process improvement)



### **Charter for Corporate Behavior**

### 1. A Trusted Company

We develop and provide socially beneficial products and services of the highest quality using advanced and original technologies in a safe and responsible manner. Based on an open, fair and clear corporate climate, we create new values in a spirit of appropriate competition and fair dealing, continually striving to earn the trust and satisfaction of customers and other stakeholders.

### 2. Social Responsibility

We communicate with customers, local communities, shareholders and other members of society, conduct appropriate and fair disclosure of corporate information, comply with laws, regulations, and other rules, and uphold public order and morals. As good corporate citizens, we strive to correctly understand and respect local cultures and customs and to actively engage in public interest activities, especially those that contribute to local community development.

### 3. Respect for Human Rights

We respect and protect fundamental human and labor rights set out in international declarations. We reject the use of forced labor or child labor in any form.

### 4. Global Environmental Conservation

Recognizing that positive involvement in the resolution of environmental issues is an essential part of a corporation's social role and activities, we act voluntarily and proactively to help preserve the global environment.

### 5. Vibrant Workplaces

We strive to develop the skills of all employees, to provide safe and comfortable workplaces, and to respect diversity, individuality and differences.

### Fujifilm Group Charter for Corporate Behavior (full text)

http://www.fujifilmholdings.com/en/about/philosophy/conduct/index.html

### **Corporate Philosophy**

We will use leading-edge, proprietary technologies to provide topquality 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.

We will create new values by integrating our distinctive and leading-edge technologies as well as developing proprietary technologies to continue providing top-quality products and services that cultivate customer trust and satisfaction.

Through these efforts we will transcend existing boundaries of "Imaging and Information" to advance the development of culture, science, technology and industry across society and furthermore improve human health and protect the environment

Our new corporate philosophy is based on the recognition that our mission, through our sustained corporate activities, is to significantly contribute to the realization of a society in which all people across the world can lead lives that are abundant in spiritual as well as material wealth with a sense of fulfillment and

### 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 values.

We will create an open, fair and clear workplace culture that allows us to discern objective facts in a sincere and straightforward manner, make rational decisions, and continuously take on challenges with courage.

With this corporate culture, we will further hone our leading-edge, proprietary technologies and develop innovative products and services that gain customer trust and provide satisfaction to remain a vigorous company, consistently creating new value and exercising pioneering leadership.

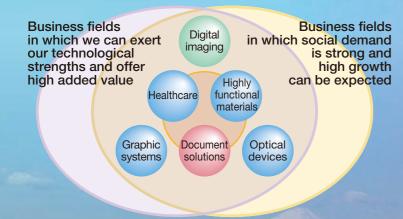
# Pioneering the Future through Innovation

—Solving Social Problems with Novel Ideas and Technologies—

The Fujifilm Group has been creating new values and expanding its businesses by taking the lead in challenging social problems with a dynamic attitude that may even cause a paradigm shift in our own business. The Group's history is marked by a series of innovations, realized by the corporate principle of "Seek what society truly needs and respond with continuous innovation."

In order to offer fundamental solutions to various social problems currently facing us and realize a sustainable society, we need to make breakthroughs-novel solutions that transcend conventional ideas. Further, to offer such solutions as products or services, both the passion of each staff member involved in the work and the technology to integrate the solution with the product or service are indispensable. The Special Features in this issue introduce the people and technologies behind the innovations in our business-which seeks to resolve global social problems.

Six Priority Business Fields



The Fujifilm Group regards the following six businesses as its priority business fields: digital imaging, healthcare, highly functional materials, graphic systems, optical devices, and document solutions. These are fields in which we can demonstrate our strengths in terms of technology and market position. These fields are also in high social demand, and, therefore, we can expect high growth. Health, energy, and information are the key social elements today to support a sustainable society, and there are many related issues to be addressed. Our healthcare, highly functional materials, and document solutions businesses are closely linked to these elements—which is why we have positioned these three businesses as core businesses to drive our overall enterprise

Part 1 Nose Provides a Pathway Easy on the Patient's Body and Mind....

> —Transnasal endoscope contributes to early detection of gastric cancer while reducing physical distress-

Healthcare

From Transoral to Transnasal

to Individuals

Transoral endoscopy has long been the standard practice for gastric examinations. However, we have commercialized an endoscope thin enough to pass through the nasal passage, lessening the patient's discomfort.



Part2 Energy Conservation Thought Up and Implemented by All Our Employees .....

Document Solutions

-Reducing CO<sub>2</sub> emissions by introducing innovations in working style-

Without relying on the same energy saving activities taking place across the company, individual workers also conduct their own energy saving measures to suit their individual working styles and environments.



P14

Part3 Converting "Waste Heat" into Electrical Power.....

—Developing the world's highest performance flexible thermoelectric conversion module

Highly **Functional** Materials Breakthrough

Graphic

using organic materials reactors using hard and heavy materials. We have developed a light and

From Wasting to Recycling flexible material that can offer thermoelectric conversion in our daily lives.



**Pursuing Ultimately Eco-Friendly Offset Printing** through the 100% Process-Less CTP Technology......P20

-Contributing to society by providing 100% process-less CTP plates, winning support for the technology in Europe, known for the enforcement of strict environmental regulations—

Systems

Offering an innovative solution that goes beyond our own product field by completely eliminating the conventional plate development process.



From Reducing





# ose Provides a Pathway Easy on Patient's Body and Mind

doscope contributes to early detection of gastric cancer while reduci distress-

### The Social Issue and Its Background

In 2011, 357,305 people died from cancer in Japan.\* Out of this number, approximately 50,000 people died from gastric cancer-the second commonest type of cancer in Japan. However, gastric cancer is very treatable if detected at an early stage, which is why regular checkups for cancer should be encouraged. It has also been found that Helicobacter pylori treatment and appropriate follow-up using an endoscope can reduce gastric cancer development. This makes it even more important to increase the number of people receiving gastric cancer screening.

2011 statistics by National Cancer Center, Japan.

### History of Transnasal Endoscope Development

FUJINON EG-470N launched. Transoral endoscope-class operability with 4-directional bends, 2001 high-frequency treatment instrument, etc. Super flexible bending to enable access through the nasal passage. FUJINON EG-470N5/EG-270N5 launched.

Operability improved by a newly installed operation unit.

FUJINON EG-530N launched.

Compact honeycomb CCD was adopted. In combination with the Sapientia system, this achieved a high image quality to ensure accurate diagnosis.

FUJINON EG-530N2 launched.

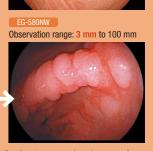
Shortcomings in brightness and fluid resistance were addressed, resulting in an improvement in performance.

Field of view expanded to 140° from 120°. The improved image view offered visibility close to that of a transoral endoscope.

New Super CCD Honeycomb sensor adopted. Transoral endoscopeclass image quality achieved.

# Conventional product Field of view: 120° EG-580NW Field of view: 140° Observation range: 4 mm to 100 mm





EG-530NW widened a field of view for the transnasal endoscope from 120° to 140°. And EG-580NW offers a vision with 1.5 times enlarged screen view. This provides greater detail and realistic observation of internal areas

### VOICE



EG-580NW released in 2011

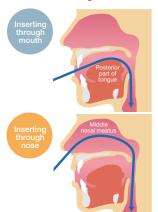
My wish is a healthy future for people through contributing to eliminating gastric cancer.

### Atsushi Maruhashi

Research Manager Medical Systems Research & Development Center Research & Development Management Headquarters, FUJIFILM Corporation

Offering new value to society through healthcare product development is my chief motivation as a researcher. As long as I am involved in product development, I would like to develop equipment that contributes to society and changes the world for the better. That is my long-term hope as a developer.

### Comparison of Endoscope Insertion through Mouth and Nose



### Searching for patient-friendly value

The transnasal endoscopes offered by Fujifilm were developed with the aim of reducing the physical distress of patients who need to receive internal examinations. Endoscopy, which can directly observe the stomach lining, is very effective in detecting gastric cancer early. However, people avoid endoscopy because they are reluctant to accept the physical discomfort of anesthesia and the pharyngeal reflex that causes gagging. It was a request by a French surgeon who wished to reduce such physical distress among patients that prompted Fujifilm (then Fujinon) to commence developing a transnasal endoscope in 1999.

The pharyngeal reflex is caused by the endoscope touching the tongue root, but this decreases if the endoscope is inserted through the nasal cavity. The physical burden on the body by anesthesia can also be reduced because only a small amount of anesthetic is required to paralyze the nasal passageway. Although transnasal endoscopes have been developed by other manufacturers, the demand for them was relatively low because it was difficult to convince both doctors and patients to accept the idea of inserting a tube through the nose. Regardless of such difficulties, Fujifilm continued its research and development of a transnasal endoscope. Mr. Maruhashi, the Research Manager of the Medical System Research & Development Center, described the determination of researchers at that time, saying, "We found great value in trying to reduce the patients' burden."

### Numerous improvements realized transoral endoscope-class performance

Although transnasal endoscopes bring significant benefits to patients, there were a number of technical issues to be resolved to make it into a commercially viable product. The diameter of the insertion part must be much smaller than that of a transoral endoscope for it to pass through the nasal passage. The diameter is actually 5.9 mm, and its surface area is only a third that of a transoral endoscope. In this narrow area, a camera, light, and a suction nozzle must be equipped, while achieving image quality equivalent to a transoral endoscope. Keeping up with the performance of the transoral endoscope has been the history of developing the transnasal endoscope.

Fujifilm released its first transnasal endoscope in 2001, and continued to improve the product by listening to opinions from a wide range of parties through different opportunities, such as the Transnasal Endoscope Liaison Meetings. Finally, our benchmark product, the EG-580NW, was launched in 2011. It offers a vivid and high quality image enabled by our original Super CCD Honeycomb image sensor, with a field of view widened from 120° to 140°, giving equivalent performance to a transoral endoscope. Until the introduction of the EG-580NW, it had been said that a transnasal endoscope had a lower chance of detecting gastric cancer due to the poorer image quality compared to a transoral endoscope. It was reported that the chance of detecting cancer is not difference by these improvements, and doctors who actually used the product commented to us that the EG-580NW had achieved a step up in medical examination reliability.

### Transnasal endoscope awareness activities win end user recognition

As well as the technical issues, the established concept in medical practice that an endoscope should be inserted through the mouth was quite an obstacle to disseminating our transnasal products. Whether endoscopy is necessary or not is determined by a doctor. However, our products had a very slow startup because doctors remained unnecessarily skeptical about the quality and performance of transnasal endoscopes. Fujifilm decided to try awareness activities to the patients themselves. Various advertisements communicated that transnasal endoscopy was a less aggressive procedure and our websites introduced the clinics and hospitals where transnasal endoscopy was available

As a result of this promotion, the number of patients who choose transnasal endoscopy increased

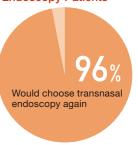
Also, in a questionnaire completed by over 5,000 patients who received transnasal endoscopy, 95% answered that the endoscopy was "easy," and 96% said they would "choose transnasal endoscopy again (over transoral)."\*

At the same time, we hosted a number of Transnasal Endoscopy Liaison Meetings, which provide lectures by doctors who actually use transnasal endoscopes and other seminars to raise understanding of transnasal endoscopes among doctors, working together with FUJIFILM Medical Co., Ltd., the group company that sells transnasal endoscopes. Advice from doctors with hands-on experience in transnasal endoscopy is highly convincing for those medical institutes considering introducing transnasal endoscopes. We have been continuing these awareness raising activities by doctors for doctors, through hosting at least two seminars each month. To date, our promotion has successfully made the benefits of transnasal endoscopy known to many doctors, in terms of both performance and patient-friendliness. Now transnasal endoscopes are in operation in approximately 7,000 medical institutions in Japan.

 Diameter Comparison between Transoral and Transnasal **Endoscopes (Compared with** Fujifilm Products)



Questionnaire to Transnasal **Endoscopy Patients** 



\*Survey by Japanese Red Cross Shizuoka Hospital in 2008

Yuji Mizokami, MD., PhD. Clinical Professor Director of Endoscopic Center Tsukuba University Hospital

### Use of transnasal endoscopy must be expanded in Japan, with its high rates of gastric cancer

It was 2004 when I first started using a tran- on patients." Their sincere attitude to their snasal endoscope in our hospital. In fact, this technology was still very much in its early stages. Although the rate of occurrence of gastric cancer was already high in Japan at that time, patients were reluctant to undergo gastroscopic examinations—even when I recommended them to do so. Frustrated with their unnecessary fear of endoscopy, I thought I should contribute to spreading the use of transnasal endoscopy to change patients' views. Transnasal endoscopes are available on the market from several different companies. Among these manufacturers, Fujifilm has a very clear sales approach: "Spread the use of transnasal endoscope to reduce the burden

products impressed me and because of this L decided to take a part in their promotion.

Fujifilm's transnasal endoscope is very soft and therefore much less aggressive to patients' bodies. However, there are still some points I would like to see improved. For example, improvements to its lens cleaning and suction power will reduce the examination time, which in turn alleviates patient discomfort as well as lessening the burden of the endoscopy technicians. I hope that Fujifilm will continue to advance their technology to make the transnasal endoscope even friendlier to both patients and doctors.

at no cost. The education program has now been officially approved by the Ministry of Labour and Social Welfare in the

skills of reading mammographic images by assessing numer-

Fujifilm contributes to this project by providing 20 devices

In response to this positive outcome, Jordan is consider-

ing expanding the program to neighboring countries. A pro-

gram with an estimated 400 to 500 attendants from the U.A.E.,

Saudi Arabia, Lebanon, Egypt, Iraq, etc. is now expected to

take place in October 2013. Fujifilm plans to continue assisting in this program by providing 40 devices without charge. In rec-

ognition of our support for the Breast Cancer Program,

FUJIFILM Middle East FZE (FFME) received an award from the

Improving mammography skills in the U.A.E.

Inexperience in mammographic procedures not only leads to

erroneous diagnoses due to excess X-ray levels and unclear

images, but also generates greater carcinogenic risks from ra-

diation overdoses. To help disseminate correct mammograph-

ic techniques in the Middle East and Africa, Fujifilm hired a

skilled radiographer with 20 years of experience in Germany to

develop a new educational program. The program was pre-

sented to the Ministry of Labour and Social Welfare in the

the session ended with successful learning results.

and mammography workstations free of charge.

U.A.E., and it is also a mandatory program when renewing the

U.A.E. and is provided to existing radiographers and trainees

radiographer's license.

Jordanian government

Case study 2:

Fujifilm is continuing its assistance to the program because we

believe that what we should deliver to these emerging countries is not just mammographic equipment but also techniques and education in mammography, and that this is our mission as a medical equipment sales company in this region.

Challenges related with

mammography availability

early enough and treated appropriately.

The number of women who develop breast cancer is increas-

ing worldwide. In Europe and the U.S., the occurrence rate of

breast cancer is increasing, but the death rate is decreasing

because of the mammography availability. This suggests that

deaths from breast cancer can be prevented if it is identified

so effective in identifying breast cancer, is slow in becoming commonly available due to a lack of human resources. To ana-

lyze a mammogram, a radiographer who actually take the

mammogram and a radiologist who then analyzes the image

are required. A lack in the number or skills of either specialist may lead to overlooking the cancer or an erroneous diagnosis.

In the Middle East and Africa region, the number of women

who voluntarily undergo mammography is increasing thanks to breast cancer awareness raising activities, such as the Pink

Ribbon campaign. Unfortunately, this uptake of mammogra-

phy does not contribute sufficiently to a reduction in the death

rate because of the insufficient number of doctors and techni-

cians and their lack of skills. To help resolving such issues, the

Fujifilm Group provides a range of support to improving mam-

mographic diagnoses in different countries, as well as making

Improving mammogram analysis skills in Jordan

The Jordanian government started the Breast Cancer Program

in order to improve the analytic skills of radiologists in the country, as well as increasing the number of women who at-

tend mammographic screening. The first educational session

was conducted in March 2012, with lectures given by five doc-

tors well experienced in mammography diagnoses invited from

the U.S. Around 200 to 250 doctors from Jordan learned the

mammographic equipment more widely available.

Case study 1:

However, in emerging countries, mammography, which is





The Breast Imaging 2012 program held in Amman. Jordan, in February 2012. Princess Dina, who endorses this program, also attended the opening ceremony. A number of workshops to help in the early detection of breast cancer were held

Part 1 おえっ!と



targeted at patients



hanakara.jp-Prevention and early http://www.hanakara.jp/index.html



Seminar to promote transnasal endoscopes held across Japan



\*Effect of Helicobacter pylori Infection on Gastric Cancer Risk National Cancer Center (September 4,

We started holding seminars in China in autumn 2012. We are demonstrating the practicality of transnasal endoscopes aiming to expand our overseas sales.

For further expansion of transnasal endoscope usage Recently, it has been found that the patients infected with Helicobacter pylori (H. pylori) have higher risk of gastric cancer.\* Treatment of H. pylori can be the subject of medical insurance only when the patient suffers from stomach or duodenal ulcers. This stipulation was revised in February 2013 and now insurance applications have been extended to cover chronic gastritis. Endoscopy is required to diagnose chronic gastritis, and to regularly monitor the recovery progress after treatment. For this reason, the less-aggressive transnasal endoscope is expected

to be chosen by more patients. It is thought that 60 million people are infected with H. pylori in Japan, and the extension of the said health insurance coverage will increase the number of endoscopy procedures. However, the next challenge is the shortage of doctors experienced in transnasal endoscopy, as the education system for transnasal endoscopy is less established than that for transoral endoscopy. To address this issue, Fujifilm offers seminars to doctors and nurses who prepare the nasal area before endoscopy, cooperating with doctors and medical institutions with expertise in transna-

sal examinations. We seek to make a positive contribution to people's healthy and rich lives by providing patient-friendly medical equipment. With this aim in mind, Fujifilm continues to develop and

Tetsumaru Miyawaki MD.

Izumo Central Clinic

# Aiming for endoscopy that patients can receive without hesitation

Doctors cannot talk with their patients during gastroscopy, although patients' facial expressions often let doctors know that they are in some discomfort—I have long been frustrated with this fact. If the endoscopy experience makes the patient feel that they never want to go through the ordeal again, then this increases the risk of delaying the discovery of a possibly serious condition. To reduce this burden on patients, I adopted Fujifilm's first transnasal endoscope in 2002. Handling these

promote the usage of transnasal endoscopes.

The reliability of transnasal endoscopes in

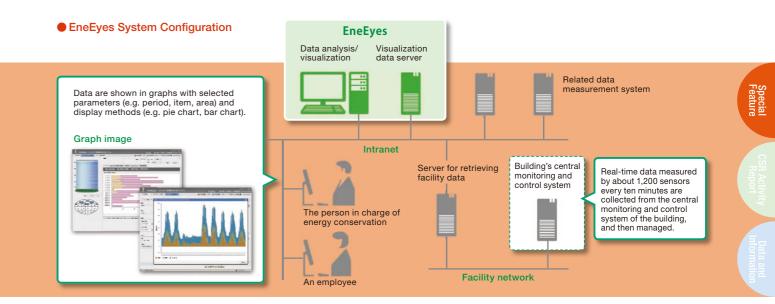
identifying lesions is now well established. The next step is to promote endoscopy among patients so that they accept it more readily. If endoscopy becomes more widely available in local clinics, cancers can be found in their early stages, and geographical disparities in medical treatment can be reduced. This can be realized by using transnasal endoscopes, which deliver safe examinations while patients remain fully conscious. I hope that transnasal endoscopes will become even easier to operendoscopes was quite tricky at the beginning, ate so that more doctors will start to use them. but operability has significantly improved since I am sure that sometime soon the majority of patients will receive their first gastroscopy using the less aggressive transnasal endoscope.

Special Feature

Document Solutions

Special feature





VOICE



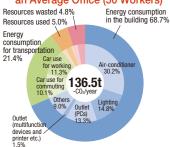
We do not just want to create transient results; we want to cultivate a whole new value system that we can leave behind for future generations.

### Yuji Ito

Project Manager Green Services-Project, Solution Project Management Solution Service Development Group Fuji Xerox

We believe that efforts in research and development in the environmental field require values with a broad and long-term perspective, in addition to economic value. This is why our policy is the sharing of values and common belief in them. To ensure that Fuji Xerox's Green Services Project also does not end with just some transient experimentally-verified successes, we want to foster a shared consciousness; that is, a value system within the company which can be passed on to the next generation.

 Estimation of CO<sub>2</sub> Emissions from an Average Office (50 Workers)



The proportion of energy consumed by an office with 50 employees accounts for nearly 70% of the CO<sub>2</sub> emissions within the building, of which the use of air conditioners, lighting and outlets alone account for almost 60%

# Aiming for the development of a "visualized" system to achieve continuous energy conservation

As part of its efforts toward the prevention of global warming, Fuji Xerox announced 2020 Greenhouse Gas Emissions Reduction Targets in 2009. Fuji Xerox pledged to reduce its CO<sub>2</sub> emissions throughout the entire product lifecycle of its products by 30% compared to fiscal 2005 by 2020, and to provide solutions which offer new working styles in order to reduce our customers' CO<sub>2</sub> emissions by seven million tons annually by 2020. To achieve these targets, we have been implementing reduction measures by providing energy-conserving products in our core businesses of multifunction devices and printers. However, in order to produce significant results toward achieving the reductions targets, from our conclusion that it is essential to introduce measures to reduce energy consumption for the entire office, we began to provide solution services to reduce office energy consumption. One of the results of this was the "EneEyes—a self-analysis system to visualize energy consumption" verification experiment conducted at the Fuji Xerox R&D Square building, which opened in March 2010. At first, we planned to proceed with the EneEyes energy conservation verification experiment gradually over three years starting from 2011, but due to the limitations on summer electrical power use in the area supplied by the Tokyo Electric Power Company introduced in the aftermath of the Great East Japan Earthquake, the project schedule was suddenly brought forward so that results could be produced from efforts made in the summer of 2011.

The number of companies which have introduced systems to display data on the amount of electrical power being used in real-time is increasing, with the goal of raising energy conservation awareness among employees. We also considered proposals to install such displays in areas such as the entrance hall and cafeteria and other areas where lots of employees gather together in the Fuji Xerox R&D Square building. However, the approach of putting this data in a graph and displaying it could not be expected to produce any effect other than to demonstrate the current situation. We concluded that to stimulate and encourage action for energy conservation among our employees, it was necessary to both "visualize" the data and to enable all employees to analyze their energy consumption from various perspectives themselves in order to implement actions that they found convincing and worthwhile. What sort of information should we communicate, then, and in what way should we communicate it in order to stimulate and encourage autonomous action by our employees to conserve energy? Firstly, we decided to "visualize" the issues of energy conservation by making people aware of the current situation and the extent of the gap with our targets. Then we aimed to have employees think up solutions and display the effects of the

Flow of EneEyes Activity

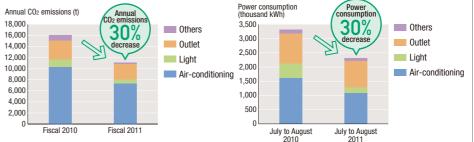


measures they implemented. We thought that adding a function to enable our employees to analyze the data themselves would make continuous action to conserve energy possible. We have developed the EneEyes to make a system to visualize the series of processes from raising the issues of energy conservation to confirming the effect of measures taken and make it possible for our employees to analyze the data independently themselves.

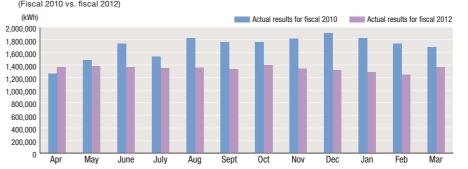
# Achieving reductions in annual CO<sub>2</sub> emissions of approximately 30% for fiscal 2011

We spent three months in preparation, aiming for the launch of operations in July to be ready for the curbs on summer electrical power use. First, we decided on the persons who would be responsible on each floor and each department for constructing a system that our employees could operate independently. We analyzed the actual past results for electrical power use by each department using EneEyes and we set targets for each floor and for the entire building. Then implementation measures were proposed to achieve the targets, with a central role being played by each person responsible for their respective floor or department. The energy conservation menu was determined autonomously by each department by setting priorities in accordance with the extent of the impact on its business operations and a trial was conducted. By repeating this process which allowed us to confirm the effects immediately, we refined the content to find the most effective menu. As a method of supporting energy conservation,

● Effects of Energy-Saving Measures (Left: Reduction of annual CO₂ emissions; Right: Power saving effect in summer 2011)



 Comparison of Monthly Electrical Power Consumption of the Fuji Xerox R&D Square Building (Fiscal 2010 vs. fiscal 2012)



VOICE



We want to contribute to environmental conservation through environmentally friendly measures that are only possible because we are a company.

### Shinji Kawamoto

Solutions Development Solutions Group Fuji Xerox

I am interested in the social issue of environmental conservation both as an individual and as an employee of Fuji Xerox. When I consider what I can do for the environment, I think that I would like to contribute to society by doing what only Fuji Xerox can do as a company. I hope we can go on to change the office environments of our customers by using Green Services such as the EneEyes system etc. that we have developed, to provide our customers with new working styles.



by Kawasumi Architectural Photograph Office

### Fuji Xerox R&D Square

A new base for research and development which opened in April 2010. Aims to gather together existing research and development bases and enhance coordination between each function across different areas and to enhance contact, etc. with our customers.

Both common measures for the

entire building and measures for

energy conservation effects to

specific floors were implemented, such as turning off some lights and partial stopping of elevator operation 'no overtime" days and reduction of servers, etc. Constantly being able to confirm and share the effects of measures introduced by using EneEyes enabled significant



Turning off some lights on some floors

in accordance with the business

operations being conducted.

An office before turning off some of the lights







be achieved.



Left to right: Demo display

and Analysis display mode

mode, Interactive display mode,

Screen Display Mode of EneEyes

Contributing to our customers' office environments by providing both "hardware" and "software" solutions.

### Yuii Suemitsu

Manager R&D Planning and Management

Our activities in the EneEyes project are truly a case of Fuii Xerox's "unity of word and deed promotion." I hope that the EneEyes project which we put into practice in our own company will go on to be used to improve the office environments of our customers by means of its mechanism which combines the "hardware" of EneEves and the "software" of business practice reform and promotes new working styles. In the future, by listening carefully to various opinions provided in various situations. I hope we can go on to make it into an even higher quality system.

we also introduced a function that automatically sends a warning message by email if the use of electrical power goes beyond a certain level. But by using EneEyes there was no need to coerce people into conserving energy since our employees in the workplace analyzed the structure of energy consumption themselves and were able to get a concrete image by confirming the effect of the measures, which boosted their energy conservation efforts and led to them produce significant effects.

User

emplovee

Promoter of

energy

Visitor

The Display Mode According to the Goal

Goal

Confirm the targets and situation of

Concrete target management and

Understand the features of EneEyes Demo

promotion of energy conservation

and Fuji Xerox's R&D Square

measures being implemented in

their area of responsibility

Display mode+

Interactive

display

Fuji Xerox's R&D Square building was built to consider the environment even from the design stage, as an energy conservation building emitting 35% less CO2 compared to conventional buildings. There was concern that trying to achieve a target of further conserving energy even beyond this was too harsh a demand to make of our employees. But by being able to encourage our employees to take autonomous actions to conserve energy, we were able to clear the standards for the curbs on electrical power usage without having to change to a staggered working hour system or make additional new investments in facilities or equipment. The electricity consumption for July and August 2011 marked a reduction of approximately 30% on the consumption for the same months in fiscal 2010 and the annual CO2 emissions in fiscal 2011 marked a reduction of approximately 30% on the previous year. The original plan had been to conduct a verification experiment of energy conservation using EneEyes lasting over three years, but because we were able to involve all our employees at R&D Square in energy conservation activities in the aftermath of the Great East Japan Earthquake, we were able to improve the methods of data collection and processing and verify the effects of the application of EneEyes in the space of just one year, as well as achieve our energy conservation target of a 30% reduction in annual CO2 emissions.

In fiscal 2011, we set a limit on the amount of peak electrical power used in one day, and we were able to clear our target for this too. But in fiscal 2012, we reviewed our plan again and set a target for reducing the annual average, in order to maintain our actual results from 2011 and firmly establish energy conservation in our working styles. In fiscal 2013 too, we intend to continue with our energy conservation

### EneEyes: Embodying the challenge of "unity of word and deed promotion"

Through the introduction of EneEyes, we were able to confirm the effects of measures by grasping the current situation of energy usage. But it is not possible to achieve energy conservation or major reductions in electrical power usage from this alone. The biggest feature of EneEyes is the encouragement and stimulation of autonomous energy conservation actions among employees brought about by its visualization function, so that each one of our employees looked hard at their working styles and the content of their work from the perspective of energy conservation, and put energy conservation into practice in their own duties

The effects of energy conservation measures are displayed in figures approximately 10 minutes after their being implemented. Being able to confirm the effects in this manner raises the motivation levels of employees and encourages them to raise issues, think up solutions themselves, and put them into action, leading to further refinement of the content of the measures and creating a continuously and smoothly revolving virtuous cycle. Being able to see the effects of measures they had taken for themselves meant that our employees were convinced by the results and moved on to take the next step based on them. Also, we verified that it was possible for our employees to reduce energy usage by 30% by conducting energy conservation in accordance with their own working styles and at a reasonable

pace, without any unnecessary stresses or waste. This also made it possible for us to conduct continuous energy conservation activities, whose effects continued beyond the verification period.

At Fuji Xerox, we follow our principle of conducting "unity of word and deed promotion," by first taking on all the challenges ourselves, and then making proposals to our customers based upon our own experiences. The spirit of our "unity of word and deed promotion" is certainly alive in the operation of the

These sorts of energy-saving measures and the energy conservation policy devised to suit actual business operations and implemented with our employees as the key actors was evaluated highly and EneEyes has received several awards including the 2012 Good Design Award. However sophisticated the technology used in constructing and equipping a building may be, as long as the people using it lack environmental awareness, it certainly cannot be said to be substantially addressing environmental issues. Employees need to be allowed to think up measures to implement themselves, which match their new working styles. EneEyes is also able to act as a tool to assist in the creation of such new working

### Deployment of environmental solutions to transform working styles

Fuji Xerox's energy conservation activities are not limited to curbing energy consumption in terms of "hardware" such as buildings; we also offer "software" solutions by helping to transform working styles. In the future, based on our know-how and experience gained at the R&D Square, we intend to go on to deploy this approach in our other offices and in our overseas bases, etc. At the same time we would like to contribute to the transformation and reform of social systems through new working styles by supporting our customers in transforming their working styles and develop mechanisms which match their individual needs, in order to realize our target of "reducing the annual CO2 emissions of our customers by seven million tons by 2020."

Currently at Fuji Xerox we are deploying environmental solutions such as the environment impact observation system, which visualizes the energy used by the entire office by incorporating information such as the CO<sub>2</sub> emissions per person based upon actual individual results from using photocopiers and printers, and electrical power usage information from office lighting and PCs, etc. With the addition of know-how accumulated from using EneEyes to improve business operations put into practice by our employees themselves, our next target is to deploy new solutions services. By reducing the amount of electrical power and paper used in multifunctional devices and expanding solutions to reduce the environmental impact of the entire office, we want to go on to make proposals based on our practical experience that constitute "unity of word and deed promotion."

Reducing greenhouse gas emissions is an urgent task for international society and we must accelerate the speed with which we are reforming and transforming social systems for this purpose. This is not a task that can be achieved by any single company alone and technology development based on a variety of industry, academia and government collaboration is essential to its achievement. Fuji Xerox is actively participating in study groups involving industry-academic collaboration, such as the Todai Sustainable Campus Project (TSCP) and intends to continue to contribute to improving the earth's global

### VOICE



We want to make society better off through design work.

### Keiko Matsubayashi

Human Interface Design Development Product Development Group Fuii Xerox

Just as EneEyes received the Good Design Award for transforming working styles, I believe that my role as a designer is also to communicate our company's good activities. The document solutions offered by Fuii Xerox are not just for paper media but for all information in any form. I hope that we can help to make society better off by communicating various sorts of information in an easily understandable manner.



EneEves won the Judaina Committee Special Award in the 2011 Green IT Award, the Fuji Sankei Group Award of the Grand Prize for Global Environment Awards, and the 2012 Good Design Award, etc.

### The Social Issue and Its Background

It is a surprising fact that approximately 70% of the primary energy directly obtained from fossil fuels, etc. is lost or disposed of as "waste heat." As the issues of resources and energy become increasingly more serious, Japan has focused its attention on this vast unused energy resource and is putting its efforts into develop various forms of heat management technology, such as thermoelectric conversion technology, as well as heat storage, heat insulation and heat pump technologies, etc. For Japan, as a country which lacks natural resources, the current situation is that innovative technological development for unused heat energy is an area essential to the promotion of green innovation.



The system to generate electrical power by converting heat energy into electric energy. Electrical power is generated by affixing a film substrate coated with organic materials onto a heat source. Since it is possible to generate electricity from a temperature difference of even 1°C, electrical power can even be generated from the mperature difference between human body

emperature and ambient temperature. It is expected that this technology will be able to be used in a wide variety of fields since it can be produced at low cost and is easily processed in an abundant array of ways. The device in he picture is a mechanism whereby a toy car moves in response to a sensor operating on the heat from a hand







contribute to building a

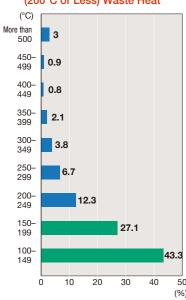


Fujifilm's leading-edge, proprietary technologies displayed

Toshiaki Aoai Fellow Fujifilm

in Nano Tech 2013

Distribution of Waste Heat: **Proportion of Low Temperature** (200°C or Less) Waste Heat



Source: Prepared based on "Survey of the Actual Situation of Waste Heat from Factories," The Energy Conservation Center, Japan (ECCJ)

### If we are going to develop technology, let's develop world-leading technology

Development of the flexible thermoelectric conversion module began from about three years ago, when I had just become a Fellow at Fujifilm and was searching through ideas that had accumulated in a drawer from when I was a researcher, to see if I couldn't find something that could become a new pioneering technology, something that we could be number one leader in compared to other companies, something that could be the next step in innovative research, ahead of all the other research in the laboratory. The key points in selecting a research theme were for it to be something that made use of both my own area of technological expertise and Fujifilm's core technologies and that could go on to become a business which could contribute to society in the future.

Heat is being released wastefully or disposed of all around us every day, in every aspect of our lives. Approximately 80% of energy used in Japan is generated from fossil fuels but only one-third of that energy is put to effective use. The remaining two-thirds is disposed of or released as waste heat together with CO2. If this CO2 and waste heat is not reused, it constitutes our biggest final industrial waste product. I wondered if it might be possible to effectively use this unused heat, and in particular the waste heat at medium to low temperatures (200°C or less) which is considered to be the hardest to collect, in order to offer a solution to the energy issue. But how could it be used? What if we converted it into electricity and made it transportable? This was the line of thinking with which this research began.

In fact, the thermoelectric conversion module is a technology that has been researched since over 50 years ago. However, the materials used for the conventional thermoelectric conversion module were mainly inorganic, contained rare metals and toxic metals and were both heavy and hard. They were not suited for use by ordinary companies whose purpose was to spread the use of the technology. But what if we used one of Fujifilm's strengths - organic materials - as a material for it, which would be more suited to spreading the technology? The advantages of organic materials also include the fact that they are light, flexible and easy to process and that we can apply Fujifilm's existing film technologies for coating and printing, etc. Furthermore, they do not use rare metals and so this would also contribute to both environmental conservation and low costs. In the materials development industry, the general belief was that organic materials could not possibly be used as thermoelectric conversion materials so it was an area of research unprecedented in the world. However, there is no value in researching any technology if you know from the start that it is possible. There is only any meaning in conducting research if and because it is about challenging something that has never been done or developed before.

### Aiming for practical use across a broad range of fields, by making use of the properties of lightness and flexibility

In developing the product for practical use, from consideration of the special features of organic materials, we targeted the development of a product that would function using both milliwatt and microwatt electrical power. The reason for doing so was that by using soft and light organic materials, it would be possible to utilize the medium- and low-temperature waste heat that surrounds us all in our daily lives, and to apply the product in a variety of forms, such as lighting, electronic products, and on the body, etc. For example, application to the health industry might also be possible, such as in health monitors that use body heat as the power source for sensors, etc. In addition to the thermoelectric conversion technology, there is still a need to improve surrounding technologies such as sensor technology, etc. so that it can be applied to products, but we believe that it is important to get the thermoelectric conversion technology itself out into the world at an early stage. Applications for the use of technology can grow and further leaps can be made when it is used and evaluated highly by society in general.

Light and flexible characteristics Response to the heat of electric light

In the short period of three years since we embarked on the development of this technology, we already have in sight practical applications for this technology. But to accelerate the speed of application, since about one year ago, we have been conducting joint development with the National Institute of Advanced Industrial Science and Technology (AIST). By utilizing our respective strengths-Fujifilm's in materials technology, AIST's in module development—we have been working in friendly competition to improve performance. The Japanese government has also focused its attention on this research to develop thermoelectric conversion modules using organic materials, and various projects to "use the unused heat energy" are set to be launched.

### Further spread of the application of organic materials in the field of green energy

In recent years, energy harvesting technology (environmentally considerate electrical power generation technology) is being focused on as a new technology to generate energy. The thinking behind this is to conduct local production for local consumption in electrical power generation by generating the electrical power that is needed from natural energy. Until now, however, concrete research into the specific materials to use as the medium for electrical power generation has not made much progress. It is hoped that the flexible thermoelectric conversion module will be able to be deployed in this sort of technology too.

By studying in-depth the mechanisms of the world around us, a picture emerges of the sort of technologies that will be necessary for the future and what we should be aiming for. It is important to have an image or vision of the future as the ideal we are aiming for in conducting technological development. There are various issues and challenges that still need to be cleared as we work toward the application and deployment of this technology, but I hope we can go on to promote social contribution based upon the use and generation of environmentally considerate energy, by constructing a system of thermal management using various sorts of materials technology.



At Fuiifilm, in addition to flexible thermoelectric conversion modules. we are also developing other technologies to contribute to the generation of green energy, such as high-performance solar cell pigment and lithium ion cell materials, etc.

Dr. Satoshi Hoshino

Team Leader. Senior Research Scientist

Research

Functional Display Device Team National Institute of Advanced Industrial Science and Technology

Dr. Kouji

Suemor

### Energy conservation led by industry, for society as a whole

When we discussed issues relating to flexible thermoelectric conversion modules, we discovered that what we were aiming for corresponded with the Fujifilm Group's approach. We were very impressed by their exceptional enthusiasm for and commitment to the development of this technology, and therefore decided to conduct joint research with the Fujifilm Group.

The performance of flexible thermoelectric conversion modules has improved 10-fold or more over these past few years. If we are able to make effective use of the vast quantities of waste heat being emitted to the environment from various waste sources by thermoelectrically converting them, we will be able to conserve energy for

the whole of society and contribute to the realization of a low carbon society. At the same time, if it becomes possible to generate electricity from the waste heat constantly being generated all around us, we can expect the application of this technology to act as an independent source of electricity (independent dispersed power source) that does not depend on commercial electricity or batteries. By utilizing the full range of the Fujifilm Group's film technologies, materials and process technologies in our joint research, we hope to become pioneers of a new industry, and furthermore that we, as members of industry, will be able to lead energy conservation for society.

Haruo Nakano

Operations Manager

Technical Support 8

Product Developme

UJIFII M Ĝlobal

Graphic Systems

at that time)

The PRO-T3 is indeed our flagship product in fulfilling our CSR. It is urgently necessary to raise awareness and foster sales of the product in emerging economies as a means to help reduce the environmental impact of society as our corporate responsibility. We need to meet a range of challenges in terms of technologies and environmental education, and I would like to meet them to build winwin relations with customers based on the concept of Creating Shared Value

**VOICE** 

VOICE

Hirokazu Takahashi Technical Suppor & Product Development Division #1, FUJIFILM Global

bt LoS

### The PRO-T3 is the ultimate form of environment-friendly CTPs.

By developing the product, our company has expanded its business scope and we were able to learn about printer technologies in making efforts to improve process-less CTP plates. For the sake of society. I feel it quite meaningful to develop and spread the use of ultimately eco-friendly CTP plates. I would like to increase my printing expertise to further contribute to the reduction of the environmental impact of the entire industry.

### Progress in Printing Workflow for CTF\* after the introduction of DTP\* Scanner, digital camera, PC Film setter Workflow for existing CTP\* Scanner, digital camera, PC CTP setter Processor Printer Workflow for process-less CTP itting images and characte Scanner, digital camera, PC CTP setter Printer The Fujifilm Group's product scope

\*Desktop publishing (DTP): Meaning to complete all the processes through to the creation of printing data on a PC \*Computer to film (CTF): Meaning to output digital data directly onto the plate-making film
\*Computer to plate (CTP): Meaning to output digital data directly onto the plate without the use of a plate-making film



The Japanese Ministry of Economy environmental performance and the material to receive the approval

generally highly aware of environmental issues.

■ Lifecycle CO<sub>2</sub> Emissions from the PRO-T3 (With Thickness of 0.24 mm) Procurement of materials Production Distribution and sale Use Waste and recycling Total (CFP) 7.37 1.00 0.25 0.06 0.05 8.73

branding of the Group while also making contributions to the solution of global social problems to fulfill our role as a global company.

- \*1 WaterAid: International NGO working to foster the supply of safe water, public health and hygiene education across the world
- \*2 drupa: One of the world's largest international exhibitions for the printing and media industry, which is held every four years in Dusseldorf, Germany

a great response, and the product has become widely known to people in Europe, who are

jointly with WaterAid. Through these initiatives to conserve the environment, we will foster the

At present, the Fujifilm Group is planning to hold environmental seminars across the world

### Substantially shortening the time to delivery through the operation of the local production line in Europe

In addition to meeting the need of implementing a sales promotion strategy, we also worked to meet the challenge of shortening the time to delivery to spread the use of the PRO-T3 in Europe. At first, the plates were produced in Japan and then delivered to each country, but it took as many as three to four months to manufacture and deliver the ordered products to the destinations. In order to shorten the time to delivery, a new CTP plate product line, which is equipped with leading-edge technologies and energy-saving equipment, was launched in FUJIFILM Manufacturing Europe B.V. (in the Netherlands), and thanks to this shift to local production, the time to delivery was shortened to one month. The new production line is equipped with our own developed circulation-type Co-generative Thermal Oxidzier (CTO) and other advanced energysaving equipment, and wind power generation equipment is also being operated in the manufacturing facilities to proactively reduce the environmental impact of the production activity.

# 100% process-less CTP plates do not

—Contributing to society by providing 100%

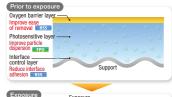
of strict environmental regulations—

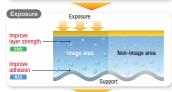
iting and media industry to promote PRO-T3

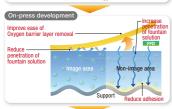
process-less CTP plates, winning support for the

technology in Europe, known for the enforcement

require the conventional processes, such as alkali development and gumming.









The company has developed the following two technologies, which create synergies to develop CTP plates with high quality and

Fine Particle Dispersion (FPD) technology New technology to make smooth imaging and higher strength of the image area compatible by dispersing fine particles on the photosensitive

Rapid Stable Start-up (RSS) technology New technology to make two conflicting functions-higher strength of the image area and the non-image area removability compatible, thereby enabling high-speed and stable on-press imaging

### 100% process-less CTP plates that provide both high environmental performance and printing quality

uses a range of resources, energy, chemicals and

agents in large amounts, are facing the need of im-

plementing environmental measures as one of their

priority management issues. Accordingly the indus-

try has been making progress to reduce its environ-

mental impact, including the reduction of the use of

films by the digitization of printing processes.

Nonetheless, there still remains strong demand for

environment-friendly products in the market, in par-

ticular in Europe, Japan and the United States,

where people are highly aware of environmental is-

sues. For example, there is demand for process-less CTP plates, which eliminate the need of using a

processor and thereby also eliminate the generation

of waste liquids, as well as demand for chemical-

free CTP plates, which help reduce the generation of

waste liquids from the development process.

FUJIFILM Global Graphic Systems Co., Ltd. began developing process-less CTP (abbreviation for "Computer to Plate") plates in 2004 and released the PRO-T as its first process-less plate in 2006. Subsequently the company unveiled the 100% process-less CTP PRO-T3 (called XZ-R in Japan) in 2011, which is improved in terms of environmental performance as well as printing quality and stability. The process-less CTP technology eliminates the need of using a processor, thereby eliminating the generation of effluents and also helps reduce the use of electricity and space and the maintenance cost, and thus contributes to the reduction of both environmental impact and the entire printing cost.

Although the environmental performance of process-less CTP plates had been highly evaluated, the use was not easily spread because of the problem related to the printing quality. Process-less CTP systems are on-press development systems that do not require the use of a processor. In customers' printing processes, a range of materials are used in addition to the printer, such as inks and paper and FUJIFILM Global Graphic Systems struggled to make its CTP plates robust enough to provide stable printing quality for any combinations of printing materials. Products for the printing process were not included in the general product scope of the Fujifilm Group and the company therefore faced great difficulties. The members in charge, however, worked to make improvements to the plates step by step to mitigate the concerns of customers who demand high printing quality.

### Making donations to WaterAid to publicize the Fujifilm Group's environmental friendliness

At present, the PRO-T3 has been increasing its market share mainly in Europe with its overwhelming environmental performance and printing quality, and about 1,000 companies in Europe, 600 in the Americas, and 350 in Japan or about 2,000 companies in the world have already introduced the product. At first, however, we needed to implement a campaign to promote the sales of the process-less CTP plates across the world in consideration of the product features. To this end, we formulated a strategy to promote the sales first in Europe, where people are highly environmental aware, by highlighting the environmental performance of the PRO-T3, which is the outstanding feature of the product.

Process-less CTP plates help reduce the amount of water used in the development process, and the company decided to donate part of proceeds from the PRO-T3 to WaterAid\*1, an organization engaged in the solution of problems related to water resources, as a means to publicize the features of the product and the Fujifilm Group's approach to the environment. We have thus established a system to make social contributions in cooperation with customers. Also, we launched the special website for the product "PRO-T3.com" to directly introduce the environmental performance, printing quality and cost effectiveness of the product to small-to medium-sized printing companies, who are the targeted users of process-less CTP plates. In May 2012, we participated in drupa2012\*2, one of the world's largest exhibitions for the printing and media industry to promote the sales of the product. In the exhibition, the PRO-T3 received

Alex Greenman Co-owner and Sales Director,

Axis Printing Ltd.

We no longer need a processor, and this is not only the most environmentally friendly option but also allows us to save money.

Axis Printing Ltd., a commercial print service provided base in Brighouse, West Yorkshire in the United Kingdom specializes in three distinct markets: the arts & leisure industry, commercial printing, gift wrapping & greeting cards. Environmental responsibility forms a big part of Axis Printing's ethos and the management team is continuously introducing initiatives to ensure that the company is minimizing its environmental impact.

After a thorough search of the market, Axis chose Fujifilm's process-less PRO-T plate. The fact that Axis no longer needs a processor means that the company has eradicated the associated chemistry, water and energy that a plate processor consumers, This is not only the most environmentally friendly option, but it also allows the business to save monev

### VOICE



Gen Arioka Operations lanager, iternational UJIFILM Global

Finding new business opportunities by making use of our environmental technologies

I had been engaged in the marketing of the PRO-T3 in a subsidiary in the United States until last October. In working there, I strongly felt that the share of the product was expanding because it provides both high environmental performance and high printing quality. In any country, there must be needs for environmental improvements and by continuing to pursue higher quality and environmental performance, I hope we will be able to find new business opportunities.

### VOICE



Koujyun Nomura nternational Marketing Division (at that time), FUJIFILM Global Graphic Systems

### I would like to increase our overseas market shares by working with the frontier spirit.

The PRO-T3 has already been accepted to a certain degree in Europe, but the global awareness of the product still needs to be increased, which I believe is very important for the company. I would like to promote the sales of this flagship product in emerging economies, including African countries and contribute to the growth of the company by meeting the challenge of fostering the development of ecofriendly products.

Special PRO-T3 website where donations made in proportion to the sales of the PRO-T3 to WaterAid are introduced in a visual manner. Also

at the exhibition booth in

introduced our WaterAid

drupa2012, we

support activity to



FUJIFILM



In order to help users increase their environmental awareness, we hold seminars to introduce our eco-friendly products mainly in emerging

### (Upper: held in Turkey: lower: held in Portugal)

### Raising environmental awareness of people in emerging economies for the solution of global environmental problems

In order to foster eco-friendly printing across the world, we need to formulate and implement our sales promotion strategies in consideration of local features and needs in each country. In Europe and the Unites States, we focus on process-less CTP plates. On the other hand in Japan, we also attribute importance to reducing the environmental impact of alkali development systems widely used in the country while promoting the introduction of the XR-1200F\* developer waste reduction equipment as a solution to help achieve the reduction of environmental impact without making large-scale replacement of equipment. In most of emerging economies, there are no regulations on the disposal of waste liquids, and it is deemed important to reduce the equipment investment cost. The Fujifilm Group is working to raise people's environmental awareness in emerging economies, including Indonesia, Turkey and Brazil by introducing the Group's eco-friendly products.

In order to foster the use of the products in emerging economies, we need to provide local people with environmental education, set the prices in an appropriate manner, and expand the robustness of the products. There are indeed a lot of challenges to be met to increase our shares in the markets. Environmental protection, however, is an important issue for the entire world and demand for eco-friendly products is steadily increasing. The Group will continue to implement the measures to provide total solutions for the reduction of environmental impact, in particular for a wider use of its process-less CTP plates and to develop new technologies.

\*XR-1200F: Developer waste reduction system, which separates the wasted liquid into water and concentrate to reduce the recovery amount to one-eighth to one-tenth. The separated water can be reused.

Ms. Susie Kennedy (left), Keigo Yoshizawa (center). Graham Leeson (right)

### Ms. Susie Kennedy

Corporate Account Manager, WaterAid

Fujifilm's support in 2012-13 has enabled WaterAid to transform lives in some of Africa's poorest communities. Communities like Barabara Ya Mwinyi in Tanzania. Tanzania is the largest country people. Due to the hot, dry climate, safe

food is often difficult for the mostly rural population. Almost half of the people in Tanzania do not have access to safe water. Typically, women and children As part of a continued drive to be as sustainable spend over two hours a day collecting water. Access to toilets is even lowerat just a quarter of the population. This is particularly problematic to health in densely populated, unplanned settle- to April 2013 to WaterAid. This organisation is ments. These issues have a big impact on health, with 20,000 children under five dying each year from preventable diarrhoeal diseases.

WaterAid introduce simple and low-cost technologies that are more sustainable in the long-term. These include a new in East Africa, home to over 40 million type of pump designed to tackle the problem of emptying latrines in slums, water is scarce and growing enough and innovative mapping technology to

record the location and condition of water points across the country.

as possible, and support sustainability in the efforts of others, Fujifilm donated a percentage of the sales of every square metre of Brillia HD PRO-T3 plates sold in Furope, Middle Fast & Africa over the 12 month period from May 2012 an international charity dedicated to enabling the world's poorest communities to access safe water and sanitation. It was chosen to reflect the fact that PRO-T3 completely eliminates the water used in the conventional plate production Fujifilm's support has helped process. The final total raised over this 12 month period was €65,025, more than double the original target of €30,000, due to the success and growing popularity of PRO-T3 within this region. We want to promote social contribution indirectly by expanding our sales

(Keigo Yoshizawa and Graham Leeson, FUJIFILM

# **CSR Activity Report**

### **FUJIFILM Holdings Corporation** Sustainability Report **2013**

Our CSR Activity Report features the Fujifilm Group's leading activities in fiscal 2012 concerning its Medium-Term CSR Plan and issues involving CSR. In addition to its actions on the nine priority issues, activities that the Group regards as vital are also presented.

Corporate Governance24
CSR Management
Social and Environmental Impact Arising from Fujifilm Group Activities
Quality Improvement in Compliance and Risk Management Activities
Promoting Anti-Global Warming Measures
Development and Dissemination of Environmentally Conscious Products and Services
Effective Use of Resources40
Biodiversity Conservation
Improving Chemical Substance Management44
Respect for Human Rights
Effective Utilization and Training of Human Resources 47
Occupational Health and Safety50
Promoting CSR Among Our Suppliers51
Integration of Business and Social Contributions52
Products and Services which Reflect

Our Customers' Views....

### [Column]

Holding an international environmental meeting in Japan
and regional environmental meetings in North America,
Europe and China24
Formulating internal guideline for calculations of
greenhouse gas emissions based on the Scope 3
Greenhouse Gas Protocol31
Creating a C up Cathering as part of the "C up" activities
Creating a G-up Gathering as part of the "G-up" activities
to improve the strengths of the workplace, even attended
by Mr. Nakajima, our company president, himself48
Conflict Minerals51
Outlingt Williams
Activities to Support Recovery from
the Great East Japan Earthquake53
Customer Co-Creation Laboratory between Fuji Xerox and
ts customers, which aims for the creation of new values
together with our customers58
[Column Stakeholder Dialogue]
Debate on future environmental measures
demanded of the printing industry38
Four Fujifilm Group companies in the Kaisei district
of Kanagawa Prefecture held an environmental

dialogue meeting with local people...

# **CSR Management**

# Corporate Governance

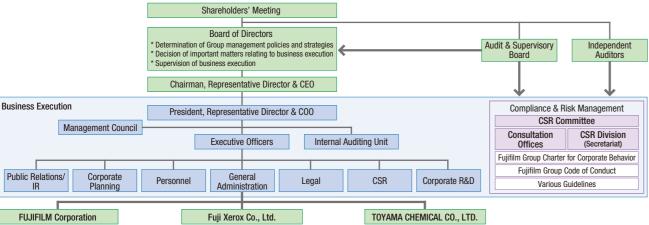
### Corporate Governance Structure

FUJIFILM Holdings has positioned the board of directors as the organization for determining basic Group management policies and strategies and other important matters relating to business execution, as well as supervising the implementation of business affairs. The company's Articles of Incorporation stipulate that the board can consist of up to 12 directors. Currently, the board has 12 directors, including one outside director. To better clarify their missions and responsibilities, the directors have a one-year term of office. Additionally, FUJIFILM Holdings has adopted an executive officer system to facilitate speedier business execution. Executive officers carry out business affairs in accordance with

the basic policies and strategies formulated by the board of directors. Meanwhile, FUJIFILM Holdings has adopted a remuneration system under the stock option program\* to make its directors and executive officers, excluding outside directors, share a mutual interest—the effect of stock price fluctuations with its shareholders. In this way, the directors and executive officers are in actual fact encouraged to have stronger drive and morale toward achieving higher corporate value.

\*Stock option program: Company's program whereby directors or employees are granted a right to purchase the company stock as a part of compensation for their work, at a price established in advance and within a designated period of time

### Corporate Governance Structure



### 

FUJIFILM Holdings has adopted a system of Audit & Supervisory Board, which currently consists of five members, including three outside members. Each Audit & Supervisory Board Member attends the board of directors, while full-time members attend all Management Council meetings in order to assess our overall business operations. In addition, FUJIFILM Holdings has the Internal Audit Division with a staff of nine, which is independent of the business execution divisions. The division is responsible for auditing the Group companies, in cooperation with or sharing tasks with the internal audit divisions of such companies, in order to assess and verify that the execution of these processes is fair

# olumn

Holding an international environmental meeting in Japan and regional environmental meetings in North America, **Europe and China** 

We are promoting our environmental activities by the establishment of an international environmental meeting (Core Group Meeting), where persons responsible for environmental matters at each regional management headquarters gather, and regional environmental meetings, where persons responsible for environmental matters at each company gather by region, as places for informing our subsidiaries about the priority issues related to the environment that Fujifilm's head office has set, sharing the environmental issues faced by each company and working together toward resolutions through discussions. In addition to Europe and North America, we launched a regional environmental meeting in China in fiscal 2012, in which persons responsible for environmental matters at each company participate to deepen their understanding of the policy laid down by head office and discuss the environmental measures being implemented by each company. In addition, the 5th Core Group Meeting was held in Japan in Oct. 2012, with participation from China for the first time. We shared issues and discussions on the usage of environmental data concerning products on a worldwide basis and the operation of a regulatory tracking system for laws and regulations of each country and region.





Environmental meetings held in Japan, North America, Europe and China (Left: China; Right: Japan).

### The Fujifilm Group's CSR

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

Following the shift to a holding company structure in 2006, the Fujifilm Group formulated its Corporate Philosophy and Vision under the theme, "Second Foundation." Incorporating these ideas, we have also set forth the Fujifilm Group Charter for Corporate Behavior and the Fujifilm Group Code of Conduct, both of which apply to all Fujifilm Group companies. In the Charter for Corporate Behavior, we uphold five principles, including "Respect for Human Rights," while in the Code of Conduct we define compliance as "more than simply not breaking the law and acting correctly in the light of common sense and ethics," and declare that all Group employees, including senior executives, will conduct themselves in line with these action guidelines

Moreover we have made the following statement to encourage all Fujifilm Group employees to commit themselves to the fulfillment of corporate social responsibility (CSR) in their daily business operations: 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. In order to conduct specific activities by taking this approach, we announced the following six policy statements over the period from 2008 to 2010: Green Policy, Social Contribution Policy, Guidelines for Biodiversity, Procurement Policy, Quality Policy, and Occupational Health and Safety Policy.

All Fujifilm Group companies in and outside Japan will continue to adopt this CSR approach together, aiming to make contributions to the sustainable development of society.





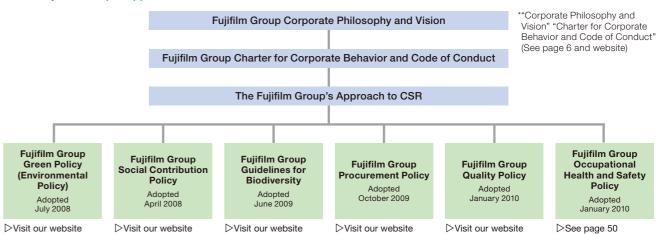
The Ashigara site of our Kanagawa factory, located in a lush environment endowed with lots of clean water and fresh air, and its water source and

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



http://www.fujifilmholdings.com/en/sustainability/vision/index.html

### The Fujifilm Group's Approach to CSR and Related Policies



24 • FUJIFILM Holdings Corporation Sustainability Report 2013 FUJIFILM Holdings Corporation Sustainability Report 2013 

25

### **CSR Activity Report**

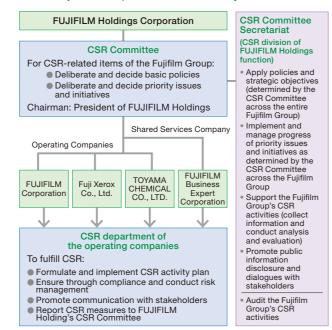
## **CSR Management**

### 

For the smooth operation of the entire Group's CSR activities, the Fujifilm Group established the CSR Committee chaired by the President of FUJIFILM Holdings. The Committee takes decisions to promote the CSR activities of the entire Group. The CSR Department of FUJIFILM Holdings, which is the Secretariat of the CSR Committee, is responsible ensuring rigorous CSR management by the Fujifilm Group. The CSR Department prepares the ground for various activities, discloses information outside, communicates with stakeholders, supports the CSR activities of Group companies, and audits the CSR activities of the entire Group.

The CSR department in each Group company prepares and implements plans for CSR activities according to the entire group policy, implements exhaustive compliance, implements management of risks, communicates with stakeholders, and reports on activities to the FUJIFILM Holdings CSR Committee. The Group as a whole engages in CSR activities, following the PDCA cycle.

### ● The Fujifilm Group's CSR Promotion System

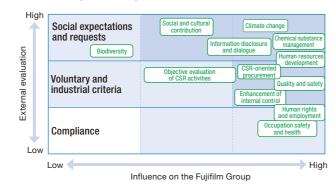


### Setting Priority CSR Issues

The Fujifilm Group has listed up CSR issues relating to sustainability and set priority issues to address in promoting CSR activities which accurately reflect the demands and expectations of society. In order to do so, it has considered the "Materiality of priority CSR issues," based on the two axes of "Influence on the Fujifilm Group," and "External evaluation," which comprises the evaluation the Fujifilm Group would receive from society if it acted in response to the expectations or requests of society, industrial criteria and legal compliance. To support the achievement of the medium-term management plan VISION 80, and with the aim of improving our corporate evaluation by combining both the growth of our business and reducing environmental and social impacts, using the "Materiality of priority CSR issues," we have formulated the Medium-Term CSR Plan which sets "Climate change," "Chemical substance management," "Human resources development," "Information disclosure and dialogue," "Social and cultural contribution," and "Biodiversity," as its priority issues.

Each operating company then formulates its annual plan based on the Medium-Term CSR Plan, by looking back over its activities each year and setting goals for the following year, and promoting activities toward achieving its own plan.

### Materiality of Priority CSR Issues



### Communication with Stakeholders

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

In addition to opinions relating to our CSR activities as a whole, regarding priority issues such as the promotion of anti-global warming measures, the promoting body for each issue conducts briefings on the content of the activities and presents the respective report to external parties, to receive their advice and evaluation\*. Looking back over our activities and obtaining the views of external parties in this way provides a good opportunity to reexamine our activities. We plan to continue with these efforts to promote our CSR activities in the future.

\* See pages 36, 39, 43, 45, 49, 55.

### The Fujifilm Group's Communications with Stakeholders

The Fujifilm Group's Communications with Stakeholders  ★: Further details are included in the Sustainability Rep						
N	Main Stakeholders	Main Issues and Areas of Responsibility	Methods of Communication			
Customers	Since we offer such a wide lineup of products, ranging from digital cameras and cosmetics to office printers, medical systems, medicine, highly functional materials and equipment and materials for graphic arts, and have businesses deployed all over the world, we have a diverse range of customers, from individuals, businesses, corporations to government offices, etc.	Securing the safety and quality of products     Provision of services and environmentally responsible products & services ★ page 37     Provision of appropriate information on services & products     Improvement of customer satisfaction levels ★ page 56     Customer response & support ★ page 57	Customer Center (liaison office for responding to inquiries)     Usability evaluation meetings and monitor surveys     Customer satisfaction surveys     Questionnaires at product purchase     Showrooms and exhibitions     Holding seminars     Websites and social media			
Employees	Employees working for the Fujifilm Group total approx. 80,000 people in 282 companies. They are active all over the world and their composition by country is Japan 49%, the U.S. 8%, Europe 6% and Asia 37% (as of end March 2013).	<ul> <li>Ensuring occupational health and safety ★ page 50</li> <li>Respect for human rights ★ page 46</li> <li>Respect for diversity ★ page 47</li> <li>Utilization and training of human resources ★ page 47</li> </ul>	<ul> <li>Providing opportunities for dialogue with top management</li> <li>Personnel management division liaison &amp; interviews</li> <li>Compliance &amp; Sexual Harassment Helpline</li> <li>Regular meetings between the company and labor unions</li> <li>Health &amp; Safety Committee</li> <li>Intranet; internal newsletters</li> </ul>			
Shareholders & investors	FUJIFILM Holdings has 89,244 shareholders, characterized by a high proportion of overseas and institutional investors. Foreign companies constitute 38.0% of our shareholders, while Japanese financial institutions account for 34.6% (as of end March 2013).	Maintenance and expansion of corporate value     Appropriate redistribution of profits     Timely & appropriate information disclosure     Measures for Socially Responsible Investment (SRI)	General shareholders meetings     Business report briefings     Briefings for investors     IR conferences     Individual meetings     Annual reports     Shareholder communications     IR information website     Liaison office for responding to inquiries (Corprate Communication Office)			
Transaction partners	The Fujifilm Group conducts transactions worldwide with suppliers of raw materials and components and retailers of our products, etc.	<ul> <li>Thorough implementation of fairness &amp; transparency in transactions</li> <li>Promotion of CSR issues in the supply chain, such as human rights and the environment   ★ page 30, 46</li> </ul>	<ul> <li>Briefings to suppliers (on green supply, management of chemical substances contained, etc.)</li> <li>CSR questionnaires (self-audited)</li> <li>Website for exclusive use of transaction partners</li> <li>Regular discussions with partners</li> <li>Liaison office for responding to inquiries (in each procurement and sales division)</li> </ul>			
Future generations & local societies	The Fujifilm Group has bases in approx. 40 countries across the world and conducts its activities by treating the local culture and customs with respect, as well as putting efforts into educational support for future generations.	Contribution activities which make use of our main business strengths ★ page 52     Respecting local culture & customs and environmental conservation     Prevention of fires and accidents in the workplace     Educational support for future generations	Environmental communication meetings     Factory tours     Community volunteer activities     Regular discussions with local governments (city hall, mayor, community association presidents, etc.)     Liaison offices (at each factory & office)     Dispatch of lecturers to the academic organization & endowed chairs     Environmental education activities in cooperation with NGOs & NPOs			
Government organizations & industrial associations	The Fujifilm Group has businesses in countries all over the world. Each of these businesses belongs to several industrial associations and has active relations with the respective government organizations, including participating in collaborations and information exchanges, etc.	Legal compliance ★ page 32     Joint research & development and cooperation in public policy aimed at the resolution of social issues	<ul> <li>Participation in various committees in industry</li> <li>Participation in the development of industry guidelines</li> <li>Announcement of public comments through industry associations</li> <li>Joint research &amp; development of government or industry association</li> <li>Proposals aimed at the resolution of social issues</li> </ul>			
NGOs & NPOs	We are conducting dialogues with NGOs & NPOs who are actively aiming for a sustainable society, for the resolution of social issues and environmental conservation.	Dialogue, collaboration and support aimed at the resolution of social and environmental issues	Obtain views on the Sustainability Report Participate in stakeholder dialogue Administration committee of Public Trust Fujifilm Green Fund Review meetings on various CSR issues Afflicted area support activities with NPO			

## **CSR Management**

### 

### **Aspirations**

- 1. Foster the fulfillment of CSR to support the achievement of management target among Fujifilm Group companies
- 2. Achieve business growth while reducing environmental impacts, and aim to further improve CSR brand value

\*The Medium-Term CSR Plan has been extended to

Medium-Te	rm CSR Plan (F	Fiscal 2010 to 2013*)	*The Medium-Term CSR Plan has been extended to FY2013 to match the Medium-Term Business Plan.
Promotion Policy	Priority Issue	Medium-Term Target	Main Achievement (Progress) in FY2012
Ensuring the soundness of corporate culture to	Improvement of the quality of compliance/ risk management across the Group	Make all employees aware of the Charter for Corporate Behavior and the Code of Conduct     Improve for risk issues management system	Conducted information sessions on compliance targeting managers of FF and Group companies in Japan to raise compliance awareness of all employees (Held 60 sessions for a total of 3,000 managers)     Made preparations for the implementation of the anti-corruption program (in Japan, North America, Europe, Southeast Asia, and some corporations in China)     Reviewed risk factors for the entire Group, including earthquakes and other natural disasters     Prepared to implement group-wide information security regulations and guidelines
support structural reforms (Enhancement of the corporate foundation)	Enhancement of communications with stakeholders	(1) Improve the Sustainability Report (2) Make effective use of stakeholder dialogue	<ul> <li>Active public relations activities for CSR activities (4 news releases, 27 lectures &amp; presentations, and 3 article contributions)</li> <li>Released the Sustainability Report in Japanese, English, and Chinese (including the third parties' opinions and group policies)</li> <li>Conducted stakeholder dialogs (as an environmental effort promotion in the print business departments)</li> <li>Improved products and services based on customers' comments (medical equipment, cosmetics, digital cameras, etc.)</li> <li>Internal survey on CSR-oriented procurement through the self-check system</li> </ul>
Utilization and development of talent to increase the Group's comprehensive strength (Enhancement of the human resource infrastructure)	Use and development of diversified talent	Develop change leaders     Develop key management talent     Focus on the allocation and accelerate the development of global talent	Key management talent training     Opened FLUIFILM Business School to train selected managers     Key talent Training by gathering candidates for future management in FF Group companies     Hosted the Global Leadership Seminar, a training course for overseas management, to identify, train, and promote qualified talent     Reinforced global talent training     Held various training sessions to promote the globalization of Japanese staff (overseas basic training, overseas management training, etc.)     Reinforced trainings for future expatriates, including language training (trainee system, short-term temporary overseas posting system, etc.)     Started training sessions for overseas subsidiaries to disseminate the FUJIFILM Way     Promoted development of innovative leaders in sales, production, and other business fields     Spread basic sales training and sales management training in business divisions and Group companies     Provided training per job classification and technical/skills trainings in the manufacturing departments and manufacturing-related Group companies     Introduced group-wide staff system to promote HR exchanges within the Group
	Promotion of anti- global warming measures across the Group	(1) Fujifilm: Improve CO <sub>2</sub> emissions per unit of production by 40% at six major factories in Japan relative to FY1990 (2) Fuji Xerox: Improve CO <sub>2</sub> emissions per unit of actual output by 35% at five major factories in Japan relative to FY1990 (3) Encourage employees and their families to reduce their CO <sub>2</sub> emissions   Long-term target: Reduce the life cycle CO <sub>2</sub> emissions by 30% worldwide by FY2020	<ul> <li>Fujifilm: Achieved 30% reduction in production energy requirements and 40% reduction in CO₂ emission intensity in six major factories in Japan in FY2012 through fuel changes (gas etc.)</li> <li>Company-wide implementation of energy saving measures in production lines (continuation)</li> <li>Energy-saving promotion by standardizing energy-related rules (air conditioning and lighting requirements) in non-production sites</li> <li>Fuji Xerox: Decreased per-unit CO₂ emissions by 20%</li> <li>Energy saving through renewing air conditioners and lights, and revising their operational conditions in production sites</li> <li>Energy saving by changing production processes (improvement of night shift and takt time)</li> <li>Promoted ICE Challenge, a CO₂ emission reduction campaign by Fujifilm Group employees and their families</li> <li>ICE Challenge results: Total of 90,000 employees and their families participated. Approx. 25,000 ton reduction in CO₂ emissions between 2008 and 2010, and more than 30% reduction in energy consumption (450,000 kwh) between 2011 and 2012.</li> <li>Honored by the Energy Conservation Grand Prize (Successful Energy Saving Case category) &amp; Watt Sense Award</li> <li>Established intra-company guidelines compliant with Scope3 greenhouse gas calculations</li> </ul>
Differentiation through environmental protection	Development and dissemination of environmentally conscious products and services	Develop and offer products and services with higher environmental performance than that of present ones for the main products     Continue design for environment (DfE) for all products	<ul> <li>Formulated Internal Guideline to Calculate the Reduction in CO<sub>2</sub> Emission as environmental contribution</li> <li>Developed materials and products with lower environmental impact and disclosed environmental attribute of products and services actively (Full color digital multifunction devices for business use, cosmetic refills (ASTALIFT), and endoscope with built-in laser light, etc.)</li> </ul>
(Provision of eco- friendly products and services to help improve quality of life (QOL))	Biodiversity conservation	(1) Add "biodiversity conservation" to product development criteria     (2) Steadily conduct local environmental protection activities     (3) Establish new procurement standards for paper suppliers	Summarized outline of our approach in biodiversity conservation and clarified the points to bring take activities to the next level     Improve safety evaluation level for ecosystem     Steadily implemented biodiversity conservation measures based on the rule for Design for Environment     Continuously conducted local environmental protection activities     Expanded procurement criteria for its paper suppliers in an aim to conserve biodiversity
	Effective use of resources	Enhance 3Rs, including reducing the use of resources, in line with CO₂ emission reduction activities Target: Decrease the use of energy per unit of production quantity by 18% across the company (relative to 2009)	Promote project to reduce fuel costs Promote the Waste Reduction Project: optimized for outsourcing of waste disposal in whole Fujifilm Group (achieved high-grade recycling and conversion wastes into valuables) Closed-loop recycle of CTP/PS plates: expanded to approx. 15% including scraps from manufacturing process Promoted cooling water recycling and maintained the lower water emission intensity through water saving measures Reduced VOC emission intensity resulting from film manufacturing
	Improvement of chemical substance management	Enhance the management of chemical substance safety across the supply chain     Adopt a new risk assessment method for chemical substances     Enhance global governance to ensure compliance with laws and regulations (not only in Japan, Untied States, and Europe but also in emerging economies, including China)	Disclosed the safety summaries for chemical products     Expanded use of an infrastructure to manage information on chemical substances in products to business partners     Participated in cross industry activities to disseminate the framework internationally     Expanded exchanging regulatory information with offices in China and other emerging countries
Social contribution to add more value to business (Achievement of business results from the viewpoint of stakeholders)	Promotion of social contribution activities linked with core business	Continue activities based on the Social Contribution Policy	PHOTO IS"—10,000 person Photo Exhibition Pink Ribbon Campaign Support for the publication of large-font textbooks Photo class for young people Volunteer tree planting activity in China Activities to Support Recovery from the Great East Japan Earthquake (Support by the new employees, Photo Rescue Project, Supporting the organization of local events, Using Knowledge of radioactivity to foster

Self- Evaluation	Page in Report	Main Target for FY2013			
0	Activity Report (Pages 32 to 33)	<ul> <li>Information sessions on compliance for all employees in Japan (once a year as continuous measures)</li> <li>Introduction of anti-corruption program (to some Group companies in Europe, South America etc) and ensure compliance at Group companies where rules already introduced</li> </ul>			
O	Data and Information (Page 60)	<ul> <li>Responses to risk issues for the Group</li> <li>Introduction of the information security rules on a global scale and the adequate management</li> </ul>			
0	Activity Report (Pages 26 to 27, 36, 38, 39, 43, 45, 49, 52, 55, 56 to 58) Data and Information (Page 60)	Proactively conduct PR activities for CSR Further improve the Sustainability Report Further improve products and services based on customers' comments Make effective use of stakeholder dialogue Foster CSR-oriented procurement based on the self-check system			
0	Activity Report (Pages 47 to 49) Data and Information (Pages 62 to 63)	Build training systems to increase autonomous HR with professional attitude and reorganize the work rotation system     Improve the HR system and organize a group-wide structure to encourage HR exchanges and HR reinforcement     Encourage talent in the sales and production fields to display more of their abilities     Encourage promotion of female staff     Reinforce management     Encourage and strengthen the local talent     Develop Japanese employees with an international sense			
0	Activity Report (Pages 34 to 36)  Data and Information (Pages 64 to 65)	<ul> <li>Newly establish an Energy Strategy Promotion Committee to disseminate energy saving and cost reduction schemes with clear targets across companies inside and outside Japan</li> <li>Maximize usage of intra-company infrastructures, such as power generation systems (co-generation systems) and improve fuel-to-energy conversion rates</li> <li>Company-wide implementation of energy saving measures in the production lines (continuation) and reduce bound energy by improving production line operations</li> <li>Energy-saving promotion by standardizing energy-related rules (air conditioning and lighting requirements) in non-production sites</li> <li>Long-term targets (reduce worldwide CO<sub>2</sub> emissions throughout product life cycles by 30%)</li> <li>Create the scenario to achieve the medium-term targets (2015) using up-to-date CO<sub>2</sub> emission factors</li> </ul>			
0	Activity Report (Pages 37 to 39)	<ul> <li>Demonstrate the reductions in CO<sub>2</sub> emissions for products and services, and disclose environmental attributes of products and services proactively</li> <li>Build framework for water footprint calculations</li> <li>Develop materials and products with low environmental impacts (hardware/software)</li> </ul>			
Δ	Activity Report (Pages 42 to 43)	<ul> <li>Establish and implement safety evaluation for ecosystem parameters</li> <li>Ensure assessment of biological resources in procurement process (including preparations for enactment of the Nagoya Protocol)</li> </ul>			
0	Activity Report (Pages 40 to 41) Data and Information (Page 66)	Actively reduce CO <sub>2</sub> emissions and fuel costs through efficient energy usage     Use resources efficiently by promoting the 3Rs (products and packaging materials)     Promote the Waste Reduction Project     Further expand the closed-loop recycle for CTP/PS plates			
0	Activity Report (Pages 44 to 45) Data and Information (Page 67)	<ul> <li>Continue dissemination of approaches and systems to the supply chain concerning management of chemical substances contained in products</li> <li>Disclose risk information of chemical products proactively</li> <li>Utilize knowledge and experience on use, notification and registration of chemical substances within the Fujifilm group</li> <li>Enhance the system for gathering new/ revised regulatory information at the early stage of proposal, and ensure effective communication within the group</li> </ul>			
0	Activity Report (Pages 13, 52 to 55)	Conduct activities based on the Social Contribution Policy			

28 • FUJIFILM Holdings Corporation Sustainability Report 2013 FUJIFILM Holdings Corporation Sustainability Report 2013 

29

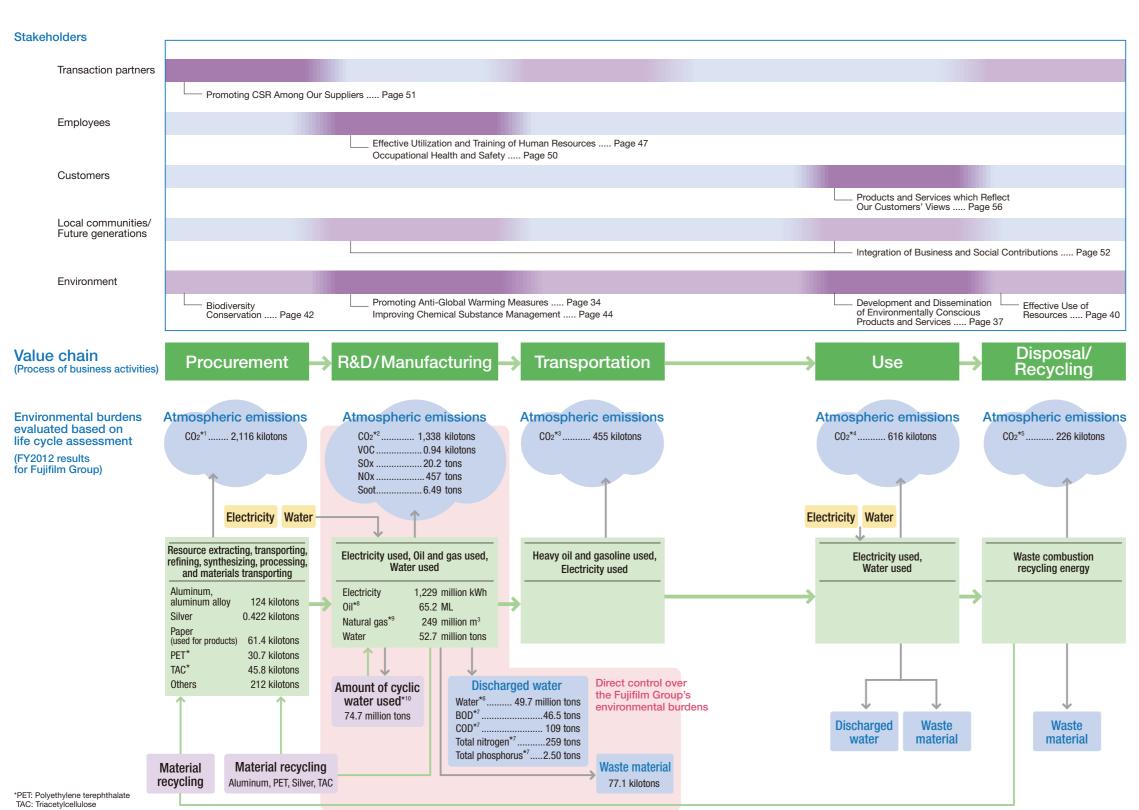
# Social and Environmental Impact Arising from Fujifilm Group Activities

### • Understanding Our Overall Impact on Society

The Fujifilm Group is working towards recognizing the social and environmental impact from our corporate activities in all business processes—from material procurement, manufacturing, and transportation, through to usage and final disposal.

Understanding the entire picture of such impact caused by our activities throughout the value chain is helping us to accelerate our efforts towards realizing a sustainable society.

Fujifilm Group Green Policy (Environmental Policy) http://www.fujifilmholdings.com/en/sustainability/vision/greenpolicy/



Column

Formulating internal guideline for calculations of greenhouse gas emissions based on the Scope 3 Greenhouse Gas Protocol

Requests from our investors and customers concerning disclosure of greenhouse gas emissions calculations based on the Corporate Value Chain (Scope 3) Greenhouse Gas Protocol\* have been increasing. To respond to such requests, Fujifilm has formulated internal guideline that embody the procedure for greenhouse gas emissions calculations following the Basic Guideline on Supply Chain GHG Emission Accounting published in March 2012 by the Ministry of the Environment and Ministry of Economy, Trade and Industry. Since fiscal 2007, the FUJIFILM Group has been calculating the CO2 emissions not only from its production processes, but also across the entire product lifecycle-including material procurement, production, distribution, usage, and disposal. The calculation results covering seven categories in whole 15 categories have already been evaluated and disclosed. We have re-estimated based on the Basic Guideline and verified that the calculations are feasible in 13 categories (including business travel and commuting) using only data that we have already summerized. The categories of "Investments" and "Franchises" are not applicable to our business. Further, the five categories other than "Capital goods' were found to be minor contributors to CO<sub>2</sub> emissions, and the calculated CO2 emissions results based on the Scope 3 were almost the same as the results based on our calculation method for product lifecycle

We will fully utilize the new guideline and disclose the results properly.

\*Corporate Value Chain (Scope 3) Greenhouse Gas Protocol: Scope 3 refers to indirect emissions, such as material procurement, distribution, usage, disposal, as well as employees' commuting and business travel. Scope 1 concerns direct emissions from sources owned or controlled by the company, and Scope 2 refers to indirect emissions resulting from energy usage.

- \*1 Environmental burdens due to raw materials procurement (CO<sub>2</sub> emitted during the process of extracting, transporting, refining, synthesizing, processing, and transporting raw materials) is calculated for the main raw materials procured.
- \*2 Environmental burdens due to product manufacture is calculated based on the total amount of energy (electricity, petroleum, and gas) consumed in the production process.
- \*3 For the calculation of environmental burdens due to product transportation, estimates are made based on domestic and overseas transportation methods and distances traveled. The typical amount of CO<sub>2</sub> emissions per unit of weight and distance for each method and correction factors such as the yield rate are multiplied by the weight of the raw materials procured.
- \*4 For copy machines, printers, and fax machines, environmental burdens due to use of products is calculated as energy consumption for a 5-year period for the machines installed this year. For other products, the estimated number of machines in operation is multiplied by typical energy consumption.
- \*5 Environmental burdens due to product disposal is calculated based on the estimation of stress on the environment caused by the disposal of the raw materials procured.
- \*6 Wastewater released as a result of business activities
- \*7 Volume released to public water
- \*8 Total of heavy oil A, heavy oil C, kerosene, light diesel oil, and gasoline (Amounts of the petroleum-based products are summed after appropriated energy conversions, and the total is expressed in terms of the amount of heavy oil A.)
- \*9 Total of natural gas, liquefied natural gas (LNG), urban gas, butane, and liquefied petroleum gas (LPG) (Amounts of the gases are summed after appropriate energy conversions, and the total is expressed in terms of the amount of urban gas.)
- \*10 This includes the amount of water used in a cyclic manner.

(For the above, data from the input-output table and other sources are used to obtain  $\rm CO_2$  emissions per unit of output.)

# Quality Improvement in Compliance and **Risk Management Activities**

### Basic Approach

The Fujifilm Group interprets compliance as "more than simply not breaking the law and acting correctly in the light of common sense and ethics." We believe that we achieve compliance by responding f exibly with a keen sensibility to the needs of society.

A lack of awareness of compliance often leads to increased risk. Consequently, compliance and risk represent two sides of the same coin. A dedicated department in each operating company of the Fujifilm Group manages risks in a comprehensive and integrated manner, recognizing that promoting compliance and managing the risks associated with business operations is a single continuum. We steadfastly advance compliance and risk-management activities across the Group, with our two operating companies, Fujifilm and Fuji Xerox, overseeing their respective affiliates in

Fujifilm Group Compliance Statement http://www.fujifilmholdings.com/en/about/philosophy/law/



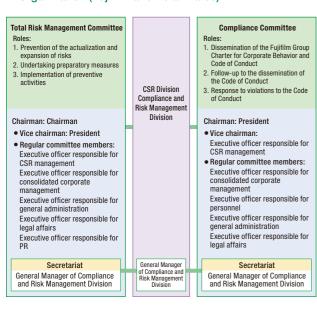
### Outline of Activities in Fiscal 2012

### The Fujifilm Group's compliance

As a set of fundamental policies, we have formulated the Fujifilm Group Charter for Corporate Behavior. We have also established the Fujifilm Group Code of Conduct to better guide each employee to act and behave in compliance with laws, regulations and social ethics and make it clear that we give the first priority to compliance in our business activities. We have established a division that is exclusively responsible for promoting compliance and instilling a compliance based mindset throughout the Group within each of our principal operating companies: FUJIFILM Corporation and Fuji Xerox Co., Ltd.

We also maintain offices to provide consultations and support communications regarding infringement issues related to the Code of Conduct and compliance both within and outside the operating companies. This effort is meant to facilitate the early detection of illegal or improper behavior and ensure prompt and appropriate response measures. All the communications and information are kept confidential and reported to the CSR Committee chaired by the president of FUJIFILM Holdings.

### Compliance and Risk Management Promotional Organization (Fujifilm and its affiliates)



In April 2004, Fujifilm established its Compliance and Risk Management Division (CP&RM) as a dedicated organization for the promotion of compliance and risk management and the comprehensive and integrated management and operation of internal

In recent years, we have been enhancing education on compliance, which we provide not only to affiliates in Japan but also to management at overseas affiliates. These efforts aim to promote awareness about compliance among all our employees, and we have been able to confirm their effect in increasing awareness from surveys conducted on employees. In addition, in response to the recent global movement to enhance law enforcement, as a Group we have introduced measures to inform our employees again about anti-corruption principles, and in April 2012 anti-corruption programs were introduced into Fujifilm and some of its affiliates. In the future, these rules will be applied to other affiliate companies too.

At Fuji Xerox, we have laid down our Action Guidelines relating to ethics and compliance, and we are working to enhance the system and its mechanisms in order to embed it in the actions of each and every executive officer and employee. Since fiscal 2008,

### Corporate Ethics and Compliance Promotion System (Fuji Xerox and its affiliates)



we have been conducting general legal training using learning tools developed jointly with FUJIFILM Holdings and Fujifilm, and holding "Legal Risk Assessment Test." We have been continuing our fraud prevention education (which presents examples of fraud and a checklist for preventing fraud) since fiscal 2010 to prevent the occurrence of misconduct. In addition, in fiscal 2011 we introduced an education program which aims to prevent the occurrence of harassment. In fiscal 2012, due to the increase in the number of people being sent on business trips or posted overseas, we created a "Local legal guide for persons posted overseas (China & Singapore edition)," to assist employees in avoiding infringements of local laws in either their work or private capacities, and we conducted an educational program based on this.

### The Fujifilm Group's risk management

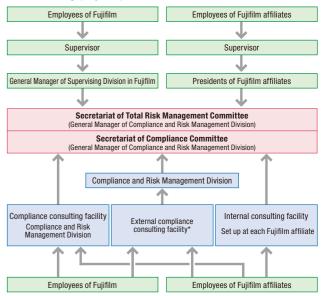
Each operating company establishes and maintains its own appropriate risk management systems. Following prescribed procedures, the operating companies report their risk management activities, including preventive measures and countermeasures against materialized risks to the CSR Committee secretariat. With regard to significant risks in Group operations, the CSR Committee takes a group-wide perspective in examining appropriate countermeasures and effecting their implementation. As a holding company, FUJIFILM Holdings supervises business execution by subsidiaries from the standpoint of its shareholders, while also conducting operations common to the Group in a unified, efficient and appropriate manner

### Fujifilm

Fujifilm has been implementing countermeasures against companywide risks, which we identified based on the risks faced by each division and set as common issues. In the fiscal year ended March 31, 2012, in response to the Great East Japan Earthquake and the disaster scenarios envisioned in the event of an eruption of Mount Fuji, an earthquake occurring directly under the Tokyo Metropolitan Area or a massive interrelated earthquake (Tokai, Tonankai and Nankai earthquakes along the Nankai trough), the company reviewed its company-wide risks to supplement and strengthen its countermeasures. Moreover, from fiscal 2013, we are specifically strengthening in efforts to exclude anti-social forces.

Fuji Xerox places priority on actively managing risk, not just in emergencies, but also in its daily business operations, based on its ALL-FX Risk Management Rules. We manage potential risks based on their probabilities and anticipated impact on management, set out staff responsibilities and define and implement measures to deal with such risks. In fiscal 2012, the company continued its involvement in activities for the recovery of the areas afflicted by the Great East Japan Earthquake, as well as implementing disaster prevention countermeasures based on the lessons of that disaster. We also specified the major risks which the company should prioritize in its efforts, and held deliberations regarding the current way we respond to them in the CSR Committee. In fiscal 2013, we intend to enhance our efforts to ensure that the lessons and experience of the Great East Japan Earthquake are not lost over time, and the CSR Committee will continue to conduct periodic reviews of these efforts.

### System of Collect Information on Risk and Compliance Consulting (Fujifilm)

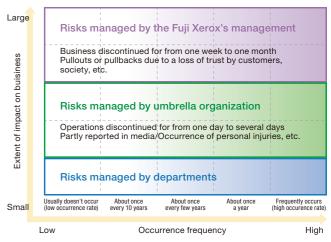


\*External compliance consulting facility is set up for employees in case where, for whatever the reason, they feel they cannot directly report to company or supervisor, even if they find risk-related information.

### Risk Management System (Fuji Xerox)



### Risk Map for Managing Risk (Fuji Xerox)

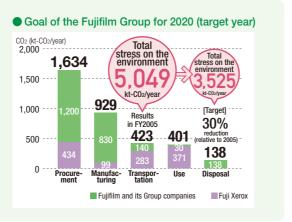


32 • FUJIFILM Holdings Corporation Sustainability Report 2013 FUJIFILM Holdings Corporation Sustainability Report 2013 • 33

# Promoting Anti-Global Warming Measures

### Basic Approach

The Fujifilm Group announced its long-term goal of "reducing CO2 emissions for the entire life cycle of the products by 30% by fiscal 2020 (relative to fiscal 2005)" in April 2010. In addition to corporate activities in areas directly linked to CO2 reduction, activities have been expanded across the entire life cycles of products and services ("procurement" of materials and "manufacturing," "transportation," "use," and "disposal"), executed in a wide range of fields in order to cut CO2 emissions by 1.524.000 tons/year in absolute terms over CO<sub>2</sub> emissions for the standard fiscal 2005 year level of 5,049,000 tons/year, achieving 3,525,000 tons/year in fiscal 2020.



### Outline of Activities in Fiscal 2012

We continued to face a severe economic situation also in fiscal 2012, however, the Group's production output increased relative to the base year (fiscal 2005). The entire Group's CO<sub>2</sub> emissions were reduced by 298,000 tons (6%) from the base year level. While CO<sub>2</sub> emission coefficients\* for Japanese electric power utilities increased by 12% or more relative to fiscal 2005, we reduced CO<sub>2</sub> emissions by 149,000 tons (10%) in the manufacturing stage and by 496,000 tons (45%) in the use stage by developing multifunction devices with less energy consumption. In the procurement stage, our CO<sub>2</sub> emissions continued to show an upward trend, but we achieved a substantial reduction of 346,000 tons (14%) relative to fiscal 2011 thanks to the expanded use of the closed-loop recycling system for CTP/PS plates (plate materials for printing). In fiscal 2013, we will continue to introduce energysaving production technologies and improve the system operation, to further reduce CO2 emissions from energy use.

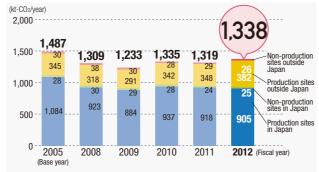
\*CO<sub>2</sub> emission coefficients: In Japan, we referred to the CO<sub>2</sub> emission coefficients for electric power utilities shown on the Japanese Ministry of the Environment's website for the greenhouse gas emission calculation and reporting scheme every year. For overseas, we referred to CO<sub>2</sub> Emissions from Fuel Combustion 2012 (IEA).

## ■ Focus on Activities

### Reducing CO<sub>2</sub> emissions and fuel costs by conserving energy across the Group

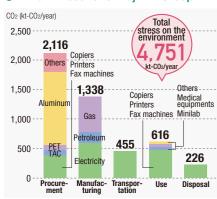
In 2007, the Fujifilm Group launched the Global Warming Prevention Committee for its six major factories in Japan, which emitted large amounts of CO2 from production activities, with a view to decreasing their per-unit energy use by 30% and per-unit CO<sub>2</sub> emissions by 40% relative to fiscal 1990. In addition to these activities, the Group has also been implementing the Energy Cost

### ■ CO₂ Emissions\*



\*Calculations were made in the same way as for "CO2 Emissions" on page

### ● FY2012 Results for Fujifilm Group



### ● Fujifilm Group's Main CO₂ Reduction Measures

Action area	Relevant stage	Principal CO <sub>2</sub> reduction measures
Development and dissemination of products with less environmental impact	Procurement, use and disposal	● Multifunction devices (copiers, printers, faxes) with less energy consumption (document field) ● Non-processing CTP plates requiring no developing solution (graphics systems field)
Reducing CO <sub>2</sub> emissions at factories and offices	Manufacturing	● Fuel shift from heavy fuel oil to gas (Japan) ● Use of methane gas generated at waste disposal sites as fuel (United States) ● Wind power generation at factory site (Netherlands) ● Developing and introducing energy-saving technologies such as waste heat collection and steam collection (production sites in Japan, Western nations, China, etc.) ● Introducing Solar Power Generation (United States)
Recycling	Procurement, disposal	<ul> <li>Developing, introducing, and expanding the use of a recycling system for scrap aluminum from the production of CTP/PS plate (graphics systems field)</li> </ul>
Efficient distribution	Transportation	<ul> <li>Paths optimization</li> <li>Improving loading ratio</li> <li>Promote modal shifts</li> <li>Using light and compact packaging</li> <li>Promoting eco-driving</li> </ul>

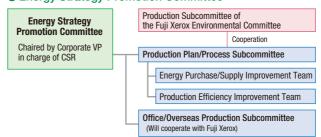
Reduction Project since fiscal 2010, the goal of the project is to halve the growth in energy costs for the entire Group, including overseas operations, in anticipation of an expansion in manufacturing and a sharp rise in fuel costs and electricity charges. By upholding cost cutting as an organization-wide goal, the project aims at making progress more visible and at accelerating reductions in energy consumption and CO<sub>2</sub> emissions.

By the activities of the project, we have been proactive in implementing energy conservation measures for production processes, including the introduction of new energy conservation technologies to our large-scale flat panel materials production line, the startup of wind power generation at the Netherlands plant, and improvements to the temperature/humidity control system for the production process clean room. In addition, in fiscal 2012 we continued to implement and enhance the measures launched in and before fiscal 2011, such as the consolidation of offices, replacement of office lighting equipment with task lights and others, and the reduction of the air-conditioning load in

Furthermore, we also focused on reducing the use of energy that is not directly linked with production output (fixed amount of energy used regardless of the production and standby energy consumed during non-production), and as a result of fostering energy conservation and cost reduction across the board, we were able to achieve the targets of the Global Warming Prevention Committee and the Energy Cost Reduction Project. The cuts brought about by the project are equivalent to about 17% of the entire Group's annual energy costs.

In and after fiscal 2013, we will continue with both energy conservation and energy cost reductions under the new promotion framework by setting new targets for the future.

### Energy Strategy Promotion Committee



### Continuously reducing the use of electricity at all sites in Japan

In fiscal 2012, as in the previous fiscal year, we were requested by some of the electric power companies in Japan to reduce our power use during peak hours by 10%, 7% or 5% due to the tight supply of electricity in summer. In response, Fujifilm and its Group companies in Japan conducted company-wide power-saving activities. At 25 bases that use a large amount of electricity (contract amount: 500 kW or more) across Japan, we built up a system to calculate and manage the use of electricity in real time via our intranet to reduce the peak use of electricity by 15% or more, and as a result achieved an 18% reduction. Specifically, we reduced power use by 24,000 MWh in total, which is equivalent to about

12,000 tons in terms of CO2 emissions. Also at our offices, we fostered the use of task ambient lighting and drastically controlled the use of air conditioners after office hours.

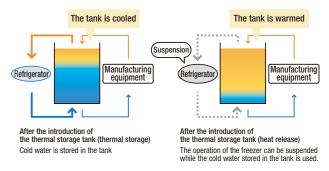
In recognition of the power-saving activities conducted in the summer of 2011 and their achievements, we were awarded a prize by the Director-General of the Agency for Natural Resources and Energy at the Energy Conservation Awards in 2012 and also received the Minister of the Environment's prize at the watt sense award 2012, being highly evaluated for the measures implemented at our offices.

\*CO2 conversion: All sites in Japan that adopted the 2011 emission coefficient announced by the Federation of Flectric Power Companies of Japan (0.476 t-CO<sub>2</sub>/MWh) continued their activities to reduce their use of

### Reducing CO<sub>2</sub> emissions by about 200 tons a year by introducing a thermal storage tank to reduce the energy used by the freezer

Fujifilm's Kanagawa Factory uses chilled water produced by a refrigerator system to ensure stable operation of its air conditioners and production processes. For the stable operation of manufacturing equipment, it is necessary to maintain the temperature of the chilled water at a certain level, and for this purpose the refrigerator was in constant operation and used a large amount of electricity. To reduce the energy use, the factory installed a thermal storage tank between the refrigerator and the manufacturing equipment to shorten the refrigerator's operating hours. The thermal storage tank is designed to prevent the mixing of warm water returned from the equipment with the chilled water produced by the refrigerator, and while the chilled water in the tank is being used, the operation of the refrigerator can be suspended. With the introduction of this tank, the factory reduced its energy use by about 400 MWh per year, which is equivalent to about 200 tons in terms of reduced CO2 emissions. We will introduce this thermal storage tank for other equipment and factories from fiscal 2013. In addition, we are implementing anti-noise measures, adopting a new refrigerant that does not deplete the ozone layer, and reusing water to save on resource to make our facilities even more environmentally friendly.

### Thermal Storage Tank Used to Save Energy



Key point in energy conservation: By storing chilled water in the thermal storage tank, the number of hours the refrigerator is in operation can be shortened to conserve energy

### **Promoting Anti-Global Warming** Measures

### Environmental measures taken by a Group ink manufacturing company receive prestigious recognition from a trade association in the United Kingdom

FUJIFILM Speciality Ink Systems Limited (United Kingdom) introduced highly productive, leading-edge digital ink manufacturing equipment to increase its UV ink production output by more than 50%, following completion of a new digital ink manufacturing plant in January 2013. Digital printing helps minimize the use of imaging materials, such as chemicals and water by controlling the placement of ink on printing media using digital images and computer software. With digital printing, the use of ink can be reduced by more than 50% compared with conventional printing, which leads to a substantial reduction in the amount of ink and printing media wasted.

The company installed equipment that adopts new technology to reduce environmental impact and create substantial environmental improvements. Thermal energy wasted from the manufacturing process can now be used together with compressed air generated from a new heat exchange system, to provide 70% of the heat required for the entire factory. A new boiler plant has also been installed, which incorporates highly efficient modulation compression condensing boilers, reducing the use of fossil fuels by 40% of the amount required for a conventional heating system.

The installation of this new digital ink manufacturing equipment, demonstrate the company's strong commitment to highquality manufacturing and contribution to the environment and sustainability. In recognition of its highly reputable approach as an industry leader in the environmental field, the company was shortlisted for the Sustainable Innovation Award 2012 held by BCF\*.

\*British Coatings Federation (BCF) is a major trade association of ink manufacturers in the United Kingdom. The Sustainable Innovation Award is an important award from this association.



Ink mixing tank used in the clean, high-tech environment at the new factory

### Mr. Takejiro Sueyoshi

Third-Party Opinion on "Promoting

Anti-Global Warming Measures"

Special Advisor **UNFP** Finance Initiative

In addition to being involved in UNEP FI, Mr. Sueyoshi has served in various posi-tions, such as committee member on various types of councils on the Central nent Council, advisor to Kawasak City and Kagoshima City, part-time lecturer at the University of Tokyo Graduate School, etc. He also works as an external member of the board to companies and engages in efforts to raise awareness on enviror nental issues and the social responsibilit of companies on TV, in newspapers, published works, and lectures, etc.

### **Rising Demands** on the Business World

OPINION

I am very impressed by the Fujifilm Group's management stance of repeatedly producing results to make steady and reliable progress toward the targets for 2020 which were decided upon in 2010. Energy conservation efforts have been added to various ideas and innovative technologies as an expert manufacturer, to achieve significant results in the reduction of CO2 emissions and costs. This excellence has been recognized by the award of various sorts of prizes.

As a matter of fact, the atmospheric CO<sub>2</sub> concentration has now exceeded the 400 ppm mark, inciting further demands to reduce CO2 emissions amid concerns that the average temperature rise will exceed 2°C. In addition, demands are now being made of the business world to offer solutions for a wide range of issues, such as biodiversity, the depletion of water and other resources, poverty and epidemics and human rights, etc. If a healthy earth is also essential for healthy business, businesses should address these issues for the sake of both protecting the earth and protecting themselves.

If the Fujifilm Group goes on to respond to these sorts of social demands and expectations using all its collective strengths, this would be greatly welcomed by global society. And at the same time, it would help to further assure the future prosperity of the Fujifilm Group

### Response to the third-party opinion

As a manufacturer, 90% of our CO<sub>2</sub> emissions derive from energy sources. While continuously introducing energy conservation technologies in our plants and production processes, we have set targets for CO2 reductions across the whole lifecycle of our products, as well as at our foreign subsidiaries worldwide, to broaden the scope of our energy conservation activities. In addition, we have already begun to make preparations for activities looking to preserve biodiversity and the depletion of water and other resources, but we take on board Mr. Sueyoshi's insightful comments regarding expanding our perspective to the global environment and how we should engage in activities to solve these issues as an actor which as a business. needs to "protect the earth to protect itself," as is now expected of us as a leading company. We shall go on to act in a unified manner to promote these activities, in order for the Fujifilm Group to win through and "assure its future prosperity."

(CSR Group, General Affairs Division, FUJIFILM Holdings)

### Workflow for UV Digital Printing



# Development and Dissemination of **Environmentally Conscious Products and Services**

### Basic Approach

**CSR Activity Report** 

In the Fujifilm Group, we carry out development of environmentally conscious products based on "Rule for Design for Environment (DfE)", in the design stage, we set targets from the perspective of safety & compliance, the 3Rs (Reduce, Reuse and Recycle), chemical substances contained, energy saving, conservation of biodiversity, etc., considering the entire product life cycle from procurement through manufacture, transportation, use by customer, to disposal and we review the degree of achievement of these targets after development. Our approach is not limited to materials or equipment, but extends to software and solution by our products and services too, and we make efforts to contribute to reducing the environmental burden across the whole of society. Furthermore, we conduct quantitative and objective assessment of environmental impact based on LCA\*, and we are utilizing environmental labels to actively disseminate information related to the environment.



"ASTALIFT" comes in a container into which a refill can be inserted, and this is estimated to result in a large reduction in CO2 emissions.

\*LCA: Life Cycle Assessment

### Outline of Activities in Fiscal 2012

Since 2003, in Fujifilm we have been designing new products and upgrading products by following our "Rule for Design for Environment (DfE)" in our efforts to reduce the environmental impact of our products. In fiscal 2012, we formulated the internal guideline which brought together our approach and methodology for making the reduction in CO<sub>2</sub> emissions throughout the entire product life cycle, quantitative and "visible" as our environmental contribution. Our reduction approach in environmental impact results in not only our manufacturing process in Fujifilm, but also the customer's use of the product. This guideline was utilized in order to make our social contribution in terms of measures which consider the environment more readily understandable and easily communicated

In order to cover all various products in Fujifilm, this guideline consists of four categories with three categories for contribution to reduction in the environmental impact based on function of products, 1) chemical products, components and materials; 2) equipments (using energy when used); 3) IT systems, and another category: 4) Energy-generating products (solar battery). The methodology in all categories refer the guidelines\*1 in each respective industries. We have also issued an appendix which gives concrete examples of trial calculations for each category, as

reference to make calculations easy. As concrete examples based on the guideline, trial calculations are given for a refill of the cosmetic "ASTALIFT" and for the endoscope which uses a laser light source, showing that significant reductions in CO2 emissions can be expected in both example. Hereafter, we start to provide our customers with additional environmental information on the calculated amount of contribution to CO2 emissions reduction for our

Fujifilm participated as a member of the working group in formulating the Japan Chemical Industry Association (JCIA)'s "Guideline for Calculating Reductions in CO2 Emissions".\*2

We plan to continue our efforts to spread this approach of environmentally conscious products and services, not only within our company, but throughout society as a whole.

- \*1 Guidelines: (1) The Japan Chemical Industry Association's "Guideline for Calculating Reductions in CO2 Emissions," (2) The Japan Electrical Manufacturers Association (JEMA)'s "Calculation Methodology for the Reduction of Greenhouse Gas Emissions (Contribution by Control)" and (3) The Ministry of Internal Affairs and Communications' "Report from the Study Group on ICT Policy for Addressing Global Warming,"
- \*2 Guideline for Calculating Reductions in CO<sub>2</sub> Emissions: METI Industrial Science and Technology Policy and Environment Bureau Director-General's Award in the 9th Life Cycle Assessment Society of Japan Awards

### Progress of "Design for Environment"

Fiscal year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Overall design	Formulation	lm	plement for all n	ew products and	l upgrade produ	cts (FF)		Revision (Addition of biodivers conservation)	sity		> N	laking internal syst to respond to ABS	
for environment							$\rightarrow$	Revision o (Visualization & assessi	of targets	$\longrightarrow$	Formulation calculation me for environme contribution ef	thod utilization	
Management			Formulation =					<b> </b>	Revision				$\longrightarrow$
of chemical substances	of rules		Self audit of rules			of rules		Promote steady operations (Obtain information from suppliers,					
contained						information substances	lı	ntroduction of JA	MP* mechanis	sms		deploy overseas)	$\longrightarrow$
Promote				Ecoleaf						Carbon fo	ootprint		
environmental labeling			1							PI	LATE to PLATE	label (Type II)	

\*Joint Article Management Promotion Consortium

### Third-Party Opinion on "Development OPINION and Dissemination of Environmentally Conscious Products and Services"

### Dr. Norihiro Itsubo

Faculty of Environmental Studies

Tokyo City University

After heading the Life cycle Assessment (LCA) methodology research team at the National Institute for Advanced Industrial National Institute for Advanced Industrial Science and Technology (AIST), from 2005, Dr. Itsubo was Associate Professor at the Faculty of Environmental Studies, Tokyo City University, before being appointed Professor from April 2013. He conducts research activities to contribute to the formation of a position product. o the formation of an environmental ociety and corporate EMS develonment

# Aggressive

Last year, FUJIFILM Holdings established an epoch-

Product life cycle assessment is already used in a wide-range of products from automobiles and electric and electronic equipment to food. However, it is usually used in products directed at consumers (B to C), and has certainly not yet been sufficiently analyzed with regards to services or products for company (B to B). In addition to the fine example of PS plates (B to B), Fujifilm Holdings is also making significant contributions to the reduction of environmental burden by taking active measures regarding cosmetics, which, although directed at consumers (B to C), until now has been behind other fields in the development of products for the environment, as well as regarding services such as medical devices and solutions. Fujifilm Holdings has not only been active in introducing assessment of targets which have seldom been conducted in an interdisciplinary way before, but while enhancing the functions of its products, it has also been deploying eco-innovations which significantly contribute to the reduction of environmental impact in a wide variety of fields. I hope to see Fujifilm Holdings continue in its "aggressive" environment management by coolly putting it into practice from the perspective of life cycle.

## **Environment management Based on Product Life Cycle**

making eco-innovation by developing a recycling system for reuse of used aluminum PS plates into new PS plates, capable of achieving the required high quality of more than 99.5% purity. This system, which had at first seemed impossible, was realized as a result of FUJIFILM Holdings continuously and diligently conducting measures for environment management focused on the product life cycle. I evaluate this very highly.

### Response to the third-party opinion

Your high evaluation of our efforts which consider the environment across the entire product life cycle that we have been continuously implementing since approximately 10 years ago, as well as of our contribution to the reduction of environmental impact by medical devices, solutions services and cosmetics, will spur us on in our future endeavors.

In the future, we intend to continue to use our internal rule of "design for environment" which takes into account the product development process, to actively promote "aggressive" environment management based on product life cycle, to provide environmentally conscious products and services in Fujifilm Group.

(Ecology and Quality Management, CSR Division, Fujifilm

### · Example calculation of the environmental contribution effect (1): "ASTALIFT" Cosmetics

The new "ASTALIFT" packaging has been changed to a container into which refills can be inserted. From a trial calculation of the essence\*, one of our cosmetic products, we found that by using refills CO<sub>2</sub> emissions can be reduced by approx. 160 g per year per person, amounting to an anticipated contribution to reducing CO<sub>2</sub> emissions by approx. 100 tons for all our cosmetic products with refill in fiscal 2013. In addition, the amount of plastic used will also be reduced by almost 70%, resulting in a reduction in re-

Development and Dissemination of

source consumption of approx. 100 tons per year.

In recognition of its environmentally conscious packaging design, "ASTALIFT" was won the 2012 Good Design Award.

\*Trial calculation of the essence: calculated based on using a refill three times for each container



**Environmentally Conscious Products and Services** 

# . Example calculation of the environmental contribution

effect (2): "LASEREO" Endoscope System We have achieved a reduction in electricity consumption in using by the "LASEREO" endoscope replacing the xenon light source with a laser light source. We have carried out a trial calculation

### • Example calculation of the environmental contribution effect (3): "SYNAPSE" IT Solution for Hospitals

100

60 -

40 -

that makes possible a reduction in CO2

emissions of approx. 100 kg per prod-

uct per year, and suggests that this will

reduce emissions by approx. 70 tons of

Contribution of Energy-Saving

Product "LASEREO" to Reducing

CO<sub>2</sub> Emissions (trial calculation for 2016)

Reduction in

Switch to

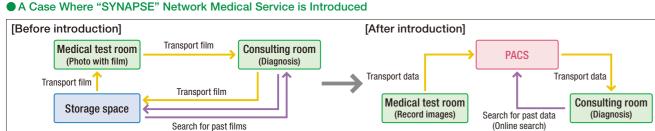
"LASEREO"

CO<sub>2</sub> in fiscal 2016.

Using current

product

By storing medical test images digitally in an image filing system (PACS), it is possible to share data within a hospital and enable it to be viewed in consulting rooms. This makes possible a reduction in the CO2 emissions incurred when searching for, transporting, storing and purchasing films. We can expect a reduction in emissions of approx. 70,000 tons of CO2 in Japan's hospitals as



# olumn Stakeholder Dialogue

### Debate on future environmental measures demanded of the printing industry

On July 23, 2012, we invited experts to the Development Center at the Yoshida-Minami Factory to conduct a dialogue with our researchers on the theme of "Changes in the Printing Industry from an Environmental Perspective and Our Future Measures," with the aim of stimulating environmental measures by raising environmental awareness and offering an opportunity to find out about trends in the market's environmental demands. Professor Norihiro Itsubo from Tokyo City University gave a lecture, and after hearing the views of our actual customers, we held a panel discussion to debate the future direction of the printing industry and how the Fujifilm

Through this dialogue, we obtained advice on how to reduce the environmental burdens by calculating the carbon footprint and on product design which use an index other than CO<sub>2</sub> emissions as well, and the need to inform these efforts and products. In the future, we aim to combine high customer satisfaction levels with an environmental response, and make full use of the views shared with us in this dialogue in promoting our Design for the





The facilitator was Profess lorihiro Itsubo from Tokyo City University, who is renowned for his LCA research. ② We conducted a panel discussion with Mr. Hiroshi egawa from Dai Nippon Printing Co. Ltd. representing our customer vs. 3 Around 40 researchers from the Development Center at the oshida-Minami Factory participated

### 1. Smart WelcomEyes Virtually Zero Waiting Time Experience 3. High-Speed . Smart Energy Recovery from the

impact on the whole society.

Three Technologies

Focus on Activities

their energy-saving functions

Category).

Fuji Xerox digital color multifunction devices

have received various prizes in recognition of

Fuji Xerox digital color multifunction devices have been awarded

the Grand Prize for Energy Saving Product (Eco-Products

Category) at the Ninth Eco-Products Awards, organized by the

Eco-Products Awards Steering Committee. In fiscal 2012, they

also won the Chairman's Prize, The Energy Conservation Center,

Japan, presented by the Energy Conservation Center, Japan

(ECCJ) in the 2012 Grand Prize for Excellence in Energy Efficiency

and Conservation (Product Category & Business Model

that realize energy conservation while also achieving comfortable

and convenient product usage. The digital color multifunction

devices that received the prizes\* were developed to tackle the

issue of sleep mode not being used by customers. Sleep mode,

when used, could significantly save energy consumption but it was

not being used because recovering from the sleep mode requires

customers to wait. By integrating three of Fuji Xerox's unique

energy-saving technologies, these products have realized virtually

zero waiting experience for the recovery from the sleep mode.

Now customers no longer have to wait, even when using the sleep

Excellence in Energy Efficiency and Conservation 12 times since

it first received it in 1999. Fuji Xerox will continue to develop

energy-saving products in an aim to reduce the environmental

\*ApeosPort-IV C5575/C4475/C3375/C2275 won the Grand Prize for

Energy Saving Product (Eco-Products Category), ApeosPort-IV C5575/

C4475/C3375/C2275 and DocuCentre-IV C5575/C4475/C3375/C2275

Achieving Virtually Zero Waiting Time Experience Using

won the Chairman's Prize, The Energy Conservation Center, Japan.

Fuji Xerox is industry's first in receiving the Grand Prize for

mode, enabling stress-free use of our multifunction devices.

Under the concept RealGreen, Fuji Xerox develops products

ApeosPort-IV C5575 1. Smart WelcomEyes: A sensing technology that enables the device to automatically recover from the sleep mode by detecting a person ap-

proaching the device for use. 2. Smart Energy Management: An energy-saving technology that supplies electricity only to required function modules of the multifunction

3. High-speed recovery from the sleep mode: control technology that enables the output device to recover quickly from the sleep mode

# **Effective Use of Resources**

### Basic Approach

The Fujifilm Group is well aware of the importance of finite resources. We have been gathering and reusing silver, which is used in manufacturing photosensitive materials that had been our main product since the start of our business. Today we actively continue with our efforts to reduce the amount of virgin resources, which include establishing a resource recycling system for multifunction devices and copiers. We are conducting efforts to use resources effectively and reduce waste through measures which take into account the total lifecycle of a product, by considering the 3Rs (reduce, reuse, recycle) in the product design, reducing loss at the manufacturing stage, collecting, reusing and recycling used products, and recycling or converting into valuables of wastes.



Fuji Xerox Eco-Manufacturing (Suzhou) Co., Ltd., a recycling base in Suzhou China

### Outline of Activities in Fiscal 2012

### Measures to reduce wastes

The Fujifilm Group is making comprehensive efforts to use resources effectively and reduce wastes throughout the entire lifecycle of its products, from design to manufacturing and disposing. We think carefully about the most effective ways to use resources and reduce wastes as much as possible, by considering reduction of resources in products and recycling after use in the design stage, and reducing losses at the manufacturing stage. Meanwhile, we are concerned about wastes emitted necessarily in manufacturing too, and since fiscal 2011 we have been involved in project as Fujifilm Group to convert wastes in manufacturing into valuables and raise the value of these valuables.

In this project, the entire Fujifilm Group, including Fujifilm, Fuji Xerox, FUJIFILM Holdings and other affiliates, came together to target the three main wastes at our manufacturing sites: waste plastics, oil waste and sludge. The Fujifilm Group gathered together wastes, the disposal of which had previously been outsourced by each manufacturing site (by treatment as wastes or by incineration so that only heat recovery was possible for the small amount of the emission), and reselected subcontracting companies carefully. That has led to achieve high-grade recycling (material recycling) and conversion of wastes into valuables, making the Fujifilm Group's use of resources more effective.

More concretely, we divided oil waste according to whether or not it could be recycled by distilling and reselected subcontractors-a distillation recycler if waste could be distilled or

Outline of Measurements for Waste Reduction in Fujifilm Group

Design products which generate minimal waste

Reduce loss in production and reduce the occurrence of defects

Consider the 3Rs, "Reduce, Reuse and Recycle"

[Design for Environment]

[Reduce loss in production]

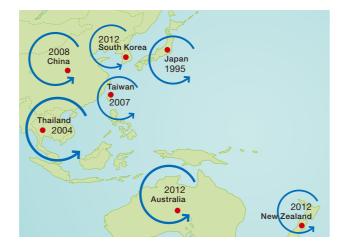
an incineration company for heat recovery if waste could not be distilled-to maximize the effective use of resources. In addition, we increased the volume of wastes converted into valuables and raised the value of these valuables by deploying the waste plastics recycling company that Fuji Xerox had been using to recycle used copiers across the entire Fujifilm Group. As a result of these activities, by the end of fiscal 2012 we were able to achieve a reduction of 20% in our outsourced waste disposal costs compared with fiscal 2010. In the future, we intend to expand these measures to use resources effectively, to wastes in office, sales and warehouse too

### . Measures to achieve zero landfill from products

At Fuji Xerox, based on the approach that "used products are not waste products but valuable resources," we have been introducing resource recycling activities aiming for Infinite Zero Landfill through the maximum use of resources by collecting used products and reusing\*1 and recycling\*2 them.

In the Japanese market, we have accomplished Zero Landfill of collected used products by reusing their components. We are now broadening resource recycling sites overseas modeled on this achievement. We established recycling bases in the Asia

### ● Fuji Xerox's Measures to Achieve Zero Landfill



Pacific region (Thailand) in fiscal 2004. A further base was built in Taiwan in fiscal 2007, and in Suzhou, China, in fiscal 2008 and we have established a recycling system. In fiscal 2012, we launched the operation of recycle systems in Korea, Australia and New Zealand, regions that had previously been handled by the Thai site. We intend to proceed in the future with our recycling systems

across the region, and launch products that include reused components, as in Japan.

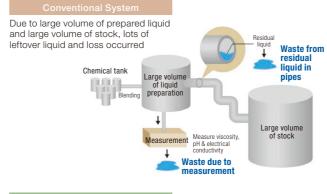
- \*1 **Reusing:** Either parts are reused as they are, or their materials are reused
- \*2 Recycling: Components that could not be reused are recycled as a

### Focus on Activities

### Achieving a reduction of volume of waste generated in factories of 10% compared to fiscal 2003 by reduction of loss in manufacturing and conversion of waste into valuables

We are conducting continuous efforts to reduce waste products in our factories, by placing the highest priority on not causing them at all (reducing), and making efforts to reduce loss in processing, reduce the number of times the processing line stops and reducing the rate of occurrence of faulty products toward the reduction of loss in manufacturing. At FUJIFILM SHIZUOKA, in the process for manufacturing a coating liquid for PET film, we developed a "New Liquid Preparation System" (see figure below) which makes the liquid preparation equipment more compact, has a mechanism whereby special air pushes out residual liquid left in pipes, and introduces a mechanism to return the sample used for measurement of the physical properties of the liquid after measurement without throwing it away. Just by eliminating this

 An Example of Reduction of Loss in Manufacturing: Reduction of Loss of Liquid Based on a New Liquid Preparation System





Measurement method which returns the liquid

reduction in loss of residual liquid from pipes and measurement, we have achieved a reduction in loss of 270 tons per year.

Regarding loss of materials or products that unfortunately does occur, we are promoting higher levels of quality in recycling. Leftover materials such as those from inkjet paper, which we had been thermal recycling as fuel, is now being separated into paper and laminate plastic and we have established a method to return each of these to their raw materials and are converting this waste into valuables. Through the support of our head office, the FUJIFILM SHIZUOKA, which had been outsourcing the disposal of oil waste to a processing company, has now been able to combine with other sites to outsource together, achieving conversion into valuables due to the merit of scale. As a result of these activities, in fiscal 2012, we were able to achieve a 10% reduction on the amount of waste materials generated in 2003.

### Enhancing our global regime for resource recycling to maintain zero landfill, no pollution and no illegal dumping

Nowadays, there is concern, evident in trends such as the Ban Amendment to the Basel Convention\* and individual countries' regulations regarding the export of hazardous waste, regarding the problem of the passage of waste across borders from Organization for Economic Co-operation and Development (OECD) to non-OECD countries. Taking into account this trend in international society, at Fuji Xerox, we have launched the operation of recycle systems in Korea, Australia and New Zealand, to recycle used products from their own countries domestically, rather than transporting them to our recycling center in Thailand, as previously. This was launched as a trial from fiscal 2011, and officially went into operation from Jan. 2012, achieving zero landfill, no pollution and no illegal dumping in these countries by June of the same year.

Moreover, the responsibility for the recycle system in each of these countries lies with our sales company in each country, and they operate a mechanism of 1) collecting used cartridges; 2) conducting processes from disassembling and separating (either within their company or outsourcing) to recycling; and 3) conducting management of this series of processes.

\*Basel Convention: The official title is "Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal." In the Ban Amendment to the Basel Convention, the export of hazardous waste from OECD countries to developing nations (non-OECD members) is, in principle, completely prohibited.

[Promotion of effective use of resources] Treatment of emissions Recycle and reuse mproving the quality of recycling (Heat recovery ⇒ Material recycling). and the reusing of resources in products Comprehensive efforts to promote waste reduction and effective use of resources

Reduce waste to minimum in production

Product

development

Manufacturing

# **Biodiversity Conservation**

### Basic Approach

The Fujifilm Group has engaged in a wide range of environmental protection activities for the conservation and protection of biodiversity, based upon its philosophy of "environmental consciousness and environmental protection are at the core of our corporate activities." In June 2009, we clarified our guideline for cross-group efforts to biodiversity conservation and introduced the "Fujifilm Group Basic Concepts and Action Guidelines for the Biodiversity Conservation" (hereafter, "Guidelines for Biodiversity"). Activities both inside and outside the company are being advanced to preserve the ecosystem services that benefit mankind for the future

Fujifilm Group Basic Concepts and Action Guidelines for the Biodiversity Conservation http://www.fujifilmholdings.com/en/sustainability/vision/creature.html



FUJIFILM Kyusyu has been participating in the "Rice Paddy Assistance Team." since fiscal 2010.

### Outline of Activities in Fiscal 2012

FF: Fujifilm FX: Fuji Xerox

### 2005 to 2008

### Confirming level of own and others' awareness and sharing

- perspectives on the issue Conducting a questionnaire
- Holding study groups and dialogue with stakeholders, etc.

within the Group

### 2008 to 2009 Clarification of the Fuiifilm

- Group's stance and strategy
- Formulation and enactment of the Fuiifilm Group's policy on biodiversity conservation
- Activities to enlighten and raise awareness among employees

### 2010 to 2011

### Launch of concrete measures

- Incorporation of "Biodiversity Conservation" into the Fujifilm Group's Design for Environment for all products (FF)
- Survey on land use for biodiversity conservation (FX)

### 2012 to 2013

### Formulation of targets for the next level

- Began formulation of medium-term targets for Fuiifilm Group
- Expanded procurement criteria for its paper supplier in an aim to conserve biodiversity (FX)

Since the Fujifilm Group uses many natural resources in its products and services, we consider biodiversity conservation to be an issue of importance on a global scale, alongside climate change. Since 2005, we have begun efforts to share perspectives and awareness on this issue and close the gaps between our and others' level of awareness, by conducting stakeholder dialogue with experts and raising awareness among employees, etc. In 2009,

### Main activities for biodiversity conservation

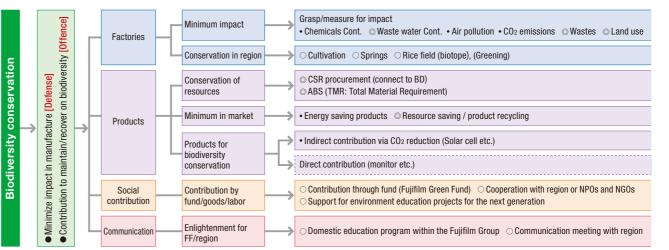
- O Activities to conserve the water source at each
- Co-sponsoring training courses for Nature Conservation Educators Since fiscal 2001, Fuji Xerox has been holding training
- courses jointly with the Nature Conservation Society of Japan, which have been attended by more than 300 employees in total.
- O Support to the Monitoring Site 1000 We have been providing high sensitivity negative film for sensor cameras used in surveying mammals since 2007.
- Land-use surveys at manufacturing sites aiming at conserving biodiversity Fuji Xerox has been conducting these land-use surveys
- O Rice Paddy Assistance Team
- Regional collaboration activities to preserve groundwater in Minami-Aso village. FUJIFILM Kyusyu has been participating in these activities since fiscal 2010.
- Support to projects by NPOs and NGOs involved in education on biodiversity conservation for the next generation

we formulated the Group's "Guidelines for Biodiversity" and launched more concrete measures. From 2010, Fujifilm began operation of measures for biodiversity conservation within its "Rule for Design for Environment (DfE)." At Fuji Xerox, since 2010, we have been conducting surveys on land use for the purpose of biodiversity conservation at production and product development sites in both Japan and overseas to spread these activities.

In fiscal 2012, aiming to take activities to the next level, we systemized the activities and set medium-term targets. We based our approach in systemizing these activities on the premise not only that we should secure resources sustainably with a minimum impact on biodiversity (as included in the "Guidelines for Biodiversity"), but also that the maintenance and recovery of biodiversity is also another aspect of corporate social responsibility. As a result, we organized our approach based on the four key elements of "factories" and "products," as major elements which impact upon biodiversity for us as a manufacturer, and "social contribution" and "communication," as our corporate social responsibility (see the right figure). From among all the activities conducted for each key element, we incorporated those which we should continue to be aware of as priority issues, we intend to promote measures for the conservation of biodiversity combining business with environmental protection through conducting

As paper is vital material for Fuji Xerox's business operations, we have been aiming for sustainable and responsible paper procurement. In fiscal 2004, Fuji Xerox established Environmental, Health and Safety requirements regarding paper procurement for companies that supply the paper which we use or sell. Amidst

### ● Activities on Biodiversity Conservation in FF (FH) —Outline—



OMeasure related to biodiversity conservation (on going) Measure related to biodiversity conservation (middle target: plan) Measure indirectly related to biodiversity conservation

growing public interest in biodiversity conservation, Fuji Xerox expanded the scope of the regulations and started the operation in

The previous regulations only included standards for the procured paper, but Fuji Xerox took a step further to add trading

criteria in business activities of our suppliers from CSR perspective, which requires biodiversity conservation and the protection of the rights of the local residents. Fuji Xerox will stipulate such management to our suppliers to contribute to conservation of biodiversity and procure paper responsibly.

Third-Party Opinion on "Biodiversity Conservation"

### Mr. Yasushi Hibi

Representative Director, Conservation International Japan

Mr. Hibi has been Representative Director of the international NGO, Conservation International Japan international NGU, conservation international Japan since April 2003, after working at Nomura Research Institute and United Nations Development Program (UNDP). He is involved in efforts to construct partnerships, etc., between companies, governments and international institutions, aiming for the creation of a sustainable society through biodiversity conservation He also acts as an environment management advisor for numerous leading companies within Japan.

Our hope is that FUJIFILM Holdings switches to a new business model that promote and accelerate environmental and biodiversity conservation.

Biodiversity is no longer simply just an issue about living creatures, but is now considered an important constituent

and the economy. We hope that the Fujifilm Group continues with the efforts for biodiversity conservation that you have been making in each field until now. But it is also our hope that in the future, not least for the sake of the long-term continuation of your business, you are able to switch to a new business model that promote and accelerate environmental and biodiversity conservation." This is an essentially different approach to promoting CSR through your main business activities, since it means putting into practice your corporate philosophy of "remaining a leading company which creates new values" in the field of the environment, expanded to include biodiversity. Since its foundation, your company has been putting efforts into the conservation of water, as the most critical "ecosystem service." But we hope that you will go on to conduct CSR activities as a leading company which has transformed its business model into something more like "the more our business activities grow, the more the water environment prospers."

element of the natural resources which support both society

### Response to the third-party opinion

The Fujifilm Group appreciates your warm evaluation of our efforts for biodiversity conservation, which we have promoted from various perspectives based on our basic approach that environmental consciousness and environmental protection are at the core of our corporate activities. We also thank you for your good advice concerning how we should address the issue of biodiversity as a company. We intend to make further

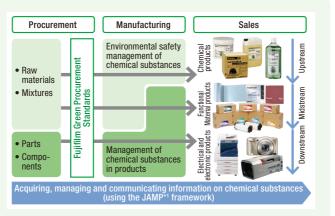
efforts to advance through our pioneering original technologies based on our vision, including the perspective of the transformation of our business model into one appropriate for a leading company whose approach to CSR is that its main business activities themselves promote environmental conservation. (CSR Group, General Affairs Division, FUJIFILM Holdings)

# Improving Chemical Substance Management

### Basic Approach

Because the Fujifilm Group manufactures a wide range of products such as chemical products, functional materials, optical devices, office equipment, and medical equipment, etc., we have established and implement management rules according to the respective composition and manufacturing processes of our products, from the perspective of management of the handling of chemical substances and management of information on chemical substances.

Since 2010, in our Medium-Term CSR Plan, we have been making efforts for the priority issues of establishing and disseminating the framework to acquire, manage ,and communicate information on chemical substances contained in products along the supply chain and enhancing our system to acquire information on laws and regulations in each country and region around the world accurately, and to ensure response efficiently.



### Outline of Activities in Fiscal 2012

### • Fujifilm

Fujifilm established its rules on the management of chemical substances in 1995, and has set down the classification criteria of each chemical substance based on laws and regulations, hazards and management policy, and set down the method of handling according to each classification. In addition, TOYAMA CHEMICAL and Fuji Xerox in the Fujifilm Group also share these classification criteria, and we are promoting consistency in our management of chemical substances. All the chemical substances used in manufacturing processes are registered in a database and the status of their use is monitored. We continue to manage chemical substances properly based on the latest information such as newly registering or updating information on several hundreds of data in fiscal 2012.

We are using the information communication framework proposed by the Joint Article Management Promotion-consortium (JAMP)\*1 for the management of information on chemical substances contained in products. In fiscal 2012, toward the

### Classification Crieteria for Chemical Substances and Management Practice Based on the classification

(Classification criteria: Hazard, laws and regulations in Japan and overseas, and management policy)

Classification	Classification criteria	Management practice
C0	Prohibited by laws and regulations and management policy	(Prohibited)
C1	Discontinue usage, reduce amount of usage or reduce emissions based on management policy (hexavalent chromium, formalin, and dichloromethane, etc.)	Discontinue usage, or reduce amount of usage or emissions
C2	Notifications and/or approval is required by laws and regulations     Particularly hazardous (carcinogen, explosive, etc.)     Limited handling based on management policy (lead compounds, etc.)	Enclose or restrictive management
C3	Specified laws or regulations applied, or having specified hazards	Management based on risk assessment
C4	Classification other than CO to C3	General management (management based on MSDS and laws and regulations)
S	Specially managed substances: No relevant laws, regulations or hazards data but potential risk is concerned.	Start research for replacement or reduction of usage amount, emission or exposure

Briefings of the information management system for chemical substances in products to suppliers at FUJIFILM Logistics



promotion of usage of the information management

system that we introduced in 2010, as well as conducting briefings to suppliers, we also made efforts with suppliers for solving issues on communicating information on chemical substances. As a result, we were able to greatly improve the rate of usage of the information management system. We have been participating in JAMP since its foundation, and we are also involved in its activities to build the framework to communicate information on chemical substances and to disseminate the framework internationally. In fiscal 2012, we conducted presentations to explain case examples of the framework proposed by JAMP at conferences held in China and Korea and conducted efforts to promote understanding on the framework

Regarding the safety data sheet used as a means to communicate safety information on chemical products to our customers, we are communicating not only information on chemical substances required by laws and regulations in place, but information on a broad range of chemical substances to our customers, and we have been continuously disclosing such information on our website. Furthermore, we are also participating in JIPS\*2, a voluntary activity to disclose safety information on chemical products broadly to society as a whole, and we released the safety summaries on mixtures (chemicals made up of two or more different substances)

- \*1 Joint Article Management Promotion-consortium (JAMP): A crossindustry organization established in 2006 for the purpose of smooth communication and management of information on chemical substances contained in products throughout the supply chain.
- \*2 Japan Initiative of Product Stewardship (JIPS): A voluntary activity conducted by companies to disclose information and conduct risk assessment of chemical products promoted by the Japan Chemical Industry Association (JCIA), for the purpose of sound chemical management throughout the entire supply chain.

### Fuji Xerox

At Fuji Xerox, we are putting efforts into conducting consistent management of chemical substances throughout Fuji Xerox and its affiliates, both within Japan and overseas, based upon the safety classification across the entire Fujifilm Group, as well as conducting management of the chemical substances contained in products and enhancing our response to regulations on chemical substances, which are increasing worldwide.

In fiscal 2012, we reviewed our method of auditing the management of chemical substances contained in articles at our suppliers. We have enhanced the items included among the previous document screening items which confirm implementation of the framework, and we have also begun to actively conduct auditing

In addition, in accordance with the expansion of production and sales in China, we are proceeding with the establishment of information collection bases to more speedily and reliably respond to laws and regulations. We have established a system to comprehensively collect information by establishing information routes from the government and local industrial associations. Regarding notifications on new chemical substances, we have established a system which can be implemented by our local subsidiaries in China which has both speeded up process for the notifications and reduced the costs for them. In the future we intend to continue to strengthen our system for effective and reliable response to laws and regulations.

### Focus on Activities

### Enhancing our system to ensure compliance with laws and regulations, to respond to the expansion of our global business

Based on the increasing safety requirements with regards to electrical and electronic products, and the enhancement of worldwide regulations on chemical substances, the number of new or revised environmental and safety regulations to be reviewed on the point of relation to the products has doubled in the past several years. In addition, approx. one-fifth of these legal documents are written in languages other than Japanese, English or Chinese, and along with the increase in laws and regulations, the handle of different languages is becoming an issue. A correct understanding of the laws and the regulations written in each country or region's language is necessary to ensure compliance, and collaboration with our subsidiaries overseas is essential.

In fiscal 2012, as part of our response to the particularly fast progress in new legislation occurring in emerging countries, we built a mechanism for discussions on response and information exchange regarding legislation relating to the environment and safety with our offices in the U.A.E., India and Brazil, etc., to enhance our system for compliance with laws and regulations. We continue to enhance our system for compliance with laws and regulations in response to the globalization of our business.

Senior Manager, Environment and Energy Division 2, Mizuho Information & Research Institute. Inc.

Takao Sugaya

Currently serves as chairman of the JAMP Mana in related consultation work and research to realize the aspiration of sound management of chemical substances in products throughout the entire supply chain.

### Hopes for the Fujifilm Group's Chemical Substance Management as a Company involved in Manufacturing at the Upstream, Midstream and **Downstream Stages**

Any company involved in manufacturing needs to take measures for the management of chemical substances, but the content and key points for management vary depending on the type of relationship with chemical substances the company has. The Fujifilm Group is conducting chemical substance management according to the type of procured goods, manufacturing process and products as a company positioned in upstream, midstream and downstream. These measures provide a good example which is of reference to other companies conducting chemical substance management.

It is of great significance that the Fujifilm Group is actively involved in building a common management framework and promoting its dissemination, as autonomous efforts in the industry, and I would like to see the continuation of these activities in the future. In particular, the communication of information is essential to the management of chemical substances throughout the entire supply chain, and if the burden of this can be reduced by improving the efficiency of communicating information, this will also lead to the promotion of sound management throughout the entire supply chain.

While chemical substances are essential to daily life, it is somewhat difficult for a company to highlight the management of chemical substances which have an inherent level of hazardousness, but I would like to think that the mention of "improving" in the title was chosen to encapsulate the Fujifilm Group's intention of going on to conduct even more sound management of such substances in the future. I hope to see even higher levels of chemical substance management from the Fujifilm Group in the future.

### Response to the third-party opinion

In manufacturing, a wide variety of chemical substances are used in a diverse array of ways. The title here incorporates our intention to continuously improve our management of chemical substances based upon the latest information. In order to conduct sound chemical substance management throughout the lifecycle of our products, we need the cooperation of our entire supply chain. We believe that the framework of common management will not only reduce the burden on each individual company in the supply chain, but will also promote the accurate communication of information and therefore we are actively promoting the use and dissemination of this framework. We keep exerting efforts for the management of chemical substances across the entire supply chain.

(Ecology and Quality Management, CSR Division, **FUJIFILM Corporation)** 

# Respect for Human Rights

### Basic Approach

We believe that respect for basic human rights is a fundamental aspect of our compliance and we have clearly stated our commitment to it in the "Fujifilm Group's Charter for Corporate Behavior and Code of Conduct." We promote understanding of these concepts by all our employees by asking them to sign the declaration at the end of the Code which clearly states the principles of prohibition of infringement of human rights, discrimination based on nationality, ethnicity or race, religious or political convictions or other beliefs, gender, physical features, or social status, prohibition of harassment, protection of privacy, respect and protection of basic labor rights, prohibition of forced labor or child labor, and compliance with and promotion of workplace health and safety. In addition, we also promote education on human rights by periodically holding training seminars on respect for human rights and eliminating discrimination.



A person in charge of the Fujifilm Group CSR Department has a presentation at the Human Rights Due Diligence Workshop.

### Outline of Activities in Fiscal 2012

### · Measures for human rights due diligence

As part of our measures for human rights due diligence, in Sep. 2012, we participated in the Human Rights Due Diligence Workshop\* held by the Nippon CSR Consortium, and held discussions with many participants from relevant companies, NGOs and CSR experts regarding human rights issues. As a first step, we conducted dialogue with companies and NGOs, listened to the experiences of NGOs which are active in working to resolve numerous human rights issues, and exchanged opinions relating to human rights issues. As a second step, in accordance with the "UN Guiding Principles on Human Rights" as recognized by the United Nations Human Rights Council, and with reference to the Human Rights Guidance Tool formulated by the UNEP FI (United Nations Environment Programme Finance Initiative) in Nov. 2011, we laid out the human rights risks for our company and set down priority issues for each industry.

In this workshop, the Fujifilm Group participated in discussions related to our priority businesses of highly functional

materials and the healthcare-related chemical and pharmaceutical industries, and as a result recognized that priority issues for us including "workplace condition," both within our company and on our supply chain, and "resources" for local communities, etc. In the future, we plan to raise the discussion points from this workshop within our Group, bring together and organize the existing measures relating to human rights within the Fujifilm Group, and launch activities to survey and specify impact on human rights.

\*"Human Rights Due Diligence Workshop" Participated organization: <NGO/NPO> Amnesty International, ACE, ek sathe, Oxfam Japan, CSO Network Japan, Change Fusion, Polaris Project Japan, etc. (11 organizations), <Corporation (Type)> 39 companies from chemicals, financial services and securities, automotives, heavy industries, trading companies, information equipments, information communication, food, think tank, apparel and textile, electrics, logistics, retail industries, etc.

\*For details of the Human Rights Due Diligence Workshop and the formulation process, please refer to the website of the Caux Round Table.

http://www.crt-japan.jp/EN/index.html

[Endorsement]

### • Key Human Rights Issues in the Chemical and **Pharmaceutical Sectors**

Human rights issues considered important for the chemical industry	Concrete issues		
Core operation / Supply chain Health and safety in the workplace	<ul> <li>Risks of skin injuries and cancers posed by the use of chemical materials.</li> </ul>		
Community Use of natural resources	<ul> <li>Progressive increase in discharge and leak of hazardous materials, water and air pollution at manufacturing sites as well as during transportation.</li> </ul>		
Community Voluntary relocation- consultation and compensation	<ul> <li>Inadequate compensation on relocation may create tensions with local communities when developing sites, which may endanger the safety of both corporate and community members.</li> </ul>		
Key human rights issues in pharmaceutical sector	Concrete issues		
Core operation / Supply chain Labor conditions	<ul> <li>The use of chemical compound or/and pharmaceutical products is likely to endanger the health and safety of employees.</li> <li>During the clinical development stage of pharmaceutical production, the health and safety of study participants may not be managed properly at contact research organizations.</li> </ul>		
Community Use of natural resources	<ul> <li>Sourcing natural compounds may possibly heighten tensions between companies and local communities.</li> </ul>		
Community Community investment	<ul> <li>Having positive impacts on public health such as rising awareness on diseases and ensuring access to medicine.</li> </ul>		
Society and government Relations with poor human rights record	<ul> <li>Support for public health in state/local community may be misused for their political purposes such as propaganda</li> </ul>		
Consumer issues Health and safety of patients	<ul> <li>Taking positive actions towards the fight against counterfeit medicines</li> <li>Report delay on adverse drug reactions and delay in recall may endanger health and safety of patients</li> </ul>		



Hiroshi Ishida Executive Director Caux Round Table Japan

### Statement of Human Rights Due Diligence Status Check

Caux Round Table Japan herewith confirms that the FUJIFILM Holdings Corporation (CSR Group, General Affairs Department) has participated in a series of Human Rights Due Diligence Workshop at the Nippon CSR Consortium. At the workshop, the company contributed to identify human rights issues related to chemical and manufacturing sector, while joining in discussion with NGOs and CSR experts, and shared expertise with other members from different sectors. Next steps will be prioritization of the identified issues by placing them in the value chain. I look forward to seeing further progress being made by the FUJIFILM Holdings to integrate human rights into strategy, culture, and day-to-day operations

# Effective Utilization and Training of **Human Resources**

### Basic Approach

To realize the Fujifilm Group's goal of creating and developing growth businesses and accelerating their global deployment, it is important to develop the talent that will support these businesses and endeavors and to create an environment where diverse staff members can demonstrate their skills. For this purpose, we have set as a top priority the development of management talent and global talent, with high levels of skills in thinking and acting on one's own on the premise of a diverse global environment and in overseeing the transformation and growth of the next generation of our business. We have been conducting measures on a Group-wide scale with a worldwide perspective to create and prepare trainings and systems that enable us to seek out, develop, promote these talent.



Participants gathered together from various countries at a Change Leader Training Course at Fuji Xerox.

### Outline of Activities in Fiscal 2012

### Fujifilm

We launched fully-fledged efforts for the development of global human resources in 2011, and we are promoting measures based on "Developing globally applicable mindsets and skills in a planned and consistent way," and "Creating opportunities to work globally." For Japanese employees, we provide various types of practical training such as planned and consistent prior training for those who are scheduled to be posted overseas, training conducted by sending participants overseas temporarily to build up experience in the actual locations, and training for engineers. In addition, for employees at subsidiaries outside Japan, we offer the "Fujifilm Global Leadership Seminar," targeted at management level employees. There is also the "FUJIFILM WAY training," that targets all employees all over the world (see p48). Furthermore, we have also begun constructing a system to seek out, develop and promote outstanding talent in a planned and consistent manner in order to achieve truly global human resources that ensure the optimal allocation of the best qualified talent around the world regardless of their nation-

In fiscal 2013, we plan to conduct a meeting which gathers together persons responsible for HR from the U.S., Europe and China, and to implement concrete measures toward creating a

talent pool, to fully grasp the talent we have, and select and develop them from a global perspective.

We have been taking measures toward the goal of enhancing our global responsiveness for some time now, such as by increasing the number of opportunities to participate in a work experience program at overseas companies. Moreover, with the setting of the new goal of "globally integrated management" in fiscal 2012, finding, developing and fully utilizing human resources who are able to lead growth in the global market has taken on a new level of

In Feb. 2012, we celebrated the 50th anniversary of our founding, and as part of our measures to "striving for growth and reforms" for "Changing our Mindset and Organizational Culture Project," new human resources management systems in April of

### An Image of Human Resources the Fuji Xerox Group is Seeking to Develop



### Development of the Global Leaders and Change Leaders



### Fujifilm's Training for Global Human Resource Development

	For management	For mid-level employees	For young employees			
	Short-tern	n temporary overseas posti	ng system			
			Trainee system			
		MOT training in India				
For Japanese	Short term MOT training in European and U.S. business schools					
employees		Study abro	ad system			
		Overseas posting for basi	c training or other course			
	Overseas mana					
	Overseas management human resource development training					
	Global communication skills training					
	Language education system					
For employees at subsidiaries	Fujifilm Global Leadership Seminar (To develop global leaders)					
outside Japan	FUJIFILM WAY training (To promote the Corporate Philosophy)					

### Third-Party Opinion on OPINION "Effective Utilization and Training of Human Resources"

### Motohito Morishima Professor Graduate School of Commerce and Management

Hitotsuhashi University

Completed the doctoral course in labor and industrial relations at the University of Illinois, U.S.A., and after obtaining his Ph.D. in the theory of management of iuman resources, he became Associate Professor in the faculty of business adistration at Simon Fraser University. Canada, He became Associate Professor the Faculty of Policy Management, Keio University, and after serving as Professor in the Graduate School of Policy Management, Keio University, he was appointed to his current position from 2001 His area of specialty is strategic human

### Hope for HR Measures to Maximize **Organizational Performance** through Diversity

I think that the Fujifilm Group's measures to develop global human resources in accordance with the global growth of its business, and in particularly the program constructed to systematically develop global leaders, not simply limited to the current management levels but to include the next generation and the generation to follow that, should be evaluated very highly. However, while bearing this in mind, I would also like to point out the need to further enhance the effective utilization and development of human resources in the middle levels of the company, principally comprising general full-time employees, as a crucial element in aiming for sustainable business deployment as a manufacturer.

When one thinks about developing diverse human resources from a global perspective, there is a tendency to focus on the four categories of Japanese people and people from overseas, leaders and individual contributors. But in fact, for a manufacturer, the general fulltime employees constitute the core of the middle levels of the organization. There are a vast number of them, making things in the workplace and selling products to the market, and having them share the same philosophy and take pride in their work is the most important thing in the long term. In other words, they are the lifeblood of the organization. In the future, by also focusing its efforts on effectively utilizing and developing global human resources at the middle levels of the company, I hope to see the Fujifilm Group establish human resource measures able to produce constant sustainability in human resources, the ideal for a truly global company.

### Response to the third-party opinion

Thank you for your high evaluation of the measures to develop the next generation of talents at the management level that we have implemented thus far. We consider such measures to be essential in exerting our utmost efforts to promote the "speeding up global expansion of our business operations," which FUJIFILM Holdings has set as one of its priority measures.

As you point out in your comments, we also intend to focus on developing global talents at the middle levels of the company in the future, for the development of talents which will link to our sustainability as a global company, by expanding our measures to instruct our general full-time employees in the action guidelines required of them in the "FUJIFILM WAY." (Human Resources Division, FUJIFILM Holdings)

resources from Asia, although we shall also accept interns from other countries. As a trial measure for fiscal 2013, we have also decided to accept interns from India, which is producing lots of excellent ICT human resources, and from Singapore, which is an important base for Fuji Xerox's sales and research. We plan to decide regarding the deployment of future and fuller measures based on the results from fiscal 2013.

### Effective Utilization and Training of **Human Resources**

We are constructing a mechanism which will make it possible to find, develop and appoint future generations of change leader human resources (Real Change Leaders) who will be responsible for future growth and change, from all levels of the company including general employees and management levels, regardless of whether they are from within or outside Japan. In addition, another element of human resource development that we consider important as well as training is utilizing the rotation system. We believe that by conducting planned and consistent human resource rotation, we can strengthen the corporate structure by enabling individual and corporate growth, through allowing employees to gain a broad and diverse perspective on our business from experiencing various types of work and working environments.

From 2013 onward, we plan to actively promote the implemen-

tation of human resource development based on this new system.

### ■ Focus on Activities

### Overseas launch of the "FUJIFILM WAY" training program to promote a shared Fujifilm mindset

Fujifilm has launched a training program targeted at employees at subsidiaries outside Japan, for the purpose of promoting the "FUJIFILM WAY," which explains the common Group corporate philosophy and corporate vision, and sums up the ways of working and proceeding with tasks and provides an image of the sort of human resources we wish to develop as employees. This was conducted a total of 5 times between May and November 2012 in North America, by inviting local executive level employees, including HR managers from 10 subsidiaries. It was also conducted in China in December 2012, targeting HR managers from eight subsidiaries, and in March 2013, targeting management level employees, with the total participants numbering over 150. In fiscal 2013, we plan to start conducting it in Europe and for management level employees in North America and China.





"FUJIFILM WAY" training held in China and North America, with over 150 participants

Unlike the "Global Leadership Seminar" which aims for the development of management employees who can participate in Group level management, the "FUJIFILM WAY" training is targeted at all employees. We are aiming to have top level employees from our overseas companies who have participated in this training go on to promote and disseminate its content among the local staff overseas. Furthermore, we hope that through developing a common understanding of the "FUJIFILM WAY," our overseas employees will gain an awareness of "One company, One Fujifilm" in their activities, and that this will enhance our partnership as the employees of the Fujifilm Group in every company endeavor to work toward a common goal.

### Launch of a program to develop the next generation of leaders who will be globally active as change leader

Fuji Xerox has reviewed its leader development training and, in fiscal 2008, launched training for the development of leaders who will be responsible for growth and change going toward the next 50 years. Furthermore, in fiscal 2012, we conducted this training with an expanded target to include even our affiliates and sales companies

One aspect of this which is proceeding ahead of the rest is training targeted at middle-manager class employees, enabling

# olumn

Creating a G-up Gathering as part of the "G-up" activities to improve the strengths of the workplace, even attended by Mr. Nakajima, our company president, himself

At Fuiifilm, toward the achievement of the medium-term management plan VISION 80, each person and division has clarified their "What" and solved their tasks, and in the summer of 2012, we launched "G-up" activities to improve the strengths of the workplace. For the purpose of one of the key points of "G-up" activities, which is to "stimulate more vigorous activities and more active communication," "opportunities for dialogue" are held being periodically to enable face-to-face frank meetings between management and employees, across the boundaries of the organization and as fellow employees.

In August 2012, starting with Fujifilm head office, these meetings have been held in domestic factories, at affiliate companies and at subsidiaries outside Japan, and as of May 2013, over 30 such meetings had been held, with more than 1,000 participants. Participants were able to voice their issues with their work tasks and day-to-day concerns, while Mr. Nakajima spoke to them directly based on his own experience about the 3Cs (curiosity, communication and courage) that he holds dear. Being able to directly answer each others' concerns enabled people both to resolve their issues autonomously and contributed to an increase in motivation. We intend to continue to provide such "opportunities for dialogue" in the future, and work toward the further growth of our company and each of our employees.



"G-up": stands for the "G"s of "Genba-ryoku" (strength of the workplace), "Genki" (energetic), and "Growth," and by increasing all of these (making them go "up"), we can achieve the VISION 80 and grow both as a company and as individuals.





Lots of employees enjoyed the "G-up Gathering," to talk casually and frankly with Mr. Nakajima



increased number of students from Asia



their leadership skills. This training program is being conducted jointly with not only our domestic but also our overseas affiliates, as training to develop change leader who will go on to be active in the global arena. In fiscal 2012, 21 people participated from Japan and 13 people participated from overseas (Asia & Oceania). The training was begun in July in Japan, and in October overseas, with a joint workshop being held in November. Then, in August 2014, the participants selected from each country will go on to face practical management issues, and propose and implement their solutions. Even those who already have proven results at the domestic management level find that their perspective is instantaneously broadened by the experience of management on a global scale, and they say they experience a heightened sense of crisis and are sharply reminded of the importance of cooperation and collaboration with others

In the future, we intend to proceed to implement similar ALL-FX (Fuji Xerox and its affiliate and sales companies) training for other levels of employees.

### Increase in the intake of interns from overseas. aiming for recruitment and appointment regardless of nationality

At Fuji Xerox (Japan), we now have diverse human resources from a total of 10 countries working for us, and of the newly recruited employees who entered the company in April 2013, 10% were of non-Japanese nationality. One of our efforts in seeking out human resources of outstanding talent from overseas is the "Visiting Fellowship program" which we have been operating since 1998. We accept about 10 student interns per year from China, which acts to deepen our business-academia relations with some of China's most famous universities, while also contributing to us securing very talented engineering human resources. In the 14 years since the program was launched, it has had 122 participants, 25 of whom went on to become full-time employees (as of April 2012).

From 2013, based upon the needs of the workplace and from the perspective of enhancing our competitiveness through diversity, we aim to primarily recruit outstandingly talented human





### Outline of Activities in Fiscal 2012

response to the demands of society

Basic Approach

### • Fujifilm

Fujifilm is conducting measures to create workplaces where our employees can work in good health and with peace of mind, based upon the safety policy laid down at each office, through awareness-raising among employees, activities to prevent fires and accidents, safety inspections at all level from the design, installation and operation of equipment, and checks and improvement of workplaces including by external experts, and safety patrols by the company and labor unions.

Fujifilm Group Occupational Health and Safety Policy

employees the regarding occupational health and safety.

Occupational Health and Safety

Founded on the conviction that occupational safety is the fountainhead of business activity, we

are working to ensure employee protection by placing top priority on safety, and implementing

The Fujifilm Group operates its businesses based on this policy, considering that the securing of em-

ployees' occupational health and safety is the most important basic element in its corporate activities.

3. We will realize the highest standard quality of employees' occupational health and safety in

4. We will establish smooth communications between all Fujifilm-related companies and their

5. We will actively provide employee education and training on occupational health and safety.

1. We will consider the employees' occupational health and safety as top priority.

2. We will proactively support the maintenance and promotion of employees' health.

exhaustive compliance with laws and regulations related to occupational health and safety.

In fiscal 2012, we expanded information sharing on work accidents, near misses and measures to prevent their recurrence, which had been conducted among domestic Fujifilm Group companies. By sharing this knowledge, we go forward not only to prevent the occurrence of similar accidents, but to promote safety activities of identification of danger spots and methods of investigating the cause, etc.

### Fuii Xerox

In fiscal 2012, we undertook various activities with a focus on priority goals, including preventing workplace accidents, preventing health effects due to long working hours, expanding education on mental health, and prohibiting smoking indoors at sites in Japan, and visualizing health indicators. Regarding the prevention of work accidents, we succeeded in reducing the number of work accidents compared to the previous year,\* through the activities of the occupational health and safety committee to identify causes, to consider means of preventing recurrences, and to ensure thorough understanding among employees at each site, and in the future too, we intend to continue to draw attention to these

Regarding activities to promote occupational health and safety in general, we are conducting activities to visualize our activities, and in particular to visualize health indicators and we have reflected them in setting the targets for our activities in fiscal

\*See page 63 for the work accident rate and work accident severity at Fuji



Fuiifilm Kanagawa factory was awarded the 6th Annual Responsible Care Award in recognition of their activities in the Common Rules for Safe Behavior Compliance Scheme

# Focus on Activities

### Enhancing health indicators to reduce the number of persons viewed as having metabolic syndrome

FUJIFILM Kyusyu is a young company where the average age of employees is 28 years old, but it was found that 85% of the people who were viewed as having health concerns (who were diagnosed as having something wrong) actually had metabolic syndrome. For this reason, we set a target that 20% or less of employees should be viewed as having health concerns, and set about conducting measures to achieve this. The key point was to use body composition data in which changes in the proportion of muscle and body fat as well as measurements of physical fitness are clearly shown. Health institutions, the internal health management department and the person's direct manager got together to make a system to manage the health and lifestyle improvements which had previously been left to each person alone. Body composition measurements were made obligatory once every two weeks, close support was provided for data sheet entry, exercise classes were held within the company (made possible by each person's manager allowing them the time to participate), and multiple contracts were made with public sports facilities located close to the companies. As a result, we were able to achieve significant results, with five people achieving their targets, four people no longer being classified as having health concerns, and 12 people who improved enough to achieve figures for good health in their medical examination, of the 26 people who participated in these efforts. In the future, we intend to enhance these activities by setting a target for achievement of only 20% of employees across the entire company having health concerns.

### The Body Composition Data Results and Health Guidance



# **Promoting CSR Among Our Suppliers**

### Basic Approach

At the Fujifilm Group we not only conduct business activities with an awareness emphasizing the importance of corporate ethics and social responsibility within our own company, but we also obtain the understanding of our suppliers. With the goal of conducting such activities in coordination with them, we are enhancing partnerships with our suppliers that put in practice the principles of fair and impartial trade. In fiscal 2009, we formulated the Fujifilm Group Procurement Policy, which shows our approach regarding procurement that takes into consideration the concerns of CSR, and we are continuing to make efforts to improve our CSR activities in coordination with our suppliers.

Fujifilm Group Procurement Policy http://www.fujifilmholdings.com/en/sustainability/vision/procure.html Best Practice Examples of Suppliers. the tool Fuji Xerox is using to promote CSR procurement.



### Outline of Activities in Fiscal 2012

Since 2000 we have been making efforts for green procurement, which takes the environment into consideration. We later launched our examination for CSR procurement and on the occasion of the formulation of the Fujifilm Group Procurement Policy in 2009, we expanded the CSR self-check by adding society items which matched the Procurement Policy regarding corporate ethics, human rights and labor, etc. with the Corporate Greenness Survey up to that time, and we took the lead by beginning a trial survey of this at 70 of our major suppliers' companies. As a result of using the CSR self-check which our suppliers conduct themselves, as well as ensuring that they understand our company's approach to CSR by assessing and providing feedback on their self-check, they are conducting measures to maintain and improve their CSR activities. In fiscal 2012, we aimed to conduct the CSR self-check more efficiently and established a survey procedure by newly using an internet system. In fiscal 2013, using this system, we intend to go on to enhance the survey.

### Fuii Xerox

Fuji Xerox is making efforts with our suppliers to conduct ethical procurement in all our procurement activities, such as production materials as well as logistics and other indirect materials (paper, general purchases, etc.).

In proceeding with ethical procurement, we are conducting measures in collaboration with our suppliers such as holding briefings, conducting self-checks, formulating plans to improve activities based on analysis results and offering support in activities to make improvements. In fiscal 2012, in the field of production materials, in consideration of the burden on our suppliers and toward the improvement of the matching ratio of the assessment of each supplier's self-check and Fuji Xerox's check, we asked continuous suppliers to submit a plan for the improvement of activities for items which did not match with our assessment in the previous year, and requested that new suppliers conduct a selfcheck on all items. We set a target of a matching rate of 90% or more for the highest priority items (57 items) and conducted awareness-raising activities among the management level on conducting visiting assessments. However, since approx. 7% were new suppliers, our achieved rate was slightly less than in the

previous year, at 93.8% (the previous year was 95.6%). Furthermore, since we had found in visiting assessments until now that in China there was a particularly large divergence in the self-checks conducted by our suppliers and the actual situation, we constructed a system to enable exhaustive confirmation by conducting visiting education programs on the basics of ethical procurement so that local buyers will be able to conduct basic confirmation of the suppliers they are responsible for.

In the field of logistics, for all the logistics companies in Japan which are targets of ethical procurement, all companies achieved our target of a matching rate of 90% or more for the highest priority items (100 items; 98.5% achieved this in the previous year). In the future, in addition to further establishing these measures within Japan, we plan to gradually proceed with selfchecks in areas ranging from the hub stores in the Asia Pacific region to the logistics in the respective countries.

# olumn

### **Conflict Minerals**

In the Democratic Republic of the Congo (DRC) and the adjoining countries, illegal armed forces reportedly commit inhumane crimes and cause violations of human rights or environmental destruction in their pursuit of monetary gain through the mining of specific minerals (conflict minerals). Minerals mined in the regions include gold, tantalum, tungsten and tin which are indispensable to electrical and electronic industries. There is concern that the so called, "Conflict minerals" directly or indirectly finance or benefit illegal armed groups in the DRC or adjoining country. Fujifilm has declared that no intention to use the minerals mined or refined by illegal practices and no intention to take part in directly or indirectly financing or benefiting illegal groups. In August 2013, Fujifilm formulated its internal guideline which clarified roles and responsibilities for the relevant divisions. From fiscal 2013. Fujifilm intends to use common industry frameworks such as the EICC/GeSI template promoted by the electrical, electronic, and automotive industries and to disseminate the frameworks throughout the supply chain.

# Integration of Business and Social Contributions

### Basic Approach

The Fujifilm Group is committed sincerely to contributing to the sustainable development of society in aspects of working together with local communities as a good corporate citizen and responding sincerely to the demands and expectations of those communities. In 2008 we formulated the Fujifilm Group Social Contribution Policy, based on which we are conducting activities focusing on the fields of research and education, culture, arts and sports, health and environmental conservation through cooperation and collaboration with NGOs/NPOs, local communities and others and in active support of volunteer activities conducted by employees.

Fujifilm Group Social Contribution Policy http://www.fujifilmholdings.com/ja/sustainability/vision/society.html

# Themes (targets) Social contribution through business operations Support for the education of the next generation Environmental conservation and biodiversity conservation NGOs/NPOs Local communities Public organization Major fields Research and education Culture, arts and sports Health Environmental conservation Cooperation and collaboration NGOs/NPOs Local communities Public organization Charity organizations Educational institutions Employee/family

### Outline of Activities in Fiscal 2012

The Fujifilm Group contributes to society through its business operations while interacting proactively with local communities as a corporate citizen, thereby contributing to the sustainable development of society. The Group is involved in a range of unique activities based on its business features, such as the Connecting Photo Project (see page 53), creation of archives of cultural assets and artistic works, support for the publishing of large-font textbooks for children with visual difficulties, and restoration of historical manuscripts. In addition, we are supporting education, in particular environmental education, and conducting various other activities to foster harmony with local communities. Moreover, we are focusing on building internal systems to encourage individual employees to participate in volunteer activities, such as the volunteer leave system.

In the future we will attribute importance to communication and partnership with a range of stakeholders to help solve social problems and make more contributions to society through our business operations.

# Social Contribution Activities Continued by the Fujifilm Group Connecting Photo Project (Fujifilm)

 Creating digital archives of cultural assets (Fujifilm) "PHOTO IS"—10,000 person Photo Exhibition (Fujifilm) Album Café (Fujifilm) Restoring Ancient Manuscripts (Fuji Xerox) Pink Ribbon Campaign (Fujifilm) Photo class for young people (Fujifilm) Support for the publication of large-font textbooks Joho-Juku (Fuji Xerox) Setsutaro Kobayashi Memorial Fund (Fuji Xerox) Fuji Xerox Print Collection (Fuji Xerox) for the e Special Olympics (Fuji Xerox) Kikiqaki Koshien (Fujifilm) Midori-no-komichi Kankyo Nikki (environmental diary) Watashi-no Shizenkansatsuro (my nature observation "Kids' ISO" program (Fuji Xerox) Charitable Trust Fujifilm Green Fund (Fujifilm) Minamiaso Suiden Otasuke-tai (planting rice project) (Fuiifilm) Volunteer tree planting activity in China (Fujifilm's labor

# Column Stakeholder Dialogue

Four Fujifilm Group companies in the Kaisei district of Kanagawa Prefecture held an environmental dialogue meeting with local people

Fujifilm Kaisei District, Fuji Xerox, Takematsu Fuji Xerox Manufacturing and FUJIFILM Techno Products, which are located in the Kaisei district of Kanagawa, held a joint opinion exchange and environmental report meeting with local inhabitants in June 2012. The four companies held this first joint dialogue meeting to make better understanding of our activities as a whole Group effort

On the day, 29 people participated in the meeting from the local residents' association. We made a tour of Fujifilm Advanced Research Laboratories and were briefed on the business and environmental activities of the four companies. Participants' comments include the following: "Because of this event I am able to understand how carefully the companies are implementing measures to prevent global warming, noise and pollution" and "I think

that the four companies are unified." The meeting thus provided the companies with a great opportunity to exchange opinions with local people, and we will continue to work together with the Group companies in the future.

Satovama (Natural Woodlands) Preservation Activities

Training sessions for nature guides (Fuji Xerox)





After making a tour of the Fujifilm Advanced Research Laboratories, participants were briefed on the activities of the four companies and then exchanged opinions with employees.

# Column Activities to Support Recovery from the Great East Japan Earthquake

# Sending new employees to the afflicted areas as a means to support recovery through business operations

Fuji Xerox dispatched new employees to the afflicted areas as part of their training program and in its continuing efforts to support recovery from the disaster. In fiscal 2011 new employees were sent to Kesennuma Oshima, Miyagi Prefecture, and in fiscal 2012 a total of 260 employees were dispatched from Fuji Xerox and its Group companies to Ishinomaki City in Miyagi Prefecture. In sending a lot of new employees for training to the afflicted areas, Fuji Xerox has been accelerating its recovery support activities while also providing those dispatched employees with precious opportunities to learn through communication with local inhabitants and the staff of NGOs supporting the locals. During the local training period, which lasted for about a week, employees mainly focused on cleaning documents that were soiled in the disaster. Fuji Xerox conducted this activity jointly with a volunteer organization called "Tokyo Document Recovery Assistance Force" established to support the recovery of documents and with a local volunteer organization named "Project YUI Consortium." Participants worked to clean up official documents (about 24,000 sheets in total) belonging to local schools devastated by the disaster. In all, we restored 47 volumes and 4,500 sheets (including 26 books) and also scanned and digitally restored one volume and 181 sheets. The workflow was documented by participating new employees for use in future volunteer activities.

There still remain a lot of documents to be cleaned up in the afflicted areas, and Fuji Xerox will continue to cooperate with Project YUI Consortium by sending employees to the areas as volunteers to clean up documents while also cleaning up documents in recovery support events held internally by the company.

### Helping tourism to recover by supporting the organization of local events

Fuji Xerox helped to organize the recovery support marathon "Kesennuma Oshima Run Festa" held in Kesennuma Oshima, Miyagi Prefecture on May 27, 2012, and 87 volunteer employees of the company participated in the event. On the day, the company provided runners with the means to print commemorative photos (about 2,300 photos), photo calendars (about 600 copies) and also with its "Kikitabi" sound guidance service to entertain the runners.

Also in Kesennuma Oshima, the company sent 12 volunteer employees to support local people in opening the beach after an interval of two years. We helped to manage the changing rooms and clean up the beach, and offered photo calendar and sound guidance services to visitors to the beach

# "Connecting Photo Project" to support recovery through photos (former Photo Rescue Project)

Fujifilm launched its Photo Rescue Project soon after the disaster, and in fiscal 2012 the company shifted the focus of the project to supporting the organizations engaged in returning photos to victims of the disaster and the volunteers participating in cleaning photos. By holding a regular Photo Rescue Summit, we are enhancing cooperation with the organizations involved and sharing appropriate know-how.

The photo rescue activity has been expanded to support victims of other disasters. For example, we provided the means to restore photos damaged by flooding in Yame City in Fukuoka Prefecture after the heavy rain that hit the northern part of Kyushu. Also, the photo cleaning method explained on our global website was adopted in flooded areas in Indonesia. In fiscal 2013, we renamed the project, "Connecting Photo Project," and are placing a greater importance on disaster recovery support through photographs. Emphasis will be given to creating an archive of photographs related with the Great East Japan Earthquake, keeping people's attention on disaster, and continuing assistance in returning salvaged photographs to their owners.

The Photo Rescue Project website won the grand prize in the social contribution & CSR division at the Sixth Japan Web Grandprix.

## Using knowledge of radioactivity to foster recovery hand in hand with local communities

FUJIFILM Finechemicals' Hirono Factory is located only 21 km away from Tokyo Electric Power's Fukushima Daiichi Nuclear Power Station. Supported by FUJIFILM RI Pharma, which is engaged in R&D, and the production and sale of radiopharmaceuticals, the factory comprehensively decontaminated its premises extending over 140,000 m² and lowered the radiation levels to below the criteria set by the national government. The factory also educates local inhabitants on radioactivity and holds a recovery symposium in Futaba-gun with the participation of the mayor of Hirono Town and university members to help with the recovery, hand in hand with local communities.

When the round table meeting of the representatives of the Japan Association of Corporate Executives was held in Iwaki City, Fukushima Prefecture in November 2012, participants made a tour of the fully recovered Hirono Factory. Also in the Great East Japan Earthquake memorial symposium held in Sendai on March 11, 2013, President Kawamoto of FUJIFILM Finechemicals was a panelist and gave a presentation, and this was introduced in the PR magazine of the association.





Dry cleaning for restoring documents by new employees (upper) and the documents before and after restoring (lower)





Kesennuma Osnima Hun Festa (upper) and volunteer employees cleaned up the beach on the day before the opening the beach (lower)



Connecting Photo Project (former Photo Rescue Project) http://fujifilm.jp/support/fukkoshien/ index html

### **CSR Activity Report**

### Integration of Business and Social Contributions



### Poland

### [Culture, arts and sports]

### "Exciting Experience" project implemented in cooperation with Polish Journalists

Fujifilm dispatched professional photographers and photo journalists to Nepal and India to conduct a demonstration test on FUJIFILM X-Pro 1 and also to hold a photo workshop for local





### India

### Support for the "Save the girl child" marathon held to end the gender-selective abortion of female fetuses

Fujifilm helped to organize a marathon held to end the gender-selective abortion of female fetuses, which has been a custom in India. Participating employees wore T-shirts and caps carrying the slogan "Save the girl child," in order to raise people's awareness of the issue





### Myanmar

### [Culture, arts and sports]

### Supporting the renewal of a photo gallery situated within a historical Buddhist pagoda and restoring the displayed photos

Fuiifilm used its proprietary technologies to restore valuable photos displayed in the photo gallery located inside the Shwedagon Pagoda, the famous ancient Buddhist pagoda located in Yangon, Myanmar. The company also supported the renewal of the gallery. A ceremony to celebrate the renewal was held on March 13.





### Japan

### [Research and education]

### Supporting the development of a future generation of leaders who can build post-disaster communities

Fuji Xerox Miyagi has been accepting internship students from Tohoku Fukushi University in response to customers' requests since 2011. with a view to developing a future generation of leaders who are able to build post-disaster local communities. The company also began accepting internship students from other universities in





### China

### [Health]

### **Expanding the Pink Ribbon Campaign**

The Fujifilm Group has been supporting the Pink Ribbon Campaign held to raise awareness of the importance of early diagnosis, detection and medical treatment of breast cancer since 2003. In China, the Group chose October 2012 as a special month for the prevention and medical treatment of breast cancer, and appealed preventing breast cancer with the official mini-blog introduced in 2011





### Thailand

### [Research and education]

### Supporting the publication of large-font textbooks in Thailand

Fuji Xerox Printer Channel Operations (Thailand) launched a program to publish and distribute large-font books, magazines and other teaching materials for children with weak sight in 2011, and since 2012 the company has also been publishing large-font quarterly newsletters in cooperation with local university students.





### Japan

### [Culture, arts and sports]

### Japan's largest open photo exhibition by photo-lovers all over the country

Fujifilm has been holding "PHOTO IS" - 10,000 person Photo Exhibition in various places across Japan since 2006. In 2013, we have expanded that to hold "PHOTO IS" -30,000 person Photo Exhibition to share the value of photographs.





### China

### [Environmental conservation]

### Tree planting conducted over 15 years

The Fujifilm Labor Union has been planting trees jointly with an NPO in the Horgin Desert located in Inner Mongolia, China. Employees of Fujifilm Group companies in Japan and China participate in this annual activity.





### Indonesia

### [Culture, arts and sports]

### "Fujifilm Goes to School" communicates the appeal of photos to younger generations

The first event was held in a junior high school in Jakarta, Indonesia in October 2012, in which about 40 students participated. They were given instruction by a professional photographer and enjoyed taking photos.





### Japan

### [Culture, arts and sports]

### Tourist center opened inside the compan to promote local tourism

Fuji Xerox Hiroshima established an information counter for foreign tourists in the showroom located at its head office. Since December 2012, the counter, which is a Hiroshima City-certified information counter for foreign tourists, has been visited by many tourists.







### **United States**

### [Health]

### Campaign to support mammograms and saving lives through early detection of breast cancer

A total of 13,480 dollars was donated to the National Breast Cancer Foundation, which includes donations made by Fuiifilm employ ees across the United States and funds raised through participation in the Images of Health





### Malaysia

### [Culture, arts and sports]

### **Youth Photography Camp**

Fujifilm has been holding this photo workshop to raise young people's interest in photography and help them understand the importance of printing photographs for keeping their precious memories since 2007. More than 5,000 junior high school students across Malaysia have already participated in the event.







### Malaysia

### [Research and education]

### "Make my home beautiful" project to support child welfare facilities

To support volunteer welfare facilities to provide shelter for abused children and orphans, Fuji Xerox launched a project to improve the outer appearance of the shelters in 2011. In fiscal 2012, 43 employees of the company painted the shelters and donated food.





# OPINION

Third-Party Opinion on "Integration of Business and Social Contributions'



### Ms. Yoko Takahashi

President Japan Philanthropic Association

Ms. Takahashi worked as a psychological counselor, counseling students, teach-ers and parents. She joined the Japan Philanthropic Association in 1991. She mainly engages in activities to promote CSR centered on companies' social contribution. She aims to contribute to the promotion of "public good provided by the private sector."

### As the embodiment of its corporate philosophy, a company's social contribution activities are one with its business.

As the embodiment of its corporate philosophy, a company's social contribution activities are one with its business. Reading this report from that perspective, this sort of spirit and determination is evident at the Fujifilm Group. Proof of it can be seen in the report on the support activities for recovery efforts from the Great East Japan Earthquake. At a time when people say enthusiasm for such support efforts is beginning to wane in Japan, one can extract from reading this report both the results produced by Fujifilm fulfilling its mission as a company and an appetite to do more to help in the future, reminding me of Raymond Chandler's words: "If I wasn't hard, I wouldn't be alive. If I couldn't ever be gentle, I wouldn't deserve to be alive." Stakeholder dialogue reports are also important for confirming the role of the company within society. I hope that such dialogues will be carried out in each region in the future. The reports of activities at each of the different factories are wide-ranging, and valuable in providing hints to all the other regions. However, they might be easier to understand if they were included in this report after being organized into their respective themes and

Support activities which make good use of both the company's main business and regional characteristics are useful in promoting the understanding of stakeholders and in developing business globally too. By proceeding with the individual social contribution activities made up to now and keeping more closely in line with particular themes, I hope to see the Fujifilm Group's further development as a strong but gentle company in the future.

### Response to the third-party opinion

We are encouraged for our future endeavors that we have gained your understanding and support through the activities in this report for the spirit of our social contribution philosophy of "working together with local communities as a good corporate citizen and contributing to society by responding sincerely to the demands and expectations of those communities" in which they were conducted. We intend to continue to further deepen our relationships with our stakeholders in every region, by strategically promoting activities to contribute to society which make good use of the special characteristics of the Fujifilm Group, in accordance with the themes set in our Social Contribution

(CSR Group, General Affairs, FUJIFILM Holdings)

# Products and Services which Reflect Our Customers' Views

### Basic Approach

As we declare in our corporate philosophy, the Fujifilm Group aims to provide the best quality products and services which are safe, appealing to customers and provide them with peace of mind, by basing our management on "Customer Satisfaction (CS)." In order to achieve customer satisfaction, it is important to obtain the views of a wide range of customers and to have a mechanism in place for effectively reflecting these in our products and services. For this purpose, we pay special attention to communicating with our customers at customer centers which are our point of contact with them. We aim to correctly grasp their views, as well as seek to respond in a speedy, kind, accurate and fair manner, and we are constructing a system to link these views to improvements in product development and our work processes.



The Universal Design Book, which collects together content on universal design consideration in products (Fuji Xerox)

### Outline of Activities in Fiscal 2012 ■

### **Efforts to raise Customer Satisfaction (CS)**

### • Fujifilm

Since Fujifilm deploys its businesses in a wide range of fields, it has a wide variety of customers, from companies and hospitals to regular consumers, and it responds to their views according to the special characteristics of each product respectively. Each customer center reports our customers' proposals and requests to the respective product departments, and they appraise the contents and consider them in the development and planning of new products and in improvements to existing products and services. In fiscal 2012, in the Life Science Products division, which handles cosmetics and health supplements, we held "customer meetings" at which we were able to hear the views and requests of customers directly, and we are continuing to promote various measures toward increasing customer satisfaction.

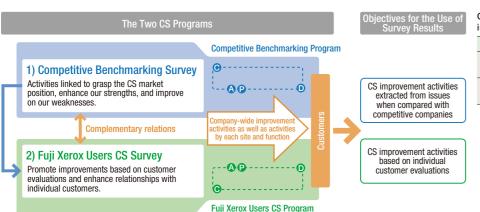
### Fuji Xerox

At Fuji Xerox, we believe that customer satisfaction (CS) is fundamental to all our corporate activities. It is important to know the demands and expectations of customers in order to enhance customer satisfaction. For this reason, we place emphasis on creating opportunities and points for communication with customers such as by means of the following five mechanisms to respond

sincerely and directly to the voices of customers: (1) Call centers (main contact point for inquiries); (2) Voice of Customer (VOC) (mechanism for comprehensively collecting information from customers); (3) Official website; (4) Various types of market researches; and (5) CS programs (improvement activities based on CS surveys). Furthermore, within the company, we have constructed a 3-layer CS system comprising 'CS improvement committee,' 'CS Improvement at Customer Contact Points Committee and the Quality Review Committee' and 'CS Executive Meeting,' to promote our CS activities.

Among these activities, we have been continuously conducting the CS program which assesses the products provided to customers and our sales activities, etc. since 1975. By conducting this continuously and periodically, it has been useful in improving satisfaction and constructing long-term trust relationships with customers, through correctly grasping the current status of Customer Satisfaction (CS) and taking measures to improve on our business processes and mechanisms. In addition, we reflect these results not only in the sales or customer services & support divisions which responsible for looking after customers, but also feed them back to the product planning & development divisions to reflect in new products.

### ■ Fuji Xerox's CS Program (Improvement activities based on the CS surveys)



### CS Survey Implementation in Fiscal 2012

Survey	No. of feedback
Competitive Benchmarking Program	Approx. 12,600
Fuji Xerox Users CS Program	Approx. 85,000

### Manufacturing which responds to the needs to

### a wide variety of customers

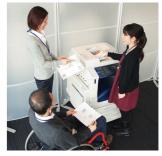
### • Fujifilm

Since 2001, the Usability Design Group which is responsible for product design has been assessing products based on their usability, from the perspective of "ease of use." As well as selecting multiple assessments by users based on consideration of the target and intended usage etc. of the product, this group also conducts verification etc. in the workplace of use. In cases of products which we plan to deploy globally, we conduct verification by country based on the differences in culture and environment, etc. and use the results of this analysis in product design. For example, we had engineers in the workplace in Japan, the U.S. and three countries in Europe use the printing process Workflow System XMF 5.0, and verified its efficiency and their levels of satisfaction. We used their views in features such as using colors which take into consideration long hours of use, easily visible icons, only displaying the necessary screens to reduce mistakes, etc. This simple and functional design which is easy for various operators to use was evaluated highly and the XMF won the 2012 Good Design Award.

Usability assessment at first took a long time to permeate into our ways of working but now it is well established in our product design in various fields, starting with medical devices, with persons responsible for it increasingly participating in projects from the early stages of development.

### Fuji Xerox

We are proceeding with product development based on the three elements that we consider make up universal design: "accessibility" to make it available for use "usability" to make it easier to use "user diversity" to expand the range of users. Based on the information collected from visiting our customers, etc. and from the customer views provided to our companies, we consider the design based upon combining beauty and ease of use. Based on various types of internal guidelines which reflect ISOs and our alliance with JIS, our designers make our products after conducting and evaluating simulated experiences of partially-sighted persons or people in wheelchairs operating them, as well as design, development and operability tests, etc.





The UD model of the APEOSPort-IV C3375 multifunctional device (3 paper trays; photo on left) can be used both when standing up or sitting down. There is also a short model of the DocuCentre-IV C2263 which is easy to use when sitting down (2 paper trays; photo on right).

### Focus on Activities

# Putting patient comfort first —Designed to fit to the natural shape of the breast—

Despite the fact that the occurrence of breast cancer is common among women, the proportion of women over 40, the highest risk group, who undergo testing is only 31.4%\*. One of the causes of this is thought to be the pain and discomfort caused when pressure is applied to the breast to hold it still while doing the mammographic screening. It is necessary to compress the breast firmly and extend the mammary gland still when doing the mammographic screening but when doing so, we discovered that because the highest degree of pressure is concentrated upon the part of the breast which is thickest, it tends to cause severe pain to this portion.

Fujifilm aimed to provide an environment to make it easier for women to undergo testing by reducing their concern about the pain of mammographic screening and developed AMULET series of digital x-ray equipment for the early detection of breast cancer. In particular, Fit Sweet (FS) compression plate which was released in April 2013 is designed to disperse the pressure normally concentrated on the thickest part of the breast, making it possible to compress evenly along the natural curve of the breast with appropriate but not excessive force. In the future, we intend to develop products which will enable the early detection of breast cancer, by taking into consideration the views of our customers,

and smooth diagnosis for doctors, improvement of usability for radiographers and comfort mammogram exam for women in worldwide.

\*Proportion of women who undergo testing is 31.4%: based on "Data on cancer test taking by prefecture and major city based on the basic survey of people's lifestyles," by the Center for Cancer Control and Information Services, National Cancer Center, Japan (2010).







Use of the Fit Sweet (FS) compression plate reduces pain experienced by gently fitting over the entire breast (mammary gland) and dispersing the pressure (top photo).

Five types of decoration labels can be selected to match the atmosphere of the customers' X-ray rooms. This label will help women relax and reduce their discomfort during mammogram exam (bottom photo).

# Products and Services which Reflect Our Customers' Views

# Fuji Xerox ranked top in external institutions' customer satisfaction surveys

Fuji Xerox has ranked top for three consecutive years in the Multifunctional Devices category of the 17th Customer Satisfaction Survey published in the Aug. 16, 2012 edition of Nikkei Computer.

Furthermore, the Company also ranked highest in the document equipment service provider segment of the 2012 Japan IT Solution Provider Customer Satisfaction Index Study<sup>SM</sup> released by J.D. Power Asia Pacific, the international expert institution in

consulting and surveys on customer satisfaction (CS). This survey showed the current satisfaction level of companies throughout Japan with 50 or more employees regarding the businesses that constructed and installed their information systems. In addition, Fuji Xerox also ranked highest for three consecutive years for each of the 2012 Japan Color Copier Customer Satisfaction Index Study<sup>SM</sup> and the 2012 Japan Color Printer Customer Satisfaction Index Study<sup>SM</sup> by J.D. Power Asia Pacific.

Fuji Xerox will continue to provide products and customer support worthy of these evaluations.

# C) olumn

### Customer Co-Creation Laboratory between Fuji Xerox and its customers, which aims for the creation of new values together with our customers

Fuji Xerox has established three locations in order to enhance our support for solving issues of our customers, at the "Customer Value Innovation Center," the "Integrated Customer Support Center," and the "Customer Co-creation Laboratory," in Yokohama City, Kanagawa prefecture. Among these, the Customer Co-Creation Laboratory was opened in the Fuji Xerox R&D Square in 2010, aiming to "create new values thoroughly based on the customer's perspective," and it is drawing attention as an unprecedented place to develop the sprouts of new value creation.

The Customer Co-Creation Laboratory is composed of the Open laboratory and the Secure laboratory. The open laboratory provides a place for clarifying the customer's business challenges as well as the potential issues which customers may not yet have noticed. Fuji Xerox provides an introduction to the latest case studies of management solutions it has provided to resolve its customers issues or used internally and related technology, and then we conduct discussions based on these case studies and by looking at the customer's business challenges in the light of them. At the secure laboratory, we develop the seeds of new value creation that were carefully selected in the open laboratory by repeated discussions and verification by Fuji Xerox, its customers and partners, and link them to the provision of actual solutions. Since it was opened three years ago, approx. 1,000 companies and 4,000 people have visited the open laboratory. In particular, recently we are receiving an increasing number of visitors due to increasing awareness among customers and sales departments.

For Fuji Xerox, this also provides us with an unprecedented opportunity to come into contact with our customers (particularly people at the top management levels) and grasp their needs by hearing their business challenges from them directly. In addition, for our employees in our R&D division, we are able to introduce our newest technologies which have not yet even been made into products directly to our customers and have the opportunity to discuss these with them, leading to higher levels of motivation and to us noticing issues that we had not previously been aware of.

In the future, we aim to construct a place for innovation to resolve social challenges by promoting the fusion of various aspects of knowledge from industry, government and academia and strengthening our collaboration with local and regional authorities.



### **Open Laboratory**

Introduce Fuji Xerox's approaches and technologies

What Fuji Xerox identifies as issues and how deals with them are introduced



Discuss "issues" with customers

We discusses and identifies undiscovered issues and future-oriented issues with customers.



Grow the seeds for new value creation

We discovers the seeds of new value creation from the identified customers' issues.



### Secure Laboratory

We grows the seeds of new value creation that are identified by the Open Laboratory into the buds of new value creation with customers and verify them.

# **Data and Information**

### **FUJIFILM Holdings Corporation** Sustainability Report **2013**

Data and Information chiefly presents fundamental data on the Fujifilm Group's CSR activities and quantitative data in the areas of personnel and general affairs, the environment, and so forth, promoting an objective and concrete understanding of our activities.

Compliance and Risk Management	6
Communication with Customers and Suppliers	6
Personnel and Labor (FUJIFILM Corporation)	6
Personnel and Labor (Fuji Xerox)	6
Environmental Aspects	6
Priority Targets	6
Anti-Global Warming Measures	6
Energy-Saving Measures	6
Environment Conscious in Logistics	6
Conserving Resources Measures	6
Reducing Chemical Substances Emissions	6
Pollution Prevention Measures	6
Legal Compliance Measures	6
Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)	6
Domestic and International Appraisals	7

### **Data and Information**

# Compliance and Risk Management

### Compliance

### Compliance education (Fujifilm in Japan)

Intended audience	Details	2012 results	
Top management (Fujifilm)	Overall compliance (by external instructors)	None (as appropriate)	
Executive officers of Fujifilm and its affiliates	Overall compliance (by external instructors)	Once, 80 participants	
Managerial personnel (Fujifilm and its affiliates)	Business ethics, customer-orientation, communications, etc. (by CP & RM*)	10 times, 170 participants	
	Examples of corporate misconduct, punitive actions, consulting facility, risk reporting system, etc. (by CP & RM*)	60 times, 3,000 participants	
New managerial personnel (Fujifilm and its affiliates)	Overall compliance (by corporate executive officer in charge of CSR/CP & RM manager)	Once for each, 70/50 participants	
All employees (Fujifilm and its affiliates, including agency contracted employees)	Discussions based on compliance case studies (by managerial personnel)	All divisions	
New employees (Fujifilm)	Basic knowledge of compliance, employee code of conduct, corporate rule, consulting facility, etc. (by CP & RM*)	Once, 150 participants	

<sup>\*</sup>CP & RM: Compliance & Risk Management Division of FUJIFILM Corporation

### Compliance education (Fuji Xerox in Japan)

Compliance education (Fuji Xerox in Japan)								
	Intended audience (Fuji Xerox and its affiliates)							
Training names	Executive officers	Managers	General employees	Contract employees	Other employees	Content of education	2012 results	
Education on the ALL-FX Code of Conduct			0			Group training to explain details of each code of conduct using specific cases	Once, 463 participants (12 times, 77 participants for career recruitment of Fuji Xerox)	
New executive officer training	0					Group training on directors' management duties and responsibilities, corporate laws, and risk management—including risks concerning general affairs, human resources, etc.	Once, 28 participants	
New administrator training		0				Group training on compliance in labor management (importance and necessity of labor management, corporate misconduct, breaches of workplace discipline, etc.)	Six times, 343 participants	
Basic training on laws: WBT (Web-based Training)	0	0	0			Training on basic legal knowledge utilizing the Internet	Once, 23,000 participants	
Training on information security: WBT	0	0	0	0	0	Basic training related to information security utilizing the Internet	Once, 30,000 participants	

Certification

### Risk Management

### Acquisition of P-Mark and ISMS

0-46-4-60-4
Certified affiliates
Co., Ltd.  g Systems Co., Ltd. Service Co., Ltd. Service Co., Ltd. g Institute Inc. g Protec Co., Ltd. Crest Co., Ltd.
1

ISMS*2	FUJIFILM Global Graphic Systems Co., Ltd.
	FUJIFILM Software Co., Ltd.
	Fuji Xerox Co., Ltd. (Global Service Sales)
	Fuji Xerox domestic sales representative and sales companies
	Fuji Xerox InterField Co., Ltd.
	Fuji Xerox System Service Co., Ltd.
	Fuji Xerox Information Systems Co., Ltd.
	Fuji Xerox Prefectural Dealers 11 companies (12 offices)
	Fuji Xerox of Shanghai Limited
	Fuji Xerox Korea Company Limited
	Fuji Xerox of Shenzhen Ltd.
	Fuji Xerox Service Creative Co., Ltd.
	Fuji Xerox Eco-Manufacturing (Suzhou) Co., Ltd.

Certified affiliates

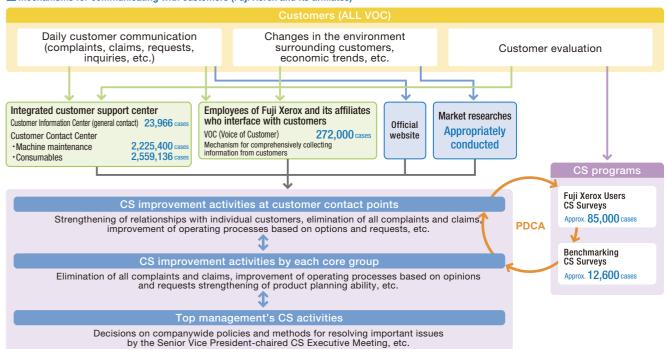
# Communication with Customers and Suppliers

### Customers

■ System for responding to customers (FUJIFILM Corporation and its domestic affiliates)



### Mechanisms for communicating with customers (Fuji Xerox and its affiliates)



### Suppliers

### ■ Fujifilm Group Procurement Policy

In this policy, "procurement" includes not only procurement of parts and materials used for products but also various trade activities such as procurement of indirectly related materials, maintenance and management of facilities, etc.

### I. Basic Procurement Concepts

As a responsible member of the international community, the Fujifilm Group seeks to contribute to the development of society and enhancement of the quality of life of people throughout the world by providing top-quality products and services. In order to achieve these objectives, we perform procurement activities based on the following basic concepts:

### 1. Rational selection standards

We will select suppliers based upon rational and clear standards, such as quality, price, delivery assurance and operating stability, so as to procure superior goods and services from the most competitive sources. Decisions on procurement are made by the Procurement Division, which is independent from other divisions.

### 2. Openness and fairness

We will impartially provide all Japanese and overseas suppliers with opportunities to supply their products and services to us. In addition, we will vigorously strive to procure these not only from suppliers involved in past transactions, but from newcomers as well.

### 3. Corporate social responsibility (CSR)

In conducting our procurement activities, we will seek to proactively fulfill our role as a good corporate citizen contributing to the society by taking into consideration CSR related factors such as compliance to regulations, product quality/safety, environment conservation, information security, fair trade, ethics, workers' safety/hygiene, human rights, and fair labor practices.

We will seek our suppliers' understanding of our policies and ask them to perform procurement activities by following the Procurement Guideline below to establish and further beneficial partnerships based on mutual trust.

### II. Procurement Guideline

http://www.fujifilmholdings.com/en/sustainability/vision/procure.html

<sup>\*1</sup> Privacy Mark (P-Mark): A mark granted by the Japan Information Processing Development Corporation (JIPDEC) to companies in which personal information is handled appropriately.

<sup>\*2</sup> ISMS: Certification regarding the overall management framework for information including personal information (Information Security Management System).

**Employment** 

Regular

employees

Non-regular

employees

Composition of the Fuiifilm workforce

7.614

632

Status of regular employees

Male: 17.6

Female: 19.1

11\*2

ent (Male 1, Female 0) at the beginning of April 2013.

1.87%

\*2 Re-employment refers to employees re-employed after retirement

September 30. 2012

Recruitment

New graduate

(Fiscal 2013

Mid-career

recruitment

Employment of persons

\*1 Data up to April 30 for each fiscal year

with disabilities\*1

Re-employment\*2

Labor

Union members

5 809

Work accident rate\*1

\*1 Work accident rate =

Work accident severity\*2

Personnel and Labor (FUJIFILM Corporation)

General employees: 5,966 (Male: 4,799, Female: 1,167) Managerial personnel: 1,648 (Male: 1,617, Female: 31)

8.3 million yen

Attrition + Retirement + Voluntary + New start for senior employees program

(excluding voluntary retirement due to structural reform)

Annual average number of employees at FUJIFILM Corporation (non-consolidated)

<Technical positions> Male 52, Female 12

\*1 As the number of new graduates recruited for the fiscal year is confirmed at the beginning of

April, the number in the chart above represents new high school/junior college graduate recruit-

1.72%

Proportion of union

membership

76.3%

0.00

Gross number of hours worked

Fiscal 2008 | Fiscal 2009 | Fiscal 2010 | Fiscal 2011 | Fiscal 2012

0.00 0.05 0.31 0.00 0.09

0.01

Number of employees involved in work accidents × 1,000,000

Male 9, Female 2

\*2 Number of mid-career recruitment represents those from April 2012 to March 2013.

**Employment and re-employment of persons with disabilities** 

<Administrative positions> Male 26, Female 7

Fiscal 2008 | Fiscal 2009 | Fiscal 2010 | Fiscal 2011 | Fiscal 2012

33

29

As of March 31 2013

Average age of union

members

0.00 0.01

39 9

Temporary employees: 488, Part-timers: 15,

Employees re-employed after retirement: 60,

Other (Contract employees, etc.): 69

Average | Average length of | Average number | Average annual | Utilization of | Turnover

\*1 Average annual salary is calculated for the period from January 1, 2012 to December 31, 2012.

<sup>2</sup> Data on utilization of paid leave is calculated based on data for the period from October 1, 2010 to

As of March 31 2013

paid leave\*2 rate\*3

Number of employees taking a leave of absence

Female 4)

32 (Male 1

Female 4)

Female 0)

2 (Male 2.

System for a good work-life balance

care, and volunteer activities.

on holidays

4 Flextime

\*Number of employees who began a leave during the relevant fiscal year.

2. Leave of absence for childcare

3. Use of stock leave for childcare.

6. Child medical care leave program

2. Nursing care leave program

3. Use of long-service holidays

5. Discretionary labor system

between the labor union and the company

corporate pension system

Revisions to retirement benefits · Revisions to some employee systems

• Expansion of the childcare leave program

Revision of overseas working conditions

· Revision of re-employment after retirement

Revisions to some employee systems

Revision of employees systems

· Revision of employees systems

Revision of travel expenses

Creation of the family care leave program.

Expansion of the child medical care leave program

3. Use of stock leave for nursing care

2. Use of stock leave for self-development

6. Leaving the office on time (1 day per week)

Revisions to systems operating in accordance with agreements

Revisions to the support system for encouraging a good work-life balance
 Revisions to policy on providing condolence money

• Revisions to the support system for encouraging a good work-life balance Introduction of work regulations adapted to the citizen judge system

Transaction from approved retirement annuity system to defined-benefit

• Increase in the upper limit on the number of times half-day leave can be taken

8. Use of stock leave for fertility treatment.

9. Leave of absence for fertility treatment

1. Leave of absence for nursing care program

for volunteer work | Female 0) | Female 0)

5 (Male 3.

Female 2)

30 (Male 1

0 (Male 0,

8 (Male 5.

Female 3)

1 (Male 0.

Female 1)

57 (Male 6.

0 (Male 0,

■ Number of employees taking a care leave and volunteer work leave\*

\*Number of employees who began a leave of absence during the relevant fiscal year.

Leave of absence

for nursing care

I eave of absence

Nursing care leave

Child medical care

Childcare leave

Volunteer work

Giving

Nursing

2007

2011

Fiscal 2008 Fiscal 2009 Fiscal 2010 Fiscal 2011 Fiscal 2012

5 (Male 0.

Female 5)

55 (Male 1,

0 (Male 0,

Female 0)

Fiscal 2008 | Fiscal 2009 | Fiscal 2010 | Fiscal 2011 | Fiscal 2012

3 (Male 1

Female 2)

Female 2)

63 (Male 10.

Female 87) Female 51) Female 53) Female 50)

• In response to the 2010 amendment to Child Care and Family Care Leave

Law, programs for supporting a balance between work and childcare or

family care have been improved, and programs that more than satisfy

legal requirements are now in place, such as the improved child medical

care leave program and the newly introduced family care leave program.

• Stock leave is a system enabling employees to accumulate unused leave

time up to 60 days. Accumulated leave days may be used for treatment

needed for personal health problems, rehabilitation, childcare, nursing

5. Three-person interview at the time of returning to work from childcare leave

(1 relevant child: 6 days per year; 2 or more children: 11 days per year)

10. Exemption from restrictions on non-scheduled hours worked and from work

(1 care recipient: 6 days per year; 2 or more care recipients: 11 days per

1. Leave of absence for volunteer work, Using of stock leave for volunteer

7. Reduced work hour program (child in the third grade or lower)

4. Systems for employment while caring for a family member

Systems catering for pre- and post-birth requirements

4. Systems for employment while raising children

Female 31) Female 29) Female 54) Female 32)

Female 1)

34 (Male 2

Female 2)

Female 1)

55 (Male 5

0 (Male 0, 35 (Male 26,

Female 0) Female 9)

Female (1)

52 (Male 5

Female 47)

Female 7)

Female 2)

Female 60)

1 (Male 1,

As of March 31 2013

# ■ Number of employees taking a care leave\*1, and total number of volunteer work leave

relevant fiscal year (April 1 to March 31).

Number of employees taking leave of nursing care leave under the "accumulated paid leave"

3 Number of employees taking childcare leave under the "accumulated paid leave (child health

However, the name of the programs

However, the name of the program in FY2008 had been "accumulated paid leave (health care for family members)," therefore, may include instances of care for family members other than a

As a program equivalent to childcare leave, special leave (of 5 days at most) is granted for care of the eldest child at the time of birth of the second child. In fiscal 2012, 59 male employees

Recruitment

**Data and Information** 

Employment

Non-regular

employees

44.1

\*2 Turnover rate =

New graduate

(Fiscal 2013)

Mid-career

9,271

■ Status of regular employees

Female: 15.2

\*1 Average annual salary is not publicly disclosed.

Average | Average length of | Average number

employment (years) of dependents

Composition of the Fuii Xerox workforce

<Technical positions> Male 65, Female 20 <Administrative positions> Male 41, Female 38

recruitment \*1 As the number of new graduates recruited for the fiscal year is confirmed at the beginning of April, the number in the chart above represents new high school/junior college graduate recruit

Personnel and Labor (Fuji Xerox)

General employees: 6,880 (Male: 5,703, Female: 1,177)

747 Temporary employees: 252, Part-timers: 9, Employees re-employed

Average

annual salary\*

after retirement: 485. Other (Contract employees, etc.): 1

Attrition + Retirement + Transfer + New start for senior employees program

Annual average number of employees at Fuji Xerox (non-consolidated)

Managerial personnel: 2,283 (Male: 2,192, Female: 91)

Executive officers: 23 (Male: 23, Female: 0)

Contract employees: 85 (Male: 53, Female: 32)

As of March 31, 2013

As of March 31, 2013

3.2%

Utilization of Turnover

paid leave | rate\*2

56.0%

ent (Male 1, Female 1) at the beginning of April 2013. \*2 Number of mid-career recruitment represents those from April 2012 to March 2013

### Employment and re-employment of persons with disabilities

103\*2 Male 83. Female 20

	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012
Employment of persons with disabilities*1	1.88%	1.89%	1.86%	2.19%	2.08%
Re-employment*2	352	423	517	508	485

\*1 Data up to March 31 for each fiscal year \*2 Number of re-employed workers revised to real figures up to the day following the end of each

### ■ Number of employees taking a leave of absence\*1

a Number of employees taking a leave of absence						
	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012	
Leave of absence for nursing care	5 (Male 3,	2 (Male 1,	1 (Male 0,	2 (Male 0,	7 (Male 4,	
	Female 2)	Female 1)	Female 1)	Female 2)	Female 3)	
Leave of absence for childcare*2	54 (Male 6,	40 (Male 5,	44 (Male 5,	62 (Male 8,	52 (Male 4,	
	Female 48)	Female 35)	Female 39)	Female 54)	Female 48)	
Leave of absence	0 (Male 0,					
for volunteer work*3	Female 0)					

\*1 Number of regular employees (including contracted employees) who began a leave of absence during the relevant fiscal year (April 1 to March 31).

\*2 As for leave of absence for childcare of the 2011 (Male), actual number was 7 because there were male employees who took leaves for the same children during the relevant fiscal year.

\*3 Number of employees who used the social service program.

	riscai 2006	FISCAI 2009	FISCAL ZUTU	FISCAL ZUTT	FISCAL ZUTZ
Nursing care	24 (Male 21	29 (Male 24,	28 (Male 21,	26 (Male 17,	27 (Male 15
leave*2	Female 3)	Female 5)	Female 7)	Female 9)	Female 12)
Childcare	503 (Male 296,	326 (Male 142,	226 (Male 89,	237 (Male 86,	197 (Male 72
leave*3	Female 207)	Female 184)	Female 137)	Female 151)	Female 125
Volunteer work leave*4 (total number of davs)	47 (Male 28, Female 19) (196 days)	13 (Male 9, Female 4) (30 days)	27 (Male 18, Female 9) (83 days)	118 (Male 94, Female 24) (530 days)	49 (Male 38 Female 12) (135 days)

(nursing care for family members)," "nursing care for family members" and "one-day nursing care leave" programs

took leave under this program \*4 Volunteer work leave shows the number of employees who took "accumulated paid leave (volunteer

### System for a good work-life balance

All those systems provide for generous leave beyond that required by law.

	1. Maternity leave (paid)
	Leave of absence for childcare program
	3. Program for rehiring former employees who left the company for reasons
	such as spouse's transfer or childcare
	4. Accumulated paid leave for healthcare of employees' family*1
Giving	5. Shortened working hours in pregnant and for childcare
birth and	(from pregnancy to third grade of elementary school)
childcare	6. Limited off-hours work for childcare (until sixth grade of elementary school
	7. Limited late-night work for childcare (until six grade of elementary school)
	8. Special leave for supporting the wife during her childbirth period
	(first child's birth: 2 days; second child's birth and thereafter: 5 days)

9. Leave of absence for birth support (one year leave system for fertility treatment)

Leave of absence for caring for a family member (maximum 2 years) . Shortened working hours for caring for a family member

3. Limited off-hours work for caring for a family member Nursing

4. Limited late-night work for caring for a family member

5. One-day nursing care leave 6. Accumulated paid leave\*1 for caring for a family member

Continuous service award special vacation: "refresh vacation" 3. Social service system (leave of absence program for employees participating

in socially beneficial activities) Accumulated paid leave\*1 for volunteer activities

5. Leave of absence for education

between the labor union and the company

re-employees

Fiscal year

2007

2008

2009

2010

2011

2012

6. Leave of absence for senior theme (support for senior employees' second

Flexible work schedules (support for senior employees' second career) 8. Double job program\*2 (support for senior employees' second career)

Accumulated paid leave: A system enabling employees to accumulate unused leave up to 60 days.

Accumulated leave may be used for healthcare, childcare, nursing care, and volunteer activities.

\*2 Double job program: This is not double duties by order, rather it is program, they are allowed en gage in both their current work and work in another division through a system that matches the needs of divisions wanting to utilize senior workers' skills and experience with the will of senior workers who wish to use their special skills or to take on new challenges

Revisions to systems operating in accordance with agreements

Implementation of comprehensive secondment system

• Introduction of work regulations adapted to the citizen judge system

Introduction of irregular working hours support system for developers

Revision of the employment and evaluation criteria for post-retirement

Revision to the program for supporting childcare and family care

· Revisions to work system on April 1, 2012 in accordance with

agreements between the labor union and the company

Revisions to travel expense regulation

### Composition of labor union membership

### As of March 31, 2013

•	•		
Union members	Proportion of union membership	Average age of union members	
6,868	75.0%	40.9	

### Work accident rate and work accident severity

	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012
Work accident rate*1	0.23	0.24	0.19	0.55	0.31
Work accident severity*2	0.00	0.00	0.01	0.01	0.00

Gross number of hours worked Number of workdays lost

\*Based on the number of full-time worker excluding executive directors (9,163)

work additional rate and work addition deventy						
	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 201	
Work accident rate*1	0.23	0.24	0.19	0.55	0.31	
Work accident severity*2	0.00	0.00	0.01	0.01	0.00	
Work accident rate =	Number of employees involved in work accidents × 1.000.000					

Gross number of hours worked × 1,000 \*2 Work accident severity = -

# $^{*2}$ Work accident severity = $\frac{\text{Number 6.5.2.}}{\text{Gross number of hours worked}}$

Composition of labor union membership

\*Based on the number of regular employees (7.614)

Work accident rate and work accident severity

0.00

As of March 31, 2013

# **Environmental Aspects**

### **Priority Targets**

### ■ FUJIFILM FY2013 Priority Targets

F	Priority targets	Strategies				
Promotion of anti-global warming measures* and energy cost reduction     *30% reduction in CO <sub>2</sub> emissions throughout the life cycle of products by FY2020 (vs. FY2005)		<ul> <li>◆ Reduce CO₂ emissions and energy cost by promoting energy saving activities</li> <li>• Manufacturing sites: Reduce the base energy required to operate the facilities, improve energy efficiency by developing systems that can flexibly adapt to changing production conditions</li> <li>• Offices: Manage energy by developing operational standards (e.g. air conditioning, lighting)</li> <li>• Reduce CO₂ emissions across the supply chain and reinforce energy saving measures and/or develop new technology</li> <li>② Develop energy strategy for Japanese operations taking into account the national policy and energy related trends</li> <li>• Maximize in-house power generation capacity</li> <li>• Optimize selection and utilization of energy sources</li> <li>③ Implement activities to educate employees and their families on reducing CO₂ footprint</li> </ul>				
Development and dissemination of environmentally conscious products and services		D Use resources efficiently by promoting the 3Rs: Reduce-Reuse-Recycle (products, packaging materials)  Demonstrate the reductions in CO2 emissions for products and services, and disclose environmental attributes of products and services proactively  Build framework for Cope 3 emissions and water footprint calculation				
Improvement of management	f chemical substance	◆ Continue dissemination of approaches and systems to the supply chain concerning management of chemical substances contained in products ② Disclose risk information of chemical products proactively ⑤ Utilize knowledge and experience on use, notification and registratic of chemical substances within the Fujifilm group ⑥ Enhance the system for gathering new/revised regulatory information at the early stage of proposal, and ensure effective communication within the Group				
4. Promotion of bi	odiversity conservation	• Establish and implement safety evaluation for ecosystem parameters • Ensure assessment of biological resources in procurement proce (including preparation for Access to genetic resources and Benefit Sharing)				
5. Improvement of	(1) Environmental protection at production sites	Implement the following activities according to the Fujifilm Responsible Care (FRC) system  Maintain systems for strict compliance to meet legal requirements and voluntary control limits Improve systems and processes to ensure proper management of wastes Reduce waste generation through yield increase, reuse of manufacturing waste, conversion of waste into valuables etc. Promote resource recovery and recycling to reduce the waste generated at production sites in Europe and North America  Reduce VOC emissions from the film manufacturing process Reduce water use through reuse and other conservation efforts				
infrastructure for achieving	(2) Risk management using management systems	Improve quality and efficiency of business by using IMS and EMS    Enhance risk management for product and occupational safety     Enhance supply chain management from the viewpoint of corporate social responsibility				
environmental targets	(3) Information disclosure and communication of relevant information	Enhance information disclosure through various methods (e.g. Sustainability Reports, websites)     Verify adequacy of the current system to meet social requests through dialogue with stakeholders				
	(4) Employee education	DEducate and train employees in the areas of environment, chemical substance management, product quality, product safety, occupational afety and biodiversity				

### ■ Fuji Xerox Priority Targets (Environmental Medium-Term and 2013 Targets)

Priority targets		Strategies
Controlling global warming  By FY2020, 30% reduction in CO <sub>2</sub>	Provide energy saving products & solutions	◆ Develop low power-consumption technology  ◆ Create a scenario to help reduce CO₂ emissions from customers across society and acquire required technology
emissions during the company's overall lifecycle stage from the level in FY2005  Reduce CO <sub>2</sub> emissions at customers by seven million tons by FY2020	Promote energy saving measures in business sites, distribution systems, and suppliers	♠ Introduce energy saving facilities to production sites, improve manufacturing processes, and improve work efficiency through innovative ideas ♠ Reduce CO₂ emissions in offices by continuing and reinforcing electricity saving measures ♠ Reduce CO₂ emissions by improving the distributions systems inside and outside Japan
Preservation of natural resources	Promote product 3Rs	◆ Establish the next generation eco-friendly structural material technologies, such as biomass ◆ Curb use of new resources by recycling used parts ◆ Actively use eco-conscious materials in paper
Freservation of natural resources	Reduce resource usage volume and waste in production sites	● Reduce waste in production sites ● Reduce water usage in production sites
Reduction in environmental risk from	Reduce chemical substance risks from products	Reinforce risk management of chemical substances, such as by observing RoHS, REACH, etc.
chemical substances	Reduce chemical substance risk from production sites	Ensure implementation of risk management of chemical substances
Improvement of the infrastructure for promoting environmental targets		Reinforce system to track the environmental impact from products throughout their life cycles

### **Anti-Global Warming Measures**

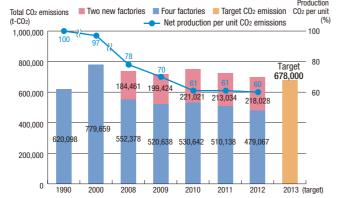
### Annual changes in amount of CO<sub>2</sub> emissions and CO<sub>2</sub> emissions per unit of output at the six major chemical factories in Japan\*

Total output from the six factories in 2012 reduced by 4% over 2011. Thus CO<sub>2</sub> emissions per unit (per production volume) improved by one percent.

Although there was slight drop in production output compared to the previous year, energy consumption increased due to startup of new production equipment and new product development. During 2012, we continued implementing exhaust heat recovery system across the production lines for flat panel materials and others. Various measures to improve energy efficiency have also been installed as planned, including energy conservation measures in manufacturing processes, reduction in stand-by energy consumption and the fixed energy that is consumed regardless of production volume, as well as improving cogeneration energy conversion efficiency. As a result of such efforts, in 2012 we achieved a 40% improvement in CO2 emissions per production unit compared with 1990 levels.

 $^{\star}\text{CO}_2$  emissions from the six major chemical factories in Japan (Fujifilm Kanagawa Factory's Ashigara and Odawara Sites, Fujifilm Fujinomiya and Yoshida-Minami Factories, FUJIFILM Opto materials Co., Ltd. and FUJIFILM Kyusyu Co., Ltd.) account for 52% of the total emissions from the Fujifilm Group worldwide (including the Fujifilm Group inside and outside Japan, the Fuji Xerox Group and TOYAMA CHEMICAL). (see page 65)

### Annual changes in CO2 emissions (Fujifilm: six major factories in Japan)

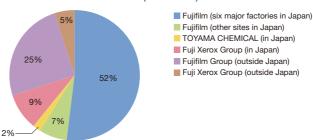


\*Production CO<sub>2</sub> per unit: Shown as indices, with CO<sub>2</sub> emissions per unit of production in fiscal 1990 set at 100

\*Total CO2 emissions: For fiscal 2011 and subsequent years, the power industry's latest adjusted emission factor announced by the Japanese Ministry of the Environment in November 2012 is

### **Anti-Global Warming Measures**

### ■ Breakdown of CO<sub>2</sub> emissions (Fiscal 2012)



Annual changes in CO <sub>2</sub> emissions*				(tho	usand tons	of CO <sub>2</sub> /year)
	Fiscal 2005	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012
Japan, manufacturing	1,084	923	884	937	918	905
Japan, non-manufacturing	28	30	29	28	24	25
Overseas, manufacturing	345	318	291	342	347	382
Overseas, non-manufacturing	30	38	30	28	29	26
Group total	1,487	1,309	1,233	1,335	1,319	1,338

Calculation of CO<sub>2</sub> emission by energy usage specified in the Act on the Rational Use of Energy. Emission coefficient by electric power utility used for purchased power

### FY2012 CO<sub>2</sub> emission by region\* (manufacturing)

		CO <sub>2</sub> emission
Japan		930
	Americas (USA, Canada & Brazil)	151
•	Europe (Netherlands, Germany, Belgium, UK & France)	102
Overseas	China	137
	Asia excl. China & Oceania (Australia, South Korea, Singapore, etc.)	19
Group total		1,338

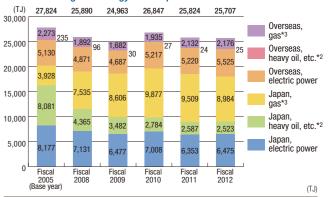
\*Same calculation method as Annual changes in CO<sub>2</sub> emissions

### **Energy-Saving Measures**

Group total may not reflect the sum of each subtotal.

### ■ Annual changes in energy consumption\*<sup>1</sup>

\*Organizations covered in the environmental performance data are, as a general rule, those that are shown in the consolidated financial statements, and are significant in terms of environmental burden. However, certain sales and manufacturing (assembly) subsidiaries are excluded. Those not shown specifically are included in the tabulation figures above. Moreover, figures for the



						(10)
	Fiscal 2005	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012
Japan, electric power	8,177	7,131	6,477	7,008	6,353	6,475
Japan, heavy oil, etc.*2	8,081	4,365	3,482	2,784	2,587	2,523
Japan, gas*3	3,928	7,535	8,606	9,877	9,509	8,984
Overseas, electric power	5,130	4,871	4,687	5,217	5,220	5,525
Overseas, heavy oil, etc.*2	235	96	30	27	24	25
Overseas, gas*3	2,273	1,892	1,682	1,935	2,132	2,176
Group total	27,824	25,890	24,963	26,847	25,824	25,707

\*1 Per unit calorific value is based on the Energy Conservation Act.
\*2 Total of heavy oil A, heavy oil C, kerosene, light oil and gasoline

\*3 Total of natural gas, liquefied natural gas (LNG), city gas, butane and liquefied petroleum gas (LPG)

### Breakdown of consumption of heavy oil, etc. (Fiscal 2012)\* (thousand kiloliters)

	Heavy oil	Kerosene	Light oil	Gasoline
Japan	57.3	3.9	0.1	0.0
Overseas	0.0	0.0	0.6	0.1
Group total	57.3	3.9	0.7	0.1

\*Consumption in manufacturing only

(kt-CO<sub>2</sub>/vear)

### **Environment Conscious in Logistics**

### Annual changes in total CO<sub>2</sub> emissions in domestic logistics\* (tons of CO<sub>2</sub>/year)

	Fiscal Fiscal 2008 2009		Fiscal 2010	Fiscal 2011	Fiscal 2012
Total CO <sub>2</sub> emissions	49,825	41,031	40,936	41,450	44,278

\*Total CO<sub>2</sub> emissions are calculated as the amount of CO<sub>2</sub> emitted by FUJIFILM Logistics Co., Ltd. in its logistics activities for the Fujifilm Group companies. Since fiscal 2006, we shifted calcul method to the method based on revised Energy Conservation Law (travel distance of empty cars is not included in calculations, etc.).

### ■ Annual changes in amount of CO₂ reductions and reduction rates through transportation efficiency improvemen (Domestic distribution)

	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012
Amount of CO <sub>2</sub> reductions (tons of CO <sub>2</sub> /year)	5,810.1	6,691.0	7,004.0	6,969.9	7,753.6
CO <sub>2</sub> reduction rate (%)	10.4	14.0	14.8	14.4	14.9

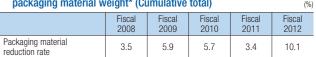
Amount of CO2 reductions CO<sub>2</sub> reduction rate (%) =

\*In the fiscal year 2012, we enforced our activities for CO2 reductions in collaboration with a specified consigner. Major reduction initiatives, which proved effective, include improving carrying ef ficiency by double stacking during transport and enhancing gasoline mileage by eco-driving.

### Annual changes in domestic transport volume\* Fiscal Fiscal 2008 2009 2010 2011 2012 Transportation volume 182 162 164 175 194

\*Range of transportation volume is calculated within the range of ownership in compliance with reporting under the Revised Act on the Rational Use of Energy.

### Annual changes in reduction in export packaging material weight\* (Cumulative total)



 $\label{eq:packaging} \text{Packaging material reduction rate (\%)} = \frac{\text{Total material weight + weight reduced}}{\text{Total material weight + weight reduced}}$ 

\*Total weight of export packaging materials handled by FUJIFILM Logistics in fiscal 2012 was 1,647,127.4 tons. Weight was reduced by 185,389.3 tons, with yearly reduction rate of 10.1%. The main factor in the reduction rate increase compared to the previous year was changing the packaging of items to export to India from wood to cardboard

### Annual changes in container and packaging material\* used (Fujifilm non-consolidated) (thousand tons/year)

	Fiscal	Fiscal	Fiscal	Fiscal	Fiscal
	2008	2009	2010	2011	2012
Total consumption	23.3	19.4	19.0	18.5	18.2

\*Total of corrugated paper boxes, paper materials, paper containers, metal materials, plastic molds.

### \*Organizations covered in the environmental performance data are, as a general rule, those that are shown in the consolidated financial statements, and are significant in terms of environmental burden. However, certain sales and manufacturing (assembly) subsidiaries are excluded. Those not shown

specifically are included in the tabulation figures above. Moreover, figures for the Group total may not reflect the sum of each subtotal.

### Conserving Resources Measures

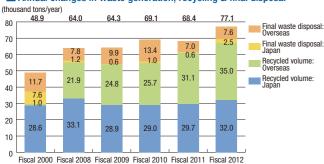
### Zero emissions

Fujifilm achieved zero emissions in 2003 and continues to improve the level of waste management. A future goal is to achieve zero emissions at Fujifilm's overseas affiliates (i.e., production site) and at the companies newly affiliated with the Fuiifilm Group. We will continue to instruct mainly the following affiliates in order to achieve this goal:

- 1. Domestic and overseas affiliates that have not achieved zero emissions with regard to waste generated from launching or closing a plant
- 2. Domestic and overseas affiliates that generated large amounts of waste
- 3. Domestic and overseas affiliates for which productions is growing and which are far from achieving zero emissions

As to the definition of "zero emissions" used by Fujifilm and Fuji Xerox, there is a slight difference between the two companies attributable to their business characteristics, but the term generally refers to recycling all waste generated in business activities and making the amount of waste that is simply incinerated or buried at a landfill site zero.

### Annual changes in waste generation, recycling & final disposal



(Base ye	ar)					(thousa	nd tons/yea
		Fiscal 2000	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012
W1-	Japan	36.2	34.3	29.5	30.0	30.3	34.5
Waste volume*1	Overseas	12.7	29.7	34.8	39.1	38.1	42.6
	Group total	48.9	64.0	64.3	69.1	68.4	77.1
	Japan	28.6	33.1	28.9	29.0	29.7	32.0
Recycled volume	Overseas	1.0	21.9	24.8	25.7	31.1	35.0
volulilo	Group total	29.6	55.0	53.7	54.7	60.8	67.0
Final waste	Japan	7.6	1.2	0.6	1.0	0.6	2.5
	Overseas	11.7	7.8	9.9	13.4	7.0	7.6

9.0

10.5

14.4

7.6

10.1

### Main recycling methods for waste products

19.3

Main recycling methods for waste products				
Waste product	Recycling method			
Plastics (sorted)	Pallets, pipes, clothing, heat insulation materials			
Plastics (mixed)/Filters	Blast furnace fuel			
Magnetic tape	Blast furnace fuel, tatami mat material, heat insulation materials			
Aluminum hydroxide	Aluminum sulfate			
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			

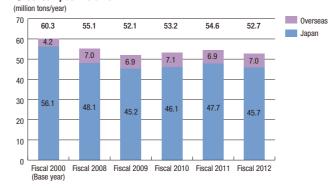
### Annual channes in valuable recourses\*

Annual cha	(thous	and tons/year)							
	Fiscal 2000	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012			
Japan	43.0	55.4	51.9	56.8	54.6	37.5			
Overseas	9.3	27.4	22.1	21.2	21.3	28.4			
Group total	52.3	82.8	74.0	78.0	75.9	65.9			

<sup>\*</sup>Valuable resources are byproducts resulting from manufacturing that were subsequently sold.

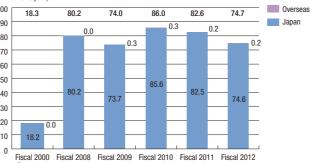
### Annual changes in water consumption, recycling and discharge as

### Consumption volume

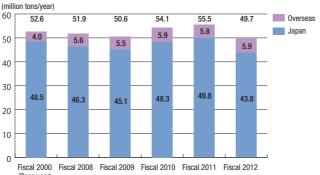


### Recycled volume\*1

### (million tons/year)



### Wastewater discharge\*2



(million tons/year)							
		Fiscal 2000	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012
0	Japan	56.1	48.1	45.2	46.1	47.7	45.7
Consumption volume	Overseas	4.2	7.0	6.9	7.1	6.9	7.0
volunio	Group total	60.3	55.1	52.1	53.2	54.6	52.7
D I. I	Japan	18.2	80.2	73.7	85.6	82.5	74.6
Recycled volume*1	Overseas	0.0	0.0	0.3	0.3	0.2	0.2
volunio	Group total	18.3	80.2	74.0	86.0	82.6	74.7
	Japan	48.5	46.3	45.1	48.3	49.8	43.8
Wastewater discharge*2	Overseas	4.0	5.6	5.5	5.9	5.8	5.9
	Group total	52.6	51.9	50.6	54.1	55.5	49.7

<sup>\*1</sup> Includes cooling water usage

### Reducing Chemical Substances Emissions

### Response to the PRTR Law (Fuiifilm and its domestic affiliates)

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, emission into public water, 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

http://www.fujifilm.co.jp/corporate/environment/ preservation/site/atmosphere/prtr.html (in Japanese only)

### Annual changes in atmospheric emissions of VOCs

	3				(	
	Fiscal 2000	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012
Japan	31.1	11.2	9.6	10.3	10.1	7.6
Overseas	1.7	1.9	1.6	1.8	1.8	1.8
Group total	32.8	13.1	11.2	12.1	11.9	9.4

### **Pollution Prevention Measures**

Annual changes in volume of authospheric emissions (tons/year)								
		Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012		
	Japan	66	46	18	22	20		
S0x emissions	Overseas	3	1	6	1	1		
	Group total	69	47	25	24	20		
NOx emissions	Japan	612	454	445	470	391		
	Overseas	84	43	41	40	66		
	Group total	695	497	485	510	457		
	Japan	6.4	3.6	2.7	3.0	5.9		
Soot particle emissions	Overseas	4.1	2.1	1.3	0.7	0.6		
	Group total	10.5	5.7	4.1	3.7	6.5		
Atmospheric emissions	CFC-11	0.76	0.20	1.13	0.10	0.20		
of specified CFCs*	CFC-12	0.01	0.00	0.04	0.02	0.00		

\*Group total

### ■ Annual changes in water contaminant burden & emissions\*<sup>1</sup> (tons/year)

•						. , ,
		Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012
	Japan	85.6	76.4	84.1	93.2	85.0
Total amount of COD*2	Overseas	18.7	17.9	15.3	21.7	24.4
	Group total	104.3	94.3	99.4	115.0	109.5
	Japan	45.5	46.7	45.5	46.7	43.6
Total amount of BOD*3	Overseas	4.8	7.1	5.5	6.2	2.9
	Group total	50.3	53.8	51.0	52.8	46.5
Total amount of nitrogen emissions	Japan	290.3	286.5	282.3	254.5	259.0
Total amount of phosphorous emissions	Japan	5.0	3.7	9.1	5.2	2.5

<sup>\*1</sup> Effluent release into public water bodies

### ■ Surveying and remediating soil and underground water pollution (FUJIFILM Corporation and its domestic affiliates/Fuji Xerox 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.fujixerox.co.jp/company/csr/stakeholder/environment/target.html (in Japanese only)

### ■ Storage and management of devices/equipment containing PCBs\* (Fiscal 2012)

Times of equipment containing DCDs	Unit	Storing and managing amount		
Types of equipment containing PCBs	Unit	Japan	Group total	
High voltage transformers	Quantity	9.0	23.0	
High voltage condensers	Quantity	311.0	401.0	
PCB oil waste, etc.	kg	201.1	201.1	
Sludge, etc.	m <sup>3</sup>	10,394.1	10,394.1	
Fluorescent lamp stabilizers	Quantity	14,215.0	14,215.0	
Low voltage condenser excluding fluorescent lamps	Quantity	117,092.0	117,092.0	
Low voltage transformer	Quantity	2.0	2.0	
Rags	kg	909.6	909.6	
Other devices	Quantity	16.0	16.0	

<sup>\*</sup>Not including items with trace levels of PCBs

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

Name of substance	Reduction (tons)	Reduction rate in comparison to fiscal 2000 (%)
Dichloromethane	263	74
Methyl alcohol	1,459	83
Ethyl acetate	341	84
Methyl ethyl ketone	172	83
Acetone	118	92
	substance Dichloromethane Methyl alcohol Ethyl acetate Methyl ethyl ketone	substance     (tons)       Dichloromethane     263       Methyl alcohol     1,459       Ethyl acetate     341       Methyl ethyl ketone     172

<sup>\*</sup>Reduction in volumes in fiscal 2011 compared with actual levels in fiscal 2000.

### Legal Compliance Measures

### Legal compliance and reports on complaints in fiscal 2012

In 2012, there were eight violations of environment-related laws (of which six were overseas) and six customer complaints (all in Japan). The major issue involved in these violations was wastewater-where an excess of specified chemicals was temporarily released. All of the violations were addressed immediately, and efforts will be made to implement further exhaustive controls to prevent any recurrence.

	Japan	Overseas	Group total
Number of legal violations (number of cases solved)	2 (2)	6 (6)	8 (8)
Number of complaints (number of cases solved)	6 (6)	0 (0)	6 (6)

### Responses to environment-related complaints and legal violations in fiscal 2012\*

### Company/site name: FUJIFILM Techno Products Co., Ltd., Hanamaki Site

Description | Violated Hanamaki City pollution control agreement on wastewater quality. Promotly stabilized the figure to below that of the self-determined standard

which is less than the agreement value, by adjusting the chemical tube in the septic tank. The countermeasures taken and resulting measurements were reported to Hanamaki City.

### Company/site name: TOYAMA CHEMICAL CO., LTD., Toyama Works Description | Exceeded the permissible VOC emissions at the joint wastewater outlet.

The cause of the pollution was identified as ongoing building demolition work. The work was suspended until implementation of countermeasure was complete. Thoroughly cleaned the oil separator tank and gutters around the site. Monitoring of the wastewater was continued after restarting and completion of the demolition work. Reinforced measures against similar problems and wastewater monitoring are still in place. The incident and the series of corrective measures were reported to Toyama City

### Company/site name: FUJIFILM Diosynth Biotechnologies U.S.A., Inc. Description | Temporarily exceeded the permissible chemical emissions in wastewater.

Constantly monitored chemical substances in the water. If such chemicals reach a certain level of concentration, the chemicals are collected in a waste collection tank and treated appropriately by a certified contractor.

### Company/site name: FUJIFILM Diosynth Biotechnologies U.S.A., Inc.

Description	Temporarily exceeded the permissible chemical emissions in wastewater.
Response	Clarified the treatment procedure for specific wastewater flows. Introduced daily visual checks by our Environmental Safety department members and a measurement system for wastewater emitted from each production process.

<sup>\*</sup>Relatively minor violations have been excluded.

Group total \*1 Processed by external service providers

<sup>\*2</sup> Includes water, rainwater, etc. used in the business activities

<sup>\*2</sup> 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.

<sup>\*3</sup> BOD (Blochemical 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.

# Sustainability Accounting

(Labor Environment and Social Benefit Accounting, Environmental Accounting)

### Labor Environment and Social Benefit Accounting

### Overview of fiscal 2012

- Expenditure on improving working conditions and for socially beneficial activities for different stakeholders is summarized.
- Efforts are made to create a worker-friendly environment through expanding educational seminars and supporting mental healthcare
- For local communities, expenditure includes a donation to build the Japan Photographic Preservation Center and a product donation to the Nature Conservation Society of Japan.
- In the promotion of art and culture, expenditure includes Fujifilm Square as the base for preservation and communication concerning photographic culture, as well as for photo contests.

### <Period of coverage>

Fiscal 2012 (April 1, 2012 to March 31, 2013)

### <Scope of labor environment and social benefit accounting>

68 domestic companies in the Fujifilm Group (FUJIFILM Holdings, Fujifilm and 19 Fujifilm affiliates, Fuji Xerox and 45 Fuji Xerox affiliates, and TOYAMA

### <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.

### **Environmental Accounting**

### Overview of fiscal 2012

### Environmental conservation costs

Overall costs were reduced by 4%. Approximately 10% of total costs was for facility investment and 90% was expenditure. This ratio is almost the same as the previous year.

### [Facility investments]

Increased by ¥500 million or 10% year-on-year. Approx. 75% of the investment was directed to global environment protection, including energy conservation in flat panel display production facilities.

Expenditure was reduced by ¥2.69 billion or 6% year-on-year, through efficient measures in workplace. R&D costs occupy approx. 40% of the entire expenditure.

### Environmental conservation benefits

The economic effect grew year-on-year both internally and externally.

[Internal economic effect]

Slightly increased by ¥900 million or 4% year-on-year.

### [External economic effect]

Rise in benefits for customers led to a marked increase of ¥18.4 billion or 18% year-on-year.

### Customer benefits

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.

Total customer benefits for 2012 increased by ¥19.3 billion or 22% over the previous year. The effect increased with the rise in volume of shipment of printing film-free PS plates across the world. In office printers, greater implementation of energy-conservation technology that combines EA-Eco Toner and IH fusing led the increase in power-saving effects.

### <Period of coverage>

Fiscal 2012 (April 1, 2012 - March 31, 2013)

### <Scope of environmental accounting>

72 domestic companies in the Fujifilm Group (FUJIFILM Holdings, Fujifilm and 19 Fujifilm affiliates, Fuji Xerox and 49 Fuji Xerox affiliates and TOYAMA CHEMICAL)

### <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 the 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 nonenvironmental 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
- 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.

(million yen)

Product	Amount				
rioduct	Fiscal 2010	Fiscal 2011	Fiscal 2012		
High-density magnetic memory materials	-1,178	8,392	5,597		
Pre-sensitized aluminum plate not using plate-making film	23,651	39,468	65,212		
3. Film for LCDs: WV films	23,136	21,694	14,797		
Digital color multifunction device and printers	11,310	19,649	22,943		
Total	56,919	89,203	108,549		

### Labor Environment and Social Benefit Accounting

### Breakdown of labor environment and social benefit accounting

Ctakoholdar	Goal	Cost totals	
Stakeholder Goal		Fiscal 2011	Fiscal 2012
	Health and safety	1,523	1,635
	Personnel training	3,346	2,801
Employees	Protect diversity	528	483
	Develop a workplace in which employees can work comfortably	1,219	1,340
Customers	Ensure appropriate customer response and safety	501	361
Future generations	Education for future generations	0	0
Communities	Harmony with the local community	189	99
(local society and government)	Promote culture and the arts in society (in Japan)	727	746
International community	Consideration for the international community and international cultures	50	46
NGOs and NPOs	Cooperation with NGOs and NPOs	25	11
Suppliers	Consideration for products	57	56
Total		8,166	7,579

### Volunteer activities during working hours

	Fiscal 2010	Fiscal 2011	Fiscal 2012
Hours spent on volunteer activities	1,372	10,175	4,700
Volunteering cost	4 million yen	41 million yen	12 million yen

### \*Volunteer activities

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

### **Environmental Accounting**

### ■ Environmental accounting for fiscal 2012

Environmental conservation costs					Environmental conservation benefits					
	Capital investment		Expenses		Economic impact inside the Group			Economic impact outside the Group		
	Fiscal 2011	Fiscal 2012	Fiscal 2011	Fiscal 2012		Fiscal 2011	Fiscal 2012		Fiscal 2011	Fiscal 2012
Costs incurred within the business site	3,585	4,659	8,086	9,123						
(1) Environmental damage prevention	415	333	2,739	2,639	Reduced pollution levy	6	-3	Reduction in SOx emissions*1	0.000	0.00
								Reduction in volume of SOx emissions	-4 tons	5 to
								Reduction in volume of NOx emissions	-25 tons	130 tor
								Reduction in VOC emissions*2	9	15
								Reduction in volume of VOC emissions	25 tons	435 tor
(2) Global environmental protection	2,773	4,182	2,737	3,893	Energy conservation	1,893	926	Reduction in CO <sub>2</sub> emissions*3	51	
								Reduction in volume of CO <sub>2</sub> emissions	58 kilotons	2 kilotor
(3) Resource recycling	397	144	2,611	2,591	Reduced raw materials and resources used	11,808	11,281			
					Reduced water resource consumption*5	-618	1,581	Reduced waste materials through reuse and recycling*4	10,742	9,75
					Recovery and recycling			Reduced volume*6	107.4	97
					Silver	1,593	1,586		kilotons	kilotoi
					Polymeric materials	881	1,249			
					Aluminum materials	144	98	Reuse of aluminum materials Reduced volume of CO <sub>2</sub> emissions	34	1
					Others	383	575		40 kilotons	kilotoi
Upstream/downstream costs     Recovery from the market	9	0	7,386	7,373	QuickSnap recovery, Parts recovered from used equipment	5,869	5,630			
3. Cost of management activities	43	21	9,820	8,045						
Research and development costs	1,374	830	18,945	17,238				Customer benefits are shown in the table on page 68.	89,203	108,54
5. Costs for social programs	0	6	109	45						
6. Costs for handling environmental damage Pollution levies	9	6	204	37						
Total	5,020	5,521	44,551	41,861		21,959	22,924		100,038	118,48

<sup>\*1</sup> SOx emissions reductions: ¥16/ton

Bidding price of SOx emissions credits offered by the United States Environmental Protection Agency in March 2013 (US\$0.17/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.

Trading price of EU emissions credit 2013 futures (€3.78/ton) at the end of March 2013.  $^{\star4}$  Landfill costs for the waste product (¥100/kg).

<sup>\*3</sup> CO2 emissions reductions: ¥459/tons

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

<sup>\*6</sup> Volume of recycle and valuable resources in generated industrial waste

# **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) index listed below. Also listed below are evaluations of FUJIFILM Holdings in domestic and international ranking surveys as of July

Survey	Evaluation for FUJIFILM Holdings
7th CSR Corporate Ranking (2013, Toyo Keizai, Inc.)	2nd out of 1,128 companies (550.0 points)
16th Nikkei Environmental Management Survey (sponsored by Nikkei Inc.)	5th out of 438 manufacturers; 1st in the petrochemical field for the sixth consecutive year
7th JUSE Quality Management Level Research (Union of Japanese Scientists and Engineers)	2nd out of 217 companies, Excellent Company Award
SAM Sustainability Year Book 2012 (Sustainable Asset Management AG)	SAM Bronze Class
Carbon Disclosure Project (CDP)	Score of 85, Rank of C







nclusion in the Morningstar Socially Responsible Investment Index (as of June 20, 2013)

Appraisals and awards in fiscal 2012						
Name and description of the award	Awarding entity					
Energy Conservation Grand Prize 2012, Successful Case of Energy Conservation Category, Director General Prize of the Agency for Natural Resources and Energy	Hosted by the Energy Conservation Center, Japan Sponsored by Ministry of Economy, Trade and Industry					
Responsible Care Award	Japan Chemical Industry Association, Japan Responsible Care Council					
Japan Association for Safety of Hazardous Materials Chairman's Prize 2012	Japan Association for Safety of Hazardous Materials					
National Invention Awards 2012: Minister's Prize, Ministry of Economy, Trade and Industry	Japan Institute of Invention and Innovation					
Safety Drivers Chiba 2012, the Good Plant Award	Chiba Prefecture Safety Driving Association					
Safety and Health Distinguished Award	Kanagawa Occupational Safety and Health Association					
Safety and Health Distinguished Award	Tomioka Labor Standards Association					
Third Toyama Prefecture Manufacturing Award, Grand Prize	Toyama Prefecture					
Green IT Promotion Council Chairman's Award of Green IT Awards	Green IT Promotion Council					
The Grand Prize for Energy Saving Product (Eco-Products Category), Eco-Products Awards	Eco-Products Awards Steering Committee					
Good Design Award 2012	Japan Institute of Design Promotion					
21st Grand Prize for the Global Environment Award, Fuji Sankei Group Award	Fujisankei Communication Group					
Niigata Prefecture Environment Protection Excellent Corporate Contributor Award	Niigata Prefecture Environment Protection Association					
Chairman's Award for Promotion, Japan Greenery Research and Development Center	Japan Greenery Research and Development Center					
Environmental Conservation Award (Individual), Kanagawa Environmental Conservation Association	Kanagawa Environmental Conservation Association					
Dennis Waters was named the NWTF JAKES National Volunteer Award	National Wildlife Turkey Federation (NWTF) on February 15, 2013 at the NWTF Convention and Sport Show					
2012 Made in SC Excellence in Corporate Responsibility Award	SC Manufacturers' Alliance					
2012 Excellence in Pretreatment Gold Award	Greenwood Metropolitan District					
Preferred Quality Supplier Award	Intel Corporation					
2nd prize "water innovation prize 2012"	"Unie van Waterschappen" (union of water boards)					
Gold Medal for Occupational Health & Safety	The Royal Society for the Prevention of Accidents (RoSPA)					
Sustainable Innovation, Coatings Care and Training Awards	British Coatings Federation					
Imprim'Vert Certificate ("Green printing certification")	P2i: pole d'innovation de l'imprimerie.					
Climate Certification	Dual System Germany "green dot"					
Certified as a Shenzhen Clean Production Enterprise by Shenzhen City in recognition of energy conservation and waste reduction efforts	Habitation and Environment Commission of Shenzhen Economy, Trade and Information Commission of Shenzhen Municipality Science, Technology and Innovation Commission of Shenzhen Municipality					
ENTERPRISE CREDIT EVALUATION	China Culture & Office Equipment Association					
Listed as a Suzhou City Clean Production Enterprise	Economic Development and Reform Bureau, Suzhou National New & Hi-tech Industrial Development Zone					
Listed as a Suzhou City Circular Economy Experimental Enterprise	Suzhou People's Government					
Singapore Chemical Industry Council Responsible Care Awards 2012	Singapore Chemical Industry Council (SCIC)					
Best Environmental Practices Award, Human Resource Magazine (HRM) Awards 2012	Human Resource Magazine (HRM) Asia					
CSR Innovator Award (Individual), CBN Weekly	CBN Weekly					
Gold Award, the Wholesalers and Retailers Sector of the Hong Kong Awards for Environmental Excellence	Hong Kong Special Administrative Region's Environmental Campaign Committee Environmental Protection Department					
	Energy Conservation Grand Prize 2012, Successful Case of Energy Conservation Category, Director General Prize of the Agency for Natural Resources and Energy  Responsible Care Award  Japan Association for Safety of Hazardous Materials Chairman's Prize 2012  National Invention Awards 2012: Minister's Prize, Ministry of Economy, Trade and Industry  Safety Drivers Chiba 2012, the Good Plant Award  Safety and Health Distinguished Award  Safety and Health Distinguished Award  Third Toyama Prefecture Manufacturing Award, Grand Prize Green IT Promotion Council Chairman's Award of Green IT Awards  The Grand Prize for Energy Saving Product (Eco-Products Category), Eco-Products Awards  Good Design Award 2012  21st Grand Prize for the Global Environment Award, Fuji Sankei Group Award  Niigata Prefecture Environment Protection Excellent Corporate Contributor Award  Chairman's Award for Promotion, Japan Greenery Research and Development Center  Environmental Conservation Award (Individual), Kanagawa Environmental Conservation Association  Dennis Waters was named the NWTF JAKES National Volunteer Award  2012 Made in SC Excellence in Corporate Responsibility Award  2012 Excellence in Pretreatment Gold Award  Preferred Quality Supplier Award  2nd prize "water innovation prize 2012"  Gold Medal for Occupational Health & Safety  Sustainable Innovation, Coatings Care and Training Awards  Imprim'Vert Certificate ("Green printing certification")  Climate Certification  Certified as a Shenzhen Clean Production Enterprise by Shenzhen City in recognition of energy conservation and waste reduction efforts  ENTERPRISE CREDIT EVALUATION  Listed as a Suzhou City Circular Economy Experimental Enterprise  Singapore Chemical Industry Council Responsible Care Awards 2012  Best Environmental Practices Award, Human Resource Magazine (HRM) Awards 2012  CSR Innovator Award (Individual), CBN Weekly  Gold Award, the Wholesalers and Retailers Sector of the Hong Kong					

### **Third-Party Opinion**

FUJIFILM Holdings Corporation Sustainability Report 2013 is more organized and consistent than previous issues, successfully delivering the key features of Group CSR Management in an easy-to-understand manner. This is surely the result of having a clear theme— "innovation"—running throughout this year's Special Feature. It serves as the backbone of the entire report and clarifies miscellaneous efforts associated with the theme, thereby integrating the entire report.

One of the features of Fujifilm Group CSR management is its diversity. This is, as described clearly in the Top Commitment, a result of continuous expansion of business fields through innovation. In one sense, it is natural that a corporate group faces more social challenges as it expands its business fields. However, expanding business fields presupposes possession of excellent technology, and the corporate group then has to undertake a process of permeating the generated innovation throughout partners in the supply chain and in the market. Therefore, the fact that Fujifilm Group operates multidimensional CSR management clearly suggests that it has advanced communication skills across multiple channels, which have led its innovations to success. This year's report brought this unseen pathway—from innovation to society—into the spotlight through articles on spreading the use of transnasal endoscopes and process-less CTP plates that require no development process. These items demonstrate typical CSR realized through their core business in an impressive manner. Fujifilm Group's report is already unique in terms of presenting opinions collected one by one from among extensive stakeholders. This year's report placed the emphasis on the reason why the company regard communications with different parties in society as important by linking such communication with

Another feature in the report is "materiality," which is used as the selection criterion for a variety of information handled by the Group's management. This further demonstrates the Group's originality by accentuating its wide-ranging CSR. Although each of the contents selected from the viewpoint of "materiality" offers a point for consideration, I found the following topics particularly impressive: (1) The Group's effort to visualize environmental contribution through their products based on advanced eco-conscious design; (2) Full consideration for human rights and employees' health, which are relatively new concepts in Japanese corporations; and (3) Advanced management of the supply chain using CSR self-checks



Mr. Keisuke Takegahara

General Manager Environmental Initiative & Corporate Social Responsibility-Support Department Development Bank of Japan Inc.

### Profile

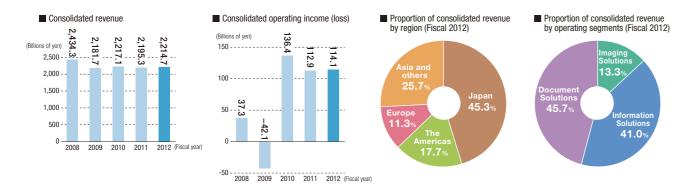
Mr. Takegahara joined the Japan Development Bank (now the Development Bank of Japan Inc.) in 1989. He was appointed as General Manager in May 2011 after working in a variety of positions, including Chief Representative in Frankfurt. He has been developing systems to reflect the non-financial values of a corporation in their overall evaluation, such as the Financing Program Employing Environmental Ratings. He was a member of the Expert Committee on Environment and Finance under the Central Environmental Council. And he is a member of the Promotion Committee for the "FutureCity" under the Cabinet Office and the Environment Industry Market Size Research Committee under the Ministry of the Environment, among others.

and feedback. All of these relate to problems that many corporations are facing and is useful information targeted at wider stakeholders in various economic circles.

The report is completed to a high standard by emphasizing broad CSR information with materiality and making efforts to examine their validity through communication with stakeholders. Further improvements could be made through extensions of this direction. The first suggestion I would like to make concerns the mid-term targets in different aspects. These seem to remain fixed. I believe it is worth considering converting these targets to more concrete numbers and presenting them as Key Performance Indicators (KPIs). It is difficult to choose an activity as a KPI and doing so sometimes makes the level of achievement rather too visible. However, I believe it is a highly transparent and reproducible approach that will enable Fujifilm Group to further reinforce its great strength—close communicability with its stakeholders. Also, the report covers multiple overseas case studies under the editorial policy of "global"; however, they could perhaps be more consistently organized as in the domestic information in the first half of the report. I hope that the report will be further improved as one of your most important communication tools.

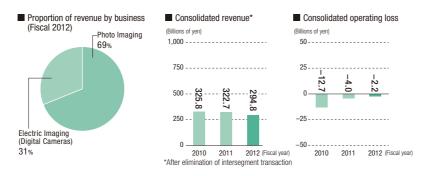
# **Fujifilm Group Business Overview**

The Fujifilm Group aims to become a global enterprise—trusted by society and customers—that makes broad contributions to the advancement of culture, science, technology and industry. We will also contribute to enhancing quality of life and conserving global resources, while making further contributions to society through active business operations in the Imaging Solutions Segment, Information Solutions Segment and Document Solutions Segment.



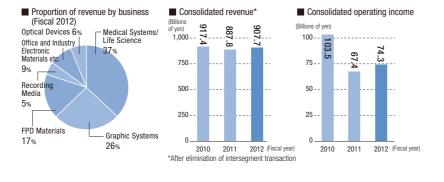
#### Imaging Solutions

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



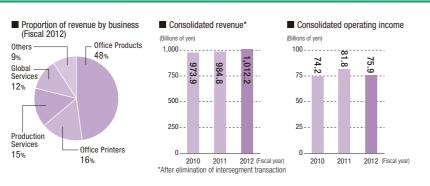
### Information Solutions

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



#### **Document Solutions**

The Document Solutions Segment handles office copy machines/MFPs, printers, production services, solution services, paper, and consumables.



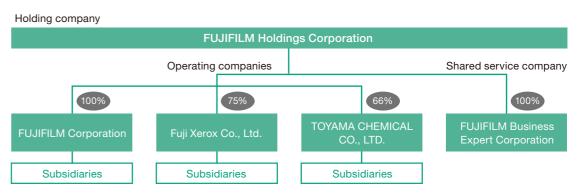
# Fujifilm Group Organization Overview

The Fujifilm Group shifted to a holding company structure in October 2006 and has been expanding its group management centered on FUJIFILM Holdings Corporation.

### Holding Company: FUJIFILM Holdings Corporation

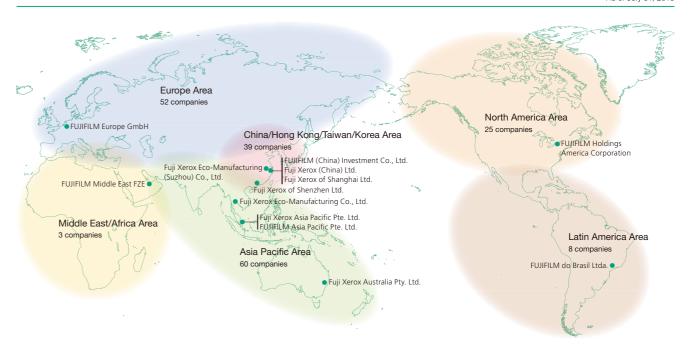


### Fujifilm Group Organization Overview (as of March 31, 2013)



For information about the consolidated subsidiaries of FUJIFILM Holdings Corporation, please visit: http://www.fujifilmholdings.com/en/business/group/index.html

Overseas As of July 31, 2013



72 • FUJIFILM Holdings Corporation Sustainability Report 2013 • 73

#### About the artistic work on the front cover

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. Thanks to cooperation from the Kyoto National Museum, we are presenting works owned by the museum on the front cover of this report.



#### Lantern

Kamakura period, 14th C.

# Important Cultural Property The Kyoto National Museum Collection

\*The front cover photos comprise a whole view picture on the left and two partial view pictures on the right.

The sides of this large, hexagonal lantern are decorated with openwork designs of linked jewels, pine-bark diamonds, linked tortoise-shells, Sanskrit characters and a pair of Kongo Rikishi (Vajra-pani) on the door. From the openwork inscription, it is known to be the oldest, dated hanging lantern. It was made by Sadasumi of Owari Province, and was formerly owned by Choryoji temple in Hakusan. Its archaic form and the exquisite, detailed craftsmanship of its decorative designs are representative of Kamakura-period

Photo: ©KYOTOMUSE (Kyoto National Museum)

#### **Kyoto National Museum**

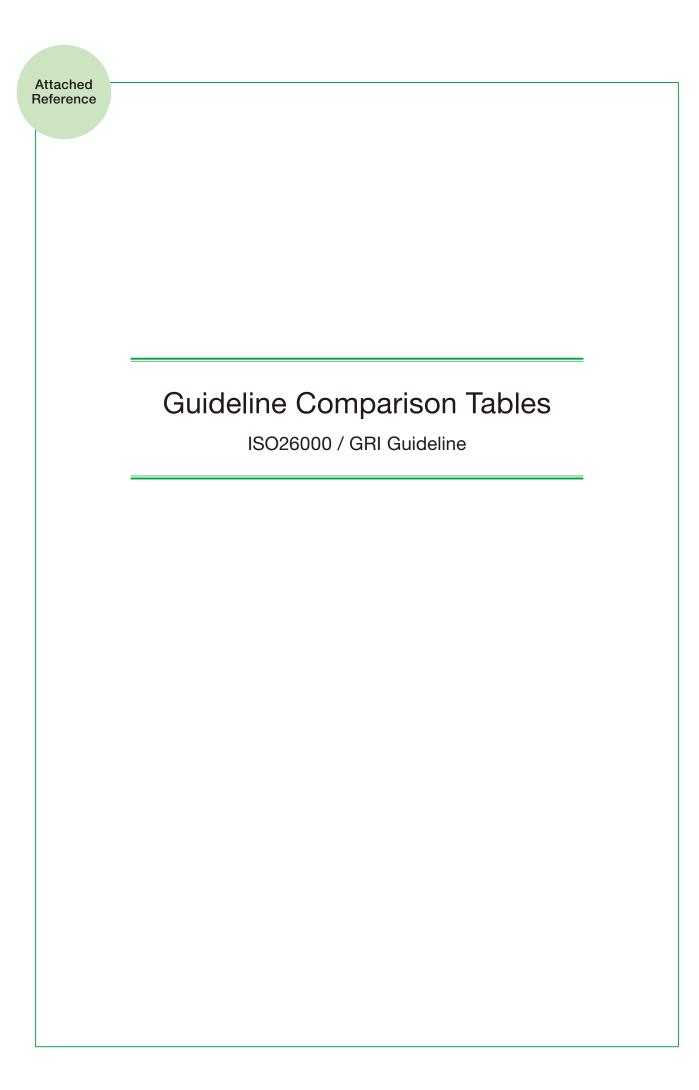
527 Chaya-cho, Higashiyama-ku, Kyoto, Japan, 605-0931 Phone: +81-75-541-1151 http://www.kyohaku.go.jp/eng/index\_top.html

The Kyoto National Museum was established over a hundred years ago in 1897 in the Higashiyama district of southeastern Kyoto. It focuses on early works of art, cultural artifacts, and archaeological finds from Kyoto and other parts of Japan, as well as from East Asia.

■ Please address inquiries on this publication to:

## **FUJIFILM Holdings Corporation**

CSR Group, General Affairs Division Tokyo Midtown, 9-7-3 Akasaka, Minato-ku, Tokyo 107-0052 Tel.: +81-3-6271-2065 Fax: +81-3-6271-1190



## ISO26000 Comparison Table

FUJIFILM Holdings has created a comparison table to verify if the information is disclosed in accordance with the seven core subjects of "ISO26000 Guidance on Social Responsibility" published in November 2010.

ISO26000 Core Subjects	Issues	Related Information	Pages in this Report 2013
Organizational Governance	Organizational Governance	Top Commitment Corporate Governance CSR Management Respect for Human Rights IR Events	P. 2-3 P. 24 P. 25-29 P. 46
Human Rights	1. Due diligence 2. Human rights risk situations 3. Avoidance of complicity 4. Resolving grievances 5. Discrimination and vulnerable groups 6. Civil and political rights 7. Economic, social and cultural rights 8. Fundamental principles and rights at work	Respect for Human Rights Promoting CSR Among Our Suppliers Integration of Business and Social Contributions Personnel and Labor (FUJIFILM Corporation) Personnel and Labor (Fuji Xerox)	P. 46 P. 51 P. 52-55 P. 62 P. 63
Labour Practices	Employment and employment relationships     Conditions of work and social protection     Social dialogue     Health and safety at work     Human development and training in the workplace	Effective Utilization and Training of Human Resources Occupational Health and Safety Personnel and Labor (FUJIFILM Corporation) Personnel and Labor (Fuji Xerox)	P. 47-49 P. 50 P. 62 P. 63
The Environment	Prevention of pollution     Sustainable resource use     Climate change mitigation and adaptation     Protection of the environment, biodiversity and restoration of natural habitats	Document Solutions Highly Functional Materials Graphic Systems Social and Environmental Impact Promoting Anti-Global Warming Measures Development and Dissemination of Environmentally Conscious Products and Services Effective Use of Resources Biodiversity Conservation Improving Chemical Substance Management Integration of Business and Social Contributions Environmental Aspects Sustainability Accounting Green Policy (Environmental Policy)	P. 14-17 P. 18-19 P. 20-22 P. 30-31 P. 34-36 P. 37-39 P. 40-41 P. 42-43 P. 44 P. 54 P. 64-67 P. 68-69
Fair Operating Practices	Anti-corruption     Responsible political involvement     Fair competition     Promoting social responsibility in the value chain     Respect for property rights	Social and Environmental Impact Compliance & Risk Management Promoting CSR Among Our Suppliers Compliance & Risk Management Communication with Customers and Suppliers Approach to Intellectual Property	P. 30-31 P. 32-33 P. 51 P. 60 P. 61
Consumer Issues	Fair marketing, factual and unbiased information and fair contractual practices     Protecting consumers' health and safety     Sustainable consumption     Consumer service, support, and complaint and dispute resolution     Consumer data protection and privacy     Access to essential services     Education and awareness	Healthcare Document Solutions Highly Functional Materials Graphic Systems Products and Services which Reflect Our Customers' Views Communication with Customers and Suppliers Application of Integrated Management System Quality Policy	P. 10-13 P. 14-17 P. 18-19 P. 20-22 P. 56-58 P. 61
Community Involvement and Development	1. Community involvement 2. Education and culture 3. Employment creation and skills development 4. Technology development and access 5. Wealth and income creation 6. Health 7. Social investment	Integration of Business and Social Contributions Sustainability Accounting	P. 52-55 P. 68-69

# **GRI Guideline Comparison Tables**

Item	Indicators	Pages in this Report 2013	Pages in this Report 2012
1. Stra	tegy and Profile		
1.1	Statement from the most senior decision- maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	P. 2-3 "Top Commitment"	P. 2-3 "Top Commitment"
1.2	Description of key impacts, risks, and opportunities.	P. 25-29 "CSR Management"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan"
2. Orga	anizational Profile		
2.1	Name of the organization.	P. 73 "Fujifilm Group Organization Overview"	P. 73 "Fujifilm Group Organization Overview"
2.2	Primary brands, products, and / or services.	P. 72 "Fujifilm Group Business Overview" P. 6-7 "The Fujifilm Group's Business and CSR"	P. 72 "Fujifilm Group Business Overview" P. 6-7 "The Fujifilm Group's Business and CSR"
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	P. 73 "Fujifilm Group Organization Overview"	P. 73 "Fujifilm Group Organization Overview"
2.4	Location of organization's headquarters.	P. 73 "Fujifilm Group Organization Overview"	P. 73 "Fujifilm Group Organization Overview"
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	P. 73 "Fujifilm Group Organization Overview" P. 10-13 "Healthcare" P. 20-22 "Graphic Systems" P. 24 "Corporate Governance" P. 34-36 "Promoting Anti-Global Warming Measures" P. 40-41 "Effective Use of Resources" P. 44-45 "Improving Chemical Substance Management" P. 47-49 "Effective Utilization and Training of Human Resources" P. 51 "Promoting CSR Among Our Suppliers" P. 52-55 "Integration of Business and Social Contributions"	P. 73 "Fujifilm Group Organization Overview" P. 10-11 "Aiming to spread the use of digital X-ray systems in India" P. 19 "Achieving zero landfill across the Asia-Pacific region" P. 35-36 "Promoting Anti-Global Warming Measures (Electricity supplies from wind power generation at the plant, Solar power generator introduced at printing ink plant in Kansas City (USA))" P. 48 "Effective Utilization and Training of Human Resources (Fuji Xerox in Hong Kong and Shenzhen earns positive evaluation for thorough employees support)" P. 51-53 "Integration of Business and Social Contributions"
2.6	Nature of ownership and legal form.	P. 73 "Fujifilm Group Organization Overview"	P. 73 "Fujifilm Group Organization Overview"
2.7	Markets served (including geographic breakdown, sectors served, and types of customers / beneficiaries).	P. 72 "Fujifilm Group Business Overview" P. 73 "Fujifilm Group Organization Overview"	P. 72 "Fujifilm Group Business Overview" P. 73 "Fujifilm Group Organization Overview"
2.8	Scale of the reporting organization, including:  Number of employees;  Net sales (for private sector organizations) or net revenues (for public sector organizations);  Total capitalization broken down in terms of debt and equity (for private sector organizations); and  Quantity of products or services provided.	P. 72 "Fujifilm Group Business Overview" P. 73 "Fujifilm Group Organization Overview" P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"	P. 72 "Fujifilm Group Business Overview" P. 73 "Fujifilm Group Organization Overview" P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"
2.9	Significant changes during the reporting period regarding size, structure, or ownership including:  • The location of, or changes in operations, including facility openings, closings, and expansions; and  • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations).	P. 73 "Fujifilm Group Organization Overview"	P. 73 "Fujifilm Group Organization Overview"
2.10	Awards received in the reporting period.	P. 70 "Domestic and International Appraisals" P. 10-13 "Healthcare" P. 14-17 "Document Solutions" P. 18-19 "Highly Functional Materials" P. 25-29 "CSR Management" P. 34-36 "Promoting Anti-Global Warming Measures" P. 37-39 "Development and Dissemination of Environmentally Conscious Products and Services" P. 52-55 "Integration of Business and Social Contributions" P. 56-58 "Products and Services which Reflect Our Customers' Views"	P. 70 "Domestic and International Appraisals" P. 39 "Design for Environment (Energy-saving & Convenient IH Fusing Technology Wins Awards in 2011)" P. 48 "Fuji Xerox in Hong Kong and Shenzhen earns positive evaluation for thorough employees support" P. 49 "Occupational Health and Safety (Common Rules for Safe Behavior Compliance Scheme at Fujifflm Kanagawa Factory realize improved safety)" P. 52 "Integration of Business and Social Contributions (Winning the Academy Awards® for high-performance motion-picture archival preservation technology)" P. 55 "Improved Communications with Stakeholders (Investor Relations website wins awards for ease of understanding, usability, and range of information)"

3. Re	port Parameters		
Rep	port Profile		
3.1	Reporting period (e.g., fiscal / calendar year) for information provided.	P. 4-5 "Editorial Policy"	P. 4-5 "Editorial Policy"
3.2	Date of most recent previous report (if any).	P. 5 "Editorial Policy"	P. 5 "Editorial Policy"
3.3	Reporting cycle (annual, biennial, etc.)	P. 4-5 "Editorial Policy"	P. 4-5 "Editorial Policy"
3.4	Contact point for questions regarding the report or its contents.	Back cover FUJIFILM Holdings website "Contact Sustainability"	Back cover FUJIFILM Holdings website "Contact Sustainability"
Rep	ort Scope and Boundary		
3.5	Process for defining report content, including:  • Determining materiality;  • Prioritizing topics within the report; and  • Identifying stakeholders the organization expects to use the report.	P. 4 "Editorial Policy" P. 25-29 "CSR Management"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" P. 4 "Editorial Policy" P. 54 "Improved Communications with Stakeholders (Means of dialogue with stakeholders)"
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	P. 4-5 "Editorial Policy" P. 73 "Fujifilm Group Organization Overview"	P. 4-5 "Editorial Policy" P. 73 "Fujifilm Group Organization Overview"
3.7	State any specific limitations on the scope or boundary of the report.	P. 4-5 "Editorial Policy" P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 64-67 "Environmental Aspects" P. 68-69 "Sustainability Accounting" P. 73 "Fujifilm Group Organization Overview"	P. 4-5 "Editorial Policy" P. 64-67 "Environmental Aspects" P. 68-69 "Sustainability Accounting" P. 73 "Fujifilm Group Organization Overview"
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and / or between organizations.	None	None
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	P. 4-5 "Editorial Policy" P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 64-67 "Environmental Aspects" P. 68-69 "Sustainability Accounting"	P. 4-5 "Editorial Policy" P. 64-67 "Environmental Aspects" P. 68-69 "Sustainability Accounting"
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such restatement (e.g., mergers / acquisitions, change of base years / periods, nature of business, measurement methods).	None	None
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	N/A	N/A
GRI	Content Index		
3.12	Table identifying the location of the Standard Disclosures in the report.	GRI Guideline Comparison Tables	P. 73 "Fujifilm Group Organization Overview" GRI Guideline Comparison Tables
Ass	urance		
3.13	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).	P. 4 "Editorial Policy" Third-Party Opinion	P. 4 "Editorial Policy" Third-Party Opinion

Gove	ernance		
l.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	P. 24 "Corporate Governance"	P. 30 "Corporate Governance"
1.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	P. 24 "Corporate Governance"	P. 30 "Corporate Governance"
.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and / or non-executive members.	P. 24 "Corporate Governance"	P. 30 "Corporate Governance"
1.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	P. 24 "Corporate Governance"	P. 30-31 "Corporate Governance"
1.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	P. 24 "Corporate Governance"	P. 30 "Corporate Governance"
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	None	None
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics	P. 25-29 "CSR Management"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan"
1.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	P. 2-3 "Top Commitment" P. 6-7 "The Fujifilm Group's Business and CSR"	P. 2-3 "Top Commitment"
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	P. 25-29 "CSR Management"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan"
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	P. 25-29 "CSR Management"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan"
Com	imitments to External Initiatives		
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	P. 25-29 "CSR Management" P. 32-33 "Quality Improvement in Compliance and Risk Management Activities" P. 60 "Compliance and Risk Management"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" P. 28-29 "Quality Improvement in Compliance and Risk Management Activities" P. 60 "Compliance and Risk Management"
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	P. 46 "Respect for Human Rights"	None
4.13	Memberships in associations (such as industry associations) and / or national / international advocacy organizations in which the organization:  Has positions in governance bodies; Participates in projects or committees; Provides substantive funding beyond routine membership dues; or Views membership as strategic.	P. 37 "Development and Dissemination of Environmentally Conscious Products and Services" P. 44 "Improving Chemical Substance Management" P. 46 "Respect for Human Rights"	P. 44 "Improving Chemical Substance Management (Obtaining chemical information on procured goods for information sharing throughout the supply chain)"
Stak	eholder Engagement		
1.14	List of stakeholder groups engaged by the organization.	P. 26-27 "Communication with Stakeholders"	P. 54-56 "Improved Communications with Stakeholders"
4.15	Basis for identification and selection of	P. 25-27 "CSR Management"	P. 54-56 "Improved Communications with Stakeholders"

4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	P. 25-29 "CSR Management"	P. 54-56 "Improved Communications with Stakeholders"
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	P. 10-13 "Healthcare" P. 25-29 "CSR Management (Communication with Stakeholders)" P. 38, 52 "Column: Stakeholder Dialogue" P. 46 "Respect for Human Rights" P. 36, 39, 43, 45, 49, 55 "Response to the third-party opinion"	P. 54-56 "Improved Communications with Stakeholders" P. 27, 37, 43, 45, 48, 53 "Response to the third-party opinion"

Item	Performance Indicators (⊚Core / ○Add)	Pages in this Report 2013	Pages in this Report 2012
Econ	nomic		
nent Approach	Goals and Performance	P. 2-3 "Top Commitment" P. 25-29 "CSR Management" FUJIFILM Holdings website ("Medium-term Management Plan" and "Investor Relations")	P. 2-3 "Top Commitment" P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" FUJIFILM Holdings website ("Medium-term Management Plan" and "Investor Relations")
Disclosure on Management Approach	Policy	P. 2-3 "Top Commitment" P. 25-29 "CSR Management" FUJIFILM Holdings website ("Medium-term Management Plan" and "Investor Relations")	P. 2-3 "Top Commitment" P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" FUJIFILM Holdings website ("Medium-term Management Plan" and "Investor Relations")
Disclo	Additional Contextual Information	P. 2-3 "Top Commitment" P. 25-29 "CSR Management" P. 72 "Fujifilm Group Business Overview" FUJIFILM Holdings website ("Medium-term Management Plan," "Investor Relations" and "Business-Related and Other Risks")	P. 2-3 "Top Commitment" P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" P. 72 "Fujifilm Group Business Overview" FUJIFILM Holdings website ("Medium-term Management Plan," "Investor Relations" and "Business-Related and Other Risks")
Econ	omic Performance Indicators		
© EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	P. 68-69 "Sustainability Accounting" P. 72 "Fujifilm Group Business Overview"	P. 68-69 "Sustainability Accounting" P. 72 "Fujifilm Group Business Overview"
© EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	P. 14-17 "Document Solutions" P. 34-36 "Promoting Anti-Global Warming Measures" P. 42-43 "Biodiversity Conservation" P. 68-69 "Sustainability Accounting (Environmental Accounting)"	P. 16-19 "Taking on the Challenge of Reducing CO <sub>2</sub> Emissions by 30% through Environmental Innovations" P. 20-22 "Supporting the Effective Use of Solar Energy with Film Technologies" P. 34-37 "Promoting Anti-Global Warming Measures" P. 68-69 "Sustainability Accounting (Environmental Accounting)"
© EC3	Coverage of the organization's defined benefit plan obligations.	None	None
© EC4	Significant financial assistance received from government.	None	None
Mark	et Presence		
⊝EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	None	None
© EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	None	None
©EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	None	None
Indire	ect Economic Impacts		
© EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	P. 52-55 "Integration of Business and Social Contributions"	None
○EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	None	None

Envir	ronmental		
gement Approach	Goals and Performance	P. 2-3 "Top Commitment" P. 25-29 "CSR Management" P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 64 "Environmental Aspects (Priority Targets)"	P. 2-3 "Top Commitment" P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" P. 32-33 "Overall View of the Environmental Burden of the Fujifilm Group" P. 64 "Environmental Aspects (Priority Targets)"
Disclosure on Management Approach	Policy	P. 2-3 "Top Commitment" P. 25-29 "CSR Management" P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 64 "Environmental Aspects (Priority Targets)"	P. 2-3 "Top Commitment" P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" P. 32-33 "Overall View of the Environmental Burden of the Fujifilm Group" P. 64 "Environmental Aspects (Priority Targets)"
	Organizational Responsibility	P. 25-29 "CSR Management"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan"
	Training and Awareness	P. 37-39 "Development and Dissemination of Environmentally Conscious Products and Services"	P. 42-43 "Biodiversity Conservation" P. 45 "Improving Chemical Substance Management (Chemical substance managemen audit to reinforce the management system in overseas production sites)"
	Monitoring and Follow-up	P. 44-45 "Improving Chemical Substance Management (Fuji Xerox)" P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 64 "Environmental Aspects (Priority Targets)"	P. 31 "Corporate Governance (Application of Integrated Management System (IMS))" P. 45 "Improving Chemical Substance Management (Chemical substance managemen audit to reinforce the management system in overseas production sites)" P. 32-33 "Overall View of the Environmental Burden of the Fujifilm Group" P. 64 "Environmental Aspects (Priority Targets)"
	Additional Contextual Information	P. 25-29 "CSR Management" P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 64 "Environmental Aspects (Priority Targets)"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" P. 32-33 "Overall View of the Environmental Burden of the Fujifilm Group" P. 64 "Environmental Aspects (Priority Targets)"
Mate	rials		
© EN1	Materials used by weight or volume.	P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 64 "Environmental Aspects (Priority Targets)"	P. 32-33 "Overall View of the Environmental Burden of the Fujifilm Group" P. 64 "Environmental Aspects (Priority Targets)"
⊚EN2	Percentage of materials used that are recycled input materials.	P. 18-19 "Highly Functional Materials" P. 40-41 "Effective Use of Resources" P. 66 "Environmental Aspects (Conserving Resources Measures)"	P. 16-19 "Taking on the Challenge of Reducing CO <sub>2</sub> Emissions by 30% through Environmental Innovations" P. 38-40 "Design for Environment" P. 41 "Effective Use of Resources"
Ener	ah		
© EN3	Direct energy consumption by primary energy source.	P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 64-66 "Environmental Aspects"	P. 32-33 "Overall View of the Environmental Burden of the Fujifilm Group" P. 64-67 "Environmental Aspects"
© EN4	Indirect energy consumption by primary source.	P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 64-66 "Environmental Aspects"	P. 32-33 "Overall View of the Environmental Burden of the Fujifilm Group" P. 64-67 "Environmental Aspects"
○ EN5	Energy saved due to conservation and efficiency improvements.	P. 14-17 "Document Solutions" P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 34-36 "Promoting Anti-Global Warming Measures" P. 37-39 "Development and Dissemination of Environmentally Conscious Products and Services (Outline of Activities in Fiscal 2012)" P. 64-65 "Environmental Aspects" P. 68-69 "Sustainability Accounting (Environmental Accounting)"	P. 32-33 "Overall View of the Environmental Burden of the Fujifilm Group" P. 64-67 "Environmental Aspects" P. 68-69 "Sustainability Accounting (Environmental Accounting)" P. 34-37 "Promoting Anti-Global Warming Measures" P. 39 "Design for Environment (Energy-saving & Convenient IH Fusing Technology Wins Awards in 2011)"
○EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	P. 18-19 "Highly Functional Materials" P. 34-36 "Promoting Anti-Global Warming Measures" P. 37-39 "Development and Dissemination of Environmentally Conscious Products and Services (Outline of Activities in Fiscal 2012)" P. 64-67 "Environmental Aspects" P. 68-69 "Sustainability Accounting (Environmental Accounting)"	P. 64-67 "Environmental Aspects" P. 68-69 "Sustainability Accounting (Environmental Accounting)" P. 34-37 "Promoting Anti-Global Warming Measures" P. 39 "Design for Environment (Energy-saving & Convenient IH Fusing Technology Wins Awards in 2011)"

Water	r		
© EN8	Total water withdrawal by source.	P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 66 "Environmental Aspects"	P. 32-33 "Overall View of the Environmental Burden of the Fujifilm Group" P. 66 "Environmental Aspects"
○EN9	Water sources significantly affected by withdrawal of water.	None	None
○EN10	Percentage and total volume of water recycled and reused.	P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 66 "Environmental Aspects"	P. 32-33 "Overall View of the Environmental Burden of the Fujifilm Group"
Biodi	versity		
© EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	None	None
© EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	P. 42-43 "Biodiversity Conservation"	P. 42-43 "Biodiversity Conservation"
○EN13	Habitats protected or restored.	None	None
○EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	P. 25-29 "CSR Management" P. 42-43 "Biodiversity Conservation"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" P. 42-43 "Biodiversity Conservation"
○EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	None	None
Emiss	sions, Effluents, and Waste		
⊚EN16	Total direct and indirect greenhouse gas emissions by weight.	P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 64-67 "Environmental Aspects"	P. 32-33 "Overall View of the Environmental Burden of the Fujifilm Group" P. 64-67 "Environmental Aspects"
© EN17	Other relevant indirect greenhouse gas emissions by weight.	P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities"	P. 32-33 "Overall View of the Environmental Burden of the Fujifilm Group"
© EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	P. 14-17 "Document Solutions" P. 34-36 "Promoting Anti-Global Warming Measures" P. 37-39 "Development and Dissemination of Environmentally Conscious Products and Services"	P. 16-19 "Taking on the Challenge of Reducing CO <sub>2</sub> Emissions by 30% through Environmental Innovations" P. 34-37 "Promoting Anti-Global Warming Measures" P. 38-40 "Design for Environment" P. 64-67 "Environmental Aspects"
© EN19	Emissions of ozone-depleting substances by weight.	P. 67 "Environmental Aspects"	P. 67 "Environmental Aspects"
© EN20	NOx, SOx, and other significant air emissions by type and weight.	P. 67 "Environmental Aspects"	P. 67 "Environmental Aspects"
© EN21	Total water discharge by quality and destination.	P. 66 "Environmental Aspects"	P. 66 "Environmental Aspects"
© EN22	Total weight of waste by type and disposal method.	P. 66 "Environmental Aspects"	P. 66 "Environmental Aspects"
© EN23	Total number and volume of significant spills.	P. 67 "Environmental Aspects"	P. 67 "Environmental Aspects"
○EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	P. 40-41 "Effective Use of Resources"	None
○EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	None	None

Produ	ucts and Services		
○EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	P. 14-17 "Document Solutions" P. 18-19 "Highly Functional Materials" P. 20-22 "Graphic Systems" P. 28-29 "CSR Management" P. 34-36 "Promoting Anti-Global Warming Measures" P. 37-39 "Development and Dissemination of Environmentally Conscious Products and Services" P. 40-41 "Effective Use of Resources" P. 68-69 "Sustainability Accounting"	P. 16-19 "Taking on the Challenge of Reducing CO <sub>2</sub> Emissions by 30% through Environmental Innovations" P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" P. 34-37 "Promoting Anti-Global Warming Measures" P. 38-40 "Design for Environment" P. 68-69 "Sustainability Accounting"
○EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	None	None
Comp	Diance		
© EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	P. 67 "Environmental Aspects (Legal Compliance Measures)"	P. 67 "Environmental Aspects (Legal Compliance Measures)"
Trans	sport		
○EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities"	P. 32-33 "Overall View of the Environmental Burden of the Fujifilm Group"
Overa	all		
○EN30	Total environmental protection expenditures and investments by type.	P. 68-69 "Sustainability Accounting"	P. 68-69 "Sustainability Accounting"
Labor	r Practices and Decent Work		
Disclosure on Management Approach	Goals and Performance	P. 2-3 "Top Commitment" P. 25-29 "CSR Management" P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"	P. 2-3 "Top Commitment" P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"
closure on Mana	Policy	P. 25-29 "CSR Management" P. 47-49 "Effective Utilization and Training of Human Resources" P. 50 "Occupational Health and Safety"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" P. 46-48 "Effective Utilization and Training of Human Resources" P. 49 "Occupational Health and Safety"
Dis	Organizational Responsibility	P. 25-29 "CSR Management"	P. 31 "Corporate Governance (Application of Integrated Management System (IMS))"
	Training and Awareness	P. 47-49 "Effective Utilization and Training of Human Resources"	P. 46-48 "Effective Utilization and Training of Human Resources"
	Monitoring and Follow-up	P. 50 "Occupational Health and Safety"	P. 31 "Corporate Governance (Application of Integrated Management System (IMS))"
	Additional Contextual Information	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"
Emplo	oyment		
⊚LA1	Total workforce by employment type, employment contract, and region.	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)" P. 73 "Fujifilm Group Organization Overview"	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)" P. 73 "Fujifilm Group Organization Overview"
⊚LA2	Total number and rate of employee turnover by age group, gender, and region.	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"
OLA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"
Labor	r / Management Relations		
©LA4	Percentage of employees covered by collective bargaining agreements.	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"
© LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	None	None

Occu	pational Health and Safety		
OLA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	None	None
⊚LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"
©LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	P. 50 "Occupational Health and Safety"	P. 48 "Effective Utilization and Training of Human Resources"
© LA9	Health and safety topics covered in formal agreements with trade unions.	None	None
Traini	ing and Education		
© LA10	Average hours of training per year per employee by employee category.	None	None
○LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	P. 47-49 "Effective Utilization and Training of Human Resources"	P. 46-48 "Effective Utilization and Training of Human Resources"
○LA12	Percentage of employees receiving regular performance and career development reviews.	None	None
Diver	sity and Equal Opportunity		
⊚LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"
© LA14	Ratio of basic salary of men to women by employee category.	None	None
Huma	an Rights		
Approach	Goals and Performance	P. 2-3 "Top Commitment" P. 25-29 "CSR Management"	P. 2-3 "Top Commitment" P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan"
Management Approach	Policy	P. 32-33 "Quality Improvement in Compliance and Risk Management Activities" P. 46 "Respect for Human Rights"	P. 28-29 "Quality Improvement in Compliance and Risk Management Activities"
Disclosure on Ma	Organizational Responsibility	P. 25-29 "CSR Management" P. 32-33 "Quality Improvement in Compliance and Risk Management Activities"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" P. 28-29 "Quality Improvement in Compliance and Risk Management Activities"
Dis	Training and Awareness	P. 32-33 "Quality Improvement in Compliance and Risk Management Activities" P. 47-49 "Effective Utilization and Training of Human Resources"	P. 28-29 "Quality Improvement in Compliance and Risk Management Activities" P. 48 "Effective Utilization and Training of Human Resources"
	Monitoring and Follow-up	P. 32-33 "Quality Improvement in Compliance and Risk Management Activities" P. 60 "Compliance and Risk Management" P. 51 "Promoting CSR Among Our Suppliers"	P. 28-29 "Quality Improvement in Compliance and Risk Management Activities" P. 60 "Compliance and Risk Management"
	Additional Contextual Information	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"
Inves	tment and Procurement Practices		
©HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	None	None
©HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	P. 51 "Promoting CSR Among Our Suppliers"	None
○HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	None	None

Non-	discrimination					
HR4	Total number of incidents of discrimination and actions taken.	None	None			
Free	Freedom of Association and Collective Bargaining					
© HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	None	None			
Child	Labor					
⊚HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	None	None			
©HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	None	None			
Secu	rity Practices					
○HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	None	None			
Indig	enous Rights					
○HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	N/A	N/A			
Socie	ety					
Disclosure on Management Approach	Goals and Performance	P. 2-3 "Top Commitment" P. 25-29 "CSR Management"	P. 2-3 "Top Commitment" P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan"			
gement	Policy	P. 25-29 "CSR Management"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan"			
ın Manaç	Organizational Responsibility	P. 25-29 "CSR Management"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan"			
dosure c	Training and Awareness	P. 25-29 "CSR Management"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan"			
Disc	Monitoring and Follow-up	P. 25-29 "CSR Management" P. 68-69 "Sustainability Accounting (Labor Environment and Social Benefit Accounting)"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" P. 68-69 "Sustainability Accounting (Labor Environment and Social Benefit Accounting)"			
	Additional Contextual Information	P. 25-29 "CSR Management" P. 68-69 "Sustainability Accounting (Labor Environment and Social Benefit Accounting)"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" P. 68-69 "Sustainability Accounting (Labor Environment and Social Benefit Accounting)"			
Comi	munity					
©SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	None	None			
Corru	uption					
© SO2	Percentage and total number of business units analyzed for risks related to corruption.	N/A	N/A			
© SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	P. 60 "Compliance and Risk Management"	None			
© SO4	Actions taken in response to incidents of corruption.	None	None			
Public Policy						
© SO5	Public policy positions and participation in public policy development and lobbying.	N/A	N/A			
○SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	N/A	N/A			
Anti-	Competitive Behavior					
© SO7	Total number of legal actions for anti- competitive behavior, anti-trust, and monopoly practices and their outcomes.	N/A	N/A			
	•	•	•			

Comp	pliance						
© SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	P. 67 "Environmental Aspects (Legal Compliance Measures)"	P. 67 "Environmental Aspects (Legal Compliance Measures)"				
Produ	Product Responsibility						
Approach	Goals and Performance	P. 2-3 "Top Commitment" P. 25-29 "CSR Management"	P. 2-3 "Top Commitment" P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan"				
Disclosure on Management Approach	Policy	P. 25-29 "CSR Management" P. 32-33 "Quality Improvement in Compliance and Risk Management Activities"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" P. 28-29 "Quality Improvement in Compliance and Risk Management Activities"				
uo e.	Organizational Responsibility	None	None				
Disclosur	Training and Awareness	P. 25-29 "CSR Management"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" P. 31 "Corporate Governance"				
	Monitoring and Follow-up	P. 25-29 "CSR Management"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" P. 31 "Corporate Governance"				
	Additional Contextual Information	P. 25-29 "CSR Management" P. 60 "Compliance and Risk Management"	P. 24-27 "The Fujifilm Group's Medium-Term CSR Plan" P. 31 "Corporate Governance (Application of Integrated Management System (IMS))" P. 60 "Compliance and Risk Management"				
Custo	omer Health and Safety						
⊚PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	FUJIFILM Holdings website (Quality Policy: Application of Integrated Management System (IMS))	P. 31 "Corporate Governance (Application of Integrated Management System (IMS))"				
○PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	N/A	N/A				
Produ	uct and Service Labeling						
© PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	None	None				
○PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	N/A	N/A				
○PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	P. 56-58 "Products and Services which Reflect Our Customers' Views" P. 61 "Communication with Customers and Suppliers"	P. 61 "Communication with Customers and Suppliers"				
Mark	eting Communications						
⊚PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	None	None				
○PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	N/A	N/A				
Custo	omer Privacy						
○PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	N/A	N/A				
Comp	pliance						
© PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	N/A	N/A				

Regarding "Pages in this Report":

None: When FUJIFILM Holdings Sustainability Report has no clear quantitative information that corresponds to the indicator despite said indicator being under Fujifilm Group's management. N/A: When those indicators have little relation with the Fujifilm Group's business or there is no need of management.