

80th
Anniversary

FUJIFILM
Value from Innovation

Sustainability Report 2014

FUJIFILM Holdings Corporation



Value from Innovation



At Fujifilm, we are continuously innovating — creating new technologies, products and services that inspire and excite people everywhere. Our goal is to empower the potential and expand the horizons of tomorrow’s businesses and lifestyles.

We take an open and flexible attitude to innovation, combining our own original technology with human resources, expertise and technology from around the world. Through this powerful synergy, we rapidly and nimbly develop new solutions that address the true needs of our global customers.

The Fujifilm Group celebrated its 80th anniversary in January 2014. To be “a company trusted by society and which walks together with society,” since our foundation we have strived to create new values to help resolve social challenges. The greater scale of the challenges surrounding today’s society is evident—including global warming—and this is surely the time for a company to demonstrate its *raison d’être* in society. Regarding the 80th anniversary as our new starting line, we continue to contribute to the sustainable development of society for the next generation through our business activities.



CONTENTS

Top Commitment.....	04
Fujifilm Group’s 80 Years Challenge “Innovation”—Responding to Varying Social Needs	06
The Fujifilm Group’s Business	08
Fujifilm Group’s Corporate Social Responsibility (CSR).....	10
Corporate Philosophy/Vision/Charter for Corporate Behavior.....	10
FUJIFILM Sustainable Value Plan 2016	
Part 1 In Creating a New Medium-Term CSR Plan	12
Part 2 Creating the Triple Promotion Policy	14
Part 3 Contribute to Solving Social Issues through Our Business Activities [Environment].....	16
Contribute to Solving Social Issues through Our Business Activities [Health].....	18
Contribute to Solving Social Issues through Our Business Activities [Daily Life]	22
Contribute to Solving Social Issues through Our Business Activities [Working Style]	25

CSR Activity Report	27
CSR Activity Report in FY2013	28
Topics in FY2013	30
Social Contribution Activities Across the World	36
Corporate Governance.....	38
CSR Management	39
Quality Improvement in Compliance and Risk Management Activities	41
Overall View of the Environmental Impact of the Fujifilm Group	43
Promoting Anti-Global Warming Measures	44
Development and Dissemination of Environmentally Conscious Products and Services	46
Effective Use of Resources	48
Biodiversity Conservation.....	50
Improving Chemical Substance Management	52
Respect for Human Rights	53
Effective Utilization and Training of Human Resources.....	54
Occupational Health and Safety.....	56
Promoting CSR Among Our Suppliers	57
Products and Services which Reflect Our Customers’ Views.....	58
Integration of Business and Social Contributions	60
Data and Information	61
Compliance and Risk Management	62
Personnel and Labor (FUJIFILM Corporation).....	63
Personnel and Labor (Fuji Xerox).....	64
Environmental Aspects.....	65
Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)	68
Domestic and International Appraisals.....	70
Third-Party Opinion	71
Fujifilm Group Organization and Business Overview	72
Editorial Policy.....	73

Value from Innovation

—Creating new value and contributing to solving social issues as a global corporation—



August 2014
Shigetaka Komori
Chairman and Chief Executive Officer



to medical services, building a safe and secure society and promoting diversity. By examining our products, services and technologies and daily business operations from the standpoints of creating value for society and contributing to resolving social issues, we believe that we will be able to identify what we can and what we must do to fulfill our mission in society.

Needless to say, we will continue to direct our energies into reducing our impact on the environment and society, and comprehensive implementation of compliance at the same time. Especially in reducing CO₂ emissions, Fujifilm had announced in 2010 its long-term target to reduce CO₂ emissions in the product lifecycle by 30% of the 2005 level by the year 2020, and we are continuing to work in concert in our activities to reduce emissions. In FY2013, emissions were reduced by 171,000 tons (3.5%) over 2012, achieving a reduction of 310,000 tons (6.2%) vis-à-vis the 2005 level. This is the result of groupwide efforts to achieve a reduction in CO₂ emissions and in costs through the development and promotion of products with a lower environmental impact, reductions in CO₂ emissions in our factories and offices, recycling raw materials and products, greater distribution efficiency, and other measures.

These activities will be promoted further to achieve our 2020 goal.

Never stopping the progress in business reform

Japan's real economic growth in FY2013 stood at 2.3%, rising far above the 0.7% recorded in the previous fiscal year. I believe this is the result of the joint efforts between the government and industry in implementing the structural reform of Japan gradually being felt in various areas. The Japanese government is about to compile its growth strategy consisting of a "Big-Boned Policy," "Japan Revitalization Strategy" and "Regulatory Reform Implementation Plan," which the industrial sector must actively apply and work even harder to restore Japan to a course of growth.

At the same time, the growth and stability of Japan has become closely linked to growth and stability in other countries with advances in economic globalization. Japan can no longer focus its attention only on its own prosperity. Once there is stagnation in economic activity or strife in an emerging nation, it immediately impacts the economic and political situation in various industrialized nations. Natural disasters or environmental pollution in one country will impose a heavy burden on all neighboring nations. In the course of the development and growth of a business corporation, region or nation, it is important to shed a self-centered focus only on one's own organization or nation and to replace it with a broad perspective extending to the region and to the world and with an awareness to promote coexistence and co-prosperity.

Today, Fujifilm operates in many different parts of the world, and the ratio of our overseas business has reached

57.5% (for FY2013) of consolidated sales. In order to survive the intense global competition and to continue to maintain our status as an "excellent company," we must pursue continual business reform and embrace change from new perspectives, unconfined by existing approaches and practices, and ultimately engender change itself.

Triggering innovation and creating value

Fujifilm celebrated its 80th anniversary in January 2014. From its birthplace in Minami-ashigara, Kanagawa Prefecture, the company aspired to manufacture photographic films domestically. Since then, it has been promoting business growth as a company trusted by and progressing with society. Founded on its strengths in technology, product development and marketing and on its trusted brand name cultivated through photo film development, Fujifilm is operating in the six business fields of "Healthcare" covering medical equipment, pharmaceuticals, cosmetic products, etc., "Graphic Systems" for printing equipment and materials; "Highly Functional Materials" that include optical film for LCD panels and touch panel parts and materials; "Optical Devices" including TV lenses and optical parts for satellites; "Digital Imaging" featuring digital cameras and photo books; and "Document Solutions" representing Fuji Xerox multi-function devices and solution services. Fujifilm has become a corporate group reporting consolidated sales of ¥2.44 trillion, possessing a workforce of 79,000 and with 273 subsidiaries in 40 countries (as of the end of March 2014). We are indebted to the strong support and patronage of our

many stakeholders.

In marking our 80th anniversary, we have engaged in exhaustive deliberations into the ideal image for the Fujifilm Group in order to achieve further growth and have decided to express our unified will

in the new corporate slogan: "Value from Innovation."

Supporting this corporate slogan is our brand statement which pledges our commitment to continuous innovation—creating new technologies, products and services that inspire and excite people everywhere. Our goal is to empower the potential and expand the horizons of tomorrow's businesses and lifestyles. At the same time, it is a declaration that we ourselves will assemble knowledge and technology both within and outside our Group to create innovation.

Promoting Corporate Social Responsibility (CSR) from a new perspective

In May 2014, Fujifilm compiled and published our medium-range CSR plan, the "Sustainable Value Plan 2016 (SVP 2016)." Under this plan, we commit to implementing CSR activities from the new perspectives of creating value for society and contributing to resolving social issues through products, services and technology as expressed in the new corporate slogan, "Value from Innovation."

In the areas of environment, health, everyday living and work style, we plan to place priority on 11 social issues, including measures against global warming, greater access

Contributing to building a sustainable society

According to a report recently published by the Intergovernmental Panel on Climate Change (IPCC), "there is no doubt that the climate system is warming." We can no longer afford to wait to implement measures to resolve global warming. In order to achieve the sustainable development that is the desire of all mankind, people and organizations must make their own efforts from their respective standpoints.

As a manufacturing business, Fujifilm's role is to address these issues with innovative products, services and technologies. SVP 2016 expresses our resolve to have all employees uphold the perspective of resolving social issues to create innovation.

The demands of society toward business enterprises change with time. We are now under scrutiny not only for our financial figures on sales, profits, etc., but also on how products and services that our business delivers are creating value to society and contributing to resolving social issues. We do not intend to be satisfied with the status quo but will pay careful attention to global conditions, the awareness and ways of thinking of people and the changes in global trends. We will create innovation continually in all our business processes, including R&D, manufacturing and sales and staff operations to create new value for our customers and society and contribute to building a sustainable society.

Fujifilm Group's 80 Years

Challenge "Innovation"—Responding to Varying Social Needs

- Fujifilm Group
- Fujifilm
- Fuji Xerox

Technologies & Products



- 1936 Motion picture film & plate-making film
- 1936 X-ray film
- 1948 Color reversal film and still cameras

1934–
Established to produce motion picture film in Japan. Successfully expanded the business to photographic and X-ray film production.

1950–
Business expanded into medical printing (X-ray diagnosis), electronic photographs, and magnetic materials by applying photographic film production technology.

1980–
Quickly adopted digital technology in photographic, medical, and printing businesses and successfully commercialized new products.



- 1962 Established Fuji Xerox. The industry-first plain paper copier, Fuji Xerox 914
- 1965 Japan's first computer magnet tape, PS plates (plate-making film)
- 1976 World's highest ISO 400 speed color negative film, F-II 400
- 1978 A compact, high-speed and high-performance copy machine, Fuji Xerox 3500
- 1983 World's first digital X-ray system, FCR
- 1986 World's first one-time-use recyclable camera, QuickSnap
- 1988 World's first digital still camera, DS-1P
- 1992 Full-color digital copy machine, Acolor
- 1996 World's first film to widen LCD screen viewing-angle, WV Film
- 1998 World's first consumer megapixel digital camera, FinePix 700
- 2001 High speed, high precision and space-saving multifunction device, Docu Centre Color 400CP



- 2007 ASTALIFT, a new skincare series
- 2008 Full-scale operation of pharmaceutical business
- 2011 Highly sensitive immunochromatographic diagnostic system for influenza virus
- 2012 World's first barium-ferrite magnetic tape, LTO Ultrium

2004–
Developed new businesses that widely contribute to society beyond the business area of "Image and Information."

2014
80th Anniversary

We continue our challenge to create innovative technologies, products, and services



Open Innovation Hub to create new value with various business partners
→ Page 34



FUJIFILM FC1, the new generation portable diagnostic ultrasound system
→ Page 19



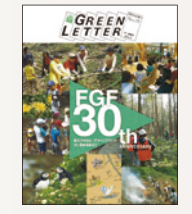
instax SHARE SP-1, printer for smart phones with instax mini film
→ Page 23



WONDER PHOTO SHOP, FUJIFILM direct marketer, offers new photo entertainment

CSR

- 1977 Established Fuji Xerox Co., Ltd. Setsutaro Kobayashi Memorial Fund for academic exchanges
- 1983 Fujifilm Green Fund public trust established
- 1989 Started support to produce large-font textbooks
- 1991 Completed microfilming 160,000 books from the Meiji period owned by National Diet Library
- 1996 Started incorporation of recycled parts to a production line with an aim to achieve zero-waste
- 1998 World's first automated recycling and production factory for QuickSnap
- 1998 Labor Union started tree planting volunteers in China



Fujifilm Green Fund



Tree planting volunteers in China

- 1999 Enacted the Fujifilm Group Charter for Corporate Behavior and official Code of Conduct
- 2003 Started support for the Pink Ribbon campaign
- 2004 & 2008 International integrated recycling system started operation with recycling sites in Thailand and China
- 2005 Started PHOTO IS Exhibition by 10,000 People
- 2007 Overall revision of the Fujifilm Group Charter for Corporate Behavior and the Code of Conduct



Recycling sites in Thailand

- 2010 Set the product life cycle CO2 reduction targets for 2020 (30% reduction compared to FY2005)
- 2011 Started the Photo Rescue Project
- 2012 Full operation of recycle systems in Korea, Australia, and New Zealand

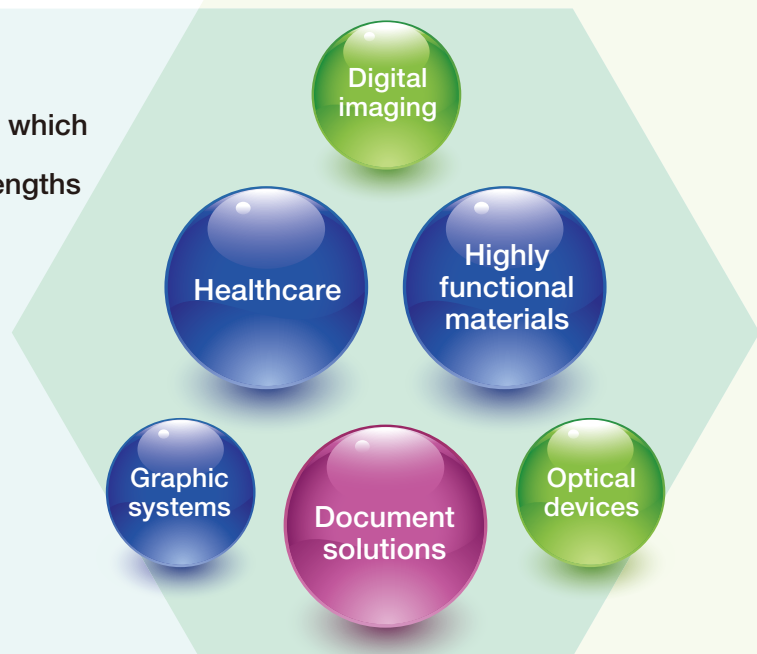
●2014 Enacted the Medium-Term CSR plan, Sustainable Development Plan 2016



Photo Rescue Project

The Fujifilm Group's Business

Business fields in which we can exert our technological strengths and offer high added value

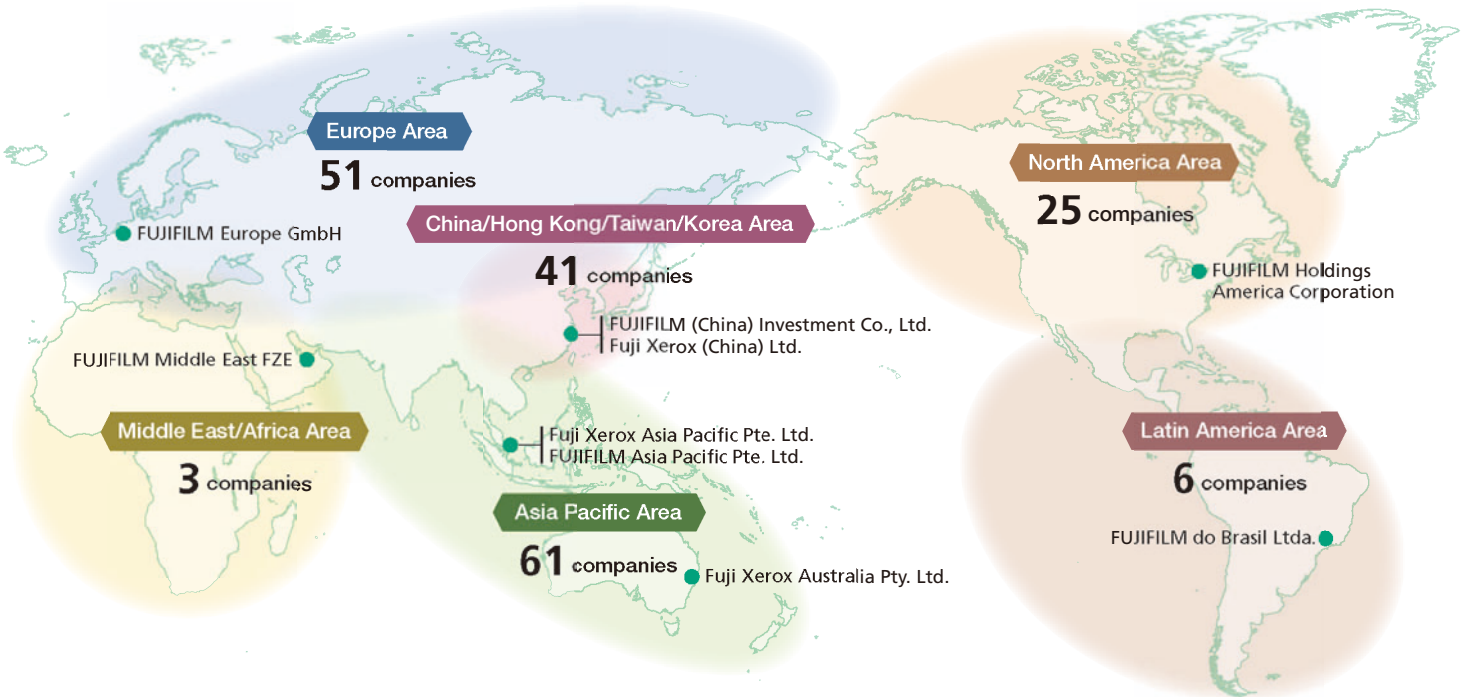


Business fields in which social demand is strong and high growth can be expected

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.

Overseas As of March 31, 2014



As a global company with 273 consolidated companies inside and outside Japan, we are expanding our business in many countries and regions across the world. Not only our sales networks but also our production systems are globalized with factories in the Netherlands, the U.S., China, and several other countries. Businesses expansion is also accelerating in the rapidly growing emerging countries, including BRICs, Turkey, Middle East, and Southeast Asia.

Healthcare

We are expanding our business into three major fields: prevention, diagnosis, and treatment. The business covers development of advanced diagnostic equipment to help identify illness at an early stage, medical IT systems to efficiently utilize diagnoses, cosmetics and supplements for prevention, and pharmaceuticals to address unmet medical needs.

- **Medical systems** (X-ray diagnostic imaging systems, endoscopes, etc.)
- **Pharmaceuticals** (low-molecular pharmaceuticals and biopharmaceuticals)
- **Life sciences** (functional cosmetics and supplement products)



Highly functional materials

We offer various highly functional materials that apply advanced technologies acquired through photographic film production. Including protective film for polarizers—indispensable for LCD monitors—we are working to develop new materials that contribute to environmental impact reduction and new energy generation.

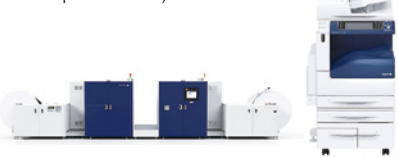
- **Flat panel display materials (film materials for LCDs)**
- **Industrial materials and electronic materials** (non-destructive testing equipments and semiconductor processing materials)



Document solutions

Our document solutions business covers a variety of formats, from electronic data to paper. We offer office equipment along with solutions and services to solve increasingly complex and diverse business and management problems, and also to address environmental issues through saving both energy and resources.

- **Office products and office printers**
- **Production services** (digital printing systems)
- **Global services** (solution proposals through company document and business process improvement)



Digital imaging

We develop and sell photographic-related products, such as digital cameras, color paper for photo printing, and professional photo printers for stores. Our aim is to spread photographic culture to enrich people's life by offering cameras and photo printing imbued with high quality and added value.

- **Electronic imaging** (digital cameras)
- **Photo imaging** (photographic films, photo books, and film processing/printing services)



Optical devices

Utilizing our expert technologies, we provide high precision lenses for a range of purposes. Realizing images that boast high resolution, high quality, and high definition, our lenses are utilized in TV cameras, satellites, and security cameras used in ports, airports, and other facilities.

- **Optical devices** (camera modules for smartphones, TV camera lenses/cine lenses and lenses for security cameras)



Graphic systems

Soon after the company's foundation, we started the development of printing equipment and materials. We now hold the world's top share of the Computer to Plate (CTP) plates for offset printing with low environmental impact. We are branching out into a variety of areas, such as professional digital printing that is suitable for small-lot and many different printing.

- **Materials and equipment for graphic arts** (CTP plates)
- **Industrial inkjet printers and inks**



Fujifilm Group's Corporate Social Responsibility (CSR)



FUJIFILM Ashigara site located in an environment blessed with copious clean air and water, and its water source and water conservation forest

The Roots of CSR Are the Trust of Stakeholders and Consideration for the Environment

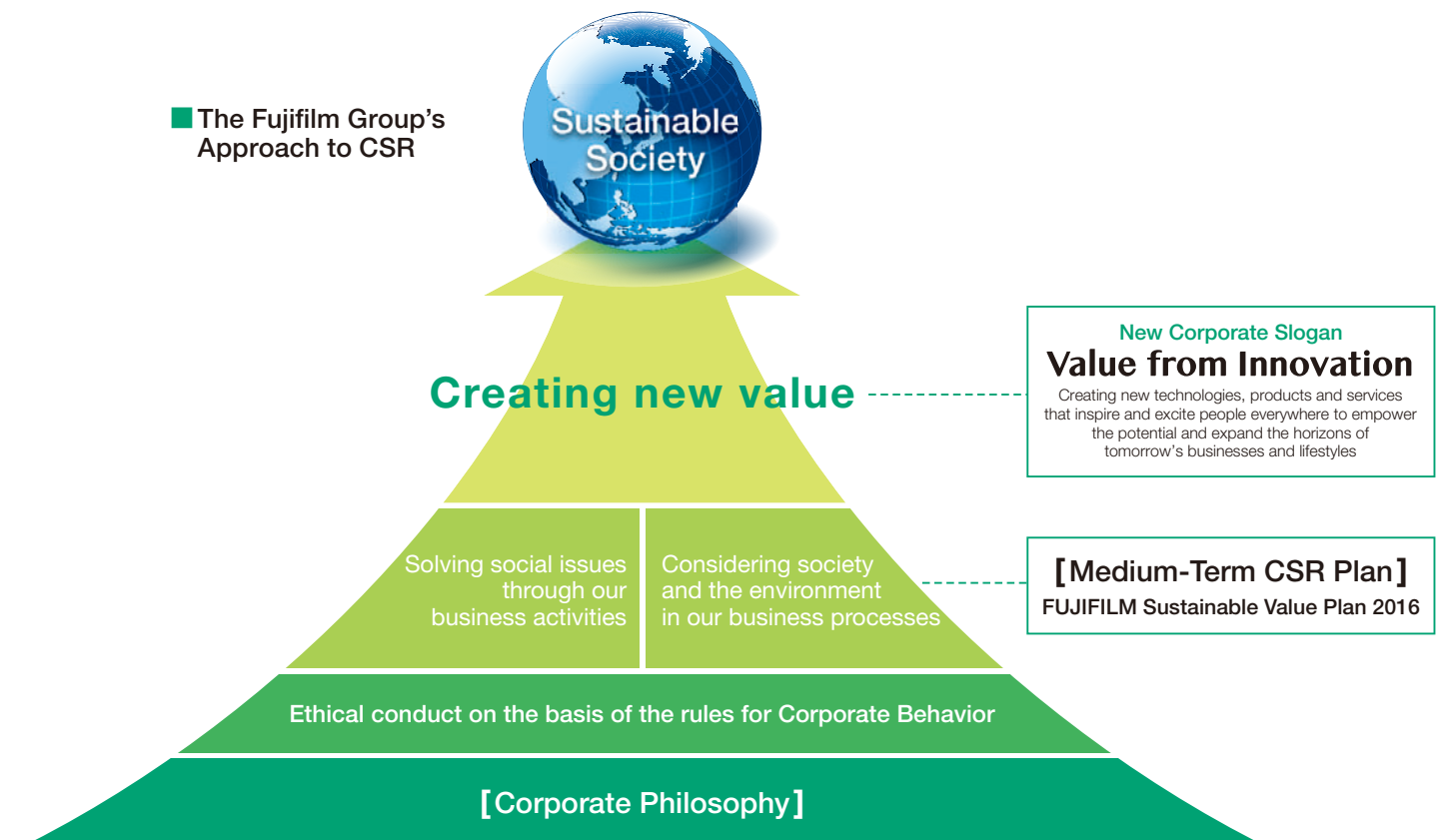
The Fujifilm Group's business originated with photographic film, a product for which lots of clean water and fresh air are essential to the manufacturing process. It is also a product which requires customers to "buy on trust," since they cannot try it out beforehand. Thus, for the Fujifilm Group, an 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, we established a brand new Corporate Philosophy and Vision. Based on these concepts, we also enacted the Charter for Corporate Behavior and an official Code of Conduct that cover every one of our group companies. All of these philosophies and rules are now thoroughly implemented across the group. 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 corporate social responsibility is to contribute to the sustainable development of society by putting our Corporate Philosophy into practice through sincere and fair business activities.

In 2013, we revised the Approach to CSR in order to identify the social challenges and more actively seek their solutions under the new corporate slogan, "Value from Innovation," established to coincide with our 80th anniversary. We will follow this new approach and slogan in further promoting our CSR activities.

The Fujifilm Group's Approach to CSR



The Fujifilm Group's Approach to CSR

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

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

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

Corporate Philosophy

We will use leading-edge, proprietary technologies to provide top-quality products and services that contribute to the advancement of culture, science, technology and industry, as well as improved health and environmental protection in society. Our overarching aim is to help enhance the quality of life of people worldwide.

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 satisfaction.

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.

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>

Sustainable Value Plan 2016

Part 1

In Creating a New Medium-Term CSR Plan

Under the corporate slogan, “Value from Innovation,” established to coincide with our 80th anniversary, the Fujifilm Group has created a new Medium-Term CSR Plan covering FY2014 to FY2016, titled, “Sustainable Value Plan 2016” (SVP 2016), and commenced work on its implementation.

Through this plan, we are actively putting our Approach to CSR into practice: “to contribute to the sustainable development of society by putting our Corporate Philosophy into practice through sincere and fair business activities.”

**Social
Back-
ground**

Social Back-ground

According to the latest report from the United Nation Intergovernmental Panel on Climate Change (IPCC), it is likely that temperatures will rise by approximately 4°C by 2100 if no additional anti-global warming measures are taken and emissions continue to rise. In addition to global warming and other increasing environmental problems, social issues, such as human rights issues and social disparity, are becoming ever more serious. This in turn drives society to expect global corporations with greater influential power to take actions towards resolving such issues.

At the same time, corporations are changing their approach to CSR by taking the initiative in identifying and solving social issues as an opportunity for their renewed growth, rather than simply reacting to regulations and requests. Thus, the relationship between CSR and business activities is becoming closer than ever.

Basic Approach

Basic Approach

Since the Fujifilm Group's first Medium-Term CSR Plan was created in 2007, immediately after FUJIFILM Holdings was established, we have promoted CSR activities in a systematic manner. This latest plan—our third—reflects the idea of “Contributing to solving social issues through products, services, and technologies.” We enhance collaboration between our business activities and social issues under the heightened expectation for the global companies to solve the worsening environmental and social issues. By this reflection, we embody our CSR Approach, “to contribute to the sustainable development of society by putting our Corporate Philosophy into practice through sincere and fair business activities.”

We will address 11 social issues in the four priority areas we have selected—Environment, Health, Daily Life, and Working Style—through our innovative technologies, products, and services. We continue to tackle environmental issues in the business processes, which have always featured as a part of our CSR activities. We are also further reinforcing and expanding the CSR framework that supports our business activities across the value chain and throughout the world.

The Fujifilm Group aims to be a company that contributes to “the sustainable development of society” by actively creating “new values” to resolve the various social issues that we face.

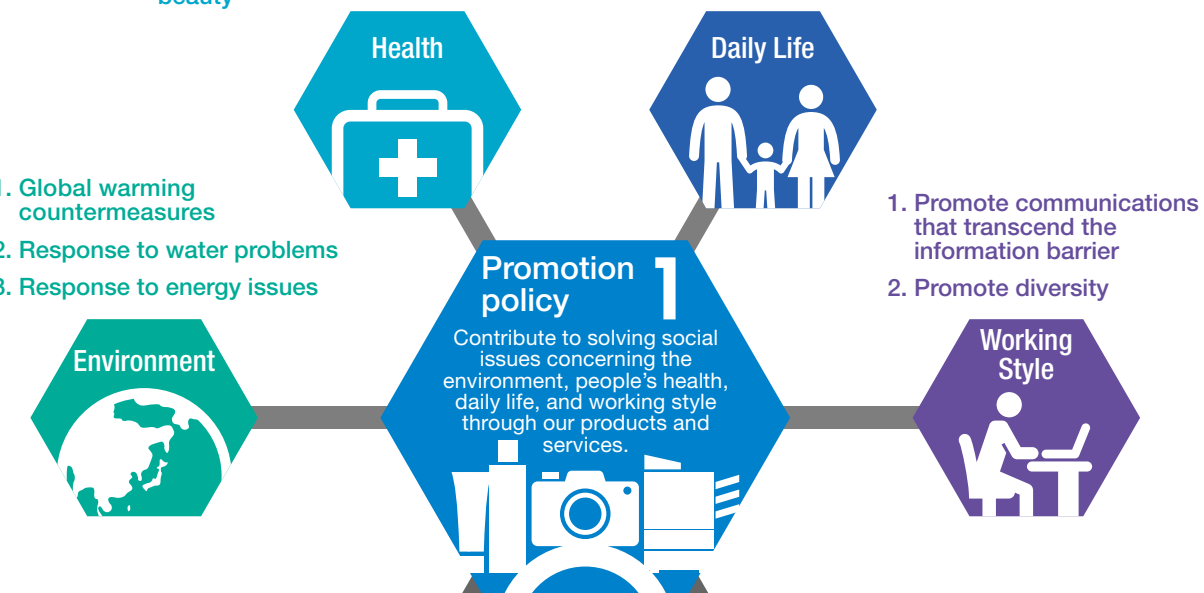


FUJIFILM Sustainable Value Plan 2016

Solving social issues through business actively

1. Improve accessibility to medical services
2. Contribute to identifying diseases at an early stage
3. Response unmet medical needs
4. Promotion of health and contribution to beauty

1. Contribute to creating a safe and secure society
2. Contribute to enriching humanity and relationships



Promotion policy 2

Solve environmental issues within business processes actively.

1. Promote global warming countermeasures
2. Promote resource recycling
3. Ensure product and chemical safety

Promotion policy 3

Enhance the CSR framework supporting the corporate activities across the value chain.

1. Raise compliance awareness and ensure risk management
2. Develop and utilize diverse human resources (TBD)
3. Enhance value chain management from the viewpoint of CSR

Conscious on environmental and social impact within business processes

Part
2

Creating the Triple Promotion Policy

Discussions about creating the Medium-Term CSR Plan were made over the following four steps. In the step to evaluate the importance of the issues to be covered, the social impact, scale of our potential contribution, and the impact on our business were all considered with the help of an external expert. The Policies also feature quantified targets to the maximum extent possible.

STEP

1

Clarifying the Basic Policies

The latest Medium-Term CSR Plan clarified the focus of our CSR activities by reviewing previous CSR activities and investigating trends in society and other companies' activities. In addition to continuation and reinforcement of the existing CSR activities, "Exhaustive governance and compliance and reduction of impact on environment and society" and "Keeping an extended view across the value chain, life cycle, and world-wide," we have made it clear in the Basic Policies that we will expand the scope of "Actively aim to solve social issues through our business activities," which was already in operation.

- Thorough implementation of sound corporate governance and compliance
- Reduction of impact on environment and society
- Across the value chain, product lifecycles, and world-wide
- Solve social issues through business activities actively

Medium-Term CSR Plan FY2007-2009	Medium-Term CSR Plan FY2010-2013	New Medium-Term CSR Plan FY2014-2016
Priority issues (Legal compliance and taking responsibility as a corporate citizen)		Continue & reinforce
	Expand the scope	Maintain & reinforce
	Expand the scope	Company-wide efforts

STEP

2

Extracting Social Issues Based on Business Strategy

In extracting the social and environmental issues to address, we listed 130 items based on ISO 26000 (international guidelines for social responsibility of business and organizations), the GRI Guidelines (international sustainability reporting guidelines), and the primary issues faced by other companies in the same industry and corporations with advanced CSR practices.

Also, we discussed the possibility of contribution to solving social issues among all business divisions, and clarified the possible products, services, and technologies by each division.

STEP

3

Evaluation of Materiality

As it is difficult to evaluate materiality of both "measures to solve social issues through business" and "conscious on environmental and social impact" in the same manner, we took two approaches for evaluation.

(1) Solving social issues through business actively

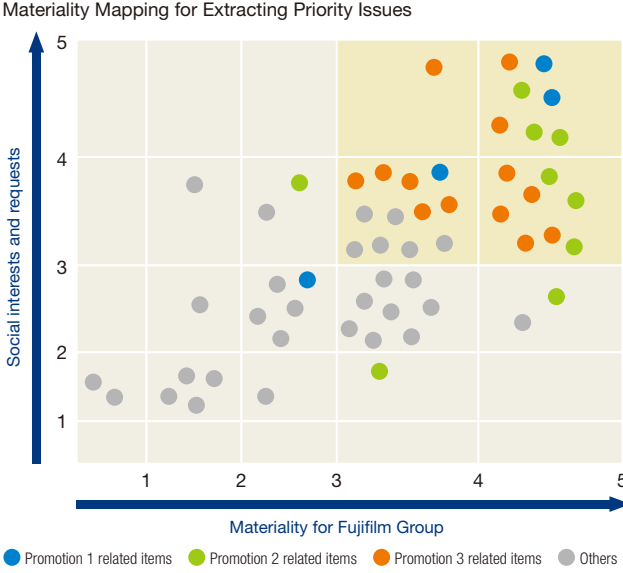
We created a matrix of social issues and our products, services, and technologies that may contribute to solving such issues through discussions with our business divisions. Next, the size of potential contribution as well as the size of impact on society, were assessed to identify the four areas and 11 issues to be given priority.

Matrix on Social Issues and Fujifilm Group's Products, Services, and Technologies

Business fields	Social issues	Medical	Pharmaceuticals	Highly functional materials	Document solution
Environment	Reduce CO2 emissions	●●		●●●●	●●●●	
	Energy issues	●		●●●●	●●●●	
			●●	●	
	Energy issues			●	●●	
Health	Improve accessibility to medical services	●●●●			●●	
	Identify diseases at an early stage	●●●●				
		●●●			
	Reduce doctor's burden	●●			●	
Daily Life	Enrich humanity and relationships				●●	●●●●
	Create a safe and secure society			●●●	●	●●
			●		●
				●●●	●
Working styles	Promote communications				●●●	
	Promote diversity				●●	●

(2) Conscious on environmental and social impact within business processes

The social issues extracted in the above Step 2 were rated with two axes; the social point of view and our corporate point of view. For evaluation, E-Square Inc., an expert CSR consulting company helped us as a representative of society. The social point of view rates how important society believes the resolution of the issues and what is expected of the Fujifilm Group in this regard. Our corporate point of view rates how much the effort to solve the issues would affect our business strategy, brands, and reputation. The materiality rated on a five-level scale, and issues rated level four or greater in both points of view were grouped together by proximity. Finally, they were reviewed as suitable expressions and set as the priority issues.



STEP

4

Planning, Review, and Approval

We set a goal for each priority issues. The environmental and HR divisions of operating companies which promote each priority issue played a central role to quantify their goals by looking back over its activities. Priority issues and Medium-Term CSR Plan were discussed and formulated at the CSR Committee chaired by the President of FUJIFILM Holdings. We will now further our activities throughout the Group towards achievement of the Medium-Term CSR Plan.



Solve environmental issues within business processes actively.

Priority issue 1 Promote global warming countermeasures

Target: Reduce CO2 emissions from the entire product lifecycle by 30% compared to FY2005 by FY2020 (FY2016 Medium-Term Target 10% reduction)

Priority issue 2 Promote resource recycling

Targets: (1) Reduce volume of waste generated by 8% compared to FY2012 by FY2016
(2) Reduce material input per unit by 10% compared to FY2012 by FY2020 (Create an input control system by FY2016, such as setting indices per unit and verifying the efficacy)
(3) Maintain water usage per sales (water input per unit) at FY2012 levels.

Priority issue 3 Ensure product and chemical safety

Target: Contribute to "Minimization of adverse effect to environment and human health from chemical substances in production and usage by FY2020"



Enhance the CSR framework supporting the corporate activities across the value chain.

Priority issue 1 Raise compliance awareness and ensure risk management

Targets: (1) Maintain 100% awareness of major risks and full-scale performance of awareness-raising schemes
(2) Ensure offering health promotion opportunities to employees
(3) Be aware of risk of human right issues across the Fujifilm Group

Priority issue 2 Develop and utilize diverse human resources (TBD)

Target: Build a working environment with diversity^{*1} that enable all workers^{*2} to exert their individuality

Priority issue 3 Enhance value chain management from the view-point of CSR

Targets: (1) Identify the CSR status of major suppliers and notify FH's expectation and improvement requirements
(2) Ensure compliance with legislation concerning biodiversity in procurement

^{*1}: Create systems to develop human resources and utilize them to the most suitable positions
^{*2}: Domestic and foreign workers, and female, elderly, or disabled employees

Part
3

Environment

Contribute to Solving Social Issues through Our Business Activities

Priority issue 1 Global warming countermeasures

Target: Reduce CO₂ emissions by 20 million tons by 2020 (compared to 2005)

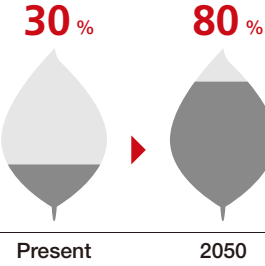
Priority issue 2 Response to water problems

Target: Reduction and restriction of water pollution

Priority issue 3 Response to energy issues

Target: Contribute to generating energy with low environmental impact

According to the latest report from the United Nation Intergovernmental Panel on Climate Change (IPCC), it is likely that temperatures will increase by approximately 4°C by 2100 without additional mitigation and CO₂ emissions continue to rise. Global warming is becoming ever more serious and remains as one of the most important issues to address across the world. The water risk is another serious issue in focus. The Fujifilm Group aims to help resolve these environmental challenges through changing our working styles and products towards low environmental impact, including highly functional materials and magnetic tape utilizing applied photographic film development and production technologies.



Share of low-carbon energy in electricity supply

Source: Working Group III Fifth Assessment Report, Intergovernmental Panel on Climate Change (IPCC)

Global warming raises atmospheric and water temperatures change, negative impact on water resources and ecosystems, and serious damages to human society. Reducing greenhouse gas emissions, one cause of global warming, is now a common challenge across the world. Energy saving, power generation from non-carbon sources, and promotion of low-carbon energy are said that the key solutions.

Priority issue 1

Priority issue 2

Environmental solution materials based on photographic film development technologies

Fujifilm has created a series of new highly functional materials by combining fundamental technologies based on photographic film development and other exclusive technologies. Uniting the company's engineering prowess, we are developing a range of products to help in solving deepening environmental problems.

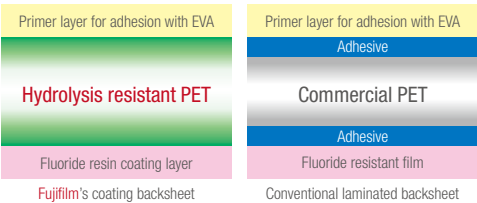
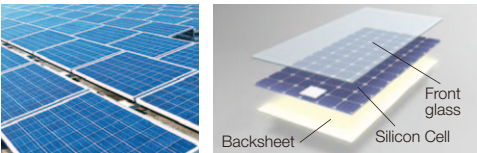
Photovoltaic backsheet extends photovoltaic module's life by three times

Because photovoltaic modules are installed in an outdoor location, structural damage from heat, UV light, and weather can cause their power generation efficiency to deteriorate. Photovoltaic backsheets cover the rear of the modules and protect them, and are an important component that determines the module's life. Therefore, the backsheet is required to be durable and to retain its high performance over a prolonged period.

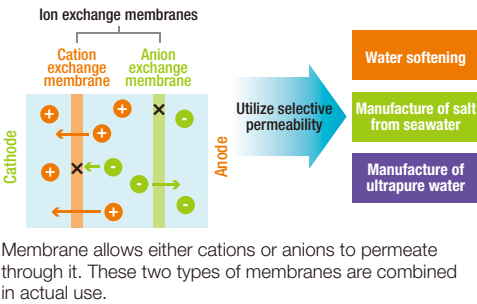
Fujifilm has developed a special water-resistant PET film by adopting photographic film manufacturing* and other technologies, thereby achieving excellent durability. Additionally applying a highly functional material with precision coating technology, the product has now achieved three times more durability than conventional products. This photovoltaic backsheet was introduced to the market in 2012 with the aim of furthering the use of photovoltaic modules, which are increasingly in demand against the backdrop of global warming and resource exhaustion.

Ion exchange membrane supports efficient water usage

We are developing ion exchange membranes and extending their environmental usage, such as for desalination and water treatment. Ion exchange membranes selectively allow ions to permeate through them. Using this selective permeability, the membrane is used to soften water, extract salt from seawater, and produce ultrapure water. The membrane is being used as a filter for drinking water in Europe and the U.S., where water is often hard. Ion exchange resin is another commonly used exchanger but requires regular maintenance using chemicals or salt to recover resin performance, which gradually deteriorates due to ion absorption. Thus, the demand for ion exchange membranes that require less maintenance and with lower cost is increasing. We are further expanding membrane development as a part of our water problem solutions.



*In order to improve hydrolysis-resistance performance, a special PET resin is polymerized. We have developed our own technology for manufacturing film without allowing decomposition.



Membrane allows either cations or anions to permeate through it. These two types of membranes are combined in actual use.

“Sustainable working style” to realize eco, quality of life, and efficiency

Priority issue 1

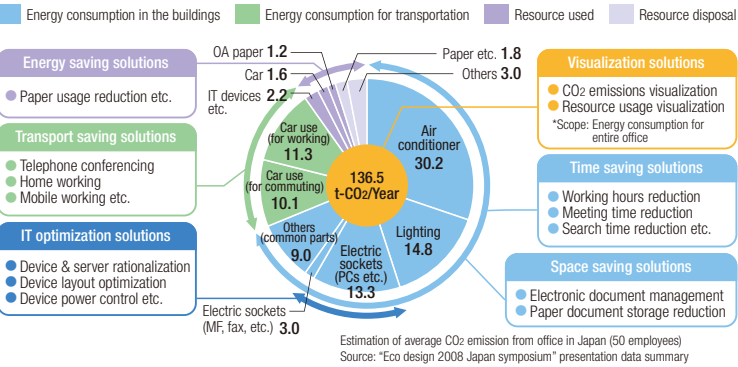
CO₂ emissions related with office work in Japan are increasing, rather than decreasing, due to the continuing increase of OA equipment. This has become an urgent issue to be addressed. Fuji Xerox is working towards a target of reducing CO₂ emissions at customers by seven million tons per annum by FY2020. The priority issues to achieve this target are the provision of products with the least possible environmental impact for our customers, and the provision of solutions and services that enable low-carbon working styles.

There are two ways to contribute to environmental impact reduction in offices. One is a direct contribution by reducing the consumption of fuel, electricity, paper, etc., and the other is an indirect contribution by reducing working hours and space. Pursuing both of these is effective in achieving office energy conservation. Fuji Xerox understands that the key to fulfilling these two modes of contribution is to streamline any office activities that generate CO₂. Based on this idea, we offer Eco Solutions to reduce energy, resources, and the workforce, simultaneously realizing “eco” for the global environment, “quality of life” for staff, and “efficiency” in business. In FY2013, we undertook a survey to understand and analyze concrete CO₂ emissions

reduction effects in customer sites through our solutions. We also produced the *Green Solution Handbook* that summarizes our solutions to promote customer understanding and awareness.

We will further promote and disseminate our solutions in order to achieve our targets by 2020.

▼Average CO₂ Emission from Office in Japan and Our Eco Solutions



Sample CO₂ Emissions Reduction by Typical Solution [ArcEPS]

- Model user: Design production site with 500 to 1,000 employees
- Document destinations: five on-site depts. & four external sites
- No. of documents: 890K sheets/year (A4 equiv.)

⇒ Reduces CO₂ emissions by 24.9%



Priority issue 3

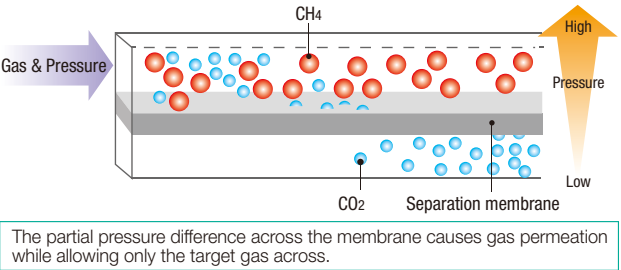
Gas Separation Membrane separates CO₂ efficiently with low energy

Along with CO₂ emissions reduction, the energy resource exhaustion problem is one the most pressing environmental issues. Ways to use natural energy efficiently to prolong its availability are being vigorously sought.

The Gas Separation Membrane module that Fujifilm is developing is being used to remove the CO₂ contained in the natural gas. Natural gas contains CO₂ and other impurities and gas refinement through a complicated procedure is necessary to use the gas as clean energy. Chemical or physical absorption processes are currently used to remove CO₂ from natural gas. However, these methods require a large facility,

consuming a great amounts of energy, and this in turn makes the high CO₂ separation costs a problem. The membrane separation process removes CO₂ from the mixed gas by utilizing the different permeability rates of each gas. Compared to the previous methods, the membrane separation process can drastically reduce both energy consumption and separation costs as it only requires a small facility. Utilizing Fujifilm's core technologies—polymer technology and precision coating technology, our CO₂ separation membranes are produced as a nano membrane structure, delivering highly efficient separation performance. More efficient CO₂ separation processing at a lower cost can accelerate the development of natural gas fields in the small-to-medium scale, which are currently marking time due to the cost issue—despite the possibility of high reserves.

Fujifilm has already started experimental use of the membrane in overseas gas fields in preparation for future commercialization.



The partial pressure difference across the membrane causes gas permeation while allowing only the target gas across.

Part
3

Health



Contribute to Solving Social Issues through Our Business Activities

Priority issue 1 Improve accessibility to medical services

Targets: (1) Improve the medical environment in emerging countries
(2) Increase medical check opportunities in disaster or emergency situations and improve diagnostic accuracy
(3) Increase the medical check opportunities and improve diagnostic accuracy by reducing the burdens on doctors

Priority issue 2 Contribute to identifying diseases at an early stage

Target: Disseminate medical diagnosis systems with improved accuracy and less physical burden on patients

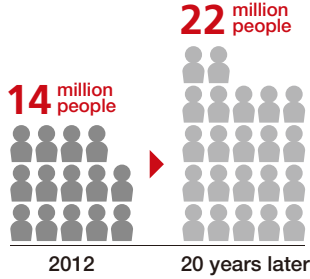
Priority issue 3 Response unmet medical needs

Target: Develop medicines for diseases without effective treatments

Priority issue 4 Promotion of health and contribution to beauty

Target: Develop medicines for diseases without effective treatments

Health is the most personal and important topic for people, yet there is a range of associated problems, such as disparities in medical access, shortage of doctors, increasing burden on medical workers, and surging medical costs. The Fujifilm Group started producing X-ray film in 1936, soon after the company's establishment. Since then we have been a long-term contributor in the field of medical diagnosis. Our medical business has recently expanded into the Prevention and Treatment fields, as a part of a strategic move towards the group's growth. We are continuously striving to widen our contribution to promoting people's health and welfare. In this new CSR Plan, we set out four priority issues based on the scale of our contribution to help solving the social challenges, identified through reviewing all the products, services, and technologies that we possess.



Estimated cancer onset across the world
Source: World Cancer Report 2014, World Health Organization (WHO)

Despite continuously advancing medical care, many illnesses still have no definitive treatment. For example, the cancer death rate is increasing across the world and the number of patients is growing ever larger, particularly in Africa, Asia, and Latin America. There is a desperate need for early diagnosis and treatment of diseases in emerging countries, in addition to finding effective treatments.

Priority
issue
1

Supporting healthcare worker training in emerging countries for better medical services

The Fujifilm Group understands that advancement in medical techniques is as equally important as the provision of medical products in order to improve medical circumstances in emerging countries. This is why we undertake a range of support activities in countries in the Middle East and Africa. In Jordan, we helped establish a radiologist training program lead by a national hospital to improve their interpretation techniques. This has since expanded into a major program, enjoying the attendance of specialists from the U.A.E., Saudi Arabia, Egypt, Iraq, and other countries in 2013. In the U.A.E., we have established a continuing mammogram analysis skills training program, and we also run similar programs in Ghana and Tanzania.

In July 2013, we opened a training center in Dubai, U.A.E, for sales engineers working at authorized dealers in the Middle East. This helped engineers in the Middle East and African region to receive training locally, reducing the necessity to travel to Europe for such training. The center covers a wide range of radiography training, from operation skills for X-Ray imaging systems—including textbook study and hands-on sessions depending on the engineers' skills, to advanced skills, such as application software training for better diagnosis, positioning of patients when taking X-ray images, image processing techniques, and tips for achieving high quality images using low levels of radiation. By providing the engineers in each country with such high standards of knowledge, they become able to setup the devices by themselves, offer high quality after-sales services, and provide support for accurate image interpretation. Fujifilm continues to contribute to improving the medical environment in emerging countries by making advanced medical equipment available and by propagating operational techniques and knowledge of a high standard.



Using X-ray diagnostic imaging systems in Africa



In the Dubai training center, application software training with advanced knowledge by specialists from FUJIFILM Middle East FZE is available



KTT (Knowledge Transfer Training 2013) in Dubai with 75 attendants from 19 Middle Eastern and African countries

Priority
issue
1

Portable diagnostic ultrasound system serves in emergencies across the world

The mission of medical workers in an emergency situation is to help save as many people's lives as possible making the best use of limited facilities, manpower, and time. As a medical equipment manufacturer, we questioned ourselves as to how we could best serve in an emergency. One of the answers was delivering this portable diagnostic ultrasound system.

In November 2013, a typhoon hit the central Philippines leaving the town of Tanauan devastated. Along with FUJIFILM SonoSite Inc. (U.S.), FUJIFILM Philippines Inc. (FFPH) offered a portable diagnostic ultrasound system, M-Turbo, to a U.S. healthcare NPO, Mammoth Medical Missions, to support their initial rescue efforts in Tanauan. M-Turbo was quickly brought in by helicopter to the rescue center when there was no other medical equipment, and it functioned throughout the five-day rescue period using only solar power. It was moved around the center to help in diagnoses of different parts of the body—from chest, abdomen, bones, to blood vessels. "The beauty of this portable diagnostic ultrasound system was its mobility, ease of use, durability, and the wide application requirements involved in disaster rescue activities. The system's agility and precise imaging capabilities helped us to provide the most appropriate treatment to save people's lives. Its cost performance is also incomparably high, especially for an NPO with limited funds." (Dr. Sara May, a medical specialist who participated in the rescue mission.)

After launching FUJIFILM FC1, a new model with improved image quality, operability, and durability, in May 2014, Fujifilm will not cease in work to further widen the device's functionality and application—not only in emergency situations but also for doctors' home visits.



Dr. Sara May (middle), a medical specialist of Mammoth Medical Missions and FFPH staff members



Used for various diagnoses for thoracic cavity, abdominal cavity, bone, and blood vessel. Prenatal checks, as shown in this photo.

FUJIFILM FC1, the next generation portable diagnostic ultrasound system jointly developed & sold by Fujifilm and FUJIFILM SonoSite

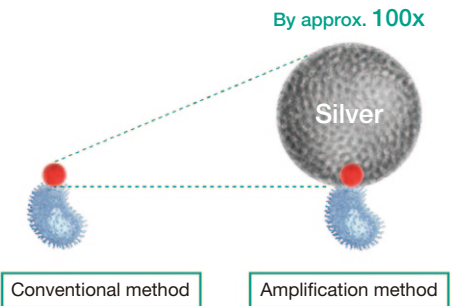


Priority
issue
2

Virus detector with amplification technology catches early stage flu



FUJI DRI-CHEM IMMUNO AG1's easy operation and quick results advanced virus detection using photographic silver amplification technology



Through catalytic accumulation of silver around gold particles of only 50 nm, the conventional virus marker, Fujifilm managed to increase the marker size 100 times within one minute, enabling easier virus detection

The prime flu sufferers are children and the elderly. Swift treatment is particularly important for infants with low resistance to the disease. However, conventional flu virus checks face a problem that the virus can only be detected after it reaches a certain size and virus identification is rather difficult. FUJI DRI-CHEM IMMUNO AG1 is a virus detector based on Fujifilm's silver amplification technology, which is used in photographic film development. The flu virus is detected by a gold colloid particle marker and we managed to create a silver particle marker of a larger size using the gold marker as a catalyst, providing improved visibility of the virus at an early stage while its number is still small. Also, this visual recognition is carried out automatically by the machine, eliminating human error caused by varying skill levels.

Because FUJI DRI-CHEM can easily be operated by people with different skills and its test results are automatically presented, it can be widely used in emerging countries as a Point-of-Care Testing (POCT)* device. In Japan, death from infection has been drastically reduced by medical advancements. Still, however, Asian and African countries face high infection and death rates, particularly among infants. We hope that FUJI DRI-CHEM will help in the early detection of this illness throughout the world.

*Point-of-Care Testing (POCT): Simple medical testing at or near the site of patient care, such as a treatment room, ICU, and bedside.

Priority
issue
1

Priority
issue
2

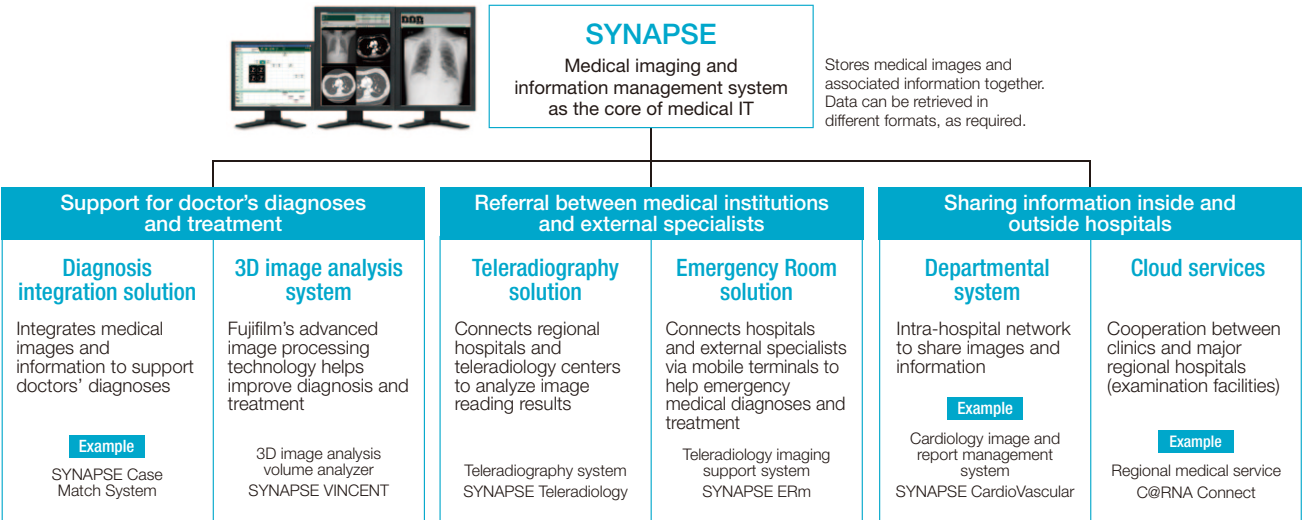
Advanced imaging system supports regional medical cooperation and fast accurate diagnosis

Since the launch of the digital X-ray imaging system FCR in 1983, Fujifilm has been leading digitalization in medical services. In 1999, we developed SYNAPSE, a medical imaging and information management system. The system not only links items of medical information, but also provides diverse imaging functions for different types of diagnoses utilizing Fujifilm's imaging processing technology. SYNAPSE helped form networks of local healthcare and emergency medical services to support doctors' accurate and prompt diagnoses. Originally used for radiological X-ray imaging, the system is now applied to a range of purposes by fulfilling the need for integrated management and operation of diverse medical images and

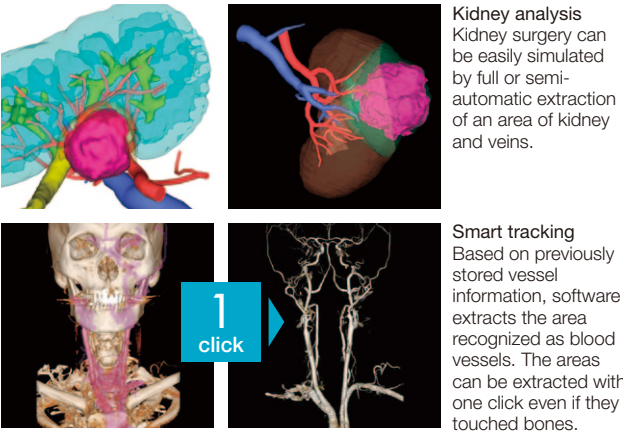
associated diagnostic information for more effective diagnosis and treatment. SYNAPSE boasts the largest share of its kind in Japan, installed in 1,900 medical facilities inside Japan and 4,000 across the world.

Fujifilm endeavors to create a central management system that integrates a variety of medical images, from Computerized Tomography (CT) to Magnetic Resonance Imaging (MRI), as well as angiography, endoscopy, and diagnostic ultrasound system, in order to contribute to further improvement in diagnostic accuracy and realization of medical services without regional disparities.

▼ Fujifilm Group's Medical IT

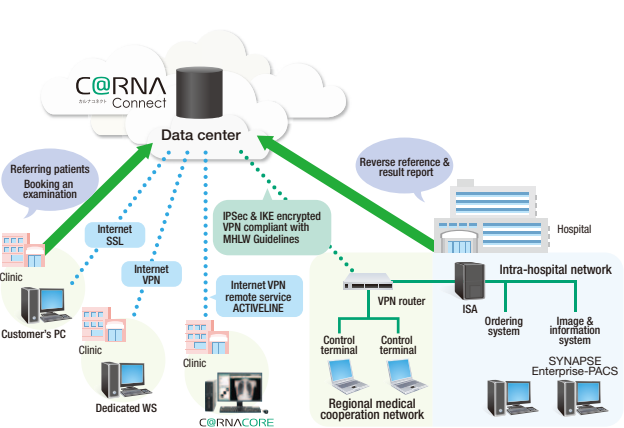


▼ Volume Analyzer SYNAPSE VINCENT, 3D Image Analysis System



Fujifilm's image recognition technology enabled creation of 3D images from 2D images of CT or MRI. High precision pre-surgery simulation images—even removing bones from the view—can be created by exclusive image processing and analysis technologies. This shortens the surgery time and improves accuracy, reducing the patients' physical burden. Since its launch in 2008, VINCENT has been installed in nearly 1,000 facilities in Japan.

▼ Local medical liaison service C@RNA Connect



By connecting local clinics and major hospitals, the system delivers ideal work-sharing between hospitals and clinics. Since 2005, Saitama National Hospital and local clinics have been operating the 24-hour booking system for imaging diagnosis and home visits by specialists. Now the system connects 85 major hospitals and 1,300 smaller hospitals and clinics across Japan.

Priority
issue
1

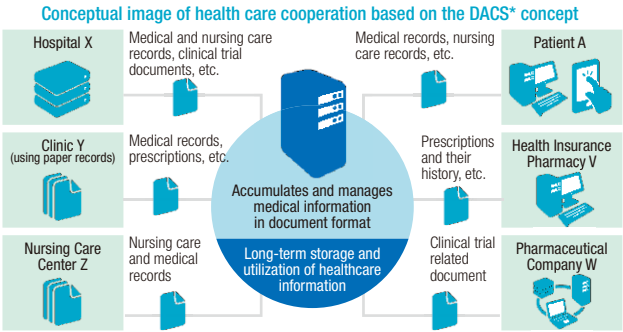
Clinical trial networks help faster drug development

Fuji Xerox is utilizing its solution expertise in document management—regardless of paper or electronics—in the healthcare field. The company offers efficient and effective information sharing and communication through networking within the healthcare industry by integrating diverse medical records. This is because we believe that close communications among medical institutions is indispensable for realizing better medical services and comprehensive regional care. One of the best applications of such networking concerns clinical trial procedures.

A clinical trial is the research study of drugs or medical equipment before they can be commercialized. The clinical trial requires cooperation from a number of patients, as well as massive time and effort. The development of drugs can be held back if the subjects do not reach a certain number, and this is particularly true for pediatric medicines. Against this backdrop, Fuji Xerox has developed networks and a document management system to enable efficient clinical trials being carried out in multiple hospitals. Our system is utilized in Clinical

Trial Networks, a group of contracted medical institutions where trials are held, formed to speed up drug development. From 2014, we also started the experimental use of a clinical trial network system for local hospitals. We continue to strive for faster drug development and improved drug quality.

▼ Overview of Healthcare Document Management



*DACS: Document Archiving and Communication System. Concept suggested by Department of Medical Informatics at Osaka University Hospital.

Aiming at new drug development for cancer by addressing “unmet medical needs”

Priority
issue
3

Although a range of diseases have become treatable thanks to the advancement of medical technologies, some diseases, such as cancer and Alzheimer's Disease, lack fundamental treatment, and, therefore, new drugs are desperately being sought. However, new drug development is subject to a high degree of complexity and risk because its success rate is less than 10%, despite the lengthy development period of 10 years on average. Thus, only a limited number of corporations can develop drugs on a continuing basis.

The Fujifilm Group possesses diverse technologies, including cutting-edge chemical technology developed through photographic materials development, such as synthesis, analysis, nano-dispersion technologies, as well as radiopharmaceutical, biopharmaceutical, and regenerative medicines.

Utilizing our extensive range of expertise and novel ideas derived from these varied business backgrounds, we aim to develop new drugs, mainly for cancer treatment, which has an extremely high social demand. We maintain our contribution to improving medical services across the world by delivering new drugs as early as possible through accelerating development via collaborations with external organizations*.

*Collaboration with external organizations
T-817MA: Commenced a joint clinical trial with the Alzheimer's Disease Cooperative Study, one of the largest Alzheimer's disease research institutes in the U.S. in June 2014. Commenced a joint research with Center for IPS Cell Research and Application, Kyoto University, in March 2014.

FF-10501, FF-10502, FF-21101: In 2014, will commence to start joint clinical development of a cancer drug with the University of Texas: MD Anderson Cancer Center, a world-class cancer research and treatment institution.

▼ Fujifilm Consolidated Group's Pipeline

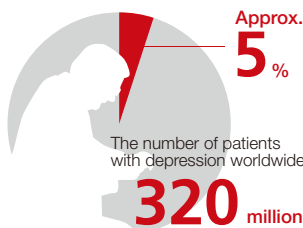
As of June 2014				
Development No.	Therapeutic category	Formulation	Region	Development stage
T-705	Anti-influenza drug	Oral	United States	Phase III
T-3811	Quinolone synthetic antibacterial drug	Oral	China	Submitted an application for permission
T-2307	Antifungal drug	Injection	United States	Phase I
T-817MA	Alzheimer's disease drug	Oral	United States	Phase II
T-4288	Macrolide antibacterial drug	Oral	Japan	Phase I
ITK-1	Anticancer drug (prostate cancer) I	Injection	Japan	Phase III
FF-10501	Anticancer drug (myelodysplastic syndrome)	Oral	Japan	Phase I
FF-21101	Anticancer drug (refractory solid cancer) (armed antibody)	Injection	United States	Preparing for Phase I
FF-10502	Anticancer drug (refractory solid cancer)	Injection	United States / Europe / Japan	Under nonclinical trial
F-1311	Radiopharmaceuticals (diagnosis drug for prostate cancer)	Injection	United States / Europe / Japan	Under nonclinical trial
			Japan	Phase I

*FKB327 (an adalimumab biosimilar) developed by FUJIFILM KYOWA KIRIN BIOLOGICS Co., Ltd. (Fujifilm's equity-method affiliated company) started Phase I trials in Europe in April 2013, as planned.

FUJIFILM's FF-10501 (Anticancer drug (myelodysplastic syndrome)), FF-10502 (Anticancer drug (refractory solid cancer)), and FF-21101 (Anticancer drug (refractory solid cancer) (armed antibody)) are now at the clinical trial stage. In March 2014, Toyama Chemical received new drug application approval in Japan for AVIGAN® Tablet 200mg (T-705), a new, tablet-form anti-influenza drug. T-817MA (Alzheimer's disease drug) started its Phase II clinical trials in Japan at the end of May 2014.

Part
3

Daily Life



[The ratio of depression patients in global population]

Source: World Health Organization (WHO), 2012

In our modern "stressed society," people from children to senior citizens suffer from numerous stresses. Stress is believed to have a huge influence on depression and other modern ailments and in the increase in the number of suicides. In order to build a healthy and sound society, in addition to providing safety and security for everyday living, we need to reaffirm the importance of communication between people and within regions to provide psychological support.

Contribute to Solving Social Issues through Our Business Activities

Priority issue 1 Contribute to creating a safe and secure society

Target: Disseminate products that contribute to long-term storage of important information, crime prevention, and improve information security and social infrastructure safety

Priority issue 2 Contribute to enriching humanity and relationships

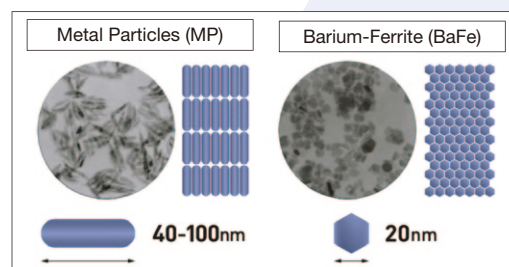
Targets: (1) Contribute to handing down important cultures and artworks
(2) Develop solutions to invigorate the community engagement
(3) Disseminate photographic products that store memories in tangible forms and enrich people's lives

Photography, the original business of the Fujifilm Group, has the power to preserve memories of events and help us to lead fulfilling lives. This belief was reinforced by the "Photo Rescue Project" organized during the 2011 Great East Japan Earthquake. With our "Tono Miraizukuri College (Tono Future Creation College)," conceived as part of the recovery assistance activities, we are exploring directions we can take in the future to revitalize local communities. Photos and documents can revitalize communication and preserve our cultural heritage for future generations, and our hope is that we can develop new products and services and promote their wider use in society. The safe storage of digital data is important in allowing members of society to preserve their ties with other people, thus enriching life in a society that is safe and with fewer accidents and less crime.

Priority issue 1

Backing up vital data in the information-oriented society through innovative magnetic tape technology that enable large capacity

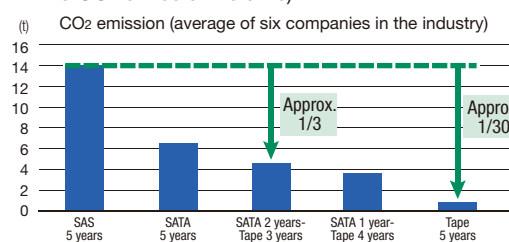
▼ Comparison of Metal Magnetic Particles and Barium-Ferrite Particles



The characteristics of the Barium-Ferrite (BaFe) particle

- **Higher capacity:** The finer particles enable much higher recording density resulting in super high capacity data cartridges.
- **Long archival life:** As BaFe is already oxidized, oxidation, the cause of deterioration does not occur. It has much longer life as long as 30 years possible.
- **Recording performance:** Outstanding frequency characteristics assure recording and reproduction precision, as well as stable data writing.

▼ Mail Archives of a Business Corporation Stored for Five Years (energy consumption converted into CO₂ emission volume)



In contrast to the HDD that rotates with continual power consumption, the magnetic tape media does not require power, thus reducing energy consumption and contributing to CO₂ reduction
Source: Tape Storage Technical Committee, JEITA

With advances in networking and digitization, all conceivable types of information are now stored as digital data. The volume of data that must be managed has grown rapidly, making huge data management and storage methods important problems. In these circumstances, renewed attention has been directed to magnetic tape, which is now being used by big data center such as Google Inc. for data backup. Magnetic tape is generally seen as a thing of the past in terms of data storage because of its small recording capacity. However, introduction of the new generation of Barium-Ferrite (BaFe) magnetic particles developed by Fujifilm has provided large storage capacity. Magnetic tape can be used for long-term storage for more than 30 years, compared to only several years for a hard disk drive. It also has other advantages, including low cost and lower environmental impact, and is expected to become the media for safe and secure storage of huge volumes of valuable data.

Data are recorded onto magnetic tape through the fine magnetic particles on the recording layer of the tape surface. The recording density increases with an increase in the density of these magnetic particles. However, there were technical limitations to the metal magnetic particles used until now. Fujifilm foresaw this limitation and began the development of BaFe magnetic particles in 1992, and after overcoming a large number of issues, achieved commercialization. In 2014, state-of-the-art BaFe tape was used to demonstrate the commercial potential of storing 154 TB in a single LTO cartridge, which is approx. 62 times the current storage capacity. This is the world's largest data recording & reproduction capacity for a magnetic tape. Further R&D and future commercialization is expected to contribute to the ability to preserve important data in our information-oriented society.



Released a high capacity magnetic tape media "LTO Ultrium 6 Data Cartridge" using a new generation Barium Ferrite magnetic particles in 2012.



Priority issue 2

Instax mini is gaining popularity in various countries. Scene from a shop in Poland.



Sumaho de Checki: instax SHARE SP-1 printer for smart phones launched in earlier 2014 that can print on the spot with Instax

"Album Café" communicates the pleasure of original albums created by mothers across Japan



Like Japan, expanding the culture of the photo album worldwide, scene from the Middle East.

The Year Album received the Nikkei MJ Award for excellence in the Nikkei Superior Products Services Award for 2013



Priority issue 1

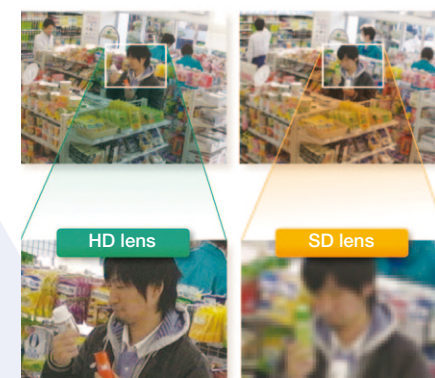
Helping to keep society safe and secure with high resolution camera lenses that enhance security

Safety and security are important in sustaining a fulfilling life in society. Against a background of major natural disasters and accidents, a decline in public order and various other elements that threaten the safety and security of the public, the demand for increased security is rising. Fujifilm has developed a wide range of lenses over the years. Because our products feature the highest resolution, our lenses are not only used in TV broadcasting and cinemas, mobile phones, motor vehicle cameras, satellites, and many other applications, they are also being used in security cameras. In 2014, the company introduced the FUJINON DV2.2x4.1SR4A combined with a high resolution security camera for recording security footage with the finest detail at a high resolution of six megapixels. The use of security camera systems is spreading both in application and location—at convenience stores, ATMs, offices, condominium buildings, public transit systems and public spaces such as schools, railway stations and airports and for disaster prevention at rivers and beaches. Fujifilm has an extensive lineup of lenses, including high-magnification zoom lenses for security over long distances, day/night camera lenses for 24 hour monitoring and ultra-wide-angle lenses that meet the needs of our customers and contribute to greater public security.



The FUJINON DV2.2x4.1SR4A lens is the world's first* vari-focal lens that offers advanced optical performance for compatibility with six megapixel high resolution security cameras.

*Among vari-focal lenses for security cameras, as of March 25, 2014 according to Fujifilm data



FUJINON HD (High Definition) lens has dramatically improved resolution over existing SD lenses, capturing details including facial features and characteristics of clothing.

*Images captured with lenses adapted for SD-type cameras and the HD-type cameras



The former Tono Municipal Tsuchibuchi Junior High School building used, drawing attention as an example of the effective use of closed schools.

Priority issue 2

Tono Miraizukuri College collaborates in building future local communities

For Fuji Xerox, contributing to local communities is an important theme. The role of the local community in achieving a sustainable society is

very important, and corporations giving their attention to local issues and proposing solutions through business operations can lead to the resolution of social issues on a global scale and to higher corporate values.

After the Great East Japan Earthquake, the Restoration Promotion Office was opened in October 2011 in Morioka City, Iwate Prefecture. "Tono Miraizukuri College" was opened in April 2014 as an extension to Tono City's activities to support restoration by providing assistance to Kamaishi City and other coastal areas struck by the disaster.

The College was conceived as a project to develop Tono City by identifying issues that Fuji Xerox excels at and applying communications technology to form consensus and facilitate ongoing dialogue between the city government, local residents, NPOs and other parties. It is expected to oversee the development and management of collaborative programs between Fuji Xerox and Tono City and promote activities that will lead to regional development, cultural protection, and create industries and develop human resources through dialogue, training, group work, etc. It will act as a center of coordination and exchange for industrial, government and academic sectors and regions, as well as coordinating major policy measures by Tono City, and act as a disaster control base in the event of an emergency. Efforts to resolve the underlying issues in the region made as part of the efforts to help the region recover could possibly lead to business commercialization, and future application to other regions.



Various open college programs started in April 2014

▼ The Roles of Tono Miraizukuri College

Initiating body	Description of activities	
Fuji Xerox: Companies, universities & research institutes	Normal	<ul style="list-style-type: none"> Corporate, research & employee training Coordination with universities (education & research) Ethnology research & communication base <p>Exchanges and training programs through coordination between companies, organizations, etc. Lobby to attract off-campus activities, overnight seminar programs, international student training, etc. Center of learning, experience and communication of the culture of Tono, related to ethnology and work in the area of the <i>Tono Monogatari</i></p>
	Emergency	<ul style="list-style-type: none"> Disaster control center <p>Coordination with disaster control centers to serve as a base for medical personnel and other volunteers, etc.</p>
Tono City: Local communities, NPOs & NGOs	Emergency	<ul style="list-style-type: none"> Disaster control center <p>Coordination with disaster control centers to serve as a base for medical personnel and other volunteers, etc.</p>
	Normal	<ul style="list-style-type: none"> Green tourism center Sixth industry development & sales of processed goods Restaurants & simple accommodation <p>Establishment of experience & learning-oriented Tono tourism utilizing local resources Development of recipes using traditional vegetables and foods, development of local products, manufacturing/sales of processed goods, etc. Development of a long-stay environment, development of restaurants for the provision of traditional vegetables and foods</p>

Future studies on local communications, creative activities, PR

Reinforce function as a base in the event of disasters

Sustainable local revitalization for Tono City

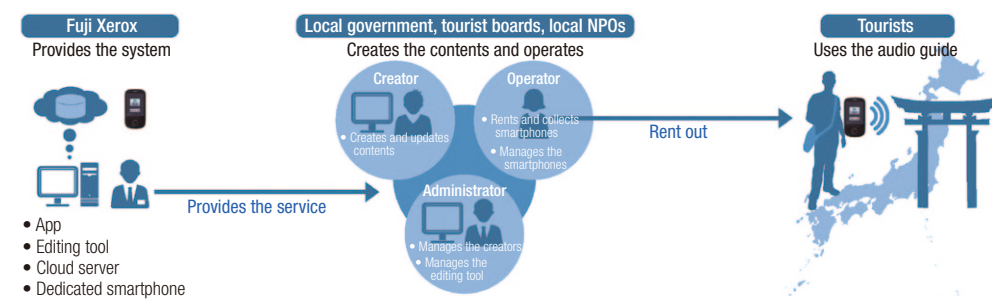
Priority issue 2

A new communication proposal for the local community and tourists

Tourism is being studied in various parts of Japan as a way to revitalize local economies. Fuji Xerox has researched methods of presenting tour guides that tourists find really helpful, and conducted tests in a total of 10 tourist spots over roughly three years. As a result of this research, the Sightseeing Audio Guide Service employing a smartphone was commercialized in 2013. Tourists are able to receive the latest information, as if being escorted by a local guide, as well as information that is unique to the area, such as recommended shops and restaurants and

route guide. A multilingual guide service (in English, Chinese and Korean) is also available. It is also a promising communications tool for the local community, and could be used to send security alert data to local residents.

This service was commended for the way it contributes to the sustainable society by providing a new tourist mechanism for communication between local residents and tourists, and received the 2013 Good Design Award from the Japan Institute of Design Promotion.



The local government uses production tools to pre-register geographical location data and text content of sites for which they wish to provide guide information on a cloud server. Tourists use their smartphones with a specially developed app and audio content. While browsing the site, sightseeing information can be received automatically simply by approaching a registered tourist spot.

FUJIFILM Sustainable Value Plan 2016

Part 3

Working Style



[The ratio of women in leadership positions by 2020]
2003 decision by the Headquarters for the Promotion of Gender Equality

The recommendation on the Nairobi Forward-Looking Strategies for the Advancement of Women adopted by the UN Economic and Social Council in 1990 was for "the ratio of women in leadership positions to increase to at least 30% by 1995." In Japan in 2003, the Headquarters for the Promotion of Gender Equality announced that it hopes for "the ratio of women in leadership position to at least reach roughly 30% by 2020." Although the 30% ratio is an international target, the figure has not been achieved in many areas in Japan. Diversity that allows a wide variety of people to work and for women to play an active role is an important issue that must be addressed urgently.

Contribute to Solving Social Issues through Our Business Activities

Priority issue 1 Promote communications that transcend the information barrier

Target: Promote solution services to enhance communications inside and outside the company and widely notify details of case studies

Priority issue 2 Promote diversity

Target: Create and expand practical working environment solutions that enable people to work wherever and whenever to suit individual's skills and lifestyle needs

The Fujifilm Group has brought evolution to communications in society through a fusion of familiar paper data with digital data and on to a seamless integration with cloud services and mobile solutions. Access to and the sharing of information in various forms with ease and without any conscious awareness of the digital divide expands the possibilities for different services and working styles in every possible place—in offices and government organizations and in education and medical care. By giving value to communication with the focus on people, Fujifilm will continue to support a wide range of working styles for the new age.

Priority issue 1

Developing a seamless information network to support optimal communication in the workplace

Working within the corporate framework is not sufficient to resolve the various social issues that are emerging across today's world. Organizations in the industrial, government, academic and private sectors must work in coordination to assemble their technologies and wisdom. Fuji Xerox proposes a solution that will enable diverse forms of communication. It will provide support for building a communication environment that creates new value, chiefly in the three areas shown in the illustration.

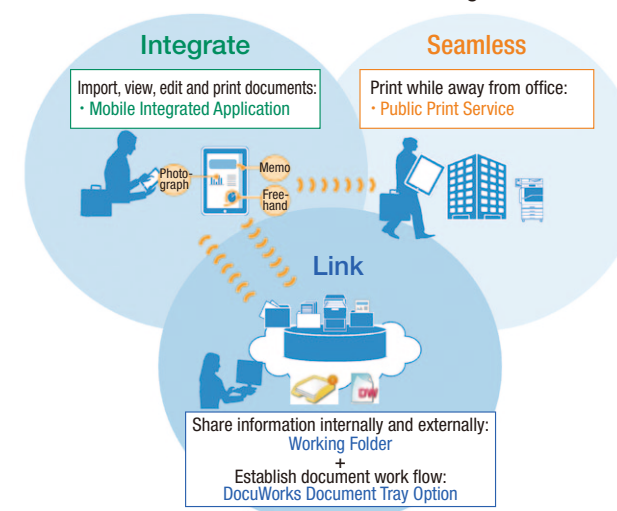
Supporting mobile work for a greater freedom in working styles

The importance of the mobile workplace is growing as a method of unrestricted communication not confined by time or place. It not only boosts business efficiency and speed, but also helps to reduce the energy consumption involved in transporting goods, and hence in a reduction in CO2 emissions.

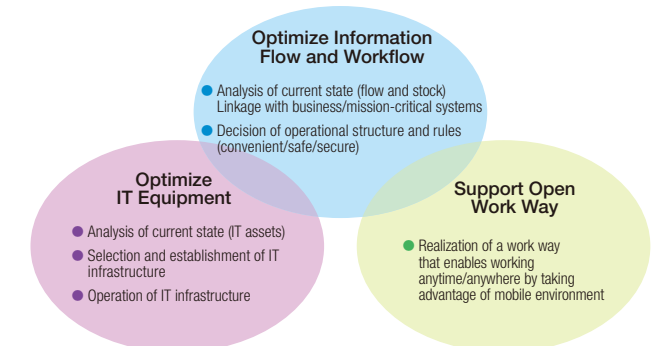
As a solutions service supporting an open working style, Fuji Xerox is offering new applications for tablet terminals and document printing services available outside the workplace. Printing is available through our Public Print Service, which is available in public spaces such as local government offices, universities and retail stores, for information sharing with one's company in an environment that can easily be made highly secure, even in a mobile computing environment. We help customers

enabling them to use information that they need, when they need it and in their preferred form through seamless connection of offices, mobile terminals and public printing. We support diverse working styles with a high degree of freedom.

▼ Solutions/Services to Assist Mobile Working



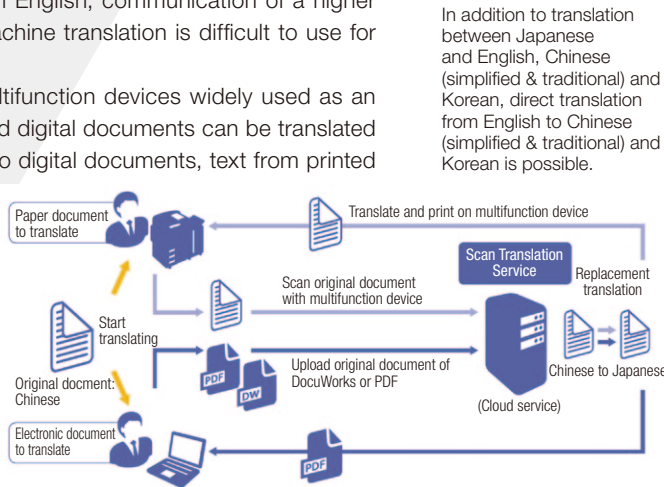
▼ Solutions and Services to Optimize Information Flow and Workflow



Scan Translation Service to support multilingual communication

With the advances in globalization in various fields in recent years, exchange of documents between countries, multinational conferences and other opportunities for dealing with documents in non-native languages are growing. Although much of the information is in English, communication of a higher quality often requires the use of local languages. However, machine translation is difficult to use for material that is not in digital form.

Fuji Xerox's Scan Translation Service connects to the multifunction devices widely used as an essential part of the office infrastructure. Printed documents and digital documents can be translated into various languages as easily as making copies. In addition to digital documents, text from printed material such as books and handouts can be converted into translated documents while maintaining the original document layout. In addition to improving business efficiency, sharing the same document facilitates the sharing of ideas and opinions between people speaking different languages. Greater effort will be made to improve the precision of translation and to adapt to a larger number of languages, contributing to multilingual communication that is an essential part of business diversity.



Priority issue
2 New services to support women and a diverse working style

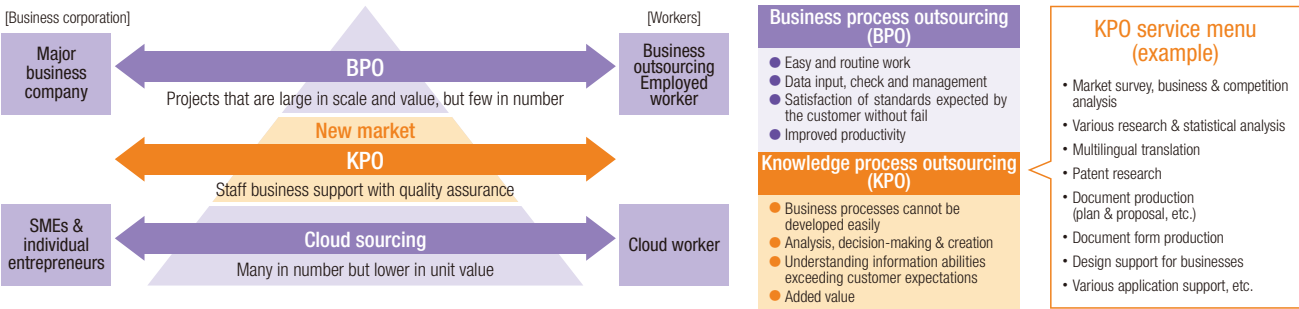
The globalization of business development for organizations that make use of diverse human resources has become an essential part of sustainable business growth. In Japan, however, the participation of women has not grown significantly in comparison with other countries. Creating an environment that enables women to continue working and maintain their work balance has become a major issue.

With this background, Fuji Xerox has started a new kind of outsourcing business, in which KPO^{*1} is a key to the service. BPO^{*2}, which had been the main form of outsourcing until now, involved easy routine work. On the other hand, KPO involves a greater demand for decision-making and specialized knowledge, including intelligent work preparation and data processing. Although these business processes are not mainstream, these business segments could not be easily outsourced. However, KPO demand is growing among Western businesses today and is expected to expand rapidly in Japan in the future. Fuji Xerox has solved this problem with its extensive know-how in document-related outsourcing services and intelligent productivity improvement services. With the

introduction of teleworking that enables versatility in working style not restrained by time and location, a new form of outsourcing has emerged that matches KPO with people who have knowledge and experience, but who are unable to work due to their personal circumstances. There is an outstanding potential labor force of residents who previously worked full-time in business corporations (such as women caring for small children, full-time housewives and senior citizens) in suburbs. We plan to offer those people work-at-home schemes and offices in certain areas to provide work opportunities that reduce the burden of transportation and add versatility to working arrangements. The new service is expected to be mutually beneficial—not only boosting the intelligent productivity of businesses but also supporting versatility in working styles for workers. We will continue to support women in society today with their working style reform proposals and so contribute to diversity in society.

*1 KPO: Knowledge process outsourcing
*2 BPO: Business process outsourcing

▼ KPO Realizing a New Form of Outsourcing Service



CSR Activity Report

Our CSR Activity Report features the Fujifilm Group's leading activities in FY2013 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.

CSR Activity Report in FY2013 28

Topics in FY2013 30

Social Contribution Activities Across the World 36

Corporate Governance 38

CSR Management 39

Quality Improvement in Compliance and Risk Management Activities 41

Overall View of the Environmental Impact of the Fujifilm Group 43

Promoting Anti-Global Warming Measures 44

Development and Dissemination of Environmentally Conscious Products and Services 46

Effective Use of Resources 48

Biodiversity Conservation 50

Improving Chemical Substance Management 52

Respect for Human Rights 53

Effective Utilization and Training of Human Resources 54

Occupational Health and Safety 56



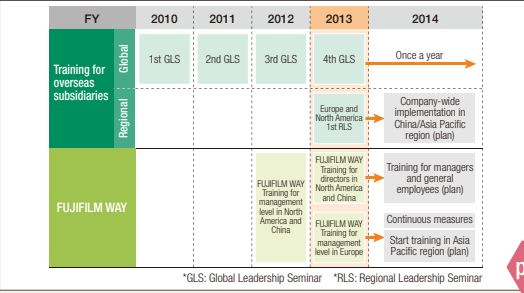
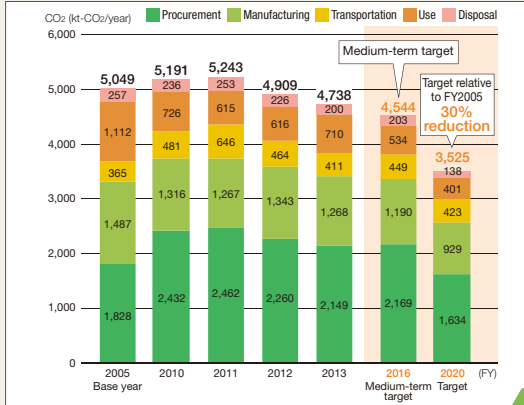
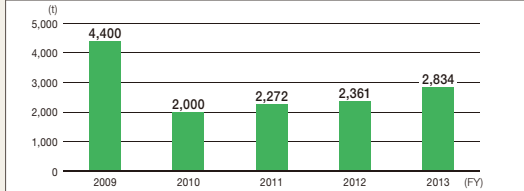

Promoting CSR Among Our Suppliers 57

Products and Services which Reflect Our Customers' Views 58

Integration of Business and Social Contributions 60

Medium-Term CSR Plan (FY2010 to 2013)

○: Achieved successful results △: Made some progress ×: More effort required

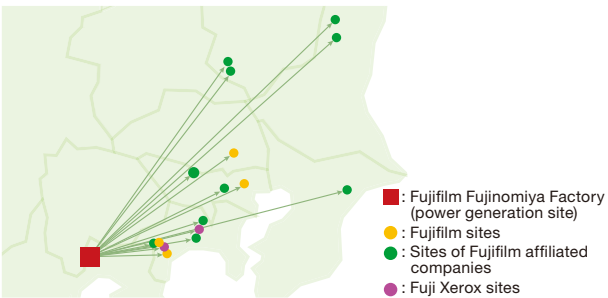
Promotion Policy	Priority Issue	Medium-Term Target	Main Achievement (Progress) in FY2013		Self-Evaluation	Page in Report	
Enhancement of the corporate foundation Ensuring the soundness of corporate culture to support structural reforms	Improvement of the quality of compliance/risk management across the Group	① Make all employees aware of the Charter for Corporate Behavior and the Code of Conduct ② Improve for risk issues management system	<ul style="list-style-type: none">Conducted information sessions on compliance targeting managers of FF and Group companies in Japan to raise compliance awareness of all employees (Held 50 sessions for a total of 3,000 managers)Made preparations for the implementation of the anti-corruption program (in Southeast Asia, and some corporations in South America. Conducted continuously since FY2012)Reviewed risk factors for the entire Group, including earthquakes and other natural disasters and reinforced the countermeasures.Implemented group-wide information security regulations and guidelines		○	<ul style="list-style-type: none">Activity Report Pages 41 to 42Data and Information Page 62	<ul style="list-style-type: none">Conducted stakeholder dialogues in China and Kaisei District where the R&D and manufacturing base in Kanagawa  <p>Topics in FY2013 p. 34</p>
	Enhancement of communications with stakeholders	① Improve the Sustainability Report ② Make effective use of stakeholder dialogue	<ul style="list-style-type: none">Active public relations activities for CSR activities (4 news releases, 13 lectures & presentations, and 1 article contribution)Conducted materiality analysis with experts for Medium-Term CSR PlanReleased the Sustainability Report in Japanese, English, and Chinese (including the third parties' opinions and group policies)Internal survey on CSR-oriented procurement through the self-check systemConducted stakeholder dialogues (environmental meeting in China, environmental report meeting for local inhabitants, joint environmental dialogue meeting in the Kaisei district by Fujifilm and Fuji Xerox)Improved products and services based on customers' comments (medical equipment, cosmetics, digital cameras, etc.)		○	<ul style="list-style-type: none">Topics in FY2013 Pages 34 to 35Activity Report Pages 39 to 40	<ul style="list-style-type: none">Released the Sustainability Report in Japanese, English, and Chinese 
Enhancement of the human resource infrastructure Utilization and development of talent to increase the Group's comprehensive strength	Use and development of diversified talent	① Develop change leaders ② Develop key management talent ③ Focus on the allocation and accelerate the development of global talent	<ul style="list-style-type: none">Key management talent training<ul style="list-style-type: none">Conducted FUJIFILM Business School to train selected managersConducted continuously on Key Talent Training by gathering candidates for future managementCarried on a training course for overseas management, to identify, select, and promote qualified talentStarted up Regional Leadership Seminar projectStarted the scheme for developing and training change leaders based on the new HR system at Fuji Xerox and affiliated and sales companies inside and outside JapanImplemented measures to strengthen global human resource development<ul style="list-style-type: none">Implemented English education courses and continued execution of various training programs for globalization among Japanese employeesReinforced temporary overseas posting system, including language educationCarried on training sessions for overseas subsidiaries to disseminate the FUJIFILM WAYExpanded scope of acceptance for internships (India & Singapore)Promoted development of change leaders in sales, manufacturing, and other business fields<ul style="list-style-type: none">Carried on basic sales training and sales management training in business divisions and Group companiesProvided training per job classification and technical/skills trainings in the manufacturing departments and manufacturing-related Group companiesIntroduced group-wide employee system and labor rules to promote HR exchanges within the Group		○	<ul style="list-style-type: none">Topics in FY2013 Page 34Activity Report Pages 54 to 55Data and Information Pages 63 to 64	<ul style="list-style-type: none">Reinforced the development measures for key management and global talent both in Fujifilm and Fuji Xerox  <p>Topics in FY2013 p. 33</p> <p>CSR Activity Report p. 55</p>
Provision of eco-friendly products and services to help improve quality of life (QOL) Differentiation through environmental protection	Promotion of anti-global warming measures across the Group	① Fujifilm: Improve CO ₂ emissions per unit of production by 40% at six major factories in Japan relative to FY1990 ② Fuji Xerox: Improve CO ₂ 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 ₂ emissions ★ Long-term target: Reduce the life cycle CO ₂ emissions by 30% worldwide by FY2020	<ul style="list-style-type: none">Developed and promoted energy conservation and cost reduction targets on group-wide, including overseas subsidiaries, with the establishment of the new Energy Strategy Promotion Committee<ul style="list-style-type: none">Developed wheeling system of electric power by utilizing self-generation capability in compliance with the revised Electric Business ActGroup-wide deployment of energy-saving measures on production lines (continued) & reduction of fixed energy consumption with all equipment shutdownEnvironmental awareness promotion activities focused on CO₂ reduction. Approx. 20,000 Fujifilm & affiliated company employees and approx. 6,000 Fuji Xerox employees (in R&D divisions) participatedFormulated medium-term target (FY2016) for the long-term target: Reduce the life cycle CO₂ emissions by 30% worldwide by FY2020		○	<ul style="list-style-type: none">Topics in FY2013 Pages 30 to 31Activity Report Pages 44 to 45Data and Information Pages 65 to 66	<ul style="list-style-type: none">Formulated medium-term target (FY2016) for CO₂ emissions reduction of the long-term target  <p>Topics in FY2013 p. 30</p> <p>CSR Activity Report p. 44</p>
	Development and dissemination of environmentally conscious products and services	① Develop and offer products and services with higher environmental performance than that of present ones for the main products ② Continue design for environment (DfE) for all products	<ul style="list-style-type: none">Visualized the reductions in CO₂ emissions for products and services, and disclose environmental attributes actively. (Promoted calculation methods in medical products, started reporting environmental activities in life science field on the website)Formulated water footprint calculation guidelines as internal proceduresDeveloped materials and products (hardware/software) with lower environmental impact		○	<ul style="list-style-type: none">Topics in FY2013 Page 31Activity Report Pages 46 to 47	
	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	<ul style="list-style-type: none">Steadily conducted assessment of biological resources procurement based on the rule for Design for Environment (including preparations for enactment of the Nagoya Protocol)Continuously conducted local environmental protection activitiesEstablished safety evaluation system for ecosystem		○	<ul style="list-style-type: none">Activity Report Pages 50 to 51	
	Effective use of resources	Enhance 3Rs, including reducing the use of resources, in line with CO ₂ emission reduction activities Target: Decrease the use of energy per unit of production quantity by 18% across the company (relative to 2009)	<ul style="list-style-type: none">Actively reduce CO₂ emissions and fuel costs through efficient energy usageUtilization of resources with promotion of the 3R movement (products & packaging materials): Promotion of cosmetic product container refillsPromotion of waste reduction project: Extension and promotion of group-wide optimization of waste treatment contracting to cover distribution warehouses and offices (improving quality level in recycling and conversion of wastes into valuables)Continuously expanded the closed-loop recycle for CTP/PS plates (Recycle of used CTP/PS plates)Promoted cooling water recycling and maintained the lower water emission per unit through water saving measuresImproved VOC emission per unit resulting from film manufacturing		○	<ul style="list-style-type: none">Topics in FY2013 Page 32Activity Report Pages 48 to 49Data and Information Page 66	<ul style="list-style-type: none">Measures to achieve zero landfill from products (reduction of new resource input by reused parts)  <p>Topics in FY2013 p. 31</p> <p>CSR Activity Report p. 47</p>
	Improvement of chemical substance management	① Enhance the management of chemical substance safety across the supply chain ② Adopt a new risk assessment method for chemical substances ③ Enhance global governance to ensure compliance with laws and regulations (not only in Japan, United States, and Europe but also in emerging economies, including China)	<ul style="list-style-type: none">Support in the deployment of the new risk assessment system within the Group based on control bandingExpanded use of an infrastructure to manage information on chemical substances in productsParticipated in cross industry activities to disseminate the framework internationallyExpanded exchanging regulatory information with offices in the United States, Europe, China, and sites in other countries		○	<ul style="list-style-type: none">Activity Report Page 52Data and Information Page 67	
Achievement of business results from the viewpoint of stakeholders Social contribution to add more value to business	Promotion of social contribution activities linked with core business	Continue activities based on the Social Contribution Policy	<ul style="list-style-type: none">"PHOTO IS"—30,000 person Photo ExhibitionPink Ribbon CampaignSupport for the publication of large-font textbooksHeld photo class for young people and supported for <i>Kikigaki Koshien</i>, <i>Watashi-no Komichi Kankyo Nikki</i> competition.Volunteer tree planting activity in China (15th anniversary meeting in China, published DVD and book)Participated <i>Umi-no-Mori</i> tree planting activity hosted by the secretariat of <i>Kikigaki Koshien</i>Activities to Support Recovery from the Great East Japan Earthquake (Open Tono Miraizukuri College, Support by the new employees, Photo Rescue Project, Using knowledge of radioactivity to foster recovery)Social contribution activities across the world		○	<ul style="list-style-type: none">Social Contribution Activities Across the World Pages 36 to 37Activity Report Page 60Data and Information Pages 68 to 69	<ul style="list-style-type: none">Support for the education of the next generation/environmental conservation and biodiversity conservationIntegration of business and social contributionsSocial contribution activities across the world  <p>CSR Activity Report p. 60</p> <p>Solving Social Issues through Business Operation p. 24</p> <p>Social Contribution Activities Across the World p. 36 p. 37</p>

Promoting Anti-Global Warming Measures

Implementing the wheeling of electric power for the Fujifilm Group sites with in-house power

The Fujifilm Group has established a system to transport electricity generated at Fujinomiya Factory to its 16 sites, which are large power users in Kanto region, over the electric power company's power grids as a countermeasure to the tight supply of electricity from the power company resulting from the Great East Japan Earthquake. Fujifilm Group began implementing this "wheeling of electric power with in-house power system" in April 2014. We have been persistent in extolling the merits of this system to the Ministry of Economy, Trade and Industry, and the concept was finally incorporated in the revised Electricity Business Act. After the revision came into force, we started to implement the system for the first time in Japan. It enables us to secure a stable supply of electricity even if the electric power company requests us to reduce our electricity consumption during the summer and winter seasons, and also helps to reduce the contract demand of electricity the power company supplies to us, which in turn reduces our energy costs.

▼ Sites using the Fujifilm Group's wheeling of electric power with in-house power system



Promoting Anti-Global Warming Measures

Fujifilm factory promotes the use of renewable energy in the Netherlands

Since FUJIFILM Manufacturing Europe B.V. (the Netherlands) introduced a wind power generation system about two-and-a-half years ago, its system has been running in a stable manner and now covers about 15% of its total power use with renewable energy. We also continue to strive for its stable operation as the readjustment of the wind turbine blades to prevent ice deposition.

And, we are actively cooperating with Tilburg city, which is committed to introducing solar power, in installing arrays of solar panels on the roof of factory (to generate 1.4 GWh of electricity annually). Fujifilm signed a "Green Deal" agreement with Tilburg city and a local solar power generation company to promote the conversion to renewable energy as the countermeasure for climate change in Tilburg in 2045.

We will continue to cooperate with local communities in preventing climate change.



Promoting Anti-Global Warming Measures

A third facility installs solar panels in the United States to reduce CO2 emissions

In December 2013, FUJIFILM Recording Media U.S.A., Inc. became the third US facility of the Fujifilm Group to install solar panels, following the Hawaiian office of FUJIFILM North America Corporation (2011) and the company's printing ink plant in Kansas City, Missouri (2012). The panels installed at the FUJIFILM Recording Media facility comprises of 1,870 modules with the ability to generate 644,000 kWh of electricity per year, which helps reduce CO2 emissions by 444 tons per year (equivalent to the amount absorbed by a 7,280-acre forest or emissions from 21 million miles travelled by cars). The three US bases generate a total of 1,200,000 kWh of electricity.

The Fujifilm Group companies will continue to look for renewable energy opportunities and to encourage energy conservation.



An event was held to commemorate the introduction of solar panels.

Promoting Anti-Global Warming Measures

TOYAMA CHEMICAL's Toyama Works introduces a BEMS to increase energy conservation

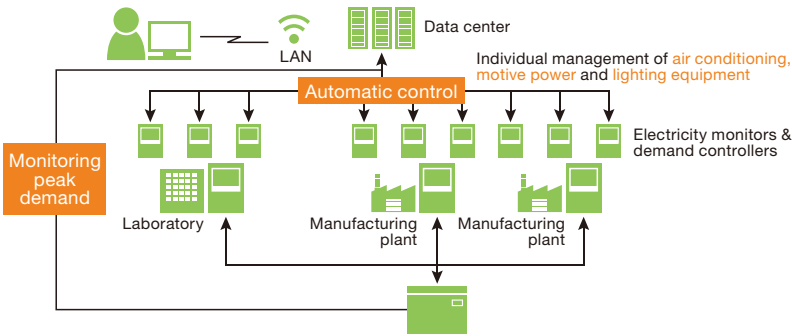
The Toyama Works of TOYAMA CHEMICAL introduced a BEMS* to increase their energy conservation in December 2013. The Toyama Works comprises a pharmaceuticals laboratory and a manufacturing plant. The Works began united energy conservation activities across the board in FY2014 to reduce energy use by 10% year on year, in anticipation of an increase in power consumption following the launch of new manufacturing facilities on the site.

In introducing the system, the Works chose nine facilities with high energy use and equipped them with electricity monitors and demand controllers. The data collected by the electricity monitors is visualized and produces statistical data in real time, and the demand controllers help reduce consumption during the peak demand hours through the automatic

control of air conditioning and lighting equipment.

*Building an Energy Management System to reduce energy consumption by buildings

▼ Outline of TOYAMA CHEMICAL's BEMS



CSR Activity Report in FY2013
Promoting Anti-Global Warming Measures p. 44

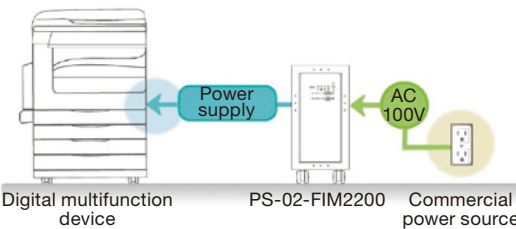
Design for the Environment

Emergency energy storage system for multifunction devices

Particularly after the Great East Japan Earthquake in March 2011, there have been growing concerns over the supply of electricity and preparations for emergency situations.

Fuji Xerox and Fuji Xerox Advanced Technology launched the energy storage system with a built-in lithium ion battery for digital multifunction devices based on technologies co-developed with Toppan Printing. Incorporating high-capacity batteries that can supply power and be charged at the same time, the energy storage system is connected to Fuji Xerox's digital multifunction device and enables users to continuously operate it even at power stoppage, by automatically switching the source of power distribution to the system from a power outlet. The system also serves as a source of power supply for other electric devices to support continuance of business activities at disasters and emergencies.

The system was developed to be used at major disasters when emergency generators with a limited electric-generating capacity cannot meet the demands at places such as public offices conducting supportive activities, universities and educational institutions functioning as evacuation sites for a large group of people, or companies and hospitals in continuing their business.



The PS-02-FIM2200 energy storage system with the built-in lithium ion battery for digital multifunction devices

CSR Activity Report in FY2013
Development and Dissemination of Environmentally Conscious Products and Services p. 46

Design for the Environment

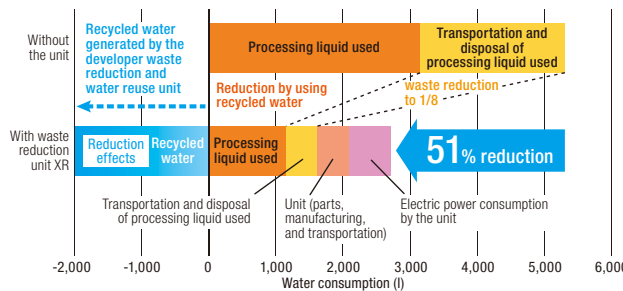
Fujifilm formulated water footprint calculation guideline in the whole product lifecycle

Fujifilm formulated the internal guideline for water footprint (WF) calculation to visualize the use of water (and water quality with a view) in the whole product lifecycle, thereby fostering the sustainable use and protection of limited water resources through development of environmentally conscious products.

Calculation example The XR-2000 Developer waste reduction and water reuse unit for offset printing

The XR-2000 reduces waste liquid from film processing to about one-eighth through vacuum distillation, and makes seven-eighths of the water reusable. The system thus reduces the water footprint of the offset printing process by 51%. The WF calculation results are useful for printing factories to identify contribution to reduction in their water use and also help the development to decrease their use of developing solution further.

▼ Water consumption in product lifecycle of developer waste reduction and water reuse unit (per year)



*Reduction amount depends on the condition of use
<Assumption for Evaluation>
• Average impact per year in seven-year usage of the system
• Plate processing condition: 1,000 m2/month, eight hours/day, 25 days/month
• Recycled water is reused as dilution water for preparation of processing solution.
• The water consumption database by Norihiro Itsubo Lab. is used.

Effective Use of Resources

Wastewater recycling at the color paper factory in the United States

In December 2013, FUJIFILM Manufacturing U.S.A., Inc. established a system to reuse wastewater from the color paper factory which makes combined use of an integrated Ultrafiltration/Reverse Osmosis system to treat about 1 kiloliter of water per minute, thus making about 700 liters of wastewater reusable per minute (70% recycling rate). The treated water has a higher purity than typical city water and can be reused on the manufacturing line. The factory can save about 300 million liters of water per year, which leads to substantial cost reductions.



Wastewater recycling system introduced at the factory

Effective Use of Resources

Fujifilm's factory in Tianjin, China substantially reduces its use of water in lens processing

FUJIFILM Opt-Electronics (Tianjin) Co., Ltd. has substantially improved the optical lens washing process to reduce its use of water and discharge of wastewater. Specifically, the factory began reusing wastewater which is relatively clean from the later part of the washing process in the upstream of the washing process (cascade recycling) and installed a flow controller and a channel switch to suspend the supply of water while lenses were not being washed. As a result, their annual use of water has been reduced by about 16,000 tons (60%). The factory also added a pure water supplier equipped with a reverse osmosis membrane to increase the purity of the washing water, thus increasing the washing process quality.

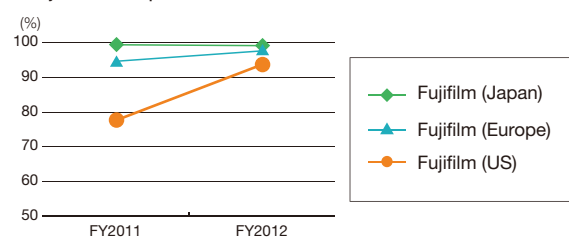
Effective Use of Resources

Introducing zero emissions to all Fujifilm bases in the United States

FUJIFILM Holdings America Corporation began consolidation of all waste vendors in the United States into one waste management program. This project will ensure the legally appropriate disposal of waste. As one of the principles of the Fujifilm Group, we will also pursue Zero Waste Emissions by reducing simple incineration and landfill while promoting cost reductions through the economical and efficient disposal of waste. Under the project, 90% of our facilities changed to the new waste management vendor by the end of FY2013.

The project also helped improve greater communication among all group companies and sharing of best practices in waste management.

Fujifilm Group's Zero Waste Emissions



Effective Use of Resources

Fuji Xerox Taiwan wins the Excellent Performance Enterprises Award from the Taoyuan County

Fuji Xerox Taiwan, a sales subsidiary of Fuji Xerox, won the Evergreen Enterprises category award in the Seventh Excellent Performance Enterprises Award organized by Taoyuan County of Taiwan, in recognition of its green procurement activities over the years and the initiatives of the Integrated Recycling System at its Taoyuan Factory. Since the recycling activities started in 2004, the company has managed to recycle a total of 3,569.8 tons of waste by 2012. The company became the first in the industry, and the only Japanese company to receive the award.

In addition, Fuji Xerox Taiwan has been making efforts to support green procurement promoted by the Taiwan authorities, and received the Green Shop Award from the Taiwan's Ministry of Environment in 2010 and 2012 for the promotion of eco-purchasing activities.



Award Ceremony held on October 2

Occupational Health and Safety

Promoting wellness across the Fujifilm Group

We are committed to remaining a leading company by boldly taking up the challenge of developing new products and creating new values in the vision of the Fujifilm Group. We believe that it is important to provide employees with a dynamic corporate culture and workplaces where they can feel highly motivated. In the face of the decrease in labor productivity and the increase in medical expenses, we launched a wellness promotion council comprising members from the Human Resources Divisions of each Group company*, industrial doctors and Fujifilm Group health insurance society in July 2013. We then started activities focusing on four priorities: lifestyle-related diseases, smoking, mental health problems, and risk due to overwork.

In encouraging people not to smoke, we are introducing measures to achieve the target set by the Ministry of Health, Labour and

Welfare by 2018, which is to reduce the percentage of smokers to 12.2% by 2022. Since October 2013, employees across the Group wanting to stop smoking have been given subsidies for medical treatment. For the other three priorities we have set the KPIs at each Group company and are accelerating the introduction of measures by inter-company cooperation. We launched an employee health and medical data integration project in January 2014 and added anti-cancer measures as a new fifth priority.

*Fujifilm Holdings, Fujifilm and Fuji Xerox



Poster for Thank you for Not Smoking Campaign

Effective Utilization and Training of Human Resources

Active support for female employees to increase the rate of female managers to 7% by FY2015

At Fuji Xerox, the numbers of married women and working mothers are increasing among female employees and the percentage of female employees who return to work after taking childcare leave is a high 93%. Accordingly, the company is required to improve the environment to help working mothers display more of their abilities at work. To this end, the company has expanded its childcare and family care systems, setting a target of increasing the percentage of female managers to 7% by the end of FY2015.

The company has introduced new support systems, including a system of leave of absence for birth support (used by seven employees to date), housing cost support system for employees taking childcare leave (used by 50 employees to date), a babysitter support system (used by 45 employees to date) and a support for fertility treatment (used by 45 employees to date). To provide female employees with more opportunities to display their abilities and be promoted to managers, the company has been steadily implementing enlightenment measures for employees. As a result the percentage of female managers reached 5.3% on April 1, 2014. The company is now required to encourage younger female employees to become

future managers.

In FY2013, the company held a Diversity Forum for female employees to identify workplace problems as seen from their viewpoint and participants listed four issues: (1) working hours, (2) flexible working styles, (3) awareness of female employees, and (4) awareness of others. For (1) and (2), the company introduced measures that included examining a highly-productive working method (enabling female employees to go home on time), a home-working system (used by 100 on a trial basis), and a remote work system. The company will introduce measures for (3) and (4) from FY2014.

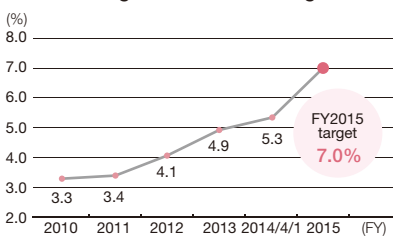


Diversity Forum held for 17 female employees in their 30s and executives in charge of personnel affairs

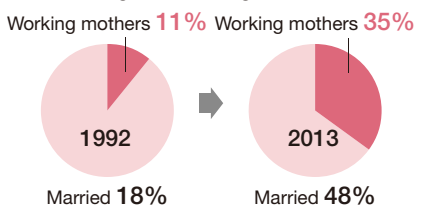
Expanding the Childcare and Nursing Care Systems

- Giving housing allowances to employees taking childcare leave to ease the financial burden
- Allowing employees to take single days of paid leave for more diverse reasons, including health care for their family members and themselves
- Allowing employees to take half days of paid leave for more diverse reasons
- Allowing pregnant employees to work shorter hours
- Expanding the mutual support system to give more childcare-related support to employees
- Extending the childcare leave period from until the child becomes 1.5 year old to until the child becomes 2 years old
- Introducing a system of leave for fertility treatment
- Allowing employees to take nursing care leave several times for the same family member

Percentage of Female Managers



Percentage of Working Mothers



Communicating
with Stakeholders

Open Innovation Hub to create
new value with stakeholders

In January 2014, we opened the Open Innovation Hub (OI-HUB) to introduce the Fujifilm Group's fundamental and core technologies and the materials, products and services developed with those technologies to business partners.

Starting out as a maker of photographic materials, the Fujifilm Group has developed diverse core technologies to create new products that help meet social challenges. In order to make further innovations, we believe that "co-creation" is essential to deepen communication with stakeholders. Recognizing this, we opened the OI-HUB to combine our technologies with stakeholders' ideas and potential

issues together to spark innovation. At the OI-HUB visitors can experience our products by seeing and touching them and appreciate our technologies to inspire discussion aimed at creating new values together.



Comprising five zones (The photo shows the "Touch Zone")

Communicating
with Stakeholders

Fuji Xerox China issued a sustainability report
exclusive on CSR activities in China

In April 2013, Fuji Xerox (China) issued its first sustainability report on the CSR activities that took place in China throughout the entire value chain. Specifically, the report introduces CSR activities in procurement, manufacturing, sales and recycling conducted by five Fuji Xerox subsidiaries in China* in order to communicate their sustainability-oriented business activities to more stakeholders.

The report covers activities such as ethical procurement, Employee Assistance Program, reducing environmental burden both at work and home, green office proposals, and the Integrated Recycling System.

*Sales company: Fuji Xerox Limited (China), Two manufacturing companies: Fuji Xerox of Shanghai Limited and Fuji Xerox of Shenzhen Ltd., Procurement company: Fuji Xerox China Procurement Service (Shenzhen) Ltd., and Recycling company: Fuji Xerox Eco-Manufacturing (Suzhou) Co., Ltd.



Left: 2012 edition, Right: recently published 2013 edition

Communicating
with Stakeholders

Presentation meeting held on
the theme of "sustainable green"
in China

In December 2013, FUJIFILM (China) Investment Co., Ltd. (FFCN) gave a presentation on its business strategies with the theme of "sustainable green" to communicate to stakeholders in China the Fujifilm Group's CSR and environmental protection principles. At the meeting the company also announced the publication of a book to celebrate the 15th anniversary of the greening activities held in Inner Mongolia jointly with the Fujifilm labor union.

The greening activities were launched in 1998 and FFCN and other affiliates in China began participating in 2006. Employees of these companies have planted trees in a desert area extending over more than 18,000 square meters. The book, which introduces the activities, is expected to help increase environmental awareness among the Chinese people.



Presentation meeting held with many attendants



Book published to commemorate the activities

Communicating
with Stakeholders

Environmental report meeting
held in Kanagawa

The Fujifilm Group has been holding environmental report meetings to increase our information disclosure and make better understanding with local inhabitants. Fujifilm, Fuji Xerox, Fuji Xerox Manufacturing and Fujifilm Techno Products have been holding joint meetings in the Kaisei district of Kanagawa with this aim since 2012.

About 30 citizens participated in the second meeting held in June 2013, and listened to an explanation of the environmental activities conducted by the four companies. The meeting was well received by participants. We will continue holding similar meetings to increase communication with local communities.



Representatives of the four companies briefed participants on their environmental and disaster prevention activities, etc.

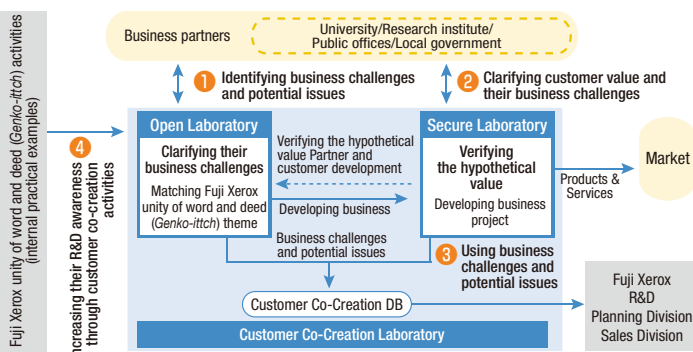
Products and Services
which Reflect Our
Customers' Views

Customer Co-Creation Laboratory: Environment for
clarifying and creating customer value

In May 2010, Fuji Xerox established the Customer Co-Creation Laboratory in Fuji Xerox R&D Square, aiming to create new value with our customers and partners from their point of view. The Customer Co-Creation Laboratory consists of the Open Laboratory and the Secure Laboratory. In the Open Laboratory, we discuss the basis of specific examples of business issues addressed by Fuji Xerox with our customers to clarify their business challenges and backgrounds, and then find seeds for creating value. In the Secure Laboratory, we develop the seeds obtained into value adaptable to the customer's field and study the effects by using the human centered design method. At both these Laboratories, our four activities are designed for "the new customer value creating process to develop business" as shown right.

In the around four years since the opening up to March 2014, some 5,100 people from about 1,400 companies have visited the Laboratory, providing us with opportunities to identify business challenges and potential issues. About 6,500 employees engaged in R&D at Fuji Xerox worked together with customers to create new value through the Laboratory, and this helps employees increase their R&D awareness. The Secure Laboratory has already implemented 12 projects, eight of which have led to the release of new products/services. Local governments and public organizations are anticipating that the Customer Co-Creation Laboratory will serve as a social network hub for the solution of local and social problems. Accordingly we will make it a forum for industry-academia-government cooperation and the creation of synergy.

▼ The New Customer Value Creating Process to Develop Business



▼ Products Developed through Co-Creation with Customers

Classroom lesson support box
Increases the efficiency of operations related to tests, reports and other educational documents by registering the data with the learning support system using its multifunction device scanning function, helping to increase the quality of education.

RGB workflow color management service
Helps substantially shorten the time required for product design, thus improving quality through consistent color management, which prevents the decline in productivity caused by differences in color tones between data output from imaging, video and paper printing devices.

<Service flow>
Consulting → Establishment/Operation → Maintenance
Large display, Multi display/Digital signage, PC display, High-quality display for professional use, Projector

Social Contribution Activities Across the World

 Poland
[Culture, Arts, and Sports]

Scrap Book Workshop for children

FUJIFILM Europe GmbH held a scrap book workshop for children during the summer holidays, showing how to decorate photographs taken with the instax mini 8 camera using crayons and beads. The children learned another way to enjoy photographs.




 China
[Environmental Conservation]

Art Workshop for children with an environmental theme

Working together with local artists and children, Fuji Xerox (Hong Kong) Limited held an art workshop utilizing used Fuji Xerox products. The created objects were displayed in a public art exhibition and entertained more than 5,000 visitors. The workshop gave people an opportunity to think about the environment while enjoying the artworks.




 Japan
[Culture, Arts, and Sports]

Japan's largest photo exhibition featuring 33,012 Works

Since 2006, FUJIFILM has been hosting the "PHOTO IS" — 30,000 person Photo Exhibition to share the value of photographs to which people participate with their own photographs. In 2013, the exhibition received its largest collection ever—33,012 works, exhibited across 29 cities in Japan.




 Japan
[Research and Education]

Fun Chemistry Class for children

TOYAMA CHEMICAL Co., Ltd. hosted a "Fun Chemistry Class" to give children an opportunity to learn that chemistry can be both interesting and fun. The workshop took place as a part of "Harakara Juku," a study workshop for children to cultivate their ethical sense within the premises of Okuda Shrine in Toyama city. Employees demonstrated a variety of chemical experiments to some 50 children.



 U.S.A.
[Environmental Conservation]

Sponsoring the interactive map app for nature parks

FUJIFILM Holdings America Corporation became a sponsor of the free mobile app offered to nature and outdoor lovers to guide them through the Westchester County Parks. This is a part of the company's efforts to support biodiversity.



 U.S.A.
[Health]

Offering support for tornado relief to Moore, Oklahoma

FUJIFILM Medical Systems U.S.A., Inc. and FUJIFILM SonoSite, Inc. offered donations and medical equipment to help recover from the damage from the massive tornado that struck Moore, Oklahoma. Together with Walmart Supercenter in Moore, FUJIFILM North America Corp. provided a free photo repair service and family photo shoots for local people.



 Kenya
[Health]

Donation of endoscopes to Tenwek Hospital in Kenya

With the aim of furthering cancer prevention work and early cancer identification, since 2008 FUJIFILM Medical Systems U.S.A., Inc. has been offering medical equipment, mainly to emerging countries where less people get screened for cancers. Their recent donations contributed to the spread of endoscopy and improvement of medical accessibility in Kenya.




 China
[Environmental Conservation]

Photo competition with theme of "People and Nature"

FUJIFILM (China) Investment Co., Ltd. sponsored the World Environment Day events held across China on June 5, and held a photo competition to raise people's awareness of environmental protection.





 Malaysia
[Culture, Arts, and Sports]

Photo camp for the young people

FUJIFILM (Malaysia) Sdn. Bhd. has been hosting workshops to promote photography and printing among young people in more than 10 schools since 2007. This year's three-day photo camp was our biggest accomplishment so far.



 Vietnam
[Research and Education]

Supporting care centers for the elderly and disabled children

Fuji Xerox Vietnam Company Limited has now expanded their visits to care facilities—one of their communication activities in the suburban area—from Ho Chi Minh City to Hanoi. Employees visited care centers for the elderly and for disabled children to deliver the support goods and help with cleaning. They also enjoyed sharing time with the residents through recreational activities.



Activities to Support Recovery from the Great East Japan Earthquake

Sustainable energy facility introduced in Hirono Factory in Fukushima

FUJIFILM Finechemicals Co., Ltd. Hirono Factory installed a solar power generator in November 2013, attracting society's attention as a leading example of sustainable energy utilization in Hirono, Fukushima Prefecture. The solar cells installed on the roof of the pyramid-shaped building supply power for office equipment and building illumination. On adjacent land, which was decontaminated by the company, another solar power generation facility has been built by ABL Co., Ltd., who rent the land. Utilizing sustainable power supplied from these facilities, we will contribute to the recovery of the area through our close relationship with the local community.



Opening of Tono Miraizukuri College in Iwate as a part of disaster recovery efforts

Working together with Tono City, Iwate Prefecture, Fuji Xerox has been offering a variety of support for the city's recovery from the Great East Japan Earthquake. With a high reputation for the revitalization activities since 2012, the company opened Tono Miraizukuri College for the purpose of regional industry development, local activation and human resource development in April 2014. Establishing a base of collaboration among academy, industry, government, and citizens, Fuji Xerox is responsible for planning and operating the college programs with Tono City, and will continue to help build the future of Tono (see page 24 for details).



New employees training held in the disaster-affected area to continue supports by employees

Fuji Xerox continuously encourages its employees to be involved in supports to help the disaster-affected area in collaboration with disaster relief NGOs. This is our attempt to understand the changing needs of the area. In 2013, we dispatched our new employees to Tono City, etc. as a part of their job training to learn present situations, influences and depopulation problems at disaster-affected area. And they discussed how we could rebuild "the community future" with the local government, NGOs, academic institutions, and local residents. We continue to help employees engage in building society.



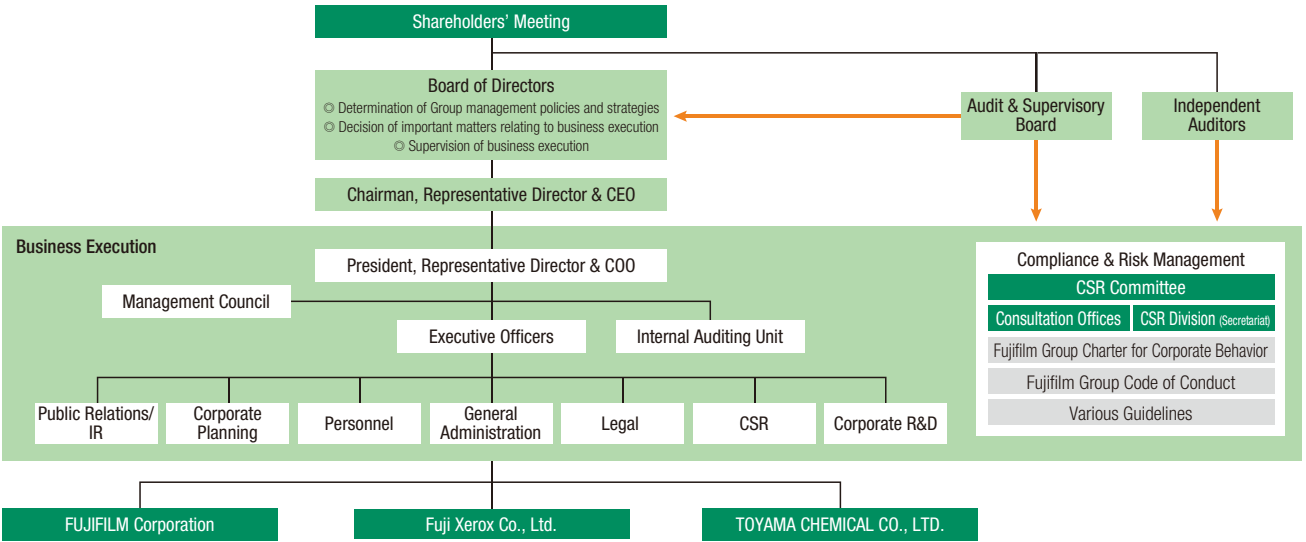
Corporate Governance Structure

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 two outside director. To better clarify their missions and responsibilities, the directors have a one-year term of office. The attendance of outside directors to the board of directors meetings held during the term ended March 2014 was 91% (11 meetings in total). 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



Audit

FUJIFILM Holdings has adopted a system of Audit & Supervisory Board, which currently consists of four members, including two 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 eight, which is independent of the business execution divisions. The attendance of outside

auditors to the Board of Directors meetings held during the term ended March 2014 was 91% (11 meetings in total). Also, the attendance of outside auditors to the Audit & Supervisory Board meetings held during the term ended March 2014 was 97% (10 meetings in total). 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 and valid.

The Fujifilm Group's CSR Promotion System and Related Policies

We established our Approach to CSR in 2006 in view of the importance of CSR in achieving sustainable growth in an age of tumultuous changes in the business environment, and of its value not only to top management but to each and every employee. Subsequently, six policy statements (the Green Policy, Social Contribution Policy, Guidelines for Biodiversity, Procurement Policy, Quality Policy and Occupational Health and Safety Policy) have been established and implemented.

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 specified plans according to the overall Group CSR plan. It reviews the annual results and reports on activities to the FUJIFILM Holdings CSR

Committee. The Group as a whole moves our CSR activities forward with a sense of unity.

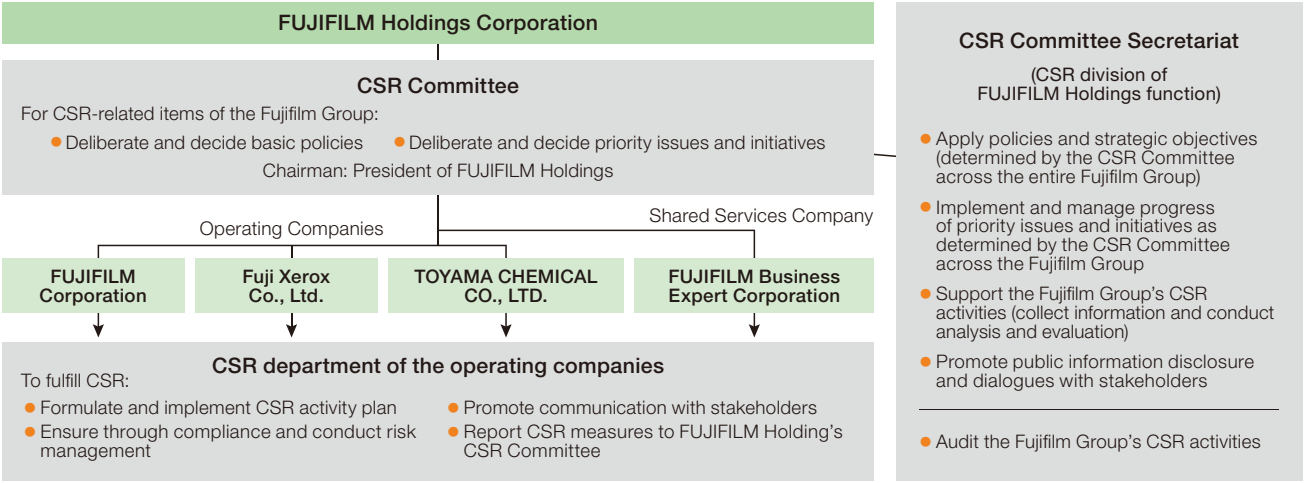
Communication with Stakeholders

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.

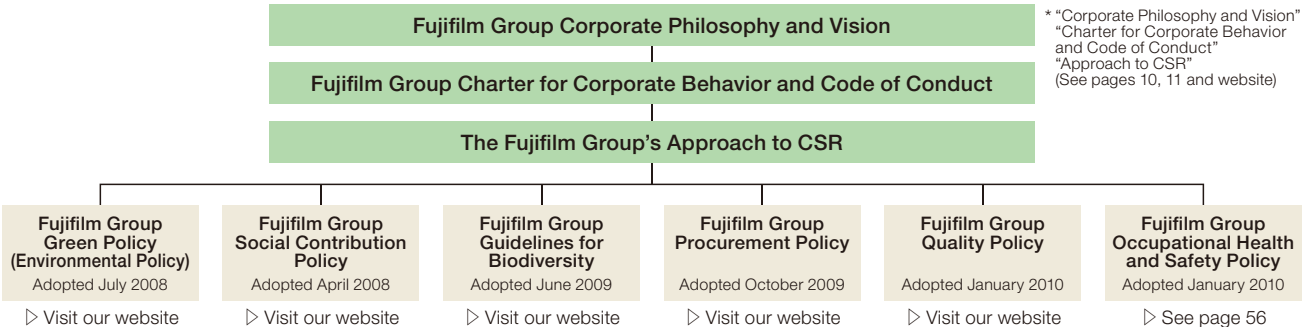
In addition to opinions relating to our CSR activities as a whole, regarding priority issues such as the promotion of anti-global warming measures, the promoting body for each issue conducts briefings on the content of the activities and presents the respective report to external parties, to receive 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 45, 47, 51, 55.

▼ The Fujifilm Group's CSR Promotion System



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



* "Corporate Philosophy and Vision"
"Charter for Corporate Behavior and Code of Conduct"
"Approach to CSR"
(See pages 10, 11 and website)

▼ The Fujifilm Group's Communications with Stakeholders

★: Further details are included in the Sustainability Report.

Main Stakeholders	Main Issues and Areas of Responsibility	Methods of Communication
Customers	<ul style="list-style-type: none">Securing the safety and quality of productsProvision of services and environmentally responsible products & services ★ page 46Provision of appropriate information on services & productsImprovement of customer satisfaction levels ★ page 58Customer response & support ★ page 58	<ul style="list-style-type: none">Customer Center (liaison office for responding to inquiries)Usability evaluation meetings and monitor surveysCustomer satisfaction surveysQuestionnaires at product purchaseShowrooms, exhibitionsHolding seminarsWebsites and social media
Employees	<ul style="list-style-type: none">Ensuring occupational health and safety ★ page 56Respect for human rights ★ page 53Respect for diversity ★ page 54Utilization and training of human resources ★ page 54	<ul style="list-style-type: none">Providing opportunities for dialogue with top managementPersonnel management division liaison & interviewsCompliance & Sexual Harassment HelplineRegular meetings between the company and labor unions/Health & Safety CommitteeIntranet; internal newsletters
Shareholders & investors	<ul style="list-style-type: none">FUJIFILM Holdings has 87,263 shareholders, characterized by a high proportion of overseas and institutional investors. Foreign companies constitute 40.4% of our share holders, while Japanese financial institutions account for 33.8% (as of end-March 2014).	<ul style="list-style-type: none">General shareholders meetings/Business report briefings/Briefings for investorsIR conferences/Individual meetingsAnnual reports/Shareholder communicationsIR information websiteLiaison office for responding to inquiries (Corporate Communication Office)
Transaction partners	<ul style="list-style-type: none">Thorough implementation of fairness & transparency in transactionsPromotion of CSR issues in the supply chain, such as human rights and the environment ★ pages 53, 57	<ul style="list-style-type: none">Briefings to suppliers (on green supply, management of chemical substances contained, etc.)CSR questionnaires (self-audited)Website for exclusive use of transaction partnersRegular discussions with partnersLiaison office for responding to inquiries (in each procurement and sales division)
Future generations & local societies	<ul style="list-style-type: none">Contribution activities which make use of our main business strengths ★ pages 36, 60Respecting local culture & customs and environmental conservation ★ pages 36, 60Prevention of fires and accidents in the workplaceEducational support for future generations ★ pages 36, 60	<ul style="list-style-type: none">Environmental communication meetings/Factory toursCommunity volunteer activitiesRegular 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 chairsEnvironmental education activities in cooperation with NGOs & NPOs
Government organizations & industrial associations	<ul style="list-style-type: none">Legal compliance ★ page 41Joint research & development and cooperation in public policy aimed at the resolution of social issues	<ul style="list-style-type: none">Participation in various industrial committeesParticipation in the development of industry guidelinesAnnouncement of public comments through industry associationsJoint research & development of government or industry associationProposals aimed at the resolution of social issues
NGOs & NPOs	<ul style="list-style-type: none">Dialogue, collaboration and support aimed at the resolution of social and environmental issues ★ pages 24, 37	<ul style="list-style-type: none">Obtain views on the Sustainability ReportParticipate in stakeholder dialogueAdministration committee of Public Trust Fujifilm Green FundReview meetings on various CSR issuesAfflicted area support activities with NPO



Showroom as the contact point with customers



Newsletters for internal communication



IR information on the web



Activities with the local community (Fujifilm Kyushu's Sakura Festival)

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 flexibly 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 Japan and overseas.

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

Outline of Activities in FY2013

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.

● Fujifilm

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 control.

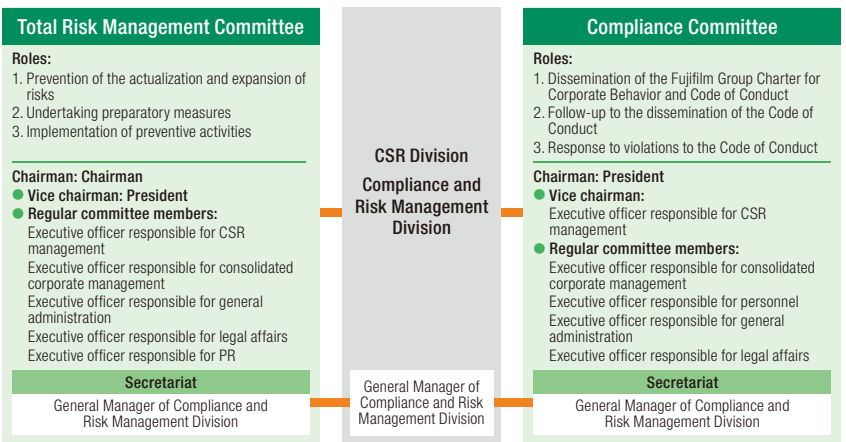
In recent years, education in compliance including information security, export control and harassment issues are being reinforced not only for affiliates in Japan but also for top management at overseas subsidiaries. These actions are expected to promote wider dissemination of compliance awareness throughout the Group. At the same time, the level of dissemination is to be confirmed through employee awareness surveys. With strengthening the enforcement of anti-corruption laws in recent years on a worldwide scale, we are promoting our anti-corruption principles once again throughout the Fujifilm Group. From April 2012, anti-corruption programs are being introduced, chiefly at affiliated companies in Japan and other countries that have frequent contact with government employees. We audit* regularly to confirm compliance with our programs.

*Note that the Fujifilm Group has never been investigated by administrative authorities on anti-corruption charges.

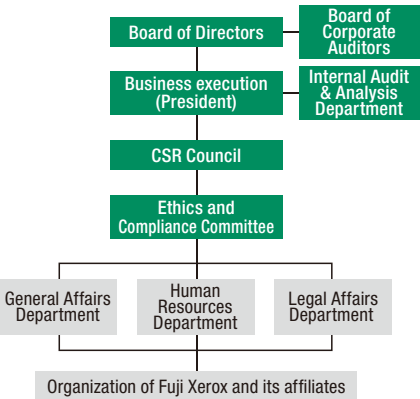
● Fuji Xerox

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 FY2008, we have been conducting general legal training using learning tools developed jointly with FUJIFILM Holdings and Fujifilm, and holding “Legal Risk

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



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



Assessment Test.” In FY2013, 23,357 employees, accounting for 99.5% of those targeted, took part in this training program. We have been continuing fraud prevention education to prevent the occurrence of misconduct starting in FY2010 and a program on preventing harassment starting in FY2011. In FY2013, a Vietnam version was added to the *Local Legal Guide for Persons Posted Overseas* (China & Singapore edition) published in 2012 in step with the globalization of our business operations. We have also started to publish an English-language version of *Easy Legal News* that gives an easy-to-understand commentary on current affairs news related to legal issues. We take an action to establish basic legal knowledge and to upgrade legal awareness among all employees, including those at our overseas subsidiaries.

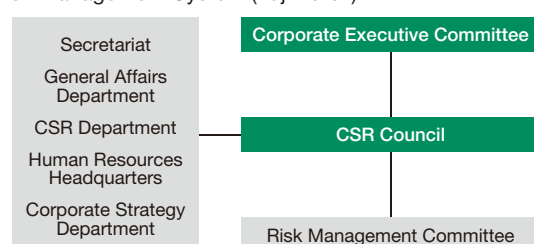
The Fujifilm Group's risk management

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 FY2011, 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 companywide risks to supplement and strengthen its countermeasures. In FY2013, we reinforced measures to exclude anti-social forces and implemented global regulations for information security to strengthen this area.

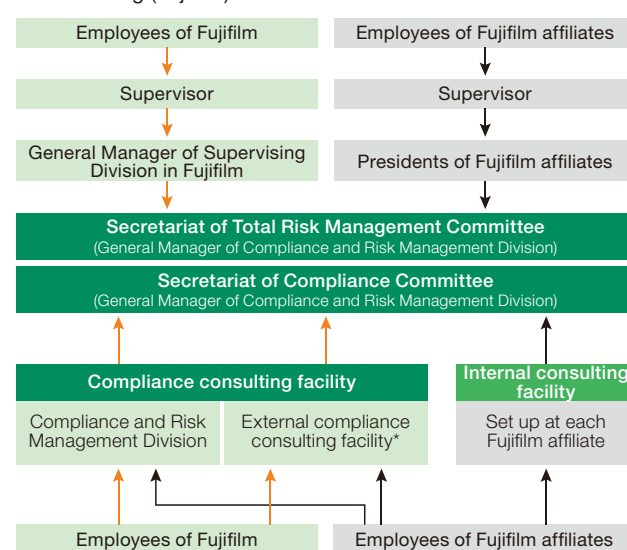
▼ Risk Management System (Fuji Xerox)



● Fuji Xerox

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 risk management, we select priority issues each year, with attention given to changes in social and business conditions, the state of our business operations, the likelihood of risks occurring, the impact on management, etc. In FY2013, we have continued to implement general disaster prevention measures for large-scale natural disasters based on our experience with the Great East Japan Earthquake. We identified serious risks that should be treated as top priorities. We deliberate these issues in the CSR Council, and we implement the measures reflected by our experience in disaster areas.

▼ 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 Map for Managing Risk (Fuji Xerox)

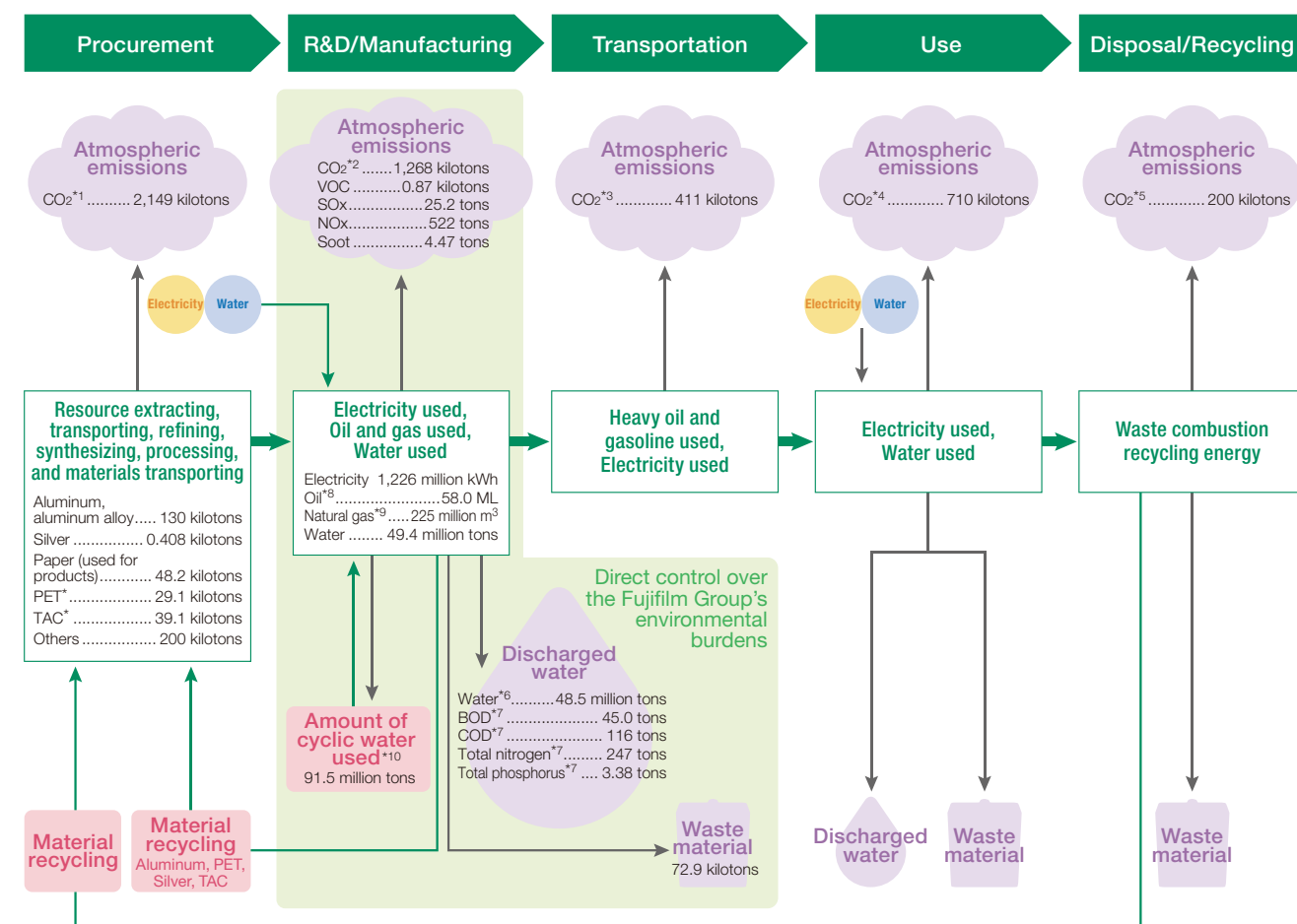


Outline of Activities in FY2013

The Fujifilm Group is working towards recognizing the social and environmental impact through the material flow system summarized resource inputs and emission from our corporate activities in all business process—from material procurement, manufacturing, transportation, 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/>



*PET: Polyethylene terephthalate TAC: Triacetylcellulose

*1 Environmental burdens due to raw materials procurement (CO₂ 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 CO₂ 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 CO₂ emissions per unit of output.)



Solar energy panels installed at FUJIFILM Recording Media U.S.A., Inc.

Basic Approach

The Fujifilm Group has been promoting activities to reduce CO₂ emissions by setting management indicators for CO₂ emissions across the entire product and service lifecycle (from material “procurement,” product “manufacturing,” “transportation,” “use” and “disposal”), not only within our Group, since FY2007. In April 2010, we set the long-term goal of “reducing CO₂ emissions for the entire life cycle of products by 30% by FY2020 (relative to FY2005),” and we are continuing to actively reduce CO₂ emissions in our Group as a whole. Since FY2012, in accordance with the General Guidelines on Supply Chain GHG Emission Accounting, released jointly by METI and MOE in March 2012, we also calculate CO₂ emissions based on the Scope 3 Greenhouse Gas Protocol (“Scope 3”),* confirm that the CO₂ emissions in the entire lifecycle of products and services we have ever evaluated accounts for the majority of CO₂ emissions(Scope3). We will continue to disclose information regarding CO₂ emissions based on Scope 3 too.

*Scope 3 Greenhouse Gas Protocol: Refers to one of the scopes that are targets for calculation and reporting on greenhouse gas emissions by companies. Scope 3 refers to indirect emissions, such as material procurement, manufacturing, transportation, usage, disposal, as well as employees’ commuting and business travel.

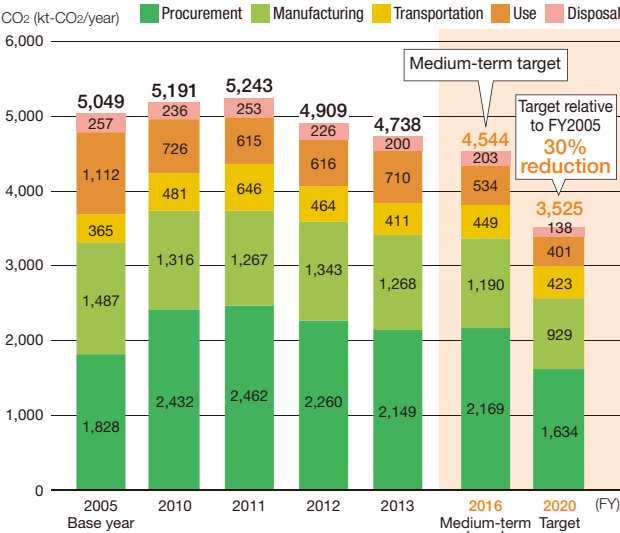
Outline of Activities in FY2013

Reducing CO₂ emissions across the entire product lifecycle

In FY2013, despite our Group’s production output exceeding that of the base year, FY2005, the Group’s overall CO₂ emissions were reduced by 310,000 ton (6%) from the base year level. Our CO₂ emissions have reduced each year since the peak in FY2011. While CO₂ emission coefficients*

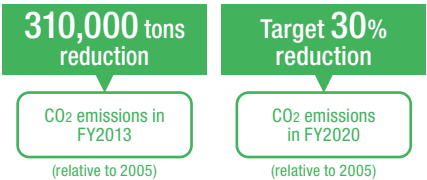
for Japanese electric power utilities have increased by 14% or more relative to FY2005, in the manufacturing stage, we have reduced CO₂ emissions by 219,000 tons (15%) through various energy-saving measures and the use of in-house power generators. In the use stage, we made a significant reduction of 402,000 tons (36%) through development and spread of multifunction devices with less energy consumption. In addition, in the procurement stage, we also reduced 111 thousand tons (5%) relative to FY2012, continue to reduce from the peak in FY2011. This is due to the effects of the expansion of closed-loop recycling

▼CO₂ Emissions across the Entire Product Lifecycle

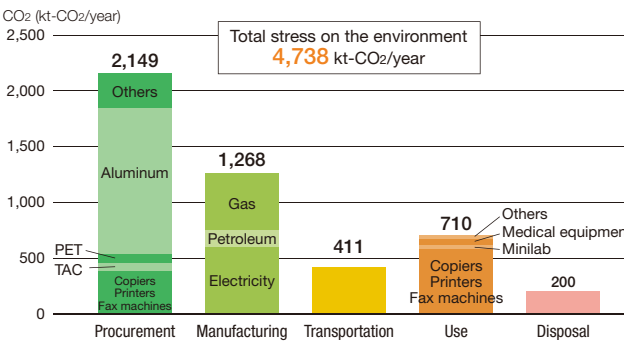


▼Fujifilm Group’s Main CO₂ Reduction Measures

Action area	Relevant stage	Principal CO ₂ 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) ● Energy saving medical diagnostic equipments (medical field) ● Non-processing CTP plates requiring no developing solution (graphics systems field)
Reducing CO ₂ 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) ● Reducing the usage of energy that is not directly linked with production output
Recycling	Procurement, disposal	● Recycling for scrap aluminum from the production of PS/CTP plate and developing and expanding the use of a collecting & recycling system of used PS/CTP plate (graphics systems field)
Efficient distribution	Transportation	● Paths optimization ● Improving loading ratio ● Promote modal shifts ● Using light and compact packaging ● Promoting eco-driving



▼FY2013 Results for Fujifilm Group



system for used CTP/PS plates (plate materials for printing) and resource saving by recycling used copiers, etc.

We will continue to actively improve the operation of energy-saving measures across the entire Fujifilm Group in FY2014, for further reductions in CO₂ emissions from energy use.

*CO₂ emission coefficients:

In Japan, we referred to the CO₂ 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.

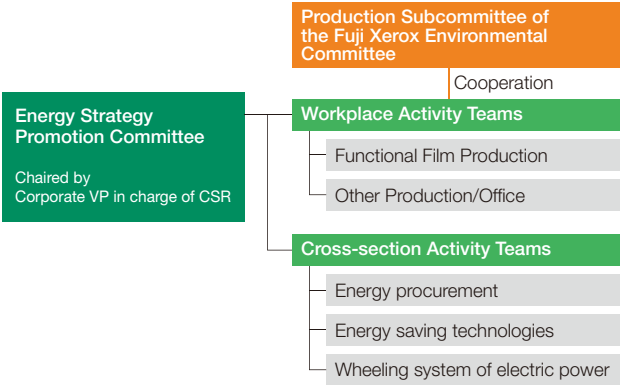
For overseas, we referred to CO₂ Emissions from Fuel Combustion 2012 (IEA).

Activities of the Energy Strategy Promotion Committee

The Fujifilm Group has been conducting improvements on per-unit energy use and per-unit CO₂ emissions at six major factories in Japan, which emitted large amounts of CO₂ from production activities, in our Global Warming Prevention Committee since FY2007, as well as to reduce energy and CO₂ emissions in our Energy Cost Reduction Project including overseas companies and factories from FY2010; we achieved all targets for both in FY2012. The Energy Strategy Promotion Committee was launched in FY2013, as a new promotion force, for the purpose of achieving both CO₂ emissions and energy cost reductions, and we are striving to further reduce energy and CO₂ emissions. In FY2013, we actively deployed group-wide energy-saving measures in offices as well as production processes, such as energy reductions that is not directly linked with production output (fixed amount of energy used regardless of the production and standby energy consumed during non-production), roll out of energy-saving measures across factories, and introduction of solar power generation in Europe and the United States, etc., resulting in an entire annual energy cost saving effect equivalent to approx. 6%.

We set medium-term targets for FY2016 in the newly formulated Medium-term CSR plan (such as a 10% reduction of CO₂ emissions compared to FY2005) and we plan to accelerate CO₂ emissions reduction activities toward achieving our target for 2020. In addition, we also newly set targets relating to reducing CO₂ emissions in the society through the usage of our products and services. We intend to continue to promote the contribution for the prevention of global warming through our businesses.

▼Energy Strategy Promotion Committee



OPINION

Third-Party Opinion on “Promoting Anti-Global Warming Measures”



Mr. Takejiro Sueyoshi

Special Advisor
UNEP Finance Initiative

Profile

In addition to being involved in UNEP FI, Mr. Sueyoshi has served in various positions, such as committee member on various types of councils on the Central Environment Council, advisor to Kawasaki 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 environmental issues and the social responsibility of companies on TV, in newspapers, published works, and lectures, etc.

Anti-Global Warming Measures Becoming Mainstream Across the Fujifilm Group

The Fujifilm Group has made further steady progress in implementing anti-global warming measures in FY2013, and it appears that the group has now entered into a new stage. Individual efforts have evolved and are now spreading on a company-wide scale, such as the resource and energy usage reform activities that have expanded beyond the production departments and into non-production departments.

Furthermore, the group’s evolutionary idea of the wheeling of electric power system with in-house power was recognized by the government and even incorporated as a part of the Amendment of the Electricity Business Act. Pioneering to liberalize the retailing of electricity was a wonderful effort that has extended beyond the bounds of a single corporate group. This is all evidence of the group’s further widening of its CSR approach.

As described in the IPCC Fifth Assessment Report, we have reached a crucial stage in our efforts against global warming. All companies must adopt global warming countermeasures as a core business issue. It is praiseworthy that the Fujifilm Group is steadily putting such measures into practice in its day-to-day business in a down-to-earth approach and with earnest devotion.

Response to the third-party opinion

The Fujifilm Group is making efforts in energy saving in the manner most suitable to the different business activities in our factories and offices. We are also keen to use energy with less environmental impact such as gasification of fuel and renewable energy. Mr. Sueyoshi’s comment, “All companies must adopt global warming countermeasures as a core business issue,” is a perfect match to our Sustainable Value Plan 2016 itself. We fully understand that the Fujifilm Group is expected to achieve its CO₂ emissions reduction targets through achieving our business targets.

We continue our business activities with a new viewpoint—enabling the Group’s growth to result in favorable effects on the global environment.

(CSR Group, Corporate Planning Division, FUJIFILM Holdings)

Basic Approach

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 manufacturing, 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.

*LCA: Life Cycle Assessment

All new products and
upgrading productsRule for Design for
Environment (DfE)

<Fujifilm>

Received 12
consecutivelyEnergy Conservation
Grand Prize

<Fuji Xerox>

Outline of Activities in FY2013

● Fujifilm

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 FY2013, we calculated nine case studies focusing mainly on the medical field, based on the Internal Guideline to Calculate the environmental contribution for the Reduction in CO₂ Emissions*¹ formulated last fiscal year, and made progress in the visualization of our environmentally conscious measures. We summarized various environmentally conscious measures for products in the life science field to include usability, and have begun making information releases about them on our website*².

In addition, in FY2013, we formulated internal water footprint calculation guideline, for which ISO standards are currently being developed. Water usage and management are attracting attention because of the spread of droughts and water shortages due to increases in world population and climate change, and demand has been increasing for information disclosure about water use as well as CO₂ emissions. Using the guideline, we are conducting visualization of water usage across product life cycle, and

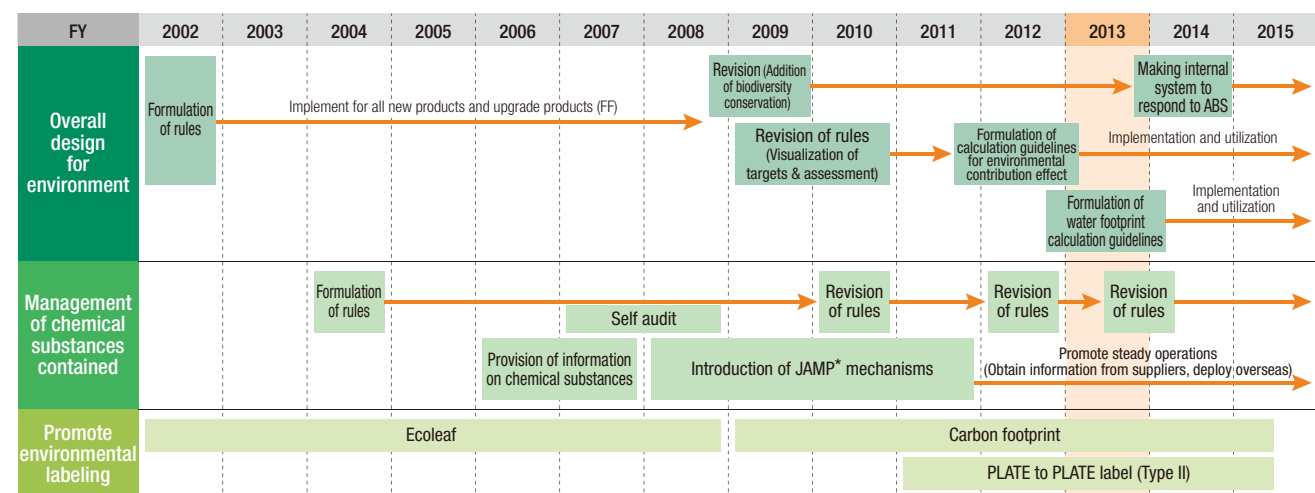
we will provide environmental information on products relating to both CO₂ and water. Also we intend to use this in product development that considers the conservation of water resources. The Fujifilm Group has always paid a great deal of consideration to water management since our establishment, and we are making enhanced efforts, with "Contribution to solving social issues relating to water through products and services" newly included in the Medium-Term CSR Plan from FY2014.

Moreover, Fujifilm participated in the working groups for the revision of the Japan Chemical Industry Association (JCIA) guideline*³ (March, 2014) according to the global guideline on contributing to reducing greenhouse gas (GHG) emissions*⁴, formulated in October 2013. 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 Summarized for visualizing the contribution for CO₂ emissions reduction across the entire life cycle quantitatively, including during customer use.

*2 Development and dissemination of environmentally conscious products and services.
<http://www.fujifilm.co.jp/corporate/environment/preservation/design/healthcare.html>

▼ Progress of "Design for Environment"



*Joint Article Management Promotion Consortium

*3 Formulated by the International Council of Chemical Associations (ICCA) and the World Business Council for Sustainable Development (WBCSD) based on JCIA's draft.

*4 New perspective for the reduction of GHG: life cycle assessment for chemical products in Japan and worldwide.
http://www.nikkakyo.org/sites/default/files/cLCA_3_summary2014-3-18_0.pdf

● Fuji Xerox

To minimize the impact of our products on global warming, Fuji Xerox is reducing the environmental impact of both hardware and software. As part of our RealGreen concept for product development, we are trying to combine convenience with reduction of impact to the global environment. We achieved a series of awards, such as the Energy Conservation Grand Prize (awarded by The Energy Conservation Center, Japan, supported by METI) on a total of 12 times (the most times of any company in the industry), etc, as a result. We incorporate energy-saving technologies into the newer models in our entire lineup of products, and by replacing old models with these newer models, we are seeking to the power consumption in our customers' office.

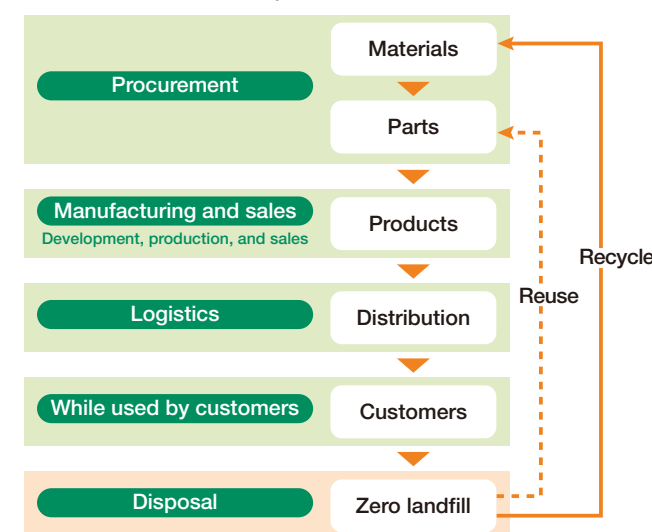
We also take the environment into consideration in our sales activities by providing training to our employees in eco-friendly products and tools such as the Eco-Efficiency Simulator designed to provide a quantitative visualization of an office's impact on the environment to encourage our customers to select products high in environmental efficiency. In addition, we are also providing customers with guidance on settings for energy-saving mode and offering services such as energy-conservation simulations and energy consumption visualization for office output devices to assist customers with their energy conservation efforts.

In our newest models for FY2013, we achieved further advances by realizing fast start-up time in 3.1 seconds or less*, by improving fuser start-up performance.

*In the case of ApeosPort-V C3375/C2275 (with automatic double-sided document feeder B1-C)



▼ Activities to Reduce the Environmental Impact Across the Entire Life Cycle of Products



OPINION

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



Dr. Norihiro Itsubo

Professor
Faculty of Environmental Studies
Tokyo City University

Profile

After heading the Life Cycle Assessment (LCA) methodology research team at the 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 an environmental society and corporate EMS development, through case study research and development of LCA and other environmental impact assessment methods.

Aggressive introducing and Using the Important Evaluation System are Worthy of Praise

The Fujifilm Group is reducing environmental impact in wide-ranging fields, from cosmetics, solutions, medical devices, and a recycling system for aluminum PS plates, etc. This shows how product design based on product life cycle, which you have continuously implemented for more than 10 years now, and the vast experience gained based on this, have steadily produced results. Last year, the Fujifilm Group has made the world's first water footprint internal evaluation system. This has already been used to analyze "Developer waste reduction and water reuse unit" and has concretely shown their usefulness for society. This high foresight in constructing an evaluation system in advance of international standardization and already using this in product design is worthy of praise.

The Fujifilm Group is achieving a good balance in both continuing to promote this important evaluation system and actively introducing and using this new evaluation system. In the future, I hope to promote environmental innovation strategically implemented in cooperation with the supply chain, not just within your company but involving affiliated companies too.

Response to the third-party opinion

Thank you for your high evaluation of our continuous efforts over the past 10 years or more in environmentally conscious product design based on product life cycle and our water footprint activity undertaken last year, in advance of international standardization.

We intend to strategically promote the development and dissemination of products and services with high environmental value across the entire Group, by using our internal rule of "design for environment" which takes into account the product development process across the entire product life cycle, while actively introducing and using the new evaluation system.

(Ecology and Quality Management, CSR Division, Fujifilm Corporation)

Effective Use of Resources

Basic Approach

The Fujifilm Group has always been aware of the importance of effective use of natural resources, as the main raw material for photographic film, the main product at the time of our establishment, is the precious natural resource, silver, and to which lots of clean water and fresh air are essential in manufacturing. Since our establishment, we actively continue with our efforts to reduce the amount of virgin resources, such as by reducing water usage, recycling and reusing water, recovering and reusing silver, and establishing a resource recycling system for multifunction devices and copiers, etc. We are conducting efforts to use resources effectively and reduce waste through measures which take into account the total life cycle 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.

Outline of Activities in FY2013

Measures to reduce waste

The Fujifilm Group is making comprehensive efforts to use resources effectively and reduce waste throughout the entire life cycle of its products, from design to manufacturing and disposing. We think carefully about the most effective ways to use resources and reduce waste 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 waste emitted necessarily in manufacturing too, and since FY2011 we have been involved in project as Fujifilm Group to convert waste in manufacturing into valuables and raise the value of these valuables.

In FY2013, in addition to activities at production sites, we have expanded to wastes in office and warehouse for logistics, promoted our measure in the scope of our business activities overall.

Since the wastes in office were being outsourced with contract in each Group company, the wastes in each Group company in same building (or located nearby) were outsourced to different subcontractors on different schedules, but now a shared Group company (FUJIFILM Business Expert Corporation) has begun to manage wastes collectively in each area, to operate to unify subcontractors and outsource schedules. At the same time, classification of waste, which had been conducted only roughly due to the low volume, was changed finely, to reduce waste and recover valuable materials. In addition, we are reducing waste disposal costs through efficient collection and transport and strengthening compliance. We had also been outsourced waste by each warehouse for logistics,

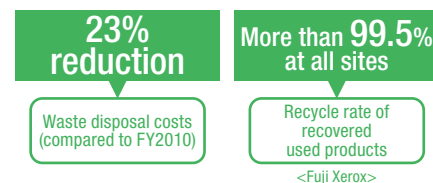
but we have proceeding to reduce waste and recover more valuable materials by classifying and outsourcing logistics packaging plastics, such as stretch film etc. that was previously treated as waste without being separated, due to the low waste volume, to subcontractors unified in each area. As a result of these activities, by the end of FY2013, we were able to reduce outsourced waste disposal costs by 23% compared to FY2010.

We are progressing toward zero emissions overseas, by reducing simple incineration or landfill disposals. We have made significant improvements in North America, which was previously behind compared to Japan and Europe (zero emissions rate of over 97%), bringing it to 94%. We have begun to study for improvements in China too. We will continue to grasp the situation of waste discharge in a timely manner and promote continuous waste reduction and effective use of resources, in association with cost reduction activities by optimization for our Group.

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

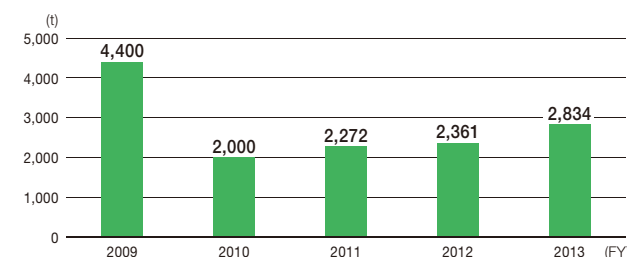


▼ Outline of Measurements for Waste Reduction in Fujifilm Group



▼ Fuji Xerox Reduction of New Resource Input through the Reuse of Parts at the Parts Production Stage*

(Total for Japan, the Asia-Pacific Region, and China)



*CO2 emission reduction achieved through the use of recycled parts. This represents the amount of CO2 emissions that would have been generated at the production stage with the manufacture of new parts, if recycled parts had not been used.

overseas modeled on this achievement. We established recycling bases for the Asia Pacific region in Thailand in FY2004. Further bases were built in Taiwan in FY2007, and in Suzhou, China, in FY2008 to establish recycling systems. In FY2012, we launched the operation of recycle systems in Korea, Australia and New Zealand. These systems handle used products of each countries which previously been handled by the Thai site. In FY2013, we achieved the Zero Landfill standard of a 99.5% or more recycling rate in all countries and regions. Due to increased use of reused parts in products, the reduction of new resources input rose from 2,361 tons in the previous year to 2,834 tons, a further reduction of 473 tons. In addition, in terms of activities to enhance the quality of Zero Landfill, we are improving the working environment at dismantling processing bases.

*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 resource for other purposes.

Response to water risk

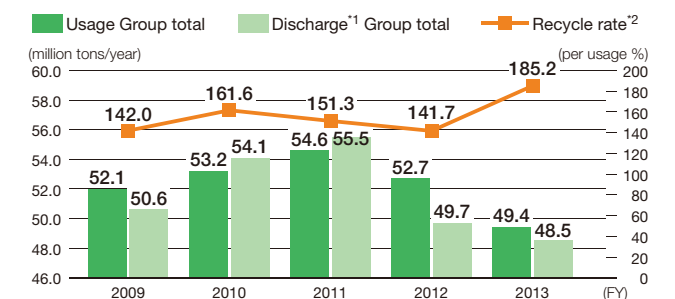
The Fujifilm Group has been managing and reducing water usage and recycling and reusing water from earlier, but in FY2013, we set Medium-Term Plan relating to water resources based on the review of the our impacts for water risk, which is currently attracting much attention. Since the majority of water used by our Group is located in Japan, where water risk is low, and since we have already conducted water recycling in a high level, we set a target of "maintaining water usage per sales* at FY2012 levels." While continuously promoting the reduction of water usage and recycling and reuse of water, we plan to start studying for awareness and reduction of water usage in our customers and suppliers for products, in addition to the water usage of our company.

*=Water usage/revenue

▼ Fujifilm Group's Water Usage

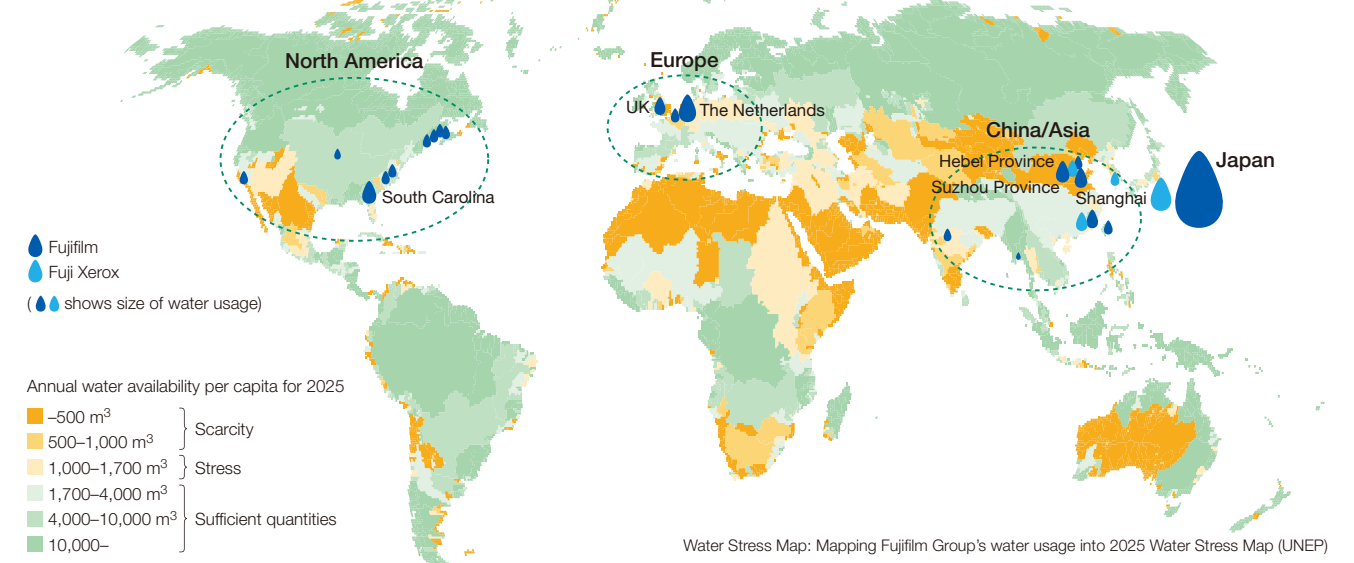


▼ Annual Trend in Water Usage, Recycling and Discharge as Wastewater



*1 Includes water, rainwater, etc. used in the business activities
*2 Recycle rate including cooling water usage

▼ 2025 Water Stress Map and 2013 Fujifilm Group's Water Usage



Biodiversity Conservation



Forest Experience Program in Kikigaki Koshien

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.

Guidelines for Biodiversity
<http://www.fujifilmholdings.com/en/sustainability/vision/creature.html>

For 30 years
by 2014

Watashi-no
Shizenkansatsuro
competition
<Fujifilm>

Approx.
300 employees

Participate training
sessions for nature
guides until now
<Fuji Xerox>

Outline of Activities in FY2013

Since its establishment the Fujifilm Group has conducted environmentally conscious business activities, as we have needed lots of clean air and fresh water for the production of photographic film, and this tradition has been passed down to all employees as the Fujifilm DNA. In an internal questionnaire conducted in 2005, we reconfirmed our level of awareness about biodiversity. Then, in 2008, we clarified the gaps between our awareness and that of others in the dialogue with experts and shared issues relating to

biodiversity between the executives and managers, and in 2009, the Fujifilm Group formulated its Guidelines for Biodiversity.

Under the Guidelines, since 2010, Fujifilm and Fuji Xerox have each been involved in various viewpoints of biodiversity conservation related to their businesses. More concretely, Fujifilm included biodiversity conservation in its Rule for Design for Environment (DfE), while Fuji Xerox began surveys on land use for the purpose of biodiversity

Main activities for biodiversity conservation

- **Activities to conserve the water source at each factory**
- **Co-sponsoring training courses for Nature Conservation Educators**
Since FY2001, 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.
- **Support to the Monitoring Site 1000**
We have been providing high sensitivity negative film for sensor cameras used in surveying mammals since 2007.
- **Rice Paddy Assistance Team**
Regional collaboration activities to preserve groundwater in Minami-Aso village. FUJIFILM Kyusyu has been participating in these activities since FY2010.
- **Support to projects by NPOs and NGOs involved in education on biodiversity conservation for the next generation**
Kikigaki Koshien, Watashi-no Shizenkansatsuro Competition, Kankyo Nikki, Midorino komichi etc.
- **Support to the Biodiversity Action Award Japan**
We have been providing digital camera as “Fujifilm Award” through CEPA Japan.

conservation at production and product development sites, etc. In 2012, our activities were reviewed and systemized overall, including those being conducted continuously. Not only by minimizing the impact on biodiversity and securing sustainable resources, but by contributing to the maintenance and recovery of biodiversity as the company’s social responsibility, we organized our approach based on the four key elements of “factories,” “products,” “social contribution” and “communication.” 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 activities.

In FY2013, for the Nagoya Protocol on Access and Benefit-sharing (ABS), Fujifilm has begun a correspondence study, such as confirmation of raw materials that may be involved, etc. We will promote the construction of reliable measures for the Protocol’s entry into force in the future, taking into account also domestic procedures in Japan.

In addition, at Fuji Xerox, where paper is an essential commodity, the Paper Procurement Committee was held again as it was last year, and reconfirmed the provision system for paper that customers can use with peace of mind. Fuji Xerox formulated the Environmental, Health and Safety requirements regarding paper procurement for suppliers of paper in 2004, and in 2012, 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 respect of the rights of the local residents. Fuji Xerox has strengthened the management for paper procurement to our suppliers.

OPINION

Third-Party Opinion on
“Biodiversity Conservation”



Hideto Kawakita
Representative, International Institute for Human, Organization and the Earth (IIHOE)
Profile
Joined Recruit Holdings Co., Ltd. in 1987. Worked in positions responsible for international recruitment, advertising, and sales support, etc., before resigning in 1991. Later, he worked as the Japanese director of the International Youth Exchange NGO and as policy staff for a member of parliament, etc., before establishing IIHOE in 1994, to support the promotion of CSR and environmental and social communication, the building of foundations for collaboration between NPOs and the government, and the management of NPOs and socially-responsibility oriented companies.

Medium to Long-Term KPI and Verification for All Initiatives

Since establishing the policy that positions the minimization of impact due to your business activities and the maintenance and restoration of biodiversity as your company’s social responsibility in 2009, it can be said that the Fujifilm Group’s initiatives for the conservation of biodiversity, such as paying due consideration and managing paper procurement and confirming product design and land use, have been put into practice, ahead of those of other companies.

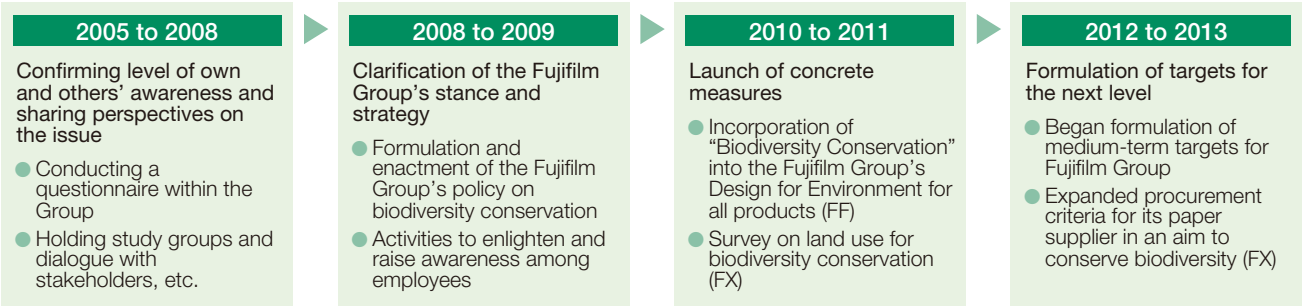
For the purpose of realizing sustainable growth both for your company and for society, I would like to expect the following four points. First, similar to leading companies in Europe and America, I would like to see you set medium to long-term key performance indicators (KPI) for all initiatives relating to CSR, not just biodiversity conservation, and verify their progress. Secondly, I would like to see initiatives undertaken in China and other countries outside Japan, which is currently engaged in further business expansion. Thirdly, I would like to see further use of the capabilities and potential of staffs in your Group, such as nature guides. Fourthly, I would like to see to face with strategy how to achieve the biodiversity conservation by social contribution activities positioned as investment rather than allocation for the medium to long-term further in 2020 or 2050, etc.

Response to the third-party opinion

We thank for your evaluation of our practical activities for the biodiversity conservation. We also received with interest your comment on realizing sustainable growth in the future for both our company and society. We realized that clarifying “What sort of society we want to create,” with an awareness about biodiversity conservation, is the top priority in implementing this. Therefore, we will begin by first studying our initiatives, to sketch out an image of the society with biodiversity conservation we are aiming to achieve.

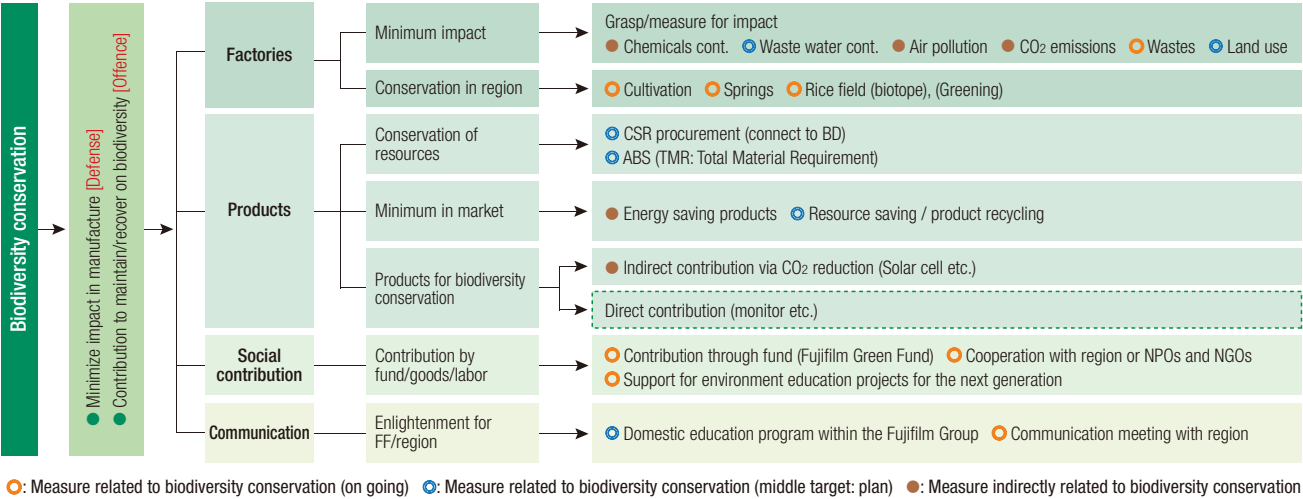
(CSR Group, Corporate Planning Division,
FUJIFILM Holdings)

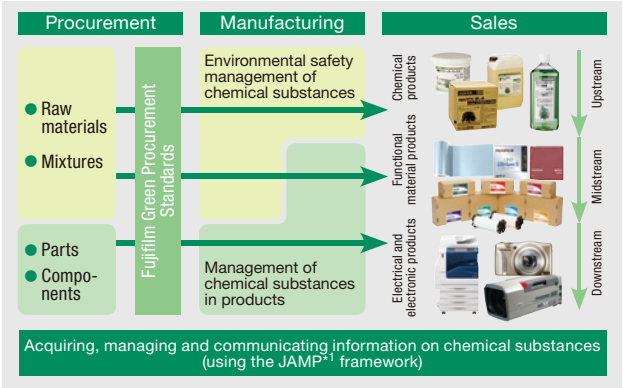
▼ History of Biodiversity Conservation Measures



FF: Fujifilm FX: Fuji Xerox

▼ Activities on Biodiversity Conservation —Outline—





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 FY2013

Chemical substance management

We are surely managing chemical substances in the whole Fujifilm group, including Fuji Xerox and TOYAMA CHEMICAL based on the management rules for handling chemical substances introduced by Fujifilm in 1995.

Since we need to acquire information on newly regulated substances and substances anticipated being regulated in the future at the early stage, Fujifilm has fully started the operation to confirm information on chemical substances that require attention in product design and development, and information on relevant laws and regulations, by use of the chemical substance information datasheet for raw materials (JAMP MSDSplus)^{*1}, which has been widely disseminated in the supply chain in recent years. We made and updated the Safety Data Sheets (SDS)^{*2} for 280 chemical products for continued information disclosure.

In order to ensure a precise and efficient response to the increasing number of laws and regulations, Fuji Xerox is preparing to introduce a consolidated information management system for chemical substances at all its affiliated companies (i.e. All Fuji Xerox). In order to develop this system to All Fuji Xerox, it has been upgraded and extended the chemical substance information system which Fujifilm introduced in 2009. At the same time, the risk assessment method defined in the management rules on chemical substances has been revised through trials to match the method adopted at Fujifilm. In FY2014, we will introduce this chemical substance information management system to All Fuji Xerox, and will develop the revised management rules across them.

We will apply the Fujifilm's knowledge on the management of chemical substances to the whole Fujifilm group widely. And we will enhance the communication between companies in the group to ensure the management of chemical substances for the whole group in an effective way.

Management of chemical substances contained in products

The scope of regulation for chemical substances such as the RoHS Directive and the REACH Regulation is being expanded in each country. We continue our activities to ensure product compliance.

Fujifilm is using the information communication

▼ Classification Criteria for Chemical Substances and Management Practice Based on the Classification

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 C0 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

framework proposed by the Joint Article Management Promotion-consortium (JAMP) for the management of information on chemical substances contained in products. In FY2013, with an information management system based on this framework, we started to share information on chemical substances contained in articles with our overseas subsidiaries. We maintain high level of the utilizing rate of the information management system by promoting use of this system in the supply chain and by supporting our suppliers based on consideration for individual situation of each supplier.

For a full response to legal changes, since FY2012 Fuji Xerox started a review of the audit method that enables us to assess the state of chemical substances management at our suppliers and assessment of the issues by the suppliers themselves. We conducted audits on all suppliers in FY2013 to assess the management level in each company. In FY2014, we will focus on upgrading chemical substance management at all of our suppliers by providing support and guidance to suppliers whom we judged to request improvement of their management.

^{*1} Joint Article Management Promotion-consortium (JAMP): A cross-industry organization established in 2006 to ensure smooth communication and management of information on chemical substances contained in products throughout the supply chain.

^{*2} Safety Data Sheet (SDS): Datasheet to supply information related to the characteristics and handling of chemical products.



With participants of the Conference on CSR and Risk Management

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.

Outline of Activities in FY2013

Measures for Implementing Human Rights Due Diligence

Following its participation in the Human Rights Due Diligence Workshop^{*1} in FY2012, FUJIFILM Holdings participated in the Conference on CSR and Risk Management^{*2} held in September 2013 for the purpose of implementing human rights due diligence in the Fujifilm Group. The representatives of various business corporations and we discussed on CSR risks that businesses should be taken into account in human rights due diligence. This conference was the fourth workshop that the Global Corporate Community of Practice (GCOP) held around the world.

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

The GCOP is an intercompany global platform formed to develop and share best practices in human rights due diligence and risk management.

Following lectures on implementing human rights due diligence, we discussed several hypothetical case studies such as "supply chain labor practices (freedom of association and the right to collective bargaining)" and "measuring external stakeholder impacts." In the discussions, the participants and we shared the idea that "Even if the suppliers have problems, Japanese companies have a corporate culture that prefers improving together with suppliers than stopping their trades." The Japanese approach of "growing together with suppliers" made a strong impression on GCOP members. We will continue to join into various workshops to promote a better understanding of human rights due diligence, and apply this knowledge to the activities of our Group.

In FY2013, Fujifilm added some social items, such like "identifying the division responsible for dealing with human rights issues including forced labor and child labor" and "promoting employee awareness on the prohibition of discrimination and inhumane treatment," on annual self-assessment questionnaire related to business, and then, applied them to Japanese and overseas affiliates.

We will raise awareness of the importance of human rights issues while reviewing our assessment items.

^{*1} "Human Rights Due Diligence Workshop" A platform to raise awareness in the field of human rights due diligence and to discuss with NGOs/NPOs and other companies hosted by Caux Round Table Japan. The workshop was held from September 2012 to March 2013. 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, automobiles, heavy industries, trading companies, information equipments, information communications, food, think tank, apparel and textile, electrics, logistics, retail industries, etc.

^{*2} Conference on CSR and Risk Management: Organized by the Caux Round Table – Japan and the UN Working Group on the Issue of Human Rights and Transnational Corporations and Other Business Enterprises participated in by 18 companies in the fields of chemicals, automobiles, heavy industries, trading companies, information communications, printing, think tank, apparel and textile, logistics, etc.



The groupwork in the 4th Global Leadership Seminar

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 global and executive 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 identify, develop and promote these talent.

Outline of Activities in FY2013

Human resources development from a global perspective

- Fujifilm

We accelerated our efforts for our initiative to develop global talent, based on the idea, "Development and use of talent regardless of nationality or gender, etc." introduced in 2011. In FY2013, in addition to holding the 4th Global Leadership Seminar, to train global management level employees, the Regional Leadership Seminars, to train regional management level employees were held in regional headquarters in Europe and North America. It proved to be meaningful training to deepen understanding about the talent qualification required for regional executive talent and provide an

▼ Fujifilm's Training for Overseas Subsidiaries

FY		2010	2011	2012	2013	2014
Training for overseas subsidiaries	Global	1st GLS	2nd GLS	3rd GLS	4th GLS	Once a year
	Regional				Europe and North America 1st GLS	Company-wide implementation in China/Asia Pacific region (plan)
FUJIFILM WAY				FUJIFILM WAY Training for directors in North America and China	FUJIFILM WAY Training for managers in North America and China	Training for managers and general employees (plan)
					FUJIFILM WAY Training for management level in Europe	Continuous measures Start training in Asia Pacific region (plan)

*GLS: Global Leadership Seminar *RLS: Regional Leadership Seminar

▼ Development of the Global Leaders and Change Leaders

- ★ Launch of training programs in each company for change leader development

2008	2009	2010	2011	2012	2013	2014
<div>★</div> <div>Fuji Xerox</div>						<div>Integrated all Fuji Xerox development</div>
			<div>★</div> <div>Affiliates and sales companies in Japan</div>			
			<div>★</div> <div>Affiliates and sales companies overseas (Asia & Oceania)</div>			

- Launch of training by all Fuji Xerox
- Construction of a change leader development system by all Fuji Xerox
- Full launch by all Fuji Xerox

overall perspective on the regional business. In addition, for employees at overseas subsidiaries, we have continuously deployed the “FUJIFILM WAY” which explains the common Group corporate philosophy and corporate vision, 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. In FY2013, as well as starting this training in Europe, there were many excellent practices of the FUJIFILM WAY from North America and China where the trainings were already held. In FY2014, we will more smoothly operate and deploy the systems for identifying, selecting, developing and promoting human resources that we constructed in FY2013, and accelerate the development of excellent local employees in each region of the world.

- Fuji Xerox

We have long strived to obtain human resources of different nationalities and increase the number of opportunities to participate in a work experience program at overseas companies etc., toward enhancing our global responsiveness. However, the importance of obtaining, training and using talent that can lead the growth of the global market is growing even more. In FY2013, as part of our measures to striving for growth and reforms for “Changing our Mindset and Organizational Culture Project,” we proceeded with the operation and firm establishment of the new human resources management system. We also constructed and made preparations to operate systems that can identify, train and promote human resources from the non-managerial and managerial level, etc., regardless of nationality, for the development of Change Leaders who will be responsible for growth and change.

In addition, another aspect we emphasize in human resources development is the use of "rotation." By conducting planned HR rotations, employees have the opportunity to experience various types of work and environments. As a result, employees can have broader and more diverse perspectives, leading to individual growth, corporate growth and the enhancement of our corporate culture.

In FY2013, we actively promoted human resources development measures based on the new system and expanded internships to include India and Singapore, as well as China.

Realizing diverse ways of working

● Fujifilm

We continue to engage in efforts to facilitate diverse ways of working. In 2007, we implemented the F-POWER* Project aimed at creating an environment where female employees can demonstrate their maximum capabilities. Holding seminars and arranging a balance between work and childcare, we established a base to allow female employees to participate actively. In 2010, we expanded and revised the work-life balance support systems with various nursing care and family care leave programs, exceeding the legal standard.

In 2013, to prevent careers from being cut short by childcare leave, we established a system that, in principle, enables employees to return to their previous workplace on their return to work, as well as providing online courses that employees can take at home, to support them in returning to work quickly. Now, increasing numbers of employees are taking English or business skill courses, and we are able to support them in improving their skills and knowledge. In addition to this, we introduced a system targeting employees who have been forced to leave the company because of unavoidable circumstances, such as a spouse being transferred to a different place of work or due to childcare, etc., that will enable them to re-enter the company. And we introduced a female mentor program to promote information-sharing designed to overcome any anxiety over future careers, childbirth and childcare. We will continue to develop our corporate culture and expand our systems to enable each and every employee to make use of their diversity, to actively participate and to demonstrate their capabilities to the maximum.

*F-POWER: Abbreviation for Fujifilm Positive Women Encouraging Renovation

- Fuji Xerox

At Fuji Xerox, we consider initiatives of respect for diversity are our most important principles to become a company where people can demonstrate their capabilities to the full regardless of gender, and to become a truly excellent company that offers products and services appealing to customers. For this reason, we are committed to more actively recruiting and promoting diverse human resources and to establishing flexible employment that can enable every diverse human resources to demonstrate their capabilities to the maximum. We set the target of doubling the proportion of female managers in the five years from FY2012 onward, and are actively working toward this (see page 33).

By transforming their working styles to achieve a work-life balance that enables working efficiency, we aim to reduce working hours and “realize flexible ways of working that can support the diverse values of employee.” We believe that it is important for each employee to participate themselves in implementing work improvements, etc., in the process of change, and to provide that experience to customers as a solution service.

OPINION

Third-Party Opinion on “Effective Utilization and Training of Human Resources”



Mr. Naoki Atsumi

Team Leader of the Cabinet Taskforce
on Birthrate Decline
(Director of Research Department, Toray
Corporate Business Research, Inc.)

Profile
Graduated from University of Tokyo,
Graduate School of Law in 1992.
Appointed to his current post after
duties in several think tanks. He has
analyzed financial data from some 4,000
companies, making visits to 750 domestic
companies and 150 overseas companies.
A consultant with expertise in work-life
balance and workplace diversity.

Expectations for the Positive Cycle of Support and Contribution that Cultivates Self-Motivated Human Resources

While the Japanese government has now started serious discussions about empowering female workers, the Fujifilm Group, ahead of others, had already been reorganizing its workplace based on two related concepts: "utilization of the female workforce" and "supporting new working styles." This is worthy of note. Not only focusing on female employees, but also providing all types of workers—including male employees—with the environment of a "worthwhile" job will eventually lead to the creation of a work place where female workers actively contribute to the business, at the same time achieving the company's target for its female management ratio.

In a society where the population is decreasing, every individual needs to contribute one way or another. The number of employees with greater family responsibilities, such as child rearing and elderly care, will increase. However, it is possible for a company to secure excellent human resources by pursuing an efficient way of working and thereby attracting willing workers. The Fujifilm Group's employment system that supports diverse types of employees is highly organized and can be rated as one of the best. I hope that this work environment nurtures employees into self-motivated human resources who can manage their work and private lives in a balanced manner, while improving their working styles, and thereby creating a positive cycle of "support and contribution" within the company.

Response to the third-party opinion

We appreciate the favorable appraisal of our efforts in implementing diverse working styles in our work places. We believe that pursuing flexible working styles is indispensable as a company to be trusted by a range of stakeholders in the ever-changing environment surrounding the Fujifilm Group—including the expansion of our business areas and market globalization.

As pointed out, in order to cultivate self-motivated human resources who can manage their work and lives in a balanced manner through the will to improve work efficiency, we are continuing to actively improve the working support system and nurture a corporate culture that accepts different styles of working.

(Human Resources Division, FUJIFILM Holdings)



"Labor Accident Prevention Week" in Manaus Factory, Brazil

Basic Approach

Founded on the conviction that occupational safety is the cornerstone of business activity, and employee protection and ensuring safety is one of our core values, Fujifilm will implement exhaustive compliance with laws and regulations related to occupational health and safety.

Fujifilm Group Occupational Health and Safety Policy

The Fujifilm Group operates its businesses based on the following policy elements, considering that the securing of employees' occupational health and safety is the most important and basic element in its corporate activities.

1. We will consider the employees' occupational health and safety as a core value.
2. We will proactively support the maintenance and promotion of employees' health.
3. We will realize the highest standard for employees' occupational health and safety in response to the demands of society.
4. We will establish smooth communications among all Fujifilm-related companies and their employees regarding occupational health and safety.
5. We will actively provide employee education and training on occupational health and safety.

Outline of Activities in FY2013

● Fujifilm

Fujifilm is conducting measures to create workplaces where our employees can work in good health and with peace of mind, based on the safety policy at each facility. We do this through raising awareness 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.

In FY2013, we shared information and knowledge on worker's accident and near-miss cases, as well as measures to avoid their recurrence, which we have been conducting to include Fujifilm's affiliate companies since last fiscal year. We also promoted further prevention of the occurrence of similar incidents. In addition to this, by conducting mutual safety tours of inspection between factories, we are seeking to raise the standard of safety activities.

We are also actively conducting occupational health and safety initiatives outside Japan. For example, at the FUJIFILM do Brasil Ltda.'s Manaus Factory, Brazil, we hold an annual "Labor Accident Prevention Week" to reinforce employee training. Although this is a government regulatory requirement to address accident prevention in the



"Labor Accident Prevention Week" held February 17-21, 2014 in Manaus Factory, Brazil



workplace, Fujifilm in Brazil takes it much further by addressing quality of life issues for employees and conducting health screenings

During the first part of the week-long program, we held presentations on labor safety, ergonomics, and healthy workplaces, followed by medical examinations by occupational medicine doctors, dentists and psychologists. A questionnaire to identify each employee's health condition, lifestyle and level of stress was held, as well as check-ups conducted for blood pressure, glycaemia and dental health. Special emphasis was placed on early diagnosis and treatment of chronic conditions and lifestyle issues, such as high blood pressure, diabetes, stressful lifestyle, sedentary, obesity, and smoking.

● Fuji Xerox

Fuji Xerox and its affiliate and sales companies are conducting activities with a target of realizing safe and pleasant workplaces and employees who are healthy in both body and mind. In FY2013, one production base attained OHSAS 18001 (occupation health and safety management system) accreditation, and we are striving to manage and improve employee occupational health and safety.

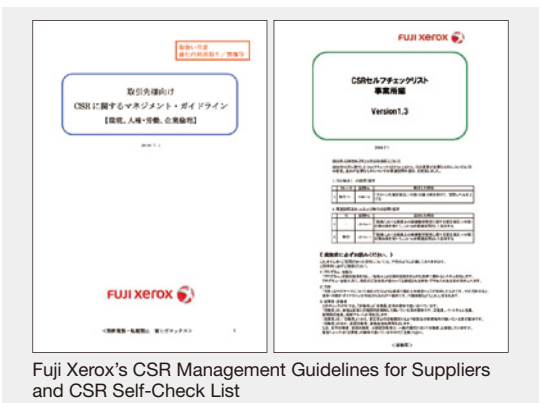
Regarding the prevention of workplace accidents, each factory investigates the causes of an accident through the activities of the occupational health and safety committee, examines measures for the prevention of its recurrence and continuously raises employee awareness, and as a result of this the work accident rate has reached 0.11 (a reduction of 0.2 points on the previous year), and the severity rate is 0.00 (the same as in the previous year). In addition, we also consider the health of our employees to be a significant management issue, and since FY2013, Fuji Xerox has been conducting joint health and safety and health promotion activities in all of its eight sites, which prioritize responses to the five items of lifestyle-related diseases, smoking, mental health problems, risk due to overwork, and workplace accidents. From FY2014, we have also added early detection of cancer as a new priority item and are conducting information provision to employees.

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 FY2009, 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>



Fuji Xerox's CSR Management Guidelines for Suppliers and CSR Self-Check List

Outline of Activities in FY2013

● Fujifilm

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 FY2013, we introduced a new web-based survey system to improve efficiency of CSR self-check in Fujifilm's procurement division and our suppliers. And, we have enhanced the questionnaires from the view point of CSR core subjects, such as human rights, occupational health and safety, the environment, fair trading and ethics, quality and product safety, information security and social contribution. In FY2014, we are going to expand the scope of CSR self-check to all business fields and to cover both domestic and international suppliers.

● Fuji Xerox

Fuji Xerox is making efforts to conduct ethical procurement that takes into consideration the suppliers as well as the environment, human rights, the working environment, etc., not only for production materials, but also for logistics and paper. In implementing 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 the field of production materials, from FY2009 until last fiscal year, our suppliers stably achieved the matching rate of 90% or more in the highest priority items in the

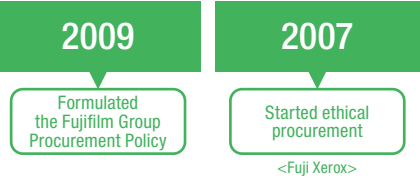
self-check list. But in FY2013, in addition to the new manufacturing site in Hai Phong, Vietnam, the matching rate of new suppliers in ASEAN regions remains low, and we think it takes a few years to improve. In China, persons responsible for procurement, who have undertaken basic training in ethical procurement, continuously conducted visiting education programs. By this program, not only our business partners but also persons responsible for procurement can recognize the importance of ethical procurement, and promote their activities combining with the QCD optimization.

Continuing on from last fiscal year, in the field of logistics, all logistics companies (81 companies) for ethical procurement within Japan achieved targets of matching rate of 90% or more in the highest priority items. Outside Japan, our CSR promotion activities have been fully launched relating to associate logistics companies from the Asian Pacific region hub warehouse. Issues were extracted from the self-check results, and 64% of the associate companies improved and achieved matching rate of 90% or more for the highest priority items.

Conflict minerals

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 FY2013, each division of Fujifilm responded to customer inquiries in accordance with the internal guideline, using the EICC/GeSI template which is a common format for the electrical, electronic, and automotive industries. We continue to disseminate the template throughout the entire supply chain.

In addition, in FY2012, at Fuji Xerox, in cooperation with our supply chain, we prepared to launch a mineral history survey, and in December 2013, we reported the survey results to suppliers of OEM products. In FY2014, we will endeavor further improve data accuracy.



The label of the health drink "Beauty Fighter" was changed to one that can easily be removed, significantly reducing the hassle when disposing of glass bottles.



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.

Outline of Activities in FY2013

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 FY2013 too, based on requests received at our Customer Center, we have been reviewing the containers for our cosmetics and the labels of our health drinks, etc. and making improvements.* In addition, in 2013, we launched a directly-managed photograph store, that enables customers to enjoy photographs in new ways, facilities that enable people to experience the future of printing, and an Open Innovation Hub (see page 34) that creates new values in co-creation with our business partners, and we intend to have direct discussions with our customers to further improve the products.

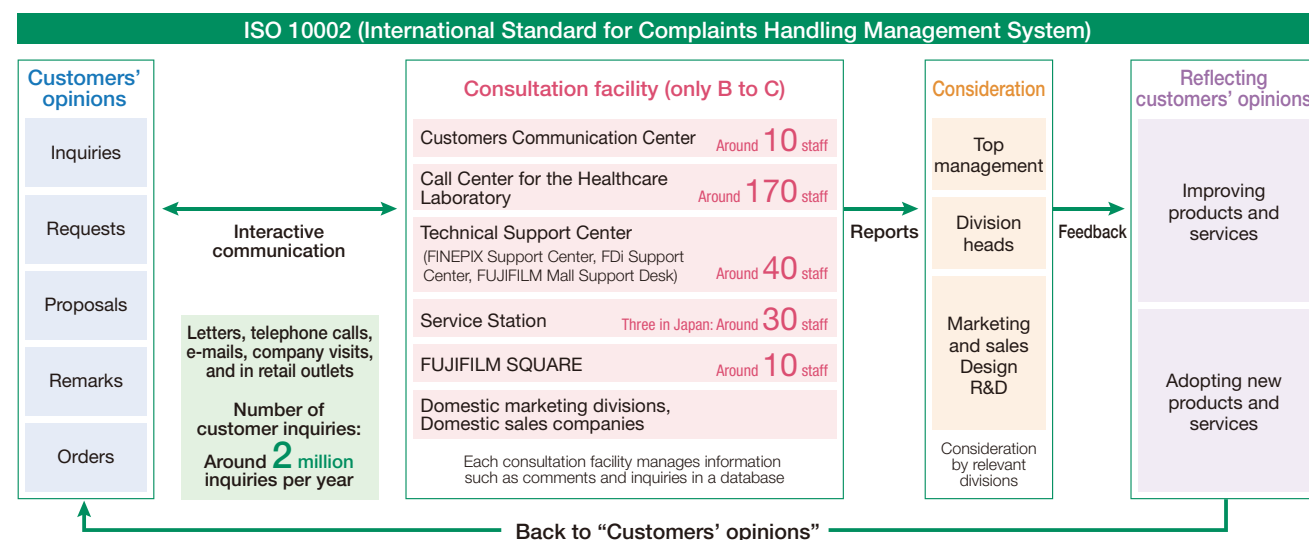
● Fuji Xerox

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. In FY2013 too, as a result of our company-wide initiatives aiming to obtain the trust of customers we have received various recognition from major external institutions.

▼ System for Responding to Customers (FUJIFILM Corporation and its domestic affiliates)



Manufacturing which responds to the needs to a wide variety of customers

● Fujifilm

In order to provide easier products to the customers, 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" since 2001. 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. In 2013 too, we conducted usability evaluation centered on medical systems, such as X-ray diagnostic imaging systems, etc. We intend to continue to pursue "ease-of-use" for customers and are proceeding with product development.

● Fuji Xerox

For us, "accessibility" refers to putting something that cannot be used in a state so that it can be used, while "usability" refers to making a part that is difficult to use more usable. We think of expanding the target customers to enable "user

Topics in FY2013 Products and Services which Reflect Our Customers' Views

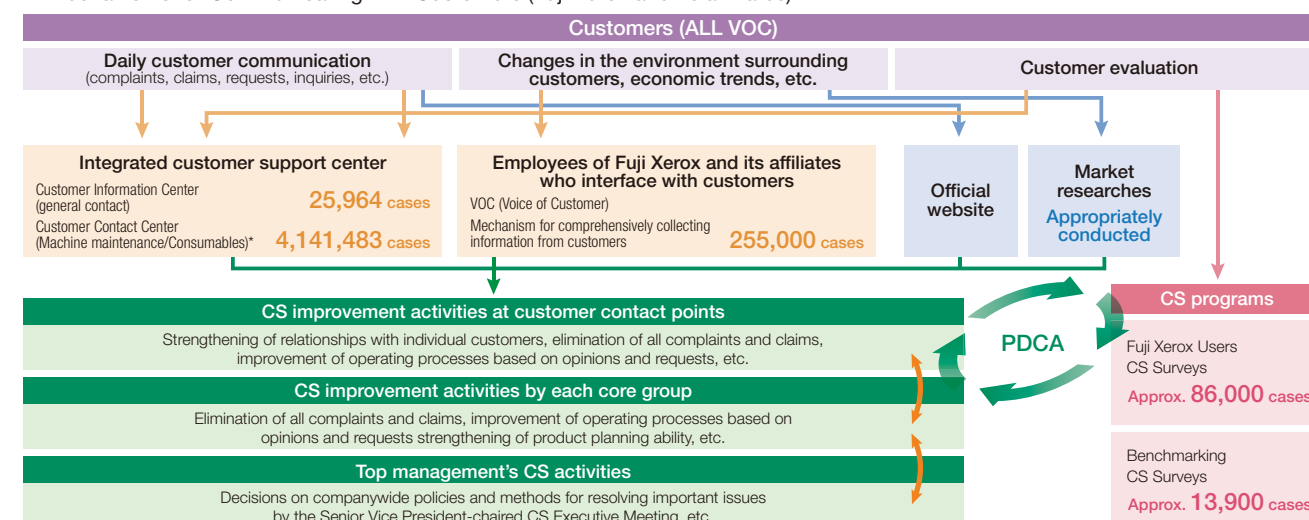
diversity" as being "universal design," and we are currently developing products that aim to enable "anyone and everyone to use them by themselves." For example, when copying, it is important that a customer can conduct a series of operations such as authentication, setting the manuscript to be copied, selecting functions, output, and replacement of paper. If someone is unable to do even just one of these, they will have to give up or ask someone else for help.

In developing our products, we have collected information from listening to and visiting customers, etc. We design, develop and conduct evaluations in operability testing of products based on various internal guidelines that reflect or are in collaboration with JIS or the ISO, and enabling designers to experience for themselves simulations of operating a product from a wheelchair or with poor eyesight.



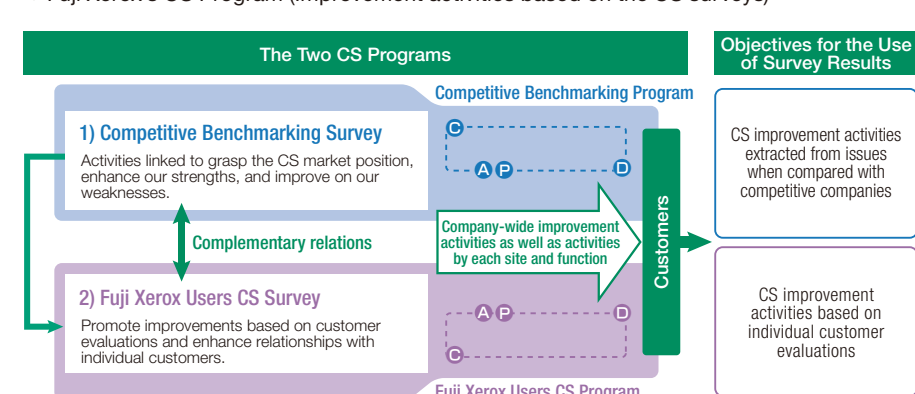
By attaching a full-color scanner with a USB cable and putting it on a desk, documents can be set and scanned while sitting down and copy operation is also possible. Persons using a wheelchair are also able to operate it.

▼ Mechanisms for Communicating with Customers (Fuji Xerox and its affiliates)



*In FY2013, promoting multiple reception system for maintenance and consumables, the both numbers were combined.

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



▼ FY2013 External Appraisals (Fuji Xerox)

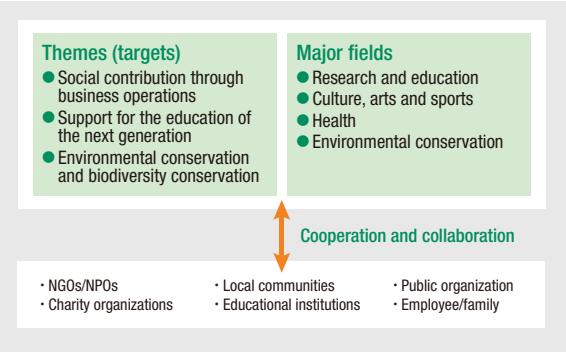
J.D. Power Asia Pacific	
The document equipment service provider segment of the 2013 Japan IT Solution Provider Customer Satisfaction Study SM	Highest for the second consecutive years
The 2013 Japan Color Copier Customer Satisfaction Study SM and the 2013 Japan Color Printer Customer Satisfaction Study SM	Highest for the four consecutive years
Nikkei Computer	
The IT Consulting/Upstream Design Services category of 18th Customer Satisfaction Survey (August 22, 2013 issue)	Top ranking

Integration of Business and Social Contributions

CSR Activities in FY2013 Social contribution Activities Across the world

p. 36 p. 37

Data and Information Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting) p. 69



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/en/sustainability/vision/society.html>

Outline of Activities in FY2013

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. In addition to distinctive activities utilizing the unique characteristics of the Group, such as creation of archives of cultural assets and artistic works (record storage), education aid in emerging nations, restoration of historical manuscripts and production support in publishing of large-font textbooks, we continuously implemented various activities in an environmental and other education assistance and in promoting coexistence with local communities. There are workshops for children to learn the pleasures of taking photo and photography, Pink Ribbon movement to raise awareness of the importance of early detection, diagnosis and treatment of

Approx.
1.1 billion yen

Cost for social
contribution activities*

7,210 hours

Volunteer activities
during working hours

*Cost for future generations, communities, international communities, and NPOs and NGOs

breast cancer and others being organized in Asia, Europe, the United States and other parts of the world, as well as medical equipment supply to emerging nations and disaster areas.

Additionally, internal schemes have been developed, such as volunteer leave, to create an environment and systems for raising the volunteer spirit among each and every employee.

These activities have continued in FY2013. Recovery assistance for areas devastated in the Great East Japan Earthquake continues with energy and has developed to the inception of Tono Miraizukuri College (Tono Future Creation College) and other activities. The Group will continue to move forward in social contribution activities to solve social issues, by taking advantage of our business operation and with attention to communications and partnerships with our stakeholders.

▼ Social Contribution Activities Continued by the Fujifilm Group

Social contribution through business operations	● Connecting Photo Project (Fujifilm)
	● Creating digital archives of cultural assets (Fujifilm)
Support for the education of the future generation	● "PHOTO IS"—30,000 person Photo Exhibition (Fujifilm)
	● Album Café (Fujifilm)
Environmental conservation and biodiversity conservation	● Restoring Ancient Manuscripts (Fuji Xerox)
	● Pink Ribbon Campaign (Fujifilm)
Support for the education of the future generation	● Photo class for young people (Fujifilm)
	● Support for the publication of large-font textbooks (Fuji Xerox)
Environmental conservation and biodiversity conservation	● Support for the education in emerging countries (Fuji Xerox)
	● Fuji Xerox Co., Ltd. Setsutaro Kobayashi Memorial Fund (Fuji Xerox)
Support for the education of the future generation	● Fuji Xerox Print Collection (Fuji Xerox)
	● Special Olympics (Fuji Xerox)
Environmental conservation and biodiversity conservation	● Kikigaki Koshien (Fujifilm)
	● Midori-no-komichi Kankyo Nikki (environmental diary) (Fujifilm)
Support for the education of the future generation	● "Kids' ISO 14000" program (Fuji Xerox)
	● Charitable Trust Fujifilm Green Fund (Fujifilm)
Environmental conservation and biodiversity conservation	● Minamiaso Suiden Otasuke-tai (planting rice project) (Fujifilm)
	● Volunteer tree planting activity in China (Fujifilm's labor union)
Support for the education of the future generation	● Training sessions for nature guides (Fuji Xerox)

Promotion of ESD through support for the education of the future generation



To mark the close of the "United Nations Decade of Education for Sustainable Development, 2005–2014 (UNDESD)," in Nov. 2014, "UNESCO World Conference on Education for Sustainable Development (ESD)" will be held in Nagoya City. The Fujifilm Group continues to support education for building a long-term sustainable society, such as with its *Kikigaki Koshien* and Kids' ISO 14000 program, etc.



High school students from across Japan participate *Kikigaki Koshien* to interview experts and masters about a ways of living, knowledge and techniques etc. relating to the seas and the forests.

Data and Information

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	62
Personnel and Labor (FUJIFILM Corporation)	63
Personnel and Labor (Fuji Xerox)	64
Environmental Aspects.....	65
Priority Targets.....	65
Anti-Global Warming Measures	65
Energy-Saving Measures	66
Environment Conscious in Logistics	66
Conserving Resources Measures	66
Reducing Chemical Substances Emissions.....	67
Pollution Prevention Measures.....	67
Legal Compliance Measures.....	67
Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting).....	68
Domestic and International Appraisals	70

Compliance

Compliance education (Fujifilm in Japan)

Intended audience	Details	2013 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*)	6 times, 120 participants
	Examples of corporate misconduct, punitive actions, consulting facility, risk reporting system, etc. (by CP & RM*)	50 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, 100 participants

*CP & RM: Compliance & Risk Management Division of FUJIFILM Corporation

Compliance education (Fuji Xerox in Japan)

Training names	Intended audience (Fuji Xerox and its affiliates)					Content of education	2013 results
	Executive officers	Managers	General employees	Contract employees	Other employees		
All Fuji Xerox Labor Management and Code of Conduct Training WBT (Web-based Training) ①: Importance of Labor Management in Business Management		○ (mandatory)	○ (optional)			Training to disseminate the importance of Labor Management that is the foundation of business management	Once, 9,765 participants
All Fuji Xerox Labor Management and Code of Conduct Training WBT ②: Understanding the Code of Conduct and Preventing Harassment	○ (mandatory)	○ (mandatory)	○ (mandatory)	○ (optional)	○ (optional)	Understanding the All Fuji Xerox's Code of Conduct and preventing harassment. A harassment prevention workshop is held after WBT	Once, 25,144 participants
All Fuji Xerox Labor Management and Code of Conduct Training WBT ③: Reaffirming Non-competition	○	○	○			Correct understanding of non-competition and action according to the rule leads to All Fuji Xerox business continuity and development	Once, 21,457 participants
New executive officer training	○					Group training on directors' management duties and responsibilities, corporate laws, and risk management—including risks concerning general affairs, human resources, etc.	Once, 37 participants
New administrator training		○				Group training on compliance in labor management (importance and necessity of labor management, corporate misconduct, breaches of workplace discipline, etc.)	Six times, 348 participants
Basic training for new employees			○ (new employee)			Group training for legal compliance that maintain the Basic Corporate Quality by understanding All Fuji Xerox basic CSR policies and activities	Once, 437 participants
Basic training on laws: WBT	○	○	○			Training on basic legal knowledge utilizing the Internet	Once, 23,357 participants
Risk management training: WBT	○	○	○	○	○	Basic training on risk management (including information security) utilizing the Internet	Once, approx. 30,000 participants

Risk Management

Acquisition of P-Mark and ISMS

Certification	Certified affiliates
P-Mark ^{*1}	FUJIFILM Medical Co., Ltd. FUJIFILM Imaging Systems Co., Ltd. FUJIFILM Techno Service Co., Ltd. Fuji Xerox System Service Co., Ltd. Fuji Xerox Learning Institute Inc. FUJIFILM Imaging Protec Co., Ltd. FUJIFILM Media Crest Co., Ltd. Fuji Xerox Service Link Co., Ltd.

^{*1} Privacy Mark (P-Mark): A mark granted by the Japan Information Processing Development Corporation (JIPDEC) to companies in which personal information is handled appropriately.

Certification	Certified affiliates	
ISMS ^{*2}	FUJIFILM Global Graphic Systems Co., Ltd. FUJIFILM Software Co., Ltd. FUJIFILM Imaging Systems Co., Ltd. FUJIFILM Imaging Protec Co., Ltd. FUJIFILM Business Expert Corporation 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. Fuji Xerox (Thailand) Co., Ltd.

^{*2} ISMS: Certification regarding the overall management framework for information including personal information (Information Security Management System).

Employment

Composition of the Fujifilm workforce

As of March 31, 2014

Regular employees	6,573	<Breakdown> General employees: 5,095 (Male: 4,051, Female: 1,044) Managerial personnel: 1,362 (Male: 1,336, Female: 26) Senior expert: 116 (Male: 115 , Female: 1)
Non-regular employees	335	<Breakdown> Temporary employees: 258, Part-timers: 9, Employees re-employed after retirement: 21, Other (Contract employees, etc.): 47

Status of regular employees

As of March 31, 2014

Average age	Average length of employment (years)	Average number of dependents	Average annual salary ^{*1}	Utilization of paid leave ^{*2}	Turnover rate ^{*3}
41.8	Male: 17.5 Female: 18.9	1.4	8.3 million yen	61.5%	1.8%

^{*1} Average annual salary is calculated for the period from January 1, 2013 to December 31, 2013.

^{*2} Data on utilization of paid leave is calculated based on data for the period from October 1, 2012 to September 30, 2013.

^{*3} Turnover rate = $\frac{\text{Attrition} + \text{Retirement} + \text{Voluntary} + \text{New start for senior employees program}}{\text{Annual average number of employees at FUJIFILM Corporation (non-consolidated)}}$

Recruitment

New graduate recruitment (FY2014)	69 ^{*1}	<Technical positions> Male 32, Female 6 <Administrative positions> Male 20, Female 7 <On-site recruitment> Female: 4
Mid-career recruitment	3 ^{*2}	Male 3

^{*1} As the number of new graduates recruited for the fiscal year is confirmed at the beginning of April, 2014.

^{*2} Number of mid-career recruitment represents those from April 2013 to March 2014.

Employment of the challenged and re-employment

	FY2009	FY2010	FY2011	FY2012	FY2013
Employment of the challenged ^{*1}	1.72%	1.77%	1.81%	1.96%	2.01%
Re-employment ^{*2}	18	24	33	29	10

^{*1} Data up to April 30 for each fiscal year

^{*2} Re-employment refers to employees re-employed after retirement.

Labor

Composition of labor union membership

As of March 31, 2014

Union members	Proportion of union membership	Average age of union members
4,965	75.5%	39.8

*Based on the number of regular employees (6,573)

Work accident rate and work accident severity

	FY2009	FY2010	FY2011	FY2012	FY2013
Work accident rate ^{*1}	0.05	0.31	0.00	0.09	0.11
Work accident severity ^{*2}	0.00	0.01	0.00	0.01	0.00

^{*1} Work accident rate = $\frac{\text{Number of employees involved in work accidents}}{\text{Gross number of hours worked}} \times 1,000,000$

^{*2} Work accident severity = $\frac{\text{Number of workdays lost}}{\text{Gross number of hours worked}} \times 1,000$

Number of employees taking a leave of absence*

	FY2009	FY2010	FY2011	FY2012	FY2013
Leave of absence for nursing care	5 (Male 3, Female 2)	5 (Male 0, Female 5)	2 (Male 1, Female 1)	2 (Male 2, Female 0)	5 (Male 1, Female 4)
Leave of absence for childcare	30 (Male 1, Female 29)	55 (Male 1, Female 54)	34 (Male 2, Female 32)	52 (Male 5, Female 47)	42 (Male 1, Female 41)
Leave of absence for volunteer work	0 (Male 0, Female 0)	0 (Male 0, Female 0)	0 (Male 0, Female 0)	0 (Male 0, Female 0)	0 (Male 0, Female 0)

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

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

	FY2009	FY2010	FY2011	FY2012	FY2013
Nursing care leave	8 (Male 5, Female 3)	3 (Male 1, Female 2)	5 (Male 3, Female 2)	13 (Male 6, Female 7)	16 (Male 9, Female 7)
Childcare leave	1 (Male 0, Female 1)	4 (Male 2, Female 2)	2 (Male 1, Female 1)	2 (Male 0, Female 2)	9 (Male 6, Female 3)
Child medical care	57 (Male 6, Female 51)	63 (Male 10, Female 53)	55 (Male 5, Female 50)	71 (Male 11, Female 60)	108 (Male 27, Female 81)
Volunteer work leave	0 (Male 0, Female 0)	0 (Male 0, Female 0)	35 (Male 26, Female 9)	1 (Male 1, Female 0)	0 (Male 0, Female 0)

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

System for a good work-life balance

- 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 exceed 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 care, and volunteer activities.

Giving birth and childcare	1. Systems catering for pre- and post-birth requirements 2. Leave of absence for childcare 3. Use of stock leave for childcare 4. Systems for employment while raising children 5. Three-person interview at the time of returning to work from childcare leave 6. Child medical care leave program (1 relevant child: 6 days per year; 2 or more children: 11 days per year) 7. Reduced work hour program (child in the third grade or lower) 8. Use of stock leave for fertility treatment 9. Leave of absence for fertility treatment 10. Exemption from restrictions on non-scheduled hours worked and from work on holidays 11. Reinstatement to same workplace after leave of absence for childcare
Nursing care	1. Leave of absence for nursing care program 2. Nursing care leave program (1 care recipient: 6 days per year; 2 or more care recipients: 11 days per year) 3. Use of stock leave for nursing care 4. Systems for employment while caring for a family member
Other	1. Leave of absence for volunteer work, Using of stock leave for volunteer work 2. Use of stock leave for self-development 3. Active Life Leave 4. Flextime 5. Discretionary labor system 6. Leaving the office on time (1 day per week) 7. Re-employment Program 8. Female Mentor Program

Revisions to systems operating in accordance with agreements between the labor union and the company

As of March 31, 2014

FY	Item
2007	● Revisions of the support system for encouraging a good work-life balance ● Revisions of policy on providing condolence money
2008	● Revisions of the support system for encouraging a good work-life balance ● Introduction of work regulations adapted to the citizen judge system
2009	● Transaction from approved retirement annuity system to defined-benefit corporate pension system ● Revisions of retirement benefits ● Revisions of some employee systems
2010	● Expansion of the childcare leave program ● Creation of the family care leave program ● Revisions of some employee systems ● Expansion of the child medical care leave program ● Increase in the upper limit on the number of times half-day leave can be taken
2011	● Revision of employees systems
2012	● Revision of travel expenses ● Revision of overseas working conditions ● Revision of employees systems ● Revision of re-employment after retirement
2013	● Revision of work regulations, wage rules and other labor-related regulations

Personnel and Labor (Fuji Xerox)

Environmental Aspects

*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.

Employment

Composition of the Fuji Xerox workforce

As of March 31, 2014		
Regular employees	9,154	<Breakdown> General employees: 6,752 (Male: 5,566, Female: 1,186) Managerial personnel: 2,297 (Male: 2,193, Female: 104) Executive officers: 23 (Male: 23, Female: 0) Contract employees: 82 (Male: 55, Female: 27)
Non-regular employees	785	<Breakdown> Temporary employees: 238, Part-timers: 7, Employees re-employed after retirement: 539, Other (Contract employees, etc.): 1

Status of regular employees

Average age	Average length of employment (years)	Average number of dependents	Average annual salary ¹	Utilization of paid leave	Turnover rate ²
44.4	Male: 19.9 Female: 15.6	1.15	— million yen	56.2%	3.7%

^{*1} Average annual salary is not publicly disclosed.
^{*2} Turnover rate = $\frac{\text{Attrition} + \text{Retirement} + \text{Transfer} + \text{New start for senior employees program}}{\text{Number of employees at Fuji Xerox (non-consolidated)} + \text{annual average number of assigned employees}}$

Recruitment

New graduate recruitment (FY2014)	126 ^{*1}	<Technical positions> Male 45, Female 18 <Administrative positions> Male 38, Female 25
Mid-career recruitment	45 ^{*2}	Male 36, Female 9

^{*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 recruitment (Male 0, Female 0) at the beginning of April 2014.
^{*2} Number of mid-career recruitment represents those from April 2013 to March 2014.

Employment and re-employment of persons with disabilities

	FY2009	FY2010	FY2011	FY2012	FY2013
Employment of persons with disabilities ^{*1}	1.89%	1.86%	2.19%	2.08%	2.07%
Re-employment ^{*2}	423	517	508	485	524

^{*1} Data up to March 31, 2014
^{*2} Number of re-employed workers revised to real figures up to the day following the end of each fiscal year (March 31)

Number of employees taking a leave of absence^{*1}

* Data only for regular employees (non-regular employees are to be added actually)					
	FY2009	FY2010	FY2011	FY2012	FY2013
Leave of absence for nursing care	2 (Male 1, Female 1)	1 (Male 0, Female 1)	2 (Male 0, Female 2)	7 (Male 4, Female 3)	4 (Male 1, Female 3)
Leave of absence for childcare ^{*2}	40 (Male 5, Female 35)	44 (Male 5, Female 39)	62 (Male 8, Female 54)	52 (Male 4, Female 48)	46 (Male 8, Female 38)
Leave of absence for volunteer work ^{*3}	0 (Male 0, Female 0)	0 (Male 0, Female 0)	0 (Male 0, Female 0)	0 (Male 0, Female 0)	0 (Male 0, 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.

Labor

Composition of labor union membership

As of March 1, 2014		
Union members	Proportion of union membership	Average age of union members
6,724	73.5%	41.7

*Based on the number of full-time worker excluding executive directors (9,146)

Work accident rate and work accident severity

	FY2009	FY2010	FY2011	FY2012	FY2013
Work accident rate ^{*1}	0.24	0.19	0.55	0.31	0.11
Work accident severity ^{*2}	0.00	0.01	0.01	0.00	0.00

^{*1} Work accident rate = $\frac{\text{Number of employees involved in work accidents}}{\text{Gross number of hours worked}} \times 1,000,000$
^{*2} Work accident severity = $\frac{\text{Number of workdays lost}}{\text{Gross number of hours worked}} \times 1,000$

Number of employees taking a care leave^{*1}, and total number of volunteer work leave

* Data only for regular employees (non-regular employees are to be added actually)					
	FY2009	FY2010	FY2011	FY2012	FY2013
Nursing care leave ^{*2}	29 (Male 24, Female 5)	28 (Male 21, Female 7)	26 (Male 17, Female 9)	27 (Male 15, Female 12)	26 (Male 16, Female 10)
Childcare leave ^{*3}	326 (Male 142, Female 184)	226 (Male 89, Female 137)	237 (Male 86, Female 151)	197 (Male 72, Female 125)	284 (Male 97, Female 187)
Volunteer work leave ^{*4} (total number of days)	13 (Male 9, Female 4) (30 days)	27 (Male 18, Female 9) (83 days)	118 (Male 94, Female 24) (530 days)	50 (Male 38, Female 12) (135 days)	15 (Male 11, Female 4) (54 days)

^{*1} Number of regular employees (including contracted employees) who began a leave during the relevant fiscal year (April 1 to March 31).
^{*2} Number of employees taking leave of nursing care leave under the "accumulated paid leave (nursing care for family members)," "nursing care for family members" and "one-day nursing care leave" programs
^{*3} Number of employees taking childcare leave under the "accumulated paid leave (child healthcare)" and "child medical care" programs
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 FY2013, 74 male employees took leave under this program.
^{*4} Volunteer work leave shows the number of employees who took "accumulated paid leave (volunteer activity)" and the number of days spent for such activities.

System for a good work-life balance

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

Giving birth and childcare	1. Maternity leave (paid) 2. 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} 5. Shortened working hours in pregnant and for childcare (from pregnancy to third grade of elementary school) 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)
Nursing care	1. Leave of absence for caring for a family member (maximum 2 years) 2. Shortened working hours for caring for a family member 3. Limited off-hours work for caring for a family member 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
Other	1. Flextime 2. Continuous service award special vacation; "refresh vacation" 3. Social service system (leave of absence program for employees participating in socially beneficial activities) 4. Accumulated paid leave ^{*1} for volunteer activities 5. Leave of absence for education 6. Leave of absence for senior theme (support for senior employees' second career) 7. Flexible work schedules (support for senior employees' second career) 8. Double job program ^{*2} (support for senior employees' second career)

^{*1} 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 engage 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 between the labor union and the company

FY	Item
2007	• Implementation of comprehensive secondment system
2008	• Revisions to travel expense regulation
2009	• Introduction of work regulations adapted to the citizen judge system
2010	• Revision to the program for supporting childcare and family care
2011	• Revisions to work system on April 1, 2012 in accordance with agreements between the labor union and the company
2012	• Introduction of irregular working hours support system for developers and SEs • Revision of the employment and evaluation criteria for post-retirement re-employees
2013	• Introduction of on-site irregular working hours support system for SEs

Priority Targets

Fujifilm FY2014 Priority Issues

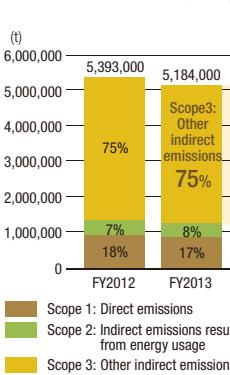
Priority Issues	Strategies
1. Promotion of anti-global warming measures* and energy cost reduction <small>*30% reduction in CO₂ emissions throughout the life cycle of products by FY2020 (vs. FY2005)</small>	① Reduce CO ₂ emissions and energy cost by promoting energy saving activities ② Generate in-house power (including the wheeling* of electric power in Japan). <small>*wheeling is the transportation of electric power (megawatts or megavolt-amperes) over transmission lines</small> ③ Develop cost-saving strategy taking into account the liberalization in the gas market. <small>(Gas transmission system, review shale gas opportunities, etc.)</small> ④ Implement activities to educate employees and their families on reducing CO ₂ footprint
2. Promotion of efficient use of resources	① Use resources efficiently by promoting the 3Rs: Reduce-Reuse-Recycle ② Reduce waste generation through yield increase, reuse of manufacturing waste, conversion of waste into valuables etc. ③ Promote resource recovery and recycling to reduce the waste generated at production sites in Europe, North America and China ④ Reduce water use through reuse and other conservation efforts
3. Ensuring chemical and product safety	① Continue dissemination of approaches and systems to the supply chain concerning management of chemical substances contained in products ② Conduct comprehensive chemical risk assessment* at the new products inception stage <small>*including chemical safety, current and future regulatory requirements or social demands</small> ③ Promote use of safer chemical substances by anticipating regulatory requirements and social demands ④ Improve efficiency of notification and registration of chemical substances by using knowledge and experience of the whole Fujifilm group ⑤ Continue on-going education concerning product safety
4. Development and dissemination of environmentally valuable products and services	① Demonstrate the reductions in CO ₂ emissions for products and services and disclose environmental attributes of products and services proactively ② Formulate calculation rules for water footprint for products and services and adopt the Design for Environment rules
5. Value chain management from the viewpoint of corporate social responsibility	① Ensure assessment of biological resources in procurement process and follow Nagoya Protocol on Access and Benefit Sharing*. <small>*The Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization to the Convention on Biological Diversity is an international agreement which aims at sharing the benefits arising from the utilization of genetic resources in a fair and equitable way</small> ② Improve Ethical Sourcing investigation for suppliers ③ Continue appropriate response to survey concerning the conflict mineral issue
6. Environment and safety risk management	Promote efforts for environmental and safety issues on a global scale especially in Europe, North America, China and Japan • Maintain systems for strict compliance to meet legal requirements and voluntary control limits • Improve occupational health and safety • Improve systems and processes to ensure proper management of wastes
7. Information disclosure and communication of relevant information	① Enhance information disclosure through various methods (e.g., Sustainability Reports, websites) ② Verify adequacy of the current system to meet social requests through dialogue with stakeholders
8. Employee education	Educate and train employees in the areas of environment, chemicals, product safety, occupational safety, etc.

Fuji Xerox Priority Targets (Environmental Medium-Term and 2014 Targets)

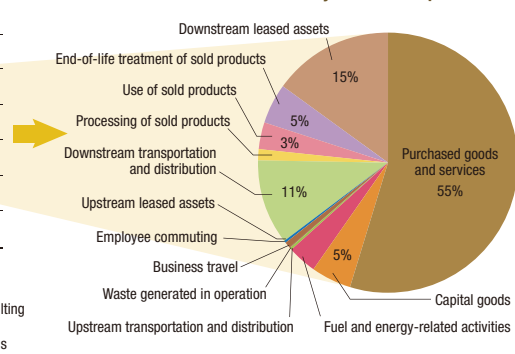
Priority targets	Strategies	
Controlling global warming ① By FY2020, 30% reduction in CO ₂ emissions during the company's overall lifecycle stage from the level in FY2005 ② Reduce CO ₂ emissions at customers by seven million tons by FY2020	Provide energy saving products & solutions Promote energy saving measures manufacturing, office, and distribution	① Develop low power-consumption technology ② Create a scenario to help reduce CO ₂ emissions from customers across society and acquire required technology ① Introduce energy saving facilities to production sites, improve manufacturing processes, and improve work efficiency through innovative ideas ② Reduce CO ₂ emissions in offices by promotion of transforming working styles etc. ③ Reduce CO ₂ emissions by improving the distributions systems inside and outside Japan
Preservation of natural resources	Promote product 3Rs Reduce resource usage volume and waste in production sites	① Establish the next generation eco-friendly structural material technologies, such as biomass ② Reduction of resource input with lighter equipment ③ Curb use of new resources by recycling used parts ④ Actively use eco-conscious materials in paper ① Reduction of waste output and recovery of valuable substances at production sites ② Reduce water usage in production sites
Reduction in environmental risk from chemical substances	Reduce chemical substance risks from products Reduce chemical substance risk from production sites	① Reinforce risk management of chemical substances, such as by observing RoHS, REACH, etc. ① Ensure implementation of risk management of chemical substances
Improvement of the infrastructure for promoting environmental targets		① Reinforce system to track the environmental impact from products throughout their life cycles ② Promotion of early action on global environment regulations

Anti-Global Warming Measures

CO₂ emissions (Scope 1, 2, 3)



FY2013 result of GHG Scope 3 emissions for Fujifilm Group



FY2013 CO₂ emission by region* (manufacturing)

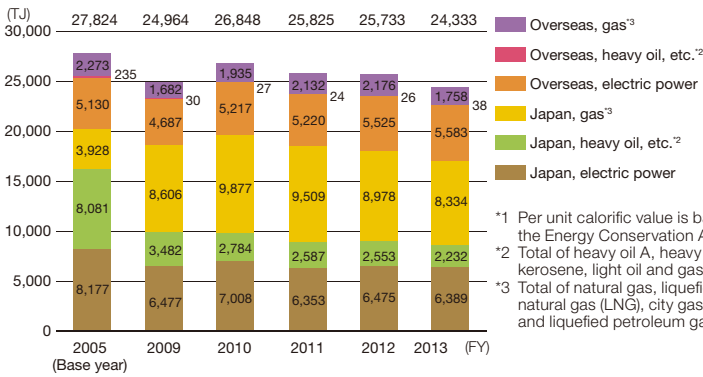
		(kt-CO ₂ /year)
Japan		874
Overseas	Americas (USA, Canada & Brazil)	149
	Europe (Netherlands, Germany, Belgium, UK & France)	89
	China	124
	Asia excl. China & Oceania (Australia, South Korea, Singapore, etc.)	33
Group total		1,268

*Calculation method:
Calculation of CO₂ emission by energy usage specified in the Act on the Rational Use of Energy.
Emission coefficient by electric power utility used for purchased power.

*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.

Energy-Saving Measures

Annual changes in energy consumption*1



*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. (FY2013)*

	Heavy oil	Kerosene	Light oil	Gasoline
Japan	51.3	2.8	0.1	0.0
Overseas	0.0	0.0	0.8	0.2
Group total	51.4	2.8	0.9	0.2

*Consumption in manufacturing only

Environment Conscious in Logistics

Annual changes in total CO2 emissions in domestic logistics*

	FY2009	FY2010	FY2011	FY2012	FY2013
Total CO2 emissions	41,031	40,936	41,450	44,278	47,075

*Total CO2 emissions are calculated as the amount of CO2 emitted by FUJIFILM Logistics Co., Ltd. in its logistics activities for the Fujifilm Group companies. Since FY2006, we shifted calculation method to the method based on revised Energy Conservation Law (travel distance of empty cars not included in calculations, etc.).

Annual changes in amount of CO2 reductions and reduction rates through transportation efficiency improvements* (Domestic distribution)

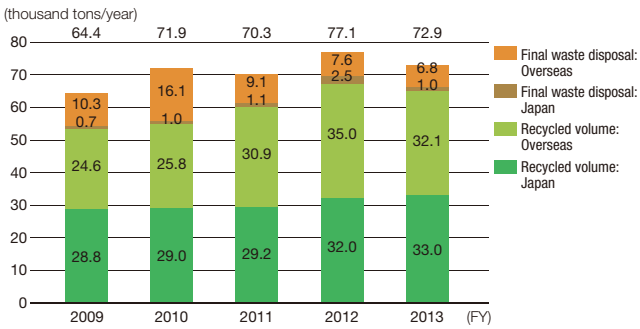
	FY2009	FY2010	FY2011	FY2012	FY2013
Amount of CO2 reductions (tons of CO2/year)	6,691.0	7,004.0	6,969.9	7,753.6	6,353.7
CO2 reduction rate (%)	14.0	14.8	14.4	14.9	11.9

CO2 reduction rate (%) = $\frac{\text{Amount of CO2 reductions}}{\text{Total CO2 emissions} + \text{CO2 reductions}}$

*In the fiscal year 2013, we enforced our activities for CO2 reductions in collaboration with a specified consigner. Major reduction initiatives, which proved effective, include reducing transportation distance by rebuilding distribution network, improving carrying efficiency by double stacking during transport and enhancing gasoline mileage by eco-driving.

Conserving Resources Measures

Annual changes in waste generation*1, recycling & final disposal*2



*1 Processed by external service providers
*2 Simple incineration or landfill disposal

Annual changes in domestic transport volume* (million tons/kilometer)

	FY2009	FY2010	FY2011	FY2012	FY2013
Transportation volume	162	164	175	194	186

*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)

	FY2009	FY2010	FY2011	FY2012	FY2013
Packaging material reduction rate	5.9	5.7	3.4	10.1	15.5

Packaging material reduction rate (%) = $\frac{\text{Weight reduced}}{\text{Total material weight} + \text{weight reduced}}$

*Total weight of export packaging materials handled by FUJIFILM Logistics in FY2013 was 1,146,944.0 tons. Weight was reduced by 210,940.8 tons, with yearly reduction rate of 15.5%. 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)

	FY2009	FY2010	FY2011	FY2012	FY2013
Total consumption	19.4	19.0	18.5	18.2	16.3

*Total of corrugated paper boxes, paper materials, paper containers, metal materials, plastic molds, plastic film/sheet and glass used.

Annual changes in valuable resources* (thousand tons/year)

	FY2009	FY2010	FY2011	FY2012	FY2013
Japan	51.9	56.8	54.6	37.5	32.9
Overseas	22.1	21.2	21.3	28.4	27.2
Group total	74.0	78.0	75.9	65.9	60.1

*Valuable resources sold to the third party.

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 (flocculant for water treatment)
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
Batteries	Zinc, smelt iron
Left over food, raw garbage, organic sludge	Fertilizer, animal feed
Documents, empty boxes	Recycled paper
Iron, aluminum, copper, etc.	Smelt metal

Reducing Chemical Substances Emissions

Response to the PRTR Law (Fujifilm 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 website.

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

Annual changes in atmospheric emissions of VOCs (hundred tons/year)

	FY2009	FY2010	FY2011	FY2012	FY2013
Japan	9.6	10.3	10.1	7.6	6.9
Overseas	1.6	1.8	1.8	1.9	1.9
Group total	11.2	12.1	11.9	9.5	8.8

Pollution Prevention Measures

Annual changes in volume of atmospheric emissions (tons/year)

		FY2009	FY2010	FY2011	FY2012	FY2013
SOx emissions	Japan	46	18	22	20	21
	Overseas	1	6	1	1	4
	Group total	47	25	24	20	25
NOx emissions	Japan	454	445	470	391	450
	Overseas	43	41	40	66	73
	Group total	497	485	510	457	522
Soot particle emissions	Japan	3.5	2.6	3.0	3.3	3.8
	Overseas	2.2	1.4	0.7	3.2	0.7
	Group total	5.7	4.1	3.7	6.5	4.5
Atmospheric emissions of specified CFCs*	CFC-11	0.20	1.13	0.10	0.20	0.00
	CFC-12	0.00	0.04	0.02	0.00	0.00

*Group total, below the limit of detection = 0

Annual changes in water contaminant burden & emissions*1 (tons/year)

		FY2009	FY2010	FY2011	FY2012	FY2013
Total amount of COD*2	Japan	76.4	84.1	93.2	85.0	85.2
	Overseas	17.9	15.3	21.7	24.4	31.3
	Group total	94.3	99.4	115.0	109.5	116.5
Total amount of BOD*3	Japan	46.7	45.5	46.7	43.6	43.3
	Overseas	7.1	5.5	6.2	2.9	1.6
	Group total	53.8	51.0	52.8	46.5	45.0
Total amount of nitrogen emissions	Japan	286.5	282.3	254.5	259.0	246.5
Total amount of phosphorous emissions	Japan	3.7	9.1	5.2	2.5	3.4

*1 Effluent release into public water bodies

*2 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.

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

Surveying and 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.

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

URL <http://www.fujixerox.co.jp/company/csr/stakeholder/environment/target.html> (in Japanese only)

Storage and management of devices/equipment containing PCBs* (FY2013)

Types of equipment containing PCBs	Unit	Storing and managing amount	
		Japan	Group total
High voltage transformers	Quantity	9.0	23.0
High voltage condensers	Quantity	294.0	384.0
PCB oil waste, etc.	kg	188.1	188.1
Sludge, etc.	m ³	10,394.1	10,394.1
Fluorescent lamp stabilizers	Quantity	14,218.0	14,214.0
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	14.0

*Not including items with trace levels of PCBs

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

Category	Name of substance	Reduction (tons)	Reduction rate in comparison to FY2012 (%)
Substances requiring reporting under the PRTR Law	Dichloromethane	18	19
	Methyl alcohol	36	12
Substances voluntarily controlled by the company	Ethyl acetate	13	21
	Methyl ethyl ketone	2	6
	Acetone	-8	-71

*Reduction in volumes in FY2013 compared with actual levels in FY2012

Legal Compliance Measures

Legal compliance and reports on complaints in FY2013

In 2013, there were nine violations of environment-related laws (of which eight were overseas) and six customer complaints (of which two were overseas). 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. Although there are issues that are currently being addressed, stricter control will be implemented on these occurrences, including related facilities, to prevent recurrence.

	Japan	Overseas	Group total
Number of legal violations (number of cases solved)	1 (1)	8 (7)	9 (8)
Number of complaints (number of cases solved)	4 (4)	2 (2)	6 (6)

Responses to environment-related complaints and legal violations in FY2013*

Company/site name: FUJIFILM Techno Products Co., Ltd., Hanamaki Site	
Description	Violated Hanamaki City pollution control agreement on wastewater quality.
Response	Antiseptic was added in the septic tank, and the quality level was confirmed to be less than agreement value in later measurements. A presentation on the cause and corrective measure was made to Hanamaki City.
Company/site name: FUJIFILM Hunt Chemicals USA, Inc. Dayton	
Description	Temporarily exceeded the permissible COD emissions in wastewater.
Response	Sampling and analysis frequency was increased for improvement and detection of change prior to exceeding the level.
Company/site name: FUJIFILM Hunt Chemicals USA, Inc. Rolling Meadows	
Description	Warning on leakage of chemicals into wastewater treatment plant
Response	Discussions held with the wastewater treatment plant on re-examination of internal management system, such as action in case of leakage of chemicals, recovery of washing water, discharge method, inspection method, report to administrative authorities. Improvement was confirmed later.
Company/site name: FUJIFILM Manufacturing U.S.A., Inc.	
Description	Temporarily exceeded the permissible COD emissions in wastewater.
Response	The cause was identified as winter rainwater discharge. Measures were implemented but have not restored normal wastewater standard levels. The management system will be reinforced, and investigation conducted into the root cause in cooperation with the administrative authorities.

*Relatively minor violations have been excluded.

Sustainability Accounting

(Labor Environment and Social Benefit Accounting, Environmental Accounting)

Labor Environment and Social Benefit Accounting

Overview of FY2013

- 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 programs.
- 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>

FY2013 (April 1, 2013 to March 31, 2014)

<Scope of labor environment and social benefit accounting>

69 domestic companies in the Fujifilm Group (FUJIFILM Holdings, Fujifilm and 19 Fujifilm affiliates, Fuji Xerox and 46 Fuji Xerox affiliates, and TOYAMA CHEMICAL)

<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 FY2013

● **Environmental conservation costs**

Overall costs were reduced by 10%. Approximately 6% of total costs was for facility investment and 94% was expenditure. This ratio is almost the same as the previous year.

[Facility investments]

Reduced approx. 50% year-on-year. This is due to the drastic drop in investment into facilities related to plants.

[Expenditure]

Expenditure was reduced by ¥180 million or 4% 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 2% to ¥2.8 billion year-on-year internally and externally.

[Internal economic effect]

Slightly reduced by 1.5% year-on-year.

[External economic effect]

Rise in benefits for customers led to a marked increase of ¥5.4 billion or 4% 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 benefits to customers for FY2013 increased by ¥7.2 billion or 7% over the previous year. Greater use of energy-saving equipment, such as combination of EA-Eco Toners and IH Fusing in office printers increased the power-saving effects.

<Period of coverage>

FY2013 (April 1, 2013 to March 31, 2014)

<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 non-environmental purposes, the portion relating to non-environmental purposes has been excluded.
- (3) Economic impact within the Group: The difference in value terms from the previous year in fines for polluting and usage of energy, raw materials, water, and other resources is accounted for, as well as the real impact of recovery, recycling, and other measures in value terms for the year in question.
- (4) Economic impact outside the Group: The difference in value terms from the previous fiscal year has been shown for SOx, VOCs, and CO₂. For recycling, the anticipated benefit in value terms has been shown for the year in question.

Product	Amount		
	FY2011	FY2012	FY2013
1. High-density magnetic memory materials	8,392	5,597	3,987
2. Pre-sensitized aluminum plate not using plate-making film	39,468	65,212	75,333
3. Film for LCDs: WV films	21,694	14,797	11,769
4. Digital color multifunction device and printers	19,649	22,943	24,656
Total	89,203	108,549	115,745

Labor Environment and Social Benefit Accounting

Breakdown of labor environment and social benefit accounting (million yen)

Stakeholder	Goal	Cost totals	
		FY2012	FY2013
Employees	Work health and safety	1,635	1,643
	Personnel training	2,801	2,757
	Protect diversity	483	917
	Develop a workplace in which employees can work comfortably	1,340	1,210
Customers	Ensure appropriate customer response and safety	361	274
Future generations	Education for future generations	0	24
Communities (local society and government)	Harmony with the local community	99	116
	Promote culture and the arts in society (in Japan)	746	883
International community	Consideration for the international community and international cultures	46	42
NGOs and NPOs	Cooperation with NGOs and NPOs	11	14
Suppliers	Consideration for products	56	50
Total		7,579	7,928

Volunteer activities during working hours

	FY2011	FY2012	FY2013
Hours spent on volunteer activities	10,175	4,700	7,210
Volunteering cost	41 million yen	12 million yen	19 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 FY2013

Environmental conservation costs					Environmental conservation benefits					
	Capital investment		Expenses		Economic impact inside the Group			Economic impact outside the Group		
	FY2012	FY2013	FY2012	FY2013		FY2012	FY2013		FY2012	FY2013
1. Costs incurred within the business site	4,659	1,995	9,123	8,376						
(1) Environmental damage prevention	333	327	2,639	2,058	Reduced pollution levy	-3	0	Reduction in SOx emissions ¹ Reduction in volume of SOx emissions	0.000 5 tons	0.000 -2 tons
								Reduction in volume of NOx emissions	130 tons	-21 tons
								Reduction in VOC emissions ² Reduction in volume of VOC	152 435 tons	18 53 tons
(2) Global environmental protection	4,182	1,487	3,893	4,022	Energy conservation	926	1,654	Reduction in CO2 emissions ³ Reduction in volume of CO2 emissions	9 20 kilotons	52 61 kilotons
(3) Resource recycling	144	181	2,591	2,295	Reduced raw materials and resources used	11,281	9,832	Reduced waste materials through reuse and recycling ⁴ Reduced volume ⁶	18,600 186 kilotons	16,900 169.0 kilotons
					Reduced water resource consumption ⁵	1,581	628			
					Recovery and recycling					
					Silver	1,586	1,453	Reuse of aluminum materials Reduced volume of CO2 emissions	18 30 kilotons	27 30 kilotons
					Polymeric materials	1,249	590			
					Aluminum materials	98	119			
					Others	575	389			
2. Upstream/downstream costs	0	0	7,373	7,293	QuickSnap recovery, Parts recovered from used equipment	5,630	5,630			
3. Cost of management activities	21	50	8,045	7,894						
4. Research and development costs	830	617	17,238	15,964				Customer benefits are shown in the table on page 68.	108,549	115,745
5. Costs for social programs	6	55	45	486						
6. Costs for handling environmental damage	6	22	37	44						
Pollution levies										
Total	5,521	2,739	41,861	40,057		22,923	20,295		127,328	132,742

*1 SOx emissions reductions: ¥36/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.

*3 CO₂ emissions reductions: ¥856/ton
Trading price of EU emissions credit 2013 futures (€3.78/ton) at the end of March 2013.
*4 Landfill costs for the waste product (¥100/kg).
*5 Water resource consumption reduction: ¥200/ton for clean water supply, ¥200/ton for sewage water times the reductions amount.
*6 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 right are evaluations of FUJIFILM Holdings in domestic and international ranking surveys.

Survey	Evaluation for FUJIFILM Holdings
8th CSR Corporate Ranking (2014, Toyo Keizai, Inc.)	2nd out of 1,210 companies (570.5 points)
17th Nikkei Environmental Management Survey (sponsored by Nikkei Inc.)	9th out of 429 manufacturers; 1st in the petrochemical field for the seventh consecutive year
7th JUSE Quality Management Level Research (Union of Japanese Scientists and Engineers)	2nd out of 217 companies, Excellent Company Award
CDP (Carbon Disclosure Project)	Score of 88, Rank of B

Dow Jones Sustainability World Index



FTSE4Good Global Index



Morningstar Socially Responsible Index
(As of May 2014)



■ Appraisals and awards in FY2013

See pages [p. 24](#) [p. 32](#) [p. 59](#)

Recipient	Name and description of the award	Awarding entity
FUJIFILM Corporation	5th Monodzukuri Nippon Grand Award, Manufacturing and Production Process Category, Prime Minister's Awards	Ministry of Economy, Trade and Industry.
FUJIFILM Corporation	nano tech Grand Awards 2014 Life Nanotechnology Awards	National Institute for Materials Science
FUJIFILM Corporation	22th Japan Movie Critics Award Special Award	Japan Movie Critics Award
FUJIFILM Corporation	FY2013 Industrial Standardization Awards, Minister of Economy, Trade and Industry Awards	Ministry of Economy, Trade and Industry
FUJIFILM Corporation	2013 Thomson Reuters Top 100	Global Innovators Thomson Reuters
FUJIFILM Corporation	Good Design Award 2013	Japan Institute of Design Promotion
FUJIFILM Corporation, R&D Center	Kanagawa Brand Certification	Kanagawa Prefecture
FUJIFILM Techno Products Co., Ltd.	2013 Kanagawa Global Environment Award, Global Warming Prevention Award	Kanagawa Prefecture, Kanagawa Promotional Conference for Preservation of Global Environment
FUJIFILM Optomaterials Co., Ltd.	Federation of Safety of Hazardous Materials, Shizuoka, Chairman's Prize	Federation of Safety of Hazardous Materials, Shizuoka
FUJIFILM Medical Co., Ltd., Morioka Service Center	Safety Driving Award	Iwate Prefectural Police Headquarters and Iwate Prefecture Safety Driving Supervisor's Federation
TOYAMA CHEMICAL CO., LTD., Toyama Works	The Commendation for Science and Technology 2013, The Prize for Creativity	Minister of Education, Culture, Sports, Science and Technology
FUJIFILM RI Pharma Co., Ltd., Chiba Office	Safety Drivers Chiba 2013, the Good Plant Award	Chiba Prefecture Safety Driving Association
FUJIFILM RI Pharma Co., Ltd., Chiba Office	Chiba Labor Bureau Director's Award for Safety and Health	Chiba Labor Bureau
Fuji Xerox Co., Ltd.	The top ranking in the IT Consulting/Upstream Design Services category of Customer Satisfaction Survey by Nikkei Computer	Nikkei BP
Fuji Xerox Co., Ltd.	Good Design Award 2013	Japan Institute of Design Promotion
Fuji Xerox Co., Ltd.	The Commendation for Science and Technology, Prizes for Science and Technology, Development Category	Minister of Education, Culture, Sports, Science and Technology
Fuji Xerox Co., Ltd.	National Commendation for Invention, Invention Prize	Japan Institute of Invention and Innovation
Fuji Xerox Co., Ltd.	The highest for 2013 Japan Color Copier Customer Satisfaction Index Study SM	J.D. Power Asia Pacific
Fuji Xerox Co., Ltd.	The highest for 2013 Japan Color Printer Customer Satisfaction Index Study SM	J.D. Power Asia Pacific
Fuji Xerox Co., Ltd., Toyama Center	Toyama Governor's Award	The Japan Electric Association, Hokuriku Branch
FUJIFILM Manufacturing U.S.A., Inc.	2013 Palmetto Award (10 straight years of 100% permit compliance)	Greenwood Metropolitan District
FUJIFILM Electronic Materials U.S.A., Inc.	Preferred Quality Supplier Award	Intel Corporation
FUJIFILM Electronic Materials (Europe) NV	Preferred Quality Supplier Award	Intel Corporation
FUJIFILM Imaging Colorants Ltd. Grangemouth Manufacturing	Gold Medal for Occupational Health & Safety	The Royal Society for the Prevention of Accidents (RoSPA)
FUJIFILM Europe GmbH	Climate Certification	Dual System Germany "green dot"
FUJIFILM France S.A.S.	Imprim'Vert Certificate ("Green printing certification")	P2i: pole d'innovation de l'imprimerie.
FUJIFILM Hunt Chemicals Singapore Pte. Ltd.	Singapore Chemical Industry Council Responsible Care Awards 2013 Pollution Prevention Code	Singapore Chemical Industry Council (SCIC)
Fuji Xerox Taiwan	The Seventh Excellent Performance Enterprises Award, Evergreen Enterprises category award	Taoyuan County of Taiwan

Third-Party Opinion



Toshihiko Fujii

Consulting Fellow
Research Institute of Economy,
Trade and Industry

Profile

Graduated from the Faculty of Economics, the University of Tokyo in 1987 and earned an MBA from the University of Washington in 1994. For four years from 2000, he served as secretary-general of the Japan Business Council in Europe in Brussels, actively engaging in lobbying the EU market. He has participated in the EU's CSR policy planning. After returning to Japan, he has been visiting lecturer at Keio University Law School and visiting professor at Saitama University Graduate School of Economic Science. He is currently Consulting Fellow at the Research Institute of Economy, Trade and Industry. His major works include "Global Rules As Competition Strategy" (TOYO KEIZAI INC.) and "CSR in Europe and CSR in Japan" (JUSE Press).

FUJIFILM Holdings' CSR has shown dramatic advances in 2014 with the new medium-term management plan. I would like to present my assessment of its CSR from the three perspectives of (1) process, (2) direction and (3) self-examination, focusing chiefly on the medium-term management plan.

(1) Process

The most important feature of the activities conducted this year to resolve social issues through business operations was the systematic process implemented to identify priority areas and issues. Fujifilm should be recognized for its effort in identifying 11 priority issues in the four areas of the Environment, Health, Daily Life, and Working Style based on the two overlapping perspectives of business strategy and social importance.

A systematic process is both reproducible and extendable, presenting the possibility of future activities. The process that has been executed in concrete detail in the new Medium-Term Management Plan should be recognized as proof of the company's focus on the future.

(2) Direction

Regarding "focus on the future," sharing a company's vision of the ideal future society with society at large serves as the foundation for cooperation with its stakeholders. A good example of this in the Report is the gas separation membrane module that enables the use of natural energy sources with high efficiency and low energy consumption, which the company has reported to be progressing from demonstration tests to the commercialization stage.

If I am permitted to ask for more in this direction, however, a future vision that is one or two steps further into the future from the current state of technical innovation would be recommended. The idea would be to present to society a vision that is grander in scale.

(3) Self-Examination

On the "dark" side of business activities, including reducing the impact on the environment and society, issues with the value chain, etc., that are intrinsically linked to any business enterprise, Fujifilm continues to show its self-awareness and should be highly appraised for reinforcing its activities in these areas in the new medium-term management plan. Focusing further on this subject, I would like to comment on the vital global issues of (a) measures to address global warming, (b) preservation of water resources and (c) protection of human rights.

(a) Measures to combat global warming

In view of its growing production output, Fujifilm should be evaluated highly for steadily reducing its CO2 emissions across the entire group. As mentioned in the third-party opinion issued by

Mr. Sueyoshi, the company's proactive efforts to create a scheme for transmitting power generated internally on consignment, without depending on existing rules, is very impressive and is something that we would like to see demonstrated in the future as well. Changes in society require changes also in the social regime, and CSR plays an important role in exercising initiatives to achieve this goal.

(b) Water problem

The shortage of water supplies is expected to become a serious issue in sustainable growth on a global scale. In this respect, I welcome and appraise highly the establishment of guidelines for calculating water consumption through the entire product life-cycle and for advances in water recycling. In addition, activities to conserve water in the color printing paper production process at its US plant are extremely interesting. Unlike CO2, however, water-related risks are hugely dependent on regional characteristics. It may be rational to set goals with attention paid to the fact that much of the groupwide water consumption is concentrated in Japan, where water-related risks are low.

(c) Global protection of human rights

Key to this area is the execution of human rights due diligence throughout the supply chain. Although progress can be seen in this respect, the speed is not necessarily adequate. One issue that should be addressed in the future can be seen in the significant gap in progress between Fujifilm and Fuji Xerox in promoting CSR at their suppliers. Although implementation is not easy, since this is an issue involving Fujifilm intervening in its suppliers based on its principles, extending beyond the framework of self-discipline, it is a central issue in CSR today, and I hope the company will devote greater efforts to this in the future.

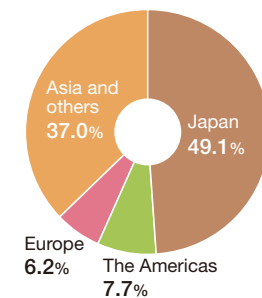
In Top Commitment, Chairman Komori stated the Company commits to implementing CSR activities from the new perspectives of creating value for society and contributing to resolving social issues through products, services and technology. With CSR firmly rooted at the core of business management and implemented in combination with its business strategies, the Fujifilm Group has clearly taken a large step forward in the right direction this year. With the emphasis placed on process, the Group is moving forward with a grand vision, and is not forgetting to scrutinize its own actions at all times. This is what I read in this year's wonderful report and forms the essence of CSR in the Fujifilm Group. At the same time, it is essential that the Group play a major part in the betterment of society and the environment. I sincerely hope that the opinion I have presented here will contribute to the Group's future activities.

Fujifilm Group Organization and Business Overview

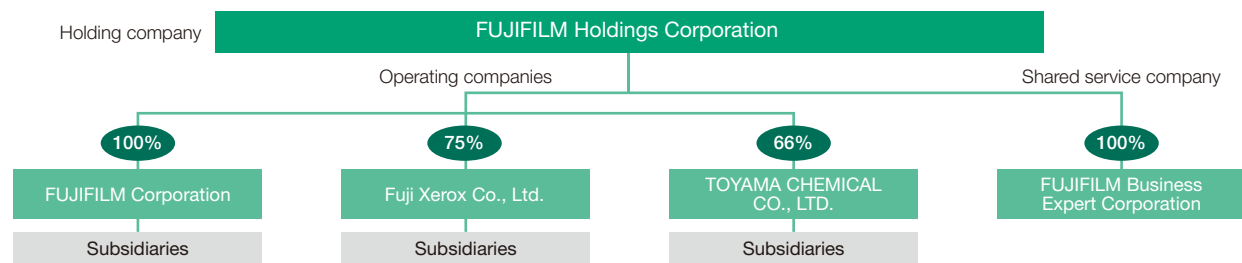
Holding Company: FUJIFILM Holdings Corporation

Company name: FUJIFILM Holdings Corporation
 Representative: Shigetaka Komori
 Head office: Tokyo Midtown, 9-7-3 Akasaka, Minato-ku, Tokyo 107-0052, Japan
 Established: January 20, 1934
 Capital: ¥40,363 million (as of March 31, 2014)
 Employees: 125 (as of March 31, 2014)
 Consolidated employees: 78,595 (as of March 31, 2014)
 Consolidated subsidiaries: 273 (as of March 31, 2014)

■ Proportion of consolidated employees by region (FY2013) (as of March 31, 2014)

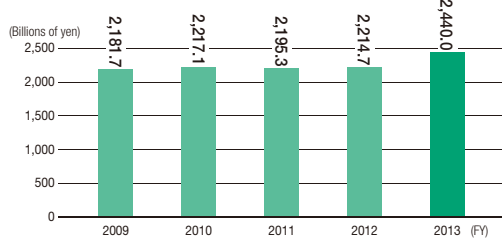


Fujifilm Group Organization Overview (as of March 31, 2014)

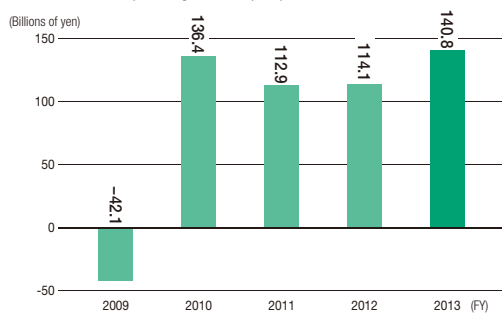


For information about the consolidated subsidiaries of FUJIFILM Holdings Corporation, please visit: <http://www.fujifilmholdings.com/en/business/group/index.html>

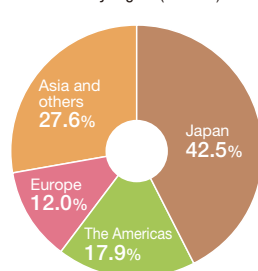
Consolidated revenue



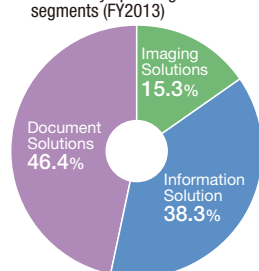
Consolidated operating income (loss)



■ Proportion of consolidated revenue by region (FY2013)



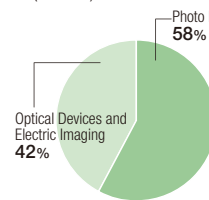
■ Proportion of consolidated revenue by operating segments (FY2013)



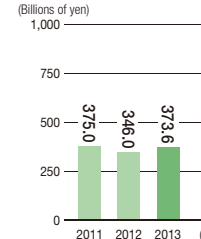
*Following organizational changes carried out in the first quarter of FY2013, the optical device business was moved from Information Solutions to Imaging Solutions. In accordance with this change, the numerical values for FY2011 and FY2012 have been restated.

Imaging Solutions

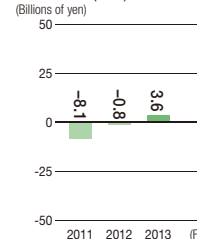
■ Proportion of revenue by business (FY2013)



■ Consolidated revenue*



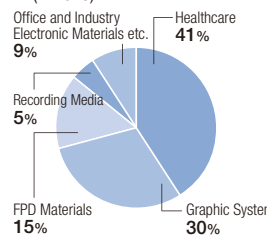
■ Consolidated operating income (loss)



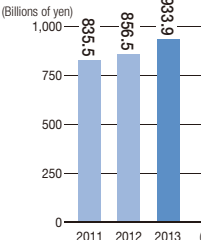
*After elimination of intersegment transaction

Information Solutions

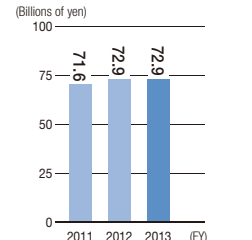
■ Proportion of revenue by business (FY2013)



■ Consolidated revenue*



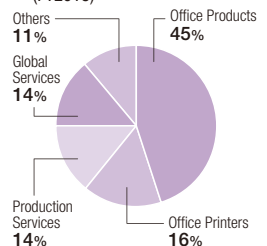
■ Consolidated operating income



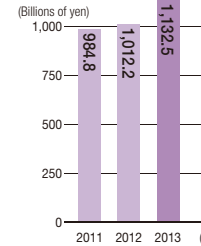
*After elimination of intersegment transaction

Document Solutions

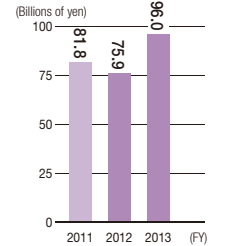
■ Proportion of revenue by business (FY2013)



■ Consolidated revenue*



■ Consolidated operating income



*After elimination of intersegment transaction

Editorial Policy

FUJIFILM Holdings Sustainability Report 2014 covers information about the environmental and social aspects of the Fujifilm Group's wide-ranging corporate activities, focusing on topics of specific importance to both the Fujifilm Group and its stakeholders.

This year's report features the Fujifilm Group's 80th anniversary with its history, our expanding business areas, and Sustainable Value Plan 2016 (SVP2016), the group's Medium-Term CSR Plan. We hope that the report delivers a good insight into our business approach—which is closely linked with our CSR activities and sustainability—to all our stakeholders.

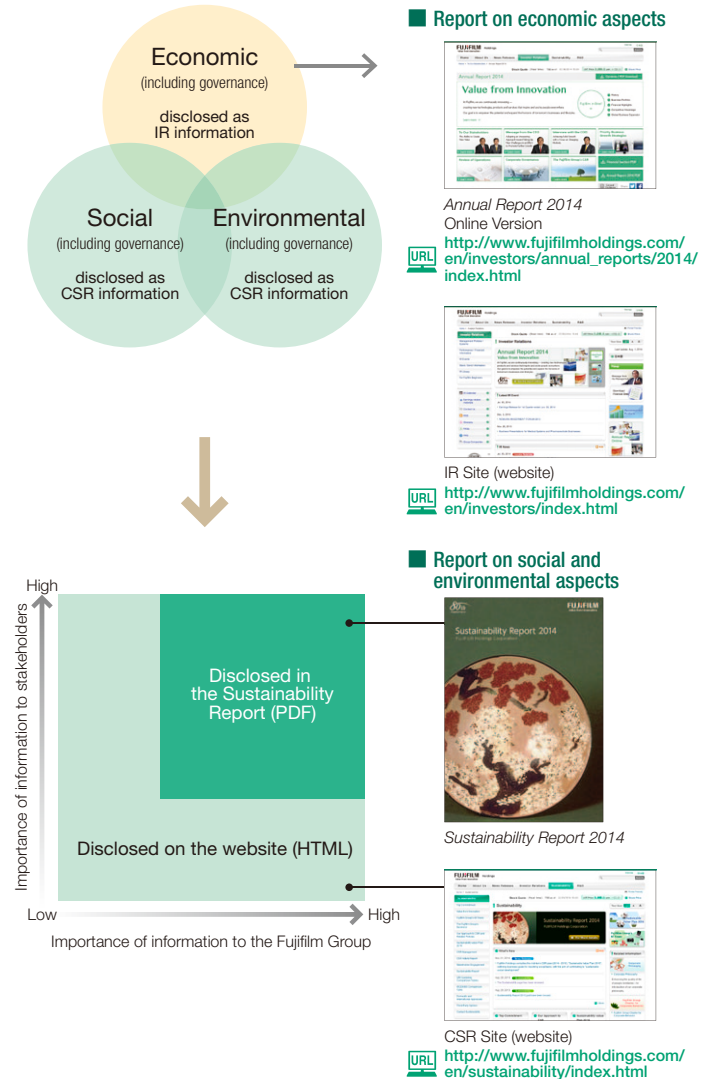
In the section covering the CSR Activity Report, we have compiled concrete examples of our CSR activities both in Japan and overseas. Individual activity results are presented with associated data to deliver concise and easy-to-understand reading. The Third-Party Opinion section this year again provides an objective assessment of our efforts.

We actively publish our CSR information on the URL below. Further details of CSR activities being undertaken in our respective group companies, including Fujifilm and Fuji Xerox, are also available on each company's official website.

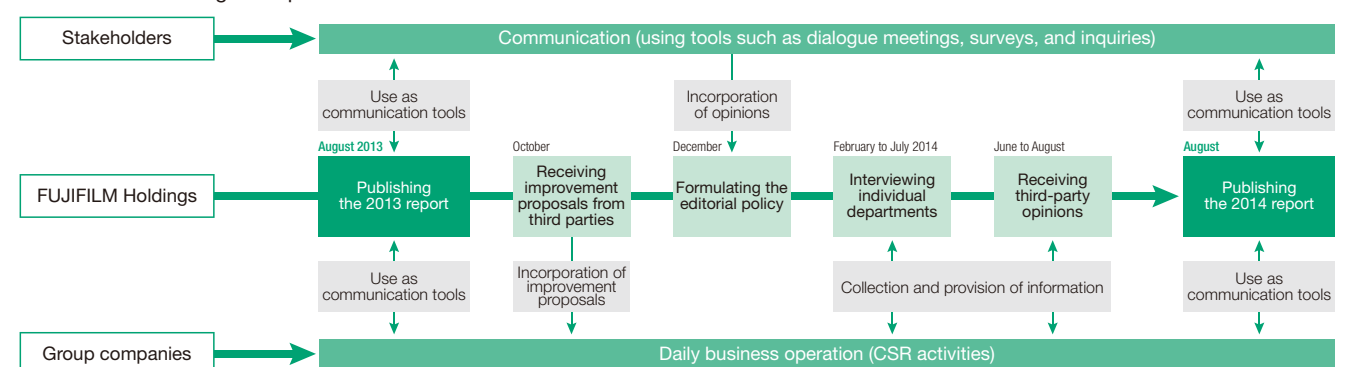
<http://www.fujifilmholdings.com/en/sustainability/index.html>

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



Period covered by the report

Fiscal year 2013 (April 1, 2013–March 31, 2014) 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 FY2014.

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 72 and on our website.

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

○ Quantitative information about personnel and labor affairs is nonconsolidated data for FUJIFILM Corporation and Fuji 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 2014 (next report: August 2015, previous report: August 2013)

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)
- ISO 26000: Social Responsibility

Supplemental information regarding reported matters

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

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

◎ 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.



Large Bowl with Cherry and Maple Design (Cloud and Brocade Work)

Artist: Dohachi NINAMI
Edo period, 19th century
Kyoto National Museum

Dohachi NINAMI was a disciple of Eisen Okuda and is regarded as one of the master craftsmen of the end of the Edo period. A Cloud and Brocade work refers to the cherry and maple design on the pottery, colored by an over-glazing technique and based on the popular saying, "Cherry blossoms in Yoshino Mountain are like cloud, and maples on the Tatsuta River are like brocade." Dohachi excelled in this form of design.

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, Corporate Planning Division
Tokyo Midtown, 9-7-3 Akasaka, Minato-ku, Tokyo 107-0052
Tel.: +81-3-6271-2065 Fax: +81-3-6271-1190
<http://www.fujifilmholdings.com/en/sustainability/contact/index.html>

Guideline Comparison Tables

ISO26000 / GRI Guideline

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 2014
Organizational Governance	Organizational Governance	Top Commitment Corporate Governance CSR Management Respect for Human Rights IR Events	P. 4-5 P. 38 P. 39-40 P. 53 -
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. 53 P. 57 P. 60 P. 63 P. 64
Labour Practices	1. Employment and employment relationships 2. Conditions of work and social protection 3. Social dialogue 4. Health and safety at work 5. 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. 54-55 P. 56 P. 63 P. 64
The Environment	1. Prevention of pollution 2. Sustainable resource use 3. Climate change mitigation and adaptation 4. Protection of the environment, biodiversity and restoration of natural habitats	Contribute to Solving Social Issues through Our Business Activities [Environment] Topics in FY2013 Overall View of the Environmental Impact of the Fujifilm Group 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 (Labor Environment and Social Benefit Accounting, Environmental Accounting) Green Policy (Environmental Policy)	P. 16-17 P. 30-35 P. 43 P. 44-45 P. 46-47 P. 48-49 P. 50-51 P. 52 P. 60 P. 65-67 P. 68-69 -
Fair Operating Practices	1. Anti-corruption 2. Responsible political involvement 3. Fair competition 4. Promoting social responsibility in the value chain 5. Respect for property rights	Quality Improvement in Compliance and Risk Management Activities Promoting CSR Among Our Suppliers Compliance and Risk Management Products and Services which Reflect Our Customers' Views Approach to Intellectual Property	P. 41-42 P. 57 P. 62 P. 58-59 -
Consumer Issues	1. Fair marketing, factual and unbiased information and fair contractual practices 2. Protecting consumers' health and safety 3. Sustainable consumption 4. Consumer service, support, and complaint and dispute resolution 5. Consumer data protection and privacy 6. Access to essential services 7. Education and awareness	Contribute to Solving Social Issues through Our Business Activities [Environment] Contribute to Solving Social Issues through Our Business Activities [Health] Contribute to Solving Social Issues through Our Business Activities [Daily Life] Contribute to Solving Social Issues through Our Business Activities [Working Style] Products and Services which Reflect Our Customers' Views Application of Integrated Management System Quality Policy	P. 16-17 P. 18-21 P. 22-24 P. 25-26 P. 58-59 - -
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 (Labor Environment and Social Benefit Accounting, Environmental Accounting)	P. 60 P. 68-69

GRI Guideline Comparison Tables

Item	Indicators	Pages in this Report 2014	Pages in this Report 2013
1. Strategy 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. 4-5 "Top Commitment"	P. 2-3 "Top Commitment"
1.2	Description of key impacts, risks, and opportunities.	P. 10 "Fujifilm Group's Corporate Social Responsibility (CSR)"	P. 25-29 "CSR Management"
2. Organizational Profile			
2.1	Name of the organization.	P. 72 "Fujifilm Group Organization and Business Overview"	P. 73 "Fujifilm Group Organization Overview"
2.2	Primary brands, products, and / or services.	P. 8-9 "The Fujifilm Group's Business" P. 72 "Fujifilm Group Organization and Business Overview"	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. 72 "Fujifilm Group Organization and Business Overview"	P. 73 "Fujifilm Group Organization Overview"
2.4	Location of organization's headquarters.	P. 72 "Fujifilm Group Organization and Business 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. 4-5 "Top Commitment" P. 8-9 "The Fujifilm Group's Business" P. 18-21 "Contribute to Solving Social Issues through Our Business Activities [Health]" P. 30-35 "Topics in FY2013" P. 39-40 "CSR Management" P. 48-49 "Effective Use of Resources" P. 54-55 "Effective Utilization and Training of Human Resources" P. 56 "Occupational Health and Safety" P. 57 "Promoting CSR Among Our Suppliers"	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"
2.6	Nature of ownership and legal form.	P. 72 "Fujifilm Group Organization and Business Overview"	P. 73 "Fujifilm Group Organization Overview"
2.7	Markets served (including geographic breakdown, sectors served, and types of customers / beneficiaries).	P. 8-9 "The Fujifilm Group's Business" P. 72 "Fujifilm Group Organization and Business Overview"	P. 72 "Fujifilm Group Business Overview" P. 73 "Fujifilm Group Organization Overview"
2.8	Scale of the reporting organization, including: <ul style="list-style-type: none"> • 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 Organization and Business Overview" P. 63 "Personnel and Labor (FUJIFILM Corporation)" P. 64 "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: <ul style="list-style-type: none"> • 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. 72 "Fujifilm Group Organization and Business Overview"	P. 73 "Fujifilm Group Organization Overview"
2.10	Awards received in the reporting period.	P. 22-24 "Contribute to Solving Social Issues through Our Business Activities [Daily Life]" P. 30-35 "Topics in FY2013" P. 46-47 "Development and Dissemination of Environmentally Conscious Products and Services" P. 58-59 "Products and Services which Reflect Our Customers' Views" P. 70 "Domestic and International Appraisals"	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"

3. Report Parameters			
Report Profile			
3.1	Reporting period (e.g., fiscal / calendar year) for information provided.	P. 73 "Editorial Policy"	P. 4-5 "Editorial Policy"
3.2	Date of most recent previous report (if any).	P. 73 "Editorial Policy"	P. 5 "Editorial Policy"
3.3	Reporting cycle (annual, biennial, etc.)	P. 73 "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 Us	Back cover FUJIFILM Holdings website "Contact Sustainability"
Report Scope and Boundary			
3.5	Process for defining report content, including: <ul style="list-style-type: none"> • Determining materiality; • Prioritizing topics within the report; and • Identifying stakeholders the organization expects to use the report. 	P. 12-13 "In Creating a New Medium-Term CSR Plan" P. 14-15 "Creating the Triple Promotion Policy" P. 39-40 "CSR Management" P. 73 "Editorial Policy"	P. 4 "Editorial Policy" P. 25-29 "CSR Management"
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	P. 8-9 "The Fujifilm Group's Business" P. 72 "Fujifilm Group Organization and Business Overview" P. 73 "Editorial Policy"	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. 65-67 "Environmental Aspects" P. 68-69 "Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)" P. 73 "Editorial Policy"	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"
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. 43 "Overall View of the Environmental Impact of the Fujifilm Group" P. 65-67 "Environmental Aspects" P. 68-69 "Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)" P. 73 "Editorial Policy"	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"
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	GRI Guideline Comparison Tables
Assurance			
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. 71 "Third-Party Opinion" P. 73 "Editorial Policy"	P. 4 "Editorial Policy" Third-Party Opinion
4. Governance, Commitments, and Engagement			
Governance			
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	P. 38 "Corporate Governance"	P. 24 "Corporate Governance"
4.2	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. 38 "Corporate Governance"	P. 24 "Corporate Governance"

4.3	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. 38 "Corporate Governance"	P. 24 "Corporate Governance"
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	P. 38 "Corporate Governance"	P. 24 "Corporate Governance"
4.5	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. 38 "Corporate Governance"	P. 24 "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. 39-40 "CSR Management"	P. 25-29 "CSR Management"
4.8	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. 4-5 "Top Commitment" P. 8-9 "The Fujifilm Group's Business" P. 10 "Fujifilm Group's Corporate Social Responsibility (CSR)" P. 12-13 "In Creating a New Medium-Term CSR Plan" P. 14-15 "Creating the Triple Promotion Policy"	P. 2-3 "Top Commitment" P. 6-7 "The Fujifilm Group's Business and CSR"
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. 39-40 "CSR Management"	P. 25-29 "CSR Management"
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	P. 39-40 "CSR Management"	P. 25-29 "CSR Management"
Commitments to External Initiatives			
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	P. 39-40 "CSR Management" P. 41-42 "Quality Improvement in Compliance and Risk Management Activities" P. 48-49 "Effective Use of Resources"	P. 25-29 "CSR Management" P. 32-33 "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. 53 "Respect for Human Rights"	P. 46 "Respect for Human Rights"
4.13	Memberships in associations (such as industry associations) and / or national / international advocacy organizations in which the organization: <ul style="list-style-type: none"> • Has positions in governance bodies; • Participates in projects or committees; • Provides substantive funding beyond routine membership dues; or • Views membership as strategic. 	P. 46-47 "Development and Dissemination of Environmentally Conscious Products and Services" P. 52 "Improving Chemical Substance Management" P. 53 "Respect for Human Rights"	P. 37 "Development and Dissemination of Environmentally Conscious Products and Services" P. 44 "Improving Chemical Substance Management" P. 46 "Respect for Human Rights"
Stakeholder Engagement			
4.14	List of stakeholder groups engaged by the organization.	P. 39-40 "CSR Management"	P. 26-27 "Communication with Stakeholders"
4.15	Basis for identification and selection of stakeholders with whom to engage.	P. 39-40 "CSR Management"	P. 25-27 "CSR Management"
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	P. 39-40 "CSR Management"	P. 25-29 "CSR Management"
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. 30-35 "Topics in FY2013" P. 39-40 "CSR Management" P. 53 "Respect for Human Rights" P. 45, 47, 51, 55 "Response to the third-party opinion"	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"

Management Approach and Performance Indicators			
Item	Performance Indicators (◎Core / ○Add)	Pages in this Report 2014	Pages in this Report 2013
Economic			
Disclosure on Management Approach	Goals and Performance	P. 4-5 "Top Commitment" P. 28-29 "CSR Activity Report in FY2013" P. 39-40 "CSR Management" FUJIFILM Holdings website ("Medium-term Management Plan" and "Investor Relations")	P. 2-3 "Top Commitment" P. 25-29 "CSR Management" FUJIFILM Holdings website ("Medium-term Management Plan" and "Investor Relations")
	Policy	P. 4-5 "Top Commitment" P. 12-13 "In Creating a New Medium-Term CSR Plan" P. 14-15 "Creating the Triple Promotion Policy" P. 39-40 "CSR Management" FUJIFILM Holdings website ("Medium-term Management Plan" and "Investor Relations")	P. 2-3 "Top Commitment" P. 25-29 "CSR Management" FUJIFILM Holdings website ("Medium-term Management Plan" and "Investor Relations")
	Additional Contextual Information	P. 4-5 "Top Commitment" P. 39-40 "CSR Management" FUJIFILM Holdings website ("Medium-term Management Plan," "Investor Relations" and "Business-Related and Other Risks")	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")
Economic 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 (Labor Environment and Social Benefit Accounting, Environmental Accounting)" P. 72 "Fujifilm Group Organization and 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. 16-17 "Contribute to Solving Social Issues through Our Business Activities [Environment]" P. 44-45 "Promoting Anti-Global Warming Measures" P. 50-51 "Biodiversity Conservation" P. 68-69 "Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)"	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)"
◎ EC3	Coverage of the organization's defined benefit plan obligations.	None	None
◎ EC4	Significant financial assistance received from government.	None	None
Market 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
Indirect 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. 60 "Integration of Business and Social Contributions"	P. 52-55 "Integration of Business and Social Contributions"
○ EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	None	None

Environmental			
Disclosure on Management Approach	Goals and Performance	P. 4-5 "Top Commitment" P. 16-17 "Contribute to Solving Social Issues through Our Business Activities [Environment]" P. 28-29 "CSR Activity Report in FY2013" P. 39-40 "CSR Management" P. 43 "Overall View of the Environmental Impact of the Fujifilm Group" P. 65-67 "Environmental Aspects"	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)"
	Policy	P. 4-5 "Top Commitment" P. 14-15 "Creating the Triple Promotion Policy" P. 39-40 "CSR Management" P. 43 "Overall View of the Environmental Impact of the Fujifilm Group" P. 65-67 "Environmental Aspects"	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)"
	Organizational Responsibility	P. 16-17 "Contribute to Solving Social Issues through Our Business Activities [Environment]" P. 28-29 "CSR Activity Report in FY2013" P. 39-40 "CSR Management"	P. 25-29 "CSR Management"
	Training and Awareness	P. 46-47 "Development and Dissemination of Environmentally Conscious Products and Services"	P. 37-39 "Development and Dissemination of Environmentally Conscious Products and Services"
	Monitoring and Follow-up	P. 43 "Overall View of the Environmental Impact of the Fujifilm Group" P. 52 "Improving Chemical Substance Management" P. 65-67 "Environmental Aspects"	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)"
	Additional Contextual Information	P. 39-40 "CSR Management" P. 43 "Overall View of the Environmental Impact of the Fujifilm Group" P. 65-67 "Environmental Aspects"	P. 25-29 "CSR Management" P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 64 "Environmental Aspects (Priority Targets)"
Materials			
◎ EN1	Materials used by weight or volume.	P. 43 "Overall View of the Environmental Impact of the Fujifilm Group" P. 65-67 "Environmental Aspects"	P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 64 "Environmental Aspects (Priority Targets)"
◎ EN2	Percentage of materials used that are recycled input materials.	P. 48-49 "Effective Use of Resources" P. 65-67 "Environmental Aspects"	P. 18-19 "Highly Functional Materials" P. 40-41 "Effective Use of Resources" P. 66 "Environmental Aspects (Conserving Resources Measures)"
Energy			
◎ EN3	Direct energy consumption by primary energy source.	P. 43 "Overall View of the Environmental Impact of the Fujifilm Group" P. 65-67 "Environmental Aspects"	P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 64-66 "Environmental Aspects"
◎ EN4	Indirect energy consumption by primary source.	P. 43 "Overall View of the Environmental Impact of the Fujifilm Group" P. 65-67 "Environmental Aspects"	P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 64-66 "Environmental Aspects"
○ EN5	Energy saved due to conservation and efficiency improvements.	P. 16-17 "Contribute to Solving Social Issues through Our Business Activities [Environment]" P. 43 "Overall View of the Environmental Impact of the Fujifilm Group" P. 44-45 "Promoting Anti-Global Warming Measures" P. 46-47 "Development and Dissemination of Environmentally Conscious Products and Services" P. 68-69 "Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)" P. 65-67 "Environmental Aspects"	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)"
○ 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. 16-17 "Contribute to Solving Social Issues through Our Business Activities [Environment]" P. 30-35 "Topics in FY2013" P. 43 "Overall View of the Environmental Impact of the Fujifilm Group" P. 44-45 "Promoting Anti-Global Warming Measures" P. 46-47 "Development and Dissemination of Environmentally Conscious Products and Services" P. 68-69 "Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)" P. 65-67 "Environmental Aspects"	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)"

○ EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	None	None
Water			
◎ EN8	Total water withdrawal by source.	P. 43 "Overall View of the Environmental Impact of the Fujifilm Group" P. 48-49 "Effective Use of Resources"	P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 66 "Environmental Aspects"
○ EN9	Water sources significantly affected by withdrawal of water.	P. 48-49 "Effective Use of Resources"	None
○ EN10	Percentage and total volume of water recycled and reused.	P. 43 "Overall View of the Environmental Impact of the Fujifilm Group" P. 48-49 "Effective Use of Resources"	P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 66 "Environmental Aspects"
Biodiversity			
◎ 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. 50-51 "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. 28-29 "CSR Activity Report in FY2013" P. 50-51 "Biodiversity Conservation"	P. 25-29 "CSR Management" 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
Emissions, Effluents, and Waste			
◎ EN16	Total direct and indirect greenhouse gas emissions by weight.	P. 43 "Overall View of the Environmental Impact of the Fujifilm Group" P. 65-67 "Environmental Aspects"	P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities" P. 64-67 "Environmental Aspects"
◎ EN17	Other relevant indirect greenhouse gas emissions by weight.	P. 43 "Overall View of the Environmental Impact of the Fujifilm Group"	P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities"
◎ EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	P. 16-17 "Contribute to Solving Social Issues through Our Business Activities [Environment]" P. 30-35 "Topics in FY2013" P. 44-45 "Promoting Anti-Global Warming Measures" P. 46-47 "Development and Dissemination of Environmentally Conscious Products and Services"	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"
◎ EN19	Emissions of ozone-depleting substances by weight.	P. 65-67 "Environmental Aspects"	P. 67 "Environmental Aspects"
◎ EN20	NOx, SOx, and other significant air emissions by type and weight.	P. 65-67 "Environmental Aspects"	P. 67 "Environmental Aspects"
◎ EN21	Total water discharge by quality and destination.	P. 65-67 "Environmental Aspects"	P. 66 "Environmental Aspects"
◎ EN22	Total weight of waste by type and disposal method.	P. 65-67 "Environmental Aspects"	P. 66 "Environmental Aspects"
◎ EN23	Total number and volume of significant spills.	P. 65-67 "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. 48-49 "Effective Use of Resources"	P. 40-41 "Effective Use of Resources"
○ 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

Products and Services			
○ EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	P. 16-17 "Contribute to Solving Social Issues through Our Business Activities [Environment]" P. 30-35 "Topics in FY2013" P. 44-45 "Promoting Anti-Global Warming Measures" P. 46-47 "Development and Dissemination of Environmentally Conscious Products and Services" P. 48-49 "Effective Use of Resources" P. 68-69 "Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)"	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"
○ EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	None	None
Compliance			
◎ EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	P. 65-67 "Environmental Aspects"	P. 67 "Environmental Aspects (Legal Compliance Measures)"
Transport			
○ 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. 43 "Overall View of the Environmental Impact of the Fujifilm Group"	P. 30-31 "Social and Environmental Impact Arising from Fujifilm Group Activities"
Overall			
○ EN30	Total environmental protection expenditures and investments by type.	P. 68-69 "Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)"	P. 68-69 "Sustainability Accounting"
Labor Practices and Decent Work			
Disclosure on Management Approach	Goals and Performance	P. 4-5 "Top Commitment" P. 28-29 "CSR Activity Report in FY2013" P. 39-40 "CSR Management" P. 63 "Personnel and Labor (FUJIFILM Corporation)" P. 64 "Personnel and Labor (Fuji Xerox)"	P. 2-3 "Top Commitment" P. 25-29 "CSR Management" P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"
	Policy	P. 4-5 "Top Commitment" P. 12-13 "In Creating a New Medium-Term CSR Plan" P. 14-15 "Creating the Triple Promotion Policy" P. 39-40 "CSR Management" P. 54-55 "Effective Utilization and Training of Human Resources" P. 56 "Occupational Health and Safety"	P. 25-29 "CSR Management" P. 47-49 "Effective Utilization and Training of Human Resources" P. 50 "Occupational Health and Safety"
	Organizational Responsibility	P. 28-29 "CSR Activity Report in FY2013" P. 39-40 "CSR Management"	P. 25-29 "CSR Management"
	Training and Awareness	P. 54-55 "Effective Utilization and Training of Human Resources"	P. 47-49 "Effective Utilization and Training of Human Resources"
	Monitoring and Follow-up	P. 56 "Occupational Health and Safety"	P. 50 "Occupational Health and Safety"
	Additional Contextual Information	P. 63 "Personnel and Labor (FUJIFILM Corporation)" P. 64 "Personnel and Labor (Fuji Xerox)" P. 72 "Fujifilm Group Organization and Business Overview"	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"
Employment			
◎ LA1	Total workforce by employment type, employment contract, and region.	P. 63 "Personnel and Labor (FUJIFILM Corporation)" P. 64 "Personnel and Labor (Fuji Xerox)" P. 72 "Fujifilm Group Organization and Business 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. 63 "Personnel and Labor (FUJIFILM Corporation)" P. 64 "Personnel and Labor (Fuji Xerox)"	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"
○ LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	P. 63 "Personnel and Labor (FUJIFILM Corporation)" P. 64 "Personnel and Labor (Fuji Xerox)"	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"

Labor / Management Relations			
◎ LA4	Percentage of employees covered by collective bargaining agreements.	P. 63 "Personnel and Labor (FUJIFILM Corporation)" P. 64 "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
Occupational Health and Safety			
○ LA6	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. 63 "Personnel and Labor (FUJIFILM Corporation)" P. 64 "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. 56 "Occupational Health and Safety"	P. 50 "Occupational Health and Safety"
◎ LA9	Health and safety topics covered in formal agreements with trade unions.	None	None
Training 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. 54-55 "Effective Utilization and Training of Human Resources"	P. 47-49 "Effective Utilization and Training of Human Resources"
○ LA12	Percentage of employees receiving regular performance and career development reviews.	None	None
Diversity 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. 63 "Personnel and Labor (FUJIFILM Corporation)" P. 64 "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
Human Rights			
Disclosure on Management Approach	Goals and Performance	P. 4-5 "Top Commitment" P. 39-40 "CSR Management"	P. 2-3 "Top Commitment" P. 25-29 "CSR Management"
	Policy	P. 41-42 "Quality Improvement in Compliance and Risk Management Activities" P. 53 "Respect for Human Rights"	P. 32-33 "Quality Improvement in Compliance and Risk Management Activities" P. 46 "Respect for Human Rights"
	Organizational Responsibility	P. 39-40 "CSR Management" P. 41-42 "Quality Improvement in Compliance and Risk Management Activities"	P. 25-29 "CSR Management" P. 32-33 "Quality Improvement in Compliance and Risk Management Activities"
	Training and Awareness	P. 41-42 "Quality Improvement in Compliance and Risk Management Activities" P. 54-55 "Effective Utilization and Training of Human Resources"	P. 32-33 "Quality Improvement in Compliance and Risk Management Activities" P. 47-49 "Effective Utilization and Training of Human Resources"
	Monitoring and Follow-up	P. 41-42 "Quality Improvement in Compliance and Risk Management Activities" P. 57 "Promoting CSR Among Our Suppliers" P. 62 "Compliance and Risk Management"	P. 32-33 "Quality Improvement in Compliance and Risk Management Activities" P. 60 "Compliance and Risk Management" P. 51 "Promoting CSR Among Our Suppliers"
	Additional Contextual Information	P. 63 "Personnel and Labor (FUJIFILM Corporation)" P. 64 "Personnel and Labor (Fuji Xerox)"	P. 62 "Personnel and Labor (FUJIFILM Corporation)" P. 63 "Personnel and Labor (Fuji Xerox)"
Investment 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. 57 "Promoting CSR Among Our Suppliers"	P. 51 "Promoting CSR Among Our Suppliers"

○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
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
Security 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
Indigenous Rights			
○HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	N/A	N/A
Society			
Disclosure on Management Approach	Goals and Performance	P. 4-5 "Top Commitment" P. 18-21 "Contribute to Solving Social Issues through Our Business Activities [Health]" P. 22-24 "Contribute to Solving Social Issues through Our Business Activities [Daily Life]" P. 25-26 "Contribute to Solving Social Issues through Our Business Activities [Working Style]" P. 28-29 "CSR Activity Report in FY2013" P. 39-40 "CSR Management"	P. 2-3 "Top Commitment" P. 25-29 "CSR Management"
	Policy	P. 4-5 "Top Commitment" P. 12-13 "In Creating a New Medium-Term CSR Plan" P. 14-15 "Creating the Triple Promotion Policy" P. 39-40 "CSR Management"	P. 25-29 "CSR Management"
	Organizational Responsibility	P. 28-29 "CSR Activity Report in FY2013" P. 39-40 "CSR Management"	P. 25-29 "CSR Management"
	Training and Awareness	P. 39-40 "CSR Management"	P. 25-29 "CSR Management"
	Monitoring and Follow-up	P. 39-40 "CSR Management" P. 68-69 "Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)"	P. 25-29 "CSR Management" P. 68-69 "Sustainability Accounting (Labor Environment and Social Benefit Accounting)"
	Additional Contextual Information	P. 39-40 "CSR Management" P. 68-69 "Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)"	P. 25-29 "CSR Management" P. 68-69 "Sustainability Accounting (Labor Environment and Social Benefit Accounting)"
Community			
○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
Corruption			
○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. 62 "Compliance and Risk Management"	P. 60 "Compliance and Risk Management"
○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
Compliance			
◎ SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	P. 65-67 "Environmental Aspects"	P. 67 "Environmental Aspects (Legal Compliance Measures)"
Product Responsibility			
Disclosure on Management Approach	Goals and Performance	P. 4-5 "Top Commitment" P. 28-29 "CSR Activity Report in FY2013" P. 39-40 "CSR Management"	P. 2-3 "Top Commitment" P. 25-29 "CSR Management"
	Policy	P. 4-5 "Top Commitment" P. 39-40 "CSR Management" P. 41-42 "Quality Improvement in Compliance and Risk Management Activities"	P. 25-29 "CSR Management" P. 32-33 "Quality Improvement in Compliance and Risk Management Activities"
	Organizational Responsibility	None	None
	Training and Awareness	P. 39-40 "CSR Management"	P. 25-29 "CSR Management"
	Monitoring and Follow-up	P. 39-40 "CSR Management"	P. 25-29 "CSR Management"
	Additional Contextual Information	P. 39-40 "CSR Management" P. 41-42 "Quality Improvement in Compliance and Risk Management Activities"	P. 25-29 "CSR Management" P. 60 "Compliance and Risk Management"
Customer 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: Application of Integrated Management System (IMS)	FUJIFILM Holdings website (Quality Policy: 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
Product 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. 58-59 "Products and Services which Reflect Our Customers' Views"	P. 56-58 "Products and Services which Reflect Our Customers' Views" P. 61 "Communication with Customers and Suppliers"
Marketing 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

Customer Privacy			
○ PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	N/A	N/A
Compliance			
◎ 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.