

FUJIFILM Holdings Corporation

Sustainability Report 2017



Value from Innovation

At Fujifilm, we are continuously innovating
—creating new technologies, products and services
that inspire and excite people everywhere.

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.

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Regaining trust and fulfilling our social mission

Ensuring the principle “open, fair and clear” constantly

I would like to express our sincere apologies and regret over the anxiety and concern we caused many of our stakeholders through the inappropriate accounting practices discovered at the overseas subsidiaries of Fuji Xerox, our Document Company.

We have responded rapidly to improve the situation by revamping the management organization. A number of representative directors and some executives responsible at Fuji Xerox have been retired, while we have also dispatched directors from FUJIFILM Holdings Corporation. We have integrated the business management divisions of Fuji Xerox into our company to further facilitate personnel exchanges within the Fujifilm Group, and established a Governance Strengthening Committee personally spearheaded by the President of FUJIFILM Holdings Corporation. These measures are the first of many steps we are taking to implement stronger governance from five different perspectives, including enhancing the management of our Group companies, restructuring our internal audit system and greater IT deployment.

Moreover, we are working once again to remind all Fujifilm employees of the responsibility that trust in our company owes to our activities and to carry out their business tasks in a disciplined and ethical way. Photographic film is a major product that we have been manufacturing and selling for many years. Customers cannot check the quality of photographic film when purchasing the product; this relies solely on the reputation we have built up over the years and the trust that customers have in our products and services. Because these are our origins, we have long been aware of the importance of retaining the trust of our customers and society. There is no shortcut to gaining trust. The keys to regaining trust are the integrity of all our employees and continuing to supply products and services that are worthy of our customers' expectations. We are committed to regaining your trust by ensuring that all our employees recognize the issue as their own responsibility and encouraging them to make our business activities always “open, fair and clear.”

Moving forward in pursuit of business growth and contributing to social issues

Under the new corporate slogan “Value from Innovation” adopted in 2014, concerted efforts have been made to achieve the goals of our Medium-Term CSR Plan, “Sustainable Value Plan 2016” (SVP 2016) and our Medium-Term Management Plan, VISION 2016.

The business performance figures for FY2016, the final year of the management plan, were ¥2.3222 trillion in consolidated sales and ¥172.3 billion in operating profits. If we exclude the impact of the appreciation of the Japanese yen on our foreign currency earnings, we enjoyed increases in both our operations-based sales and operating profits. Net profits attributable to Fujifilm shareholders achieved an

all-time high of ¥131.5 billion, and Return On Equity (ROE) was at 6.5%. The activities of the last three years have enabled us to build our strength, chiefly in the areas of highly functional materials, medical systems and imaging solutions, establishing a portfolio capable of longer-term growth.

Under SVP 2016, our CSR policy of being “conscious of environmental and social impacts within business processes” was expanded to include “resolving social issues through business activities” to forge stronger links between our business and CSR activities.

In the area of health, we are improving accessibility to medical care services through installation of diagnostic systems, wider application of medical technologies, and by providing education & training support for medical staff, and medical examinations, etc. in the Middle East, Africa, Russia and other parts of the world. And we made solid progress in dealing with unmet medical needs founded on the development of regenerative medicine and pharmaceuticals.

In the area of the environment, our exclusive magnetic tape for data storage has drastically reduced electricity usage to contribute to the reduction of CO₂ emissions at our customers' sites by 19.67 million tons. With the advent of the Big Data era, data storage management is becoming increasingly important. The Group also achieved a 14% reduction in overall CO₂ emissions over the level for the base year of FY2005 through implementing emissions reductions in procurement through to the product usage and disposal stages.

For these activities, we have been recognized by the 2017 Certified Health and Productivity Management Organization Recognition Program, by the FTSE Blossom Japan Index of the Government Pension Investment Fund (GPIF) and in the MSCI Japan ESG Select Leaders Index for new ESG investment.*

By linking VISION 2016 with SVP 2016 over the past three years, we have been able to produce solid results through our drive to achieve business growth and to contribute to resolving social issues.

* ESG investment: Investment made from the three perspectives of the environment, society and governance.

Surviving and succeeding in the new industrial revolution with SVP 2030 and VISION 2019

Founded on solid results and experience, in August 2017 we announced our new CSR plan, Sustainable Value Plan 2030 (SVP 2030), and our new Medium-Term Management Plan, VISION 2019, to ensure further business growth.

In the world, global business activities have been activated aiming to achieve the long-term Sustainable Development Goals (SDGs) adopted by the United Nations by 2030, the goals of the Paris Agreement on arresting climate change, and other global efforts. Especially governments and global business corporations around the world are competing to trigger a new industrial revolution by mobilizing AI, IoT and other technologies.

Only businesses that are able to implement medium-range strategies with a long-term perspective and foresight will be able to survive and contribute to society as truly global corporations.

The target of SVP 2030 is set for the year 2030 to show the Fujifilm Group's long-term objectives. VISION 2019 sets out our specific business strategies for the next three years based on these objectives.

When we established SVP 2030, we comprehensively assessed social issues on a global scale, including climate change and the 17 goals and 169 targets set out in the SDGs, and our business fields, technological capabilities and management and human resources. In SVP 2030, we plan to (1) tackle issues in four areas: the environment, health, daily life, working styles; (2) enhance the CSR framework to ensure that the environment, ethics and human rights are respected across the supply chain; (3) strengthen our corporate governance. As for the corporate governance, we will promote a thoroughly open, fair and clear corporate culture in which, as a group corporation, we place a long-term emphasis on our Code of Conduct. Naturally, social issues cannot be resolved overnight. With the announcement of numerical targets for environmental issues and progress indicators for key issues, we will ensure that all employees recognize their own plans and promote their plans into certain achievement. SVP 2030 sets out the foundations of our business operations. With the concerted efforts of both management and employees, we will survive and achieve success in the coming industrial revolution.

Consolidating diverse capabilities within the Group to contribute to realization of a sustainable society

Reactionary movements against globalism are emerging worldwide—these can be clearly seen by the UK's Brexit decision, the “America first” policy, the withdrawal of the US from the Trans Pacific Partnership Agreement, and the rise of the far right in Europe. In addition, the emergence of geopolitical risks and military tensions in various parts of the world represent adversity for global corporations. However, solid economic growth—chiefly in Asia and Africa—and the desire for enrichment and secure livelihoods continue to grow without interruption. It is clear that this presents global businesses with opportunities for business growth and social contributions.

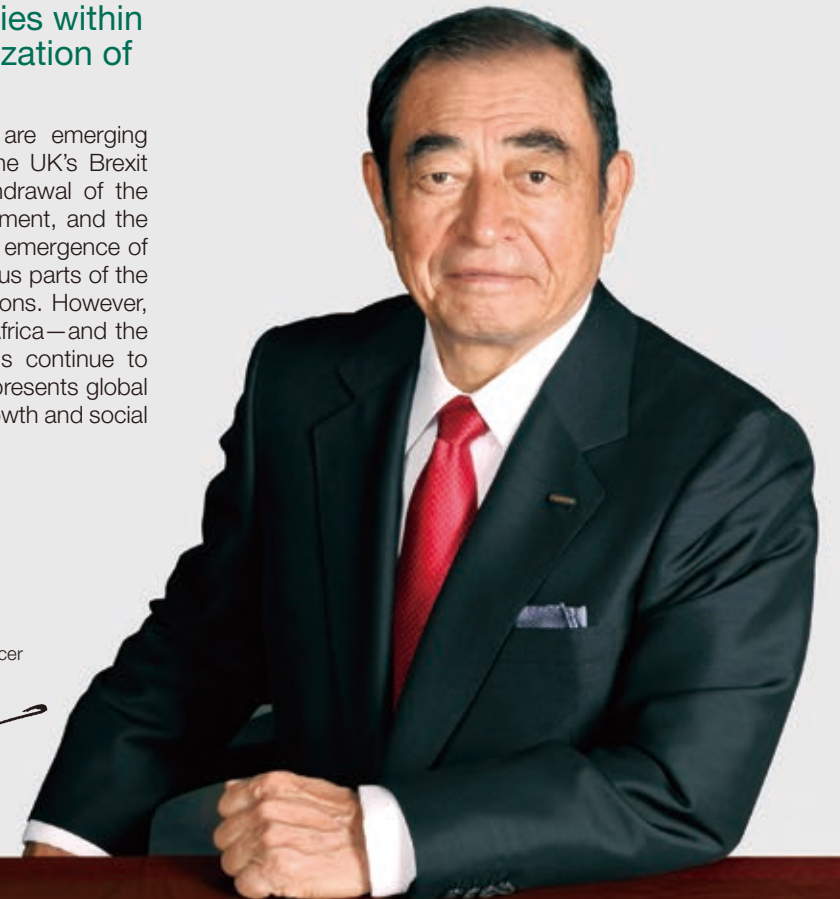
October 2017
Shigetaka Komori
Chairman and Chief Executive Officer



Fujifilm Group is a global company operating across 15 industrial sectors and employing 79,000 people in 277 Group companies all over the world. Our employees in each of these countries are able to make a great contribution by working on social issues, uncovering business opportunities and supplying products and services with precision and speed.

As the SDGs state, the human race now faces a wide range of issues that require attention. At the same time, they are intricately interrelated, requiring the coordination of a large number of people and organizations. For this reason, it is important to build a corporate climate that is “open, fair and clear,” accepting differing values and embracing diversity.

The strength of a business enterprise is in the sum total of the power of the people working in the organization. When each and every employee has the passion and a strong determination to build a better future for themselves and works hard to resolve difficult issues, both the company and society will be able to achieve sustainable growth. When a diversity of employees with different nationalities and cultures come together to achieve common goals and interact to develop and respect their own individual potential, the resulting power is greater. We will continue to create new values to fulfill our corporate philosophy: “to help enhance the quality of life of people worldwide,” and to help develop a sustainable society.



Report on inappropriate accounting at overseas subsidiaries of Fuji Xerox Co., Ltd.

FUJIFILM Holdings would like to express its great regret and deepest apologies to its shareholders, investors, customers and other stakeholders for the inappropriate accounting practices uncovered at overseas subsidiaries of Fuji Xerox Co., Ltd. The following is a report on the incident and its background and the measures to be implemented across the Fujifilm Group to prevent any recurrence.

1. Outline of the Irregularities

In 2017, inappropriate accounting practices were discovered at Fuji Xerox New Zealand (FXNZ) and Fuji Xerox Australia (FXAU), overseas subsidiaries of Fuji Xerox (FX). The report by the Independent Investigation Committee set up by FUJIFILM Holdings contained the following findings.

1. FXNZ conducted some inappropriate accounting FY2010 to FY2015.

2. As a result of the investigation of other overseas subsidiaries, it is found that FXAU conducted a similar practice.

3. Restatement adjustments of past financial results (cumulative total of the impact FY2010 to FY2015).
- <Impact on shareholders' equity*>
- FXNZ

JPY 18.5 billion

FXAU

JPY 9.6 billion

Total

JPY 28.1 billion
- * Cumulative amount of impact on "net income attributable to our Company" for the past six years
4. It is found that there is a problem with FX's internal control.

5. The management system for FX by FUJIFILM Holdings (FH) was inadequate.

2. Background of the Matter

July 2015	An e-mail reporting on matters such as overstating sales of equipment of FXNZ was sent to FX executives and others. Special audit was conducted by FX and FXAP and the existence of inappropriate activities were found, but appropriate information was not shared with FH.	November 2016	FH was informed by the audit corporation that had commenced an annual audit of FXNZ in late October that there are concerns about the contents of the local media report and it would check those details in the audit. FH asked FX again whether the media report was true, but there was no clear response by the end of the year.
September 2015	FXAP corrected the inappropriate MSAs* at FXNZ. However, the correction of accounting was not conducted retroactively.	January 2017	To clarify the situation, FH President instructed FX President to carry out an immediate investigation once again.
February 2016	Upon the replacement of the Chief Financial Officer (CFO) of FXNZ, bad loans and unclear accounting was reported to FXAP. FX and FXAP conducted an investigation using outside attorneys. It became clear that management that overemphasized sales by former FXNZ Managing Director led to the inappropriate accounting. The Managing Director of FXAU (the former FXNZ Managing Director) since April 2015 was dismissed in May 2016.	February 2017	The audit corporation informed FH about a risk of loss of JPY 13.3 billion. When FH asked FX to confirm this amount, FX answered that its understanding was that the risk of loss was JPY 3 billion.
September 2016	Local media in New Zealand made a report condemning matters such as the inappropriate sales and sales techniques of FXNZ.	March 2017	FX Chairman, President and Deputy President explained FH Chairman and President that the risk of loss was JPY 3 billion.
October 2016	With respect to the local media report, FX Deputy President reported to FH President that there was no inappropriate accounting such as that described in the media report.	March 22, 2017	The internal investigation committee established by FH immediately started to investigate.
		April 20, 2017	FH established an Independent Investigation Committee to make its own investigation.
		June 10, 2017	An investigation report was received from the Independent Investigation Committee.
		June 12, 2017	FH announced its delayed financial results and reported the background to these irregularities, the inappropriate practices found by the Independent Investigation Committee and future measures.

FH: FUJIFILM Holdings
FX: Fuji Xerox
FXNZ: Fuji Xerox New Zealand
FXAU: Fuji Xerox Australia
FXAP: Fuji Xerox Asia Pacific (Fuji Xerox's overseas affiliated company in Singapore; having functions to direct the Asia and Oceania area.)

*Managed Service Agreement: A contract consolidating equipment sales and maintenance service, etc. for collecting monthly copy charges to cover equipment charges, consumable charges, maintenance charges and interest.

3. Inappropriate Accounting by FXNZ and FXAU

- FXNZ introduced Managed Service Agreement (MSAs) that bundled together equipment sales and maintenance services, etc., whereby equipment fees, consumables fees, maintenance fees and interest were recovered through a monthly copy service fee at the time of equipment sales.
- Under MSAs, sales equivalent to the price of the copy machines are recorded as a single sales as a capital lease upon installation of equipment during the first year, and following that, the sales price is recovered as copying service fee determined by multiplying the copy unit price, determined according to the monthly target volume, with the actual number of sheets copied.
- In order to record contracts as capital leases, stipulated conditions* must be satisfied, but in the case of FXNZ, all transactions including those with conditions that do not satisfy the capital lease conditions were recorded as capital leases.

* Those include the condition that the recovery of a minimum payment of lease fees can be reasonably expected and that there is no uncertainty that additional costs that could not be recovered from the lessee will arise.

- Consequently, there were many transactions where receivable could not be recovered because of the reasons that the copy volume did not reach the target set at the time of executing the contract and the minimum usage fee was not clearly set etc., and that became constant practice.
- Similar accounting practice was conducted at FXAU.

4. Background and Issues to be Solved

<Background to the inappropriate accounting practices>

- Overseas sales companies commonly offer incentives such as commissions and bonus payments for achieving sales targets. The top management at FXNZ established rules that placed excessive emphasis on sales and continued inappropriate accounting practices that involved recording transactions as sales before they had been completed.
- At FXNZ, the board of directors did not function effectively, there was a concentration of authority with the MD of FXNZ, and the business management process lacked transparency.
- There were problems related to internal control such as insufficient subsidiary management system at FXAP and a lack of control by FX's audit system and administration department. Consequently, information was blocked in the process of reporting to the Chairman or the President of FX.
- There were insufficiencies in the system by which FH monitors FX, the audit system of the audit department, and the information sharing system, so that appropriate information on the situation was not reported by FX to FH.

<Managerial issues>

—Issues to be addressed at FXNZ—

- Review of incentives to correct the over-riding sales policy which disregards rules
- Improve the internal system to correct the reporting line centralization

—Issues to be addressed at FX—

- Strengthen the system of managing subsidiaries and affiliates
- Strengthen information sharing within FX and improve transparency of the business management process
- Strengthen the supervisory function of the board of directors and the audit function of the corporate auditors and the audit department
- Strengthen the checking function of the accounting department
- Improve the insufficient awareness of compliance with laws and regulations
- Strengthen the risk management system

—Issues to be addressed at FH—

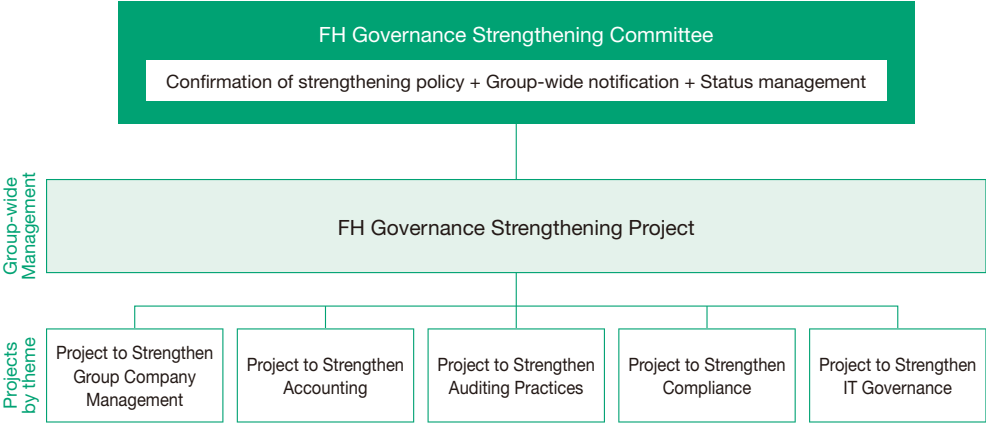
- Strengthen the function of managing FX

5. Measures to Prevent Recurrence

FX made personnel changes in response to the case with the dismissal of three Directors, one Senior Vice President and one Full-time Corporate Auditor. Also, one Corporate Vice President was demoted. In addition to those six, the President, one Full-time Corporate Auditor and two Corporate Auditors of FX were penalized with 10–50% reductions in their compensation amounts and reduced bonuses for three

- 1. Dispatch of management personnel from FH to FX
June 2017: Approved at the FX Annual General Meeting of Shareholders.
 - Dispatch directors and working-level managers in charge of administration of business management from FH to FX
- ⇒ June 2017: Approved seven directors; Chairman, Deputy President, Director, etc. from FH at the FX Annual General Meeting of Shareholders.
- Further expand personnel exchanges within the Group
- 2. Strengthening FH's governance system
 - Review the composition of the Board of Directors and strengthen the governance system
- ⇒ The number of directors reduced from 12 to 9 for flexible management and active deliberation in Board

●Promotion system to strengthen governance



Project to Strengthen Group Company Management
Group-wide management and monitoring is strengthened by restructuring the reporting system, approval process, etc. for major issues reported by Group companies. In addition to the introduction of the new reporting line and regulations regarding approval, etc., the Group Company Management Division was created on August 1 to ensure an appropriate reporting system in the Group.

Project to Strengthen Accounting
Management accounting and financial accounting were separated, and the financial accounting function was integrated to make it simpler to monitor whether the accounts were being processed correctly.

Project to Strengthen Auditing Practices
Group-wide audits are to be strengthened by consolidating the internal audit function for the entire Group towards the deployment of a global audit, and by reinforcing our auditing competence and auditing efficiency with IT.

months. The Chairman and President of FUJIFILM Holdings each returned 10% of their compensation for three months.
In addition to these actions, we established the FH Governance Strengthening Committee headed by the President in July and organized a comprehensive project team. We will implement a governance review and reinforce the management system, according to the type of issue.

of Director meetings and for greater speed in decision-making in corporate management.
⇒ Three outside directors from the legal profession and corporate management have been added to increase the ratio of outside directors by 1/3, to enable exchange of opinions from a diverse perspective and ensure validity in decision-making.

- 3. Revision of organization
Strengthen the business management process by integrating the business management divisions in charge of accounting and auditing of FX into FH
- ⇒ September 2017: Integration completed for accounting and auditing division.

Top Management Speaks Directly to Employees

In response to the discovery of the inappropriate accounting practices, FH President Sukeno, FX President Kurihara and other top executives sent messages to employees in their own words. They called for each and every employee of the Fujifilm Group to recognize what the findings show and the issues involved and encourage them to clearly understand the importance of compliance in their business actions, and etch an “open, fair and clear” corporate culture in each of their mind.
(The photos show (1) video message from FH President Sukeno, (2) message from FX President Kurihara posted in the Group magazine and (3) message from FH President Sukeno published on the intranet)



Compliance Training for Everyone in Leadership Positions

Compliance training was conducted for all leaders in July and August to increase employee awareness of social responsibility and compliance, urging them to recognize the matter as their own issue. The program was conducted in Japan by assembling all participants in a single venue, conducted on a face to face basis. President Sukeno urged participants to regard the matter as their own issue and expressed his commitment once again to instill in every employee the need to be “open, fair and clear” in both attitude and behavior in the drive to build a working environment in which everyone is able to speak up when something is wrong.
This compliance training is introduced for all employees by the managers of divisions and presidents of Group companies all over the world. The compliance training program will be followed by an awareness survey of all employees to assess the degree to which awareness of the irregular accounting practices and compliance has spread and to study the culture and issues at each worksite.



Training given to a total of 381 participants, including all executive officers, managers of divisions, presidents of domestic affiliates and presidents of overseas subsidiaries of the Fujifilm Group

Employee Communication Meetings Held in Japan and Overseas

FX President Kurihara visited Fuji Xerox and its affiliates in Japan and other countries to attend communication meetings with employees to explain the inappropriate accounting practices.
In overseas, he visited FXNZ in July and FXAU in August to provide employees with information on the background to the issue and developments to date. At the communication meetings, he received many questions on job security, changes in the management structure, management responsibility regarding the issue and other subjects. Mr. Kurihara pledged that FX and FXAP would give the utmost support to recovering customer trust and that strong employee awareness and working to provide value to customers will provide the power to overcome the situation. In meetings with executives, there was lively debate on how to regain trust and foster growth, while recognizing the gravity of the issue.



Communicating with approx. 5,000 employees at eight domestic sites and roughly 750 employees in New Zealand and Australia (photo taken at FXNZ head office).

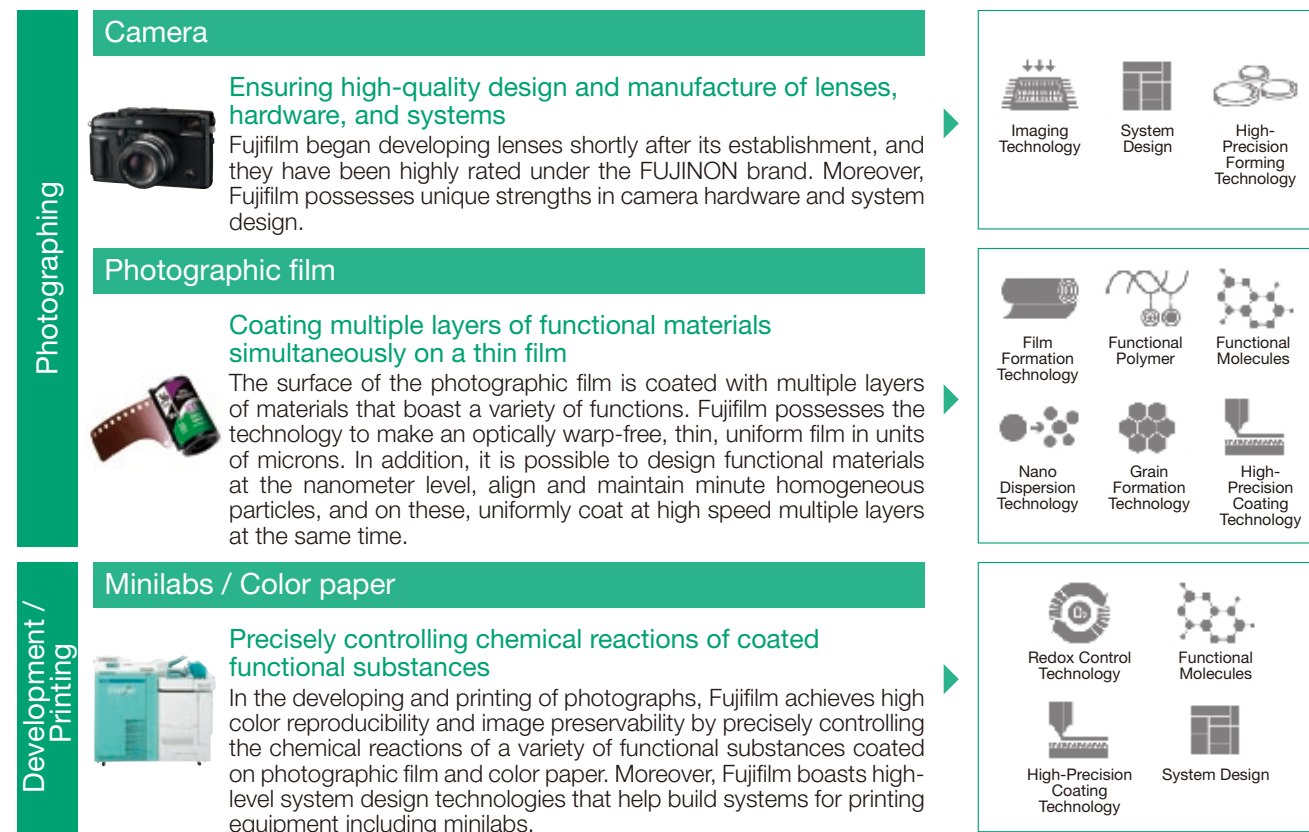
The Fujifilm Group's Technologies and Innovation

The Fujifilm Group, with its business origins in photographic film, today runs wide ranging businesses utilizing the technologies based on advanced silverhalide photography. We are improving our fundamental technologies that are the base of our business and exclusive core technologies that differentiate us in terms of sustainable superiority. Combining those technologies, we are able to offer a

diverse range of products and services.

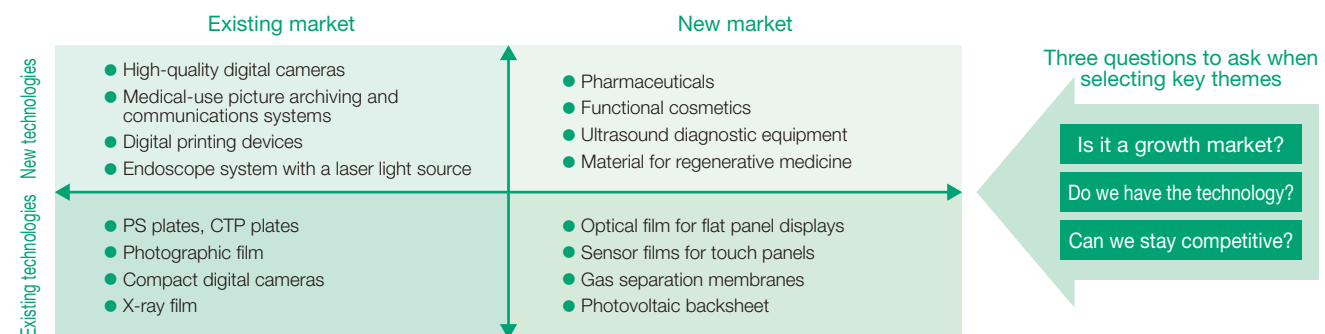
We will continue to provide products and services that create new value for society and to enhance and upgrade our core technologies for the continuous growth of the Fujifilm Group. This resolve is reflected in our corporate slogan: "Value from Innovation."

Technology Cultivated through Silver Halide Photography

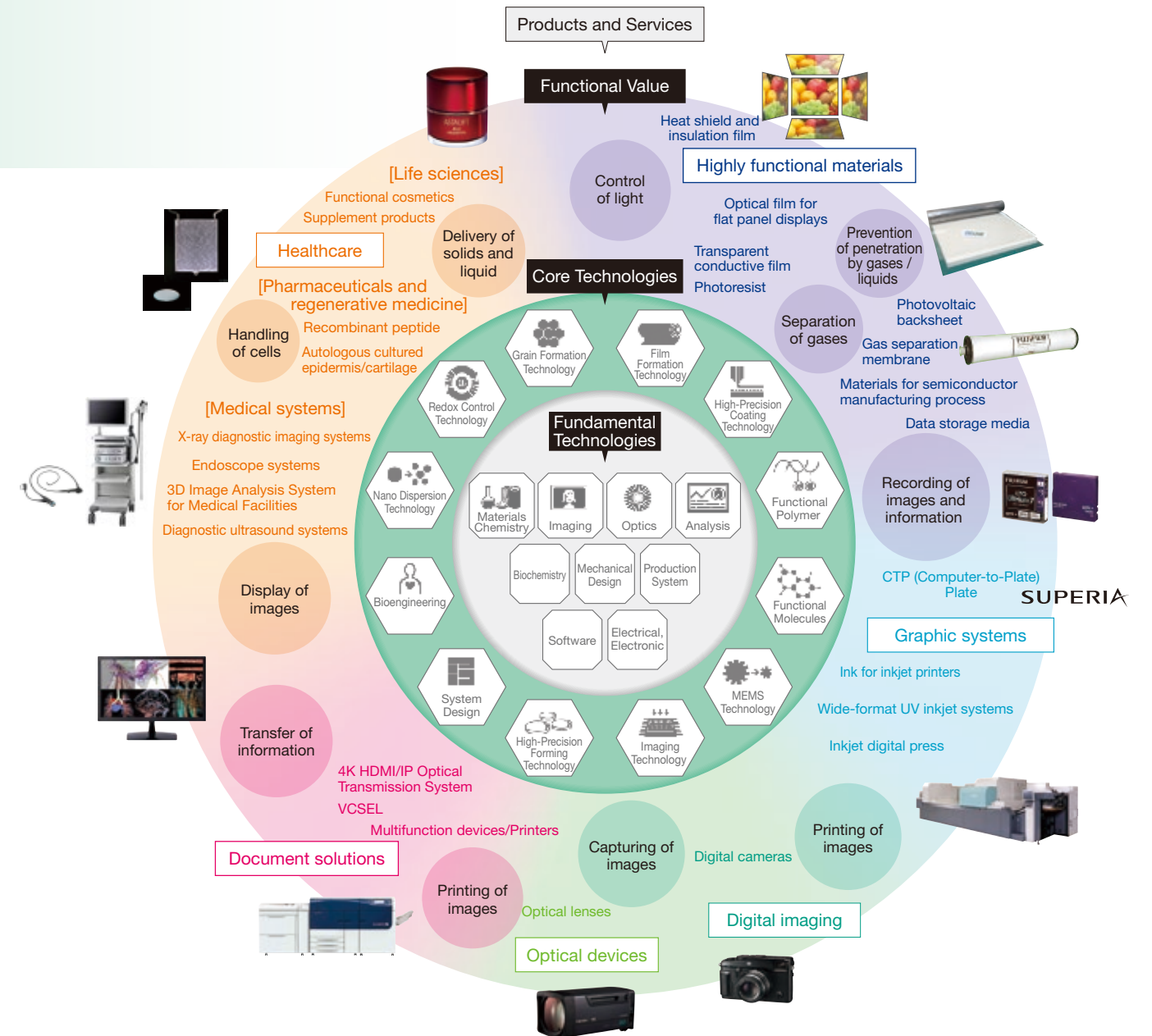


Creating a New Growth Strategy

Demand for our main product, photographic film, dipped after peaking in 2000, we have restructured our business framework and revised our R&D approach to create new business that can take over from our photographic film business. The businesses were categorized into four quadrants according to the technologies and market, and the related technologies were thoroughly identified. We selected the key themes in our businesses through these processes.



Application of Exclusive Technologies



Healthcare <p>Our business covers three areas: prevention, diagnosis and treatment. In addition to advanced examination equipment that assists with early detection and medical IT that makes efficient use of diagnostic findings, the development of cosmetic products and supplements aimed at prevention and pharmaceuticals for unmet medical needs is underway.</p>	Highly functional materials <p>Advanced technology cultivated through photographic film manufacturing is applied to deliver a variety of highly functional materials. We make efforts to develop new materials that reduce environmental impact and create energy, including the polarizer protective films essential for LCD displays.</p>	Document solutions <p>We are in the document business including both paper documents and electronic data. We offer office equipment, solutions and services that aid in resolving energy, conserving resources and other environmental issues to resolve business issues that are diversifying and growing in sophistication.</p>
Graphic systems <p>We started developing printing equipment and materials soon after the company was founded and received high evaluations all over the world in environmentally conscious CTP plates for offset printing. We have since expanded into digital printing and a wide range of other areas.</p>	Optical devices <p>We offer high-precision lenses based on refined technology. Our TV camera lenses, artificial satellite lenses, security camera lenses and other lens systems deliver high resolution, high quality and high precision images.</p>	Digital imaging <p>We develop and market digital cameras, color paper for printing and printing equipment. We are working to support the development and expansion of a photography culture by offering new ways to enjoy photos, including Instax and Photo Books.</p>

Fujifilm Group's Corporate Social Responsibility (CSR)

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



FUJIFILM Ashigara site located in an environment blessed with copious clean air and water

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."

Fujifilm Group established a current Corporate Philosophy and Vision following the shift to a holding company structure in 2006. Founded on the spirit of contribution to advancement of society, improved health, environment protection and enhancement of the quality of life of people, by providing top-quality products and services with open, fair and clear workplace culture and leading-edge, proprietary technologies, we have established the Fujifilm Group Charter for Corporate Behavior and the Fujifilm Group Code of Conduct and

implement them thoroughly throughout the Group.

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.

Contributing to building a sustainable society through both management planning and CSR planning

To celebrate the 80th anniversary, the Fujifilm Group founded its new corporate slogan, "Value from Innovation," which seeks to continue creating new technologies, products and services that inspire and excite people everywhere, and empower the potential and expand the horizons of tomorrow's business and lifestyle.

Under this slogan, we revised the Approach to CSR in 2014 to identify the social challenges and more actively seek their solutions. We have announced our Medium-Term Management Plan, Vision 2016 and our Medium-

Term CSR Plan Sustainable Value Plan (SVP) 2016 (see page 14). We believe that creating new value through our unique and advanced technologies and solving social issues through our business activities present opportunities for our business growth and at the same time allow us to contribute to society.

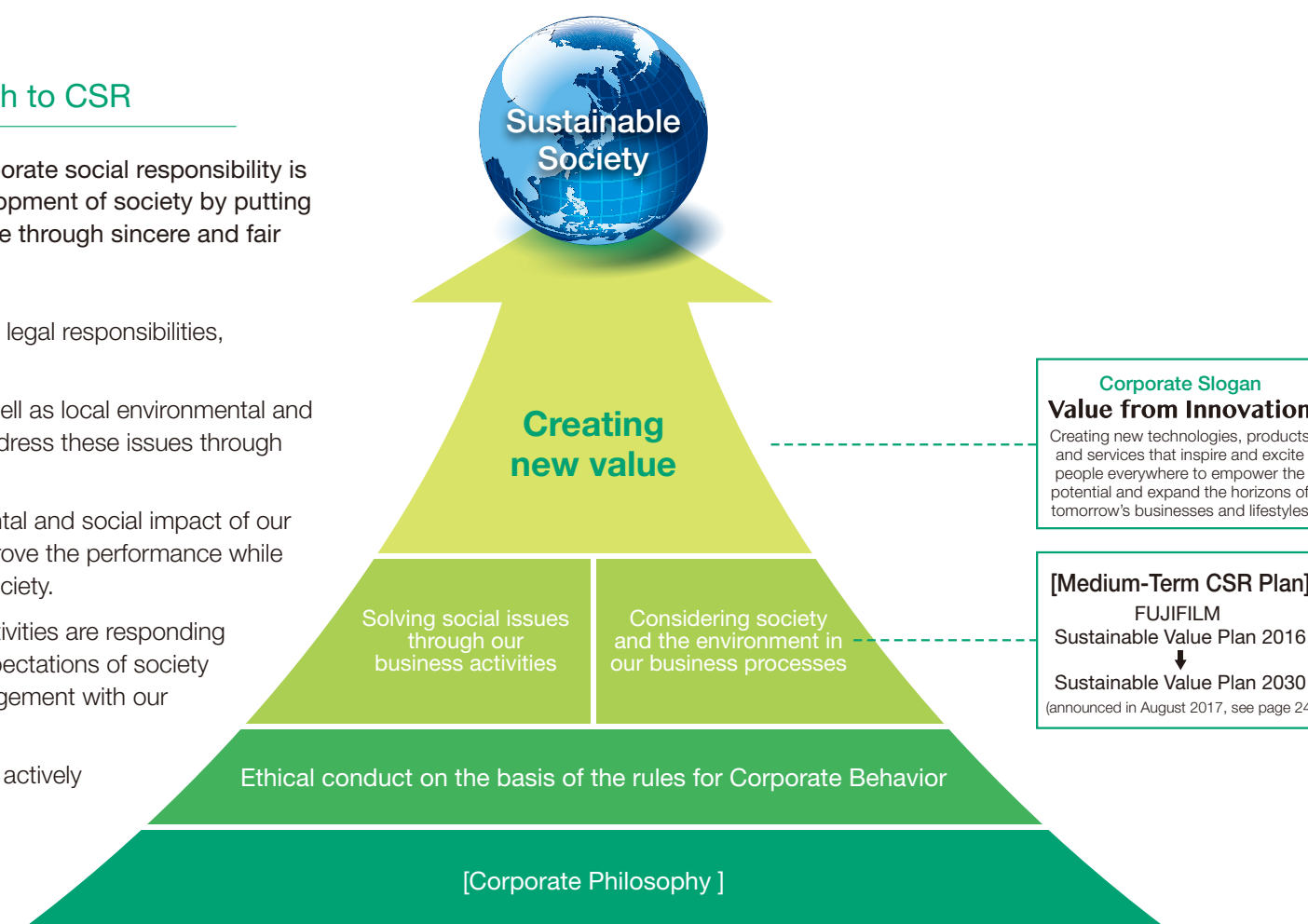
The Fujifilm Group is committed to contributing to the sustainable development of society by creating new value through our activities under Vision 2016 and SVP 2016.

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.



Working to manage the brand through a corporate slogan, "Value from Innovation"

We globally reinforced our brand value in order to disseminate the true meaning of this slogan, and to enable each employee to realize "Value from Innovation."

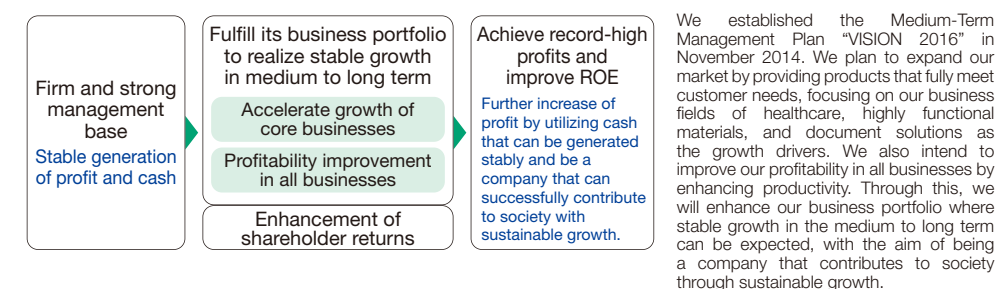
- Corporate advertisements in newspapers, magazines, and websites in and out of Japan
- Publication and distribution of related leaflets
- Questionnaire to employees (Response from 11,300 individuals in Japan and overseas on brand image etc.)
- Commencement of the Innovation Idea Proposals Program that can be used by all employees across the world

<http://www.fuji-lmholdings.com/slogan/en/>



Booklet for promoting greater employee understanding

Concept of VISION 2016, the Medium-Term Management Plan (FY2014–2016)



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.

Charter for Corporate Behavior

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

[Fujifilm Group Corporate Philosophy/Vision \(full text\) http://www.fujifilmholdings.com/en/about/philosophy/index.html](http://www.fujifilmholdings.com/en/about/philosophy/index.html)

[Fujifilm Group Charter for Corporate Behavior \(full text\) http://www.fujifilmholdings.com/en/about/philosophy/conduct/index.html](http://www.fujifilmholdings.com/en/about/philosophy/conduct/index.html)

[Fujifilm Group Code of Conduct \(full text\) http://www.fujifilmholdings.com/en/about/philosophy/law/index.html](http://www.fujifilmholdings.com/en/about/philosophy/law/index.html)

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.

Code of Conduct

1. Respect for Basic Human Rights
2. Open, Fair and Clear Corporate Activities
3. Protection/Preservation of Corporate Assets and Information
4. Environmental Conservation and Protection



FUJIFILM Sustainable Value Plan 2016

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. Following SVP 2016, we aimed to be a corporation that contributed to the “development of sustainable society” by proactively creating “new value” toward resolving social issues.

Social Background & Basic Approach

At present, global warming and other environmental issues are in a state of crisis. In addition, social issues such as human rights 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.

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.” In addition to resolving social issues through its innovative technologies, products and services in the four priority areas related to the driving forces (healthcare, highly functional materials, document solutions, etc.) that VISION 2016 focuses on, the company reinforced and expanded by aggressively tackling environmental issues in its business activities and its CSR basis for activities on a worldwide scale.

Creating the Triple Promotion Policy

The SVP 2016 Triple Promotion Policy was established in the four steps.

Please visit the link below for details of the process.

<http://www.fujifilmholdings.com/en/sustainability/valuePlan2016/process/index.html>

In FY2015, a general review of the Group's priority issues identified in SVP 2016 was carried out employing the perspective of the SDGs on the 130 items involved in social issues. Specifically, we invited the CSR specialist E-Square to participate once again, as for the development of SVP 2016, to examine the 169 SDG targets from the standpoint of “social interests and requests” and “materiality for the Fujifilm Group” and to help decide whether new items should be added to the existing priority issues. The findings led to items that increased in importance but confirmed that there is no significant difference with the existing items.

It will take more time to build the kind of society that we aimed at with our SVP 2016. Under our new CSR plan announced in August 2017, we aim to contribute to solving the social issues shown in the SDGs and the Paris Agreement, using our unique and advanced technologies to provide top-quality products and services.

FUJIFILM Sustainable Value Plan 2016



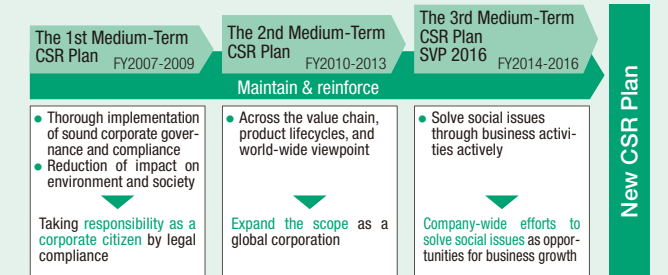
Fujifilm Group's Actions on SDGs (Relationship with SVP 2030)

		1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITY	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
Promotion policy 1	Health			●		●												
	Daily Life			●								●					●	
	Environment						●	●	●				●	●	●	●		
	Work Style			●	●	●			●	●	●	●	●					
Promotion policy 2				●			●		●				●	●				
Promotion policy 3		●	●	●	●	●	●		●	●			●		●	●	●	●

Four Steps for the Triple Promotion Policy

STEP 1 Clarifying the Basic Policies

Making it clear in the Basic Policies through a review of existing CSR activities.



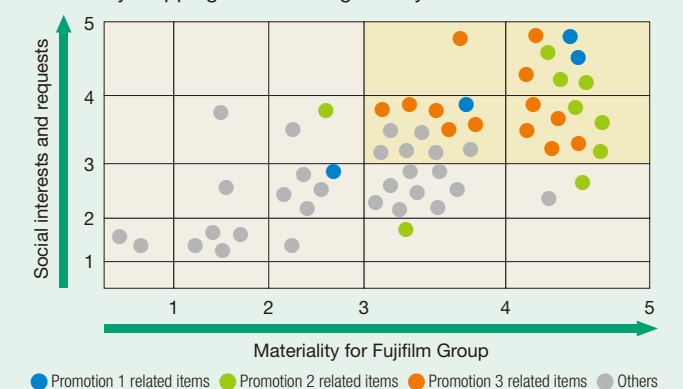
STEP 2 Extracting Social Issues Based on Business Strategy

- Listing social issues based on indicators found in ISO 26000, GRI guideline, etc.
- Clarifying possible products, services, and technologies by division

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

Business fields	Social issues	Medical	Pharmaceuticals	Highly functional materials	Document solutions
Environment	Reduce CO ₂ emissions	●●		●●●●	●●●●	
	Energy issues	●		●●●	●●●	
	Exhaustion of resources			●	●●	
			●	●●	
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			●●●	●	●
			●		●
	Promote communications				●●●	
Working styles	Promote diversity				●●	●
				●	

Materiality Mapping for Extracting Priority Issues



STEP 3 Evaluation of Materiality

The following two approaches have been implemented:

- 1) Solving social issues through business activities
- 2) Conscious on environmental and social impact within business processes

STEP 4 Planning and Review

- Setting goals for priority issues, along with internal reviews and approval



Activities Summary of the FUJIFILM Sustainable Value Plan 2016

		Priority Issues	Self Assessment	Pages in this Report
Promotion Policy 1 Contribute to solving social issues concerning the environment, people's health, daily life, and working style through our products and services.	Health	1. Improve accessibility to medical services	○ • Contributing with active support to providing education & training and various products, etc. in emerging countries.	Page 18, Pages 27-29
		2. Contribute to identifying diseases at an early stage	○ • Contributing with medical diagnostic imaging systems, medical IT technology, endoscopes, etc.	
		3. Response unmet medical needs	○ • Drug development for cancer, infectious diseases, mental disorders, etc. ○ • M&A or collaborative research to industrialize regenerative medicine	
		4. Promotion of health and contribution to beauty	○ • Providing cosmetics and supplements utilizing our exclusive technologies including ASTALIFT, MetabARRIER, etc.	
	Daily Life	1. Contribute to creating a safe and secure society	△ • Contributing with BaFe-based data storage media. ○ • Inadequate expansion of released products except for security lenses.	Page 19, Pages 30-31
		2. Contribute to enriching humanity and relationships	○ • Photo Renaissance activities to foster the culture of photography that enriches people's lives (instax, Year Album, X series cameras, etc.) ○ • Contributing through community revitalization activities "Mirai Zukuri"	
	Environment	1. Global warming countermeasures	○ • Achieved CO2 reduction targets.	Page 20, Page 32
		2. Response to water problems	△ • Developed environmentally conscious technologies and products, including ion exchange membranes, photovoltaic backsheet, heat shield film, etc.; however, impact on society was small.	
		3. Response to energy issues	○	
	Working Style	1. Promote communications that transcend the information barrier	○ • Contributed to improving communication through our Document Archiving and Communication System, Scan Translation Service, etc.	Page 21, Page 33
		2. Promote diversity	○ • Executing our own Work Style Reform, achieved concrete results, and helped promoting work style reform at customers.	
Promotion Policy 2 Solve environmental issues within business processes actively.		1. Promote global warming countermeasures	○ • Reduce CO2 emissions from the entire product lifecycle by 30% compared to FY2005 by FY2020	Page 22, Page 35-37
		2. Promote resource recycling	○ • Water usage target: Maintain water usage per sales (water input per unit) at FY2012 levels ○ • Resource input target: Reduce material input per unit by 10% compared to FY2012 by FY2020 ○ • Waste reduction target: Reduce volume of waste generated by 8% compared to FY2012 by FY2016	Page 22, Page 38-39
		3. Ensure product and chemical safety	○ • Drastic revision and execution of rules on management of chemical substances according to international trends; reinforcing and promoting management of chemical substances across the supply chain under the new rules.	Page 22, Page 40
Promotion Policy 3 Enhance the CSR framework supporting the corporate activities across the value chain.		1. Raise compliance awareness and ensure risk management	△ • Continuous implementation of risk countermeasures and training; reinforcing BCP based on our experience in past earthquake disasters. ○ • Quit smoking activities promoting measures against cancer by the health promotion council ○ • Measures for human rights risks such as dialogue with international NGOs	Page 23, Page 43-47
		2. Develop and utilize diverse human resources	○ • Building a working environment that utilizes employees' diversity, such as Work Style Innovation, global training etc.	Page 23, Page 48-51
		3. Enhance value chain management from the viewpoint of CSR	○ • Promoting CSR procurement activities steadily through the measures including revision and dissemination of Procurement Policy ○ • Acquiring information on current status and trends of laws and regulations in each country	Page 23, Page 52-54

Solving social issues through business activities

Support for education & training for medical staff in emerging countries

Promoting industrialization of regenerative medicine with the Group's latest technologies

Contributing to the early detection of infectious diseases

Providing products that reduce the burden on medical staff

Photo book service, "Year Album"

Expanding nationwide community revitalization activities with "Mirai Zukuri"

Data archiving services using magnetic tape that can store important data safely

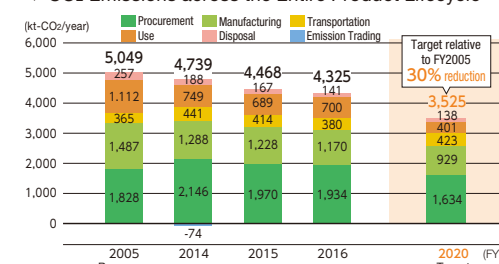
Functional foods can improve lifestyles and help weight control

Smart Work Gateway
Work process efficiency > Work style reform > Solution for social issues

▼ Contribution to Reducing CO2 Emissions at Customers
(in ten thousand tons-CO2)
Fujifilm 75% 82% 98% Target: 20 million
2014 2015 2016 2020 Target (FY)
*Changed last year's figure due to the scope revision

Promoting Smart Work Gateway that supports customers' work style reform

CO2 Emissions across the Entire Product Lifecycle



Reducing CO2 emissions across the entire product lifecycle for FY2020 target



Health promotion activities for employees under health and productivity management

Work Style Innovation activities implementing the idea of Work Style Reform



Conscious on environmental and social impact within business processes

Relationship with SDGs	
3	3
5	5
3	3
11	11
6	6
7	7
8	8
12	12
3	3
4	4
5	5
8	8
3	3
6	6
8	8
2	2
3	3
4	4
5	5
6	6
8	8



Health

Social Issues

Risks in international society

- Aging society
- Increased medical costs
- Regional divide in medical care
- Response to healthy life expectancy
- Unmet medical needs
- Global health etc.

Health is listed as one of the goals of SDGs. For example, the number of people suffering from diabetes is drastically increasing in many countries, particularly in developing countries, although it is a preventable and treatable disease. One of the disease's main causes is obesity, an illness of modern society. About 422 million adults had diabetes, with around 1.5 million deaths per year resulting from the illness. The total number of patients is expected to multiply in the next 20 years, and due to this rapidly increasing risk from diabetes across the world, WHO decided to make diabetes the major focus of World Health Day 2016.



Global number of adult diabetic patients
Source: Global report on diabetes, WHO

Basic Approach

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.

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

Targets: (1) Extend healthy life expectancy and support positive state in everyday life
(2) Assist women in staying healthy, beautiful, and attractive

Major Activities and Results in SVP 2016

Related Business Fields

- Healthcare
- Document solutions

Priority Issue 1

- Research and development of **infectious disease diagnostic system** to resolve public health issues
- Development and sales of mobile **X-ray diagnostic imaging system** in disaster areas and for emergency use
- Creating and providing educational programs to **support medical & pharmaceutical staff in emerging countries**
- Development and introduction of **hospital IT solutions** to support coordinated local medical networks
- Development and sales of various products to **alleviate the burden on medical and pharmaceutical frontlines**

Priority Issue 2

- Development of **endoscope systems** to contribute to the early detection and treatment of diseases

Priority Issue 3

- Reinforcement of the technical and financial aspects in commercializing **regenerative medicine**
- Promotion of **pharmaceutical development** for cancer and Alzheimer's treatment
- Support to shorten the pharmaceutical development period by **networking clinical trial processes**

Priority Issue 4

- Development and sales of **functional cosmetics and supplements** that contain ingredients to slow aging and extend healthy life expectancy

To achieve its goal of becoming a total healthcare company, the Fujifilm Group has made a great contribution in the four priority issues developing high performance medical equipment and pursuing M&As centered to reinforce our business structure.

1 Improve accessibility to medical services

Our support for education and training in the Middle East and Africa and our introduction of hardware and software solutions, such as portable ultrasonic diagnostic systems and IT solutions for hospitals in emerging and other countries, has enabled us to contribute to improving access to medical services and reducing the burden on medical staff.

2 Contribute to identifying diseases at an early stage

We have contributed to the early detection of diseases through the wider use of endoscopes and other medical diagnostic imaging systems and rapid influenza diagnostic systems.

3 Response unmet medical needs

In addition to developing new drugs targeting cancer, Alzheimer's disease, etc., we are developing processes for manufacturing pharmaceutical products, chiefly for biomedical drugs, that are expected to deliver outstanding efficacy with lower side effects, as well as in manufacturing and expansion of the scope of the production by commission business. We have strengthened our technological and management capabilities to industrialize regenerative medicine, including starting joint research with a number of international research institutes.

4 Promotion of health and contribution to beauty

The expertise we acquired through our research into oxidation resistance for photographic film and our exclusive nanotech technologies have enabled us to create new supplements and cosmetic products that contribute to extending healthy life expectancy and to the active participation of women in society.

Towards the New CSR Plan, SVP 2030

In order to respond to demands for unmet medical needs, we will focus on the development of medicines to treat cancer and infectious diseases, and developments concerning the prevention, diagnosis, and treatment of Alzheimer's dementia. We are also proceeding with projects that: (a) contribute to the treatment of disorders unhealable by conventional medicine through our development of regenerative medicine; (b) promote home medical care to cope with the aging society and alleviate the burden on doctors; (c) enhance early disease detection in emerging and other countries; and (d) extend healthy life expectancy.



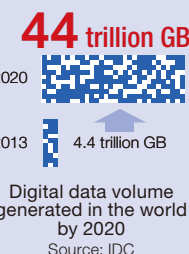
Daily Life

Social Issues

Risks in international society

- Safety & security
- Transmission and storage of information
- Relationships & life fulfillment
- Preservation of arts and culture etc.

We now live in the era of Big Data, when different types of information are stored as digital data. The data volume generated across the world has increased massively, marking 4.4 trillion GB in 2013—a figure expected to increase 10 times by 2020 to 44 trillion GB. However, available storage could only accommodate 33% of existing data in 2013, and this will decrease to less than 15% by 2020. We are now faced with the serious issue of storing important data safely.



Basic Approach

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 Mirai Zukuri 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 Contribute to creating a safe and secure society

Targets: 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

Target: (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

Major Activities and Results in SVP 2016

Related Business Fields

- Document solutions
- Highly functional materials
- Digital imaging
- Optical devices

Priority Issue 1

- Data archive service using **magnetic tapes** to save important data for the future
- Ensuring safety and security with **lenses for security camera**

Priority Issue 2

- Advanced photographic technology and reproduction technology to **preserve cultural and imaging assets**
- The **Mirai Zukuri Program** under the collaboration among government, industry, and academia to **contribute to local communities**
- New **communication tools** to promote the tourist industry
- The **Photo Renaissance activities** to foster the culture of photography to enrich people's lives

1 Contribute to creating a safe and secure society

The FUJIFILM LTO Ultrium 7 Data Cartridge, which is based on our own barium ferrite (BaFe) magnetic particles and other technologies and our "dternity" data archiving service, a system that provides long-term, safe and secure mass data storage, are both designed to reduce CO₂ emissions. Although our lenses for security cameras are contributing to strengthened security, we realize that our efforts in this area are not yet enough to be recognized as significant.

2 Contribute to enriching humanity and relationship

Major contributions have been made from three aspects. Specifically, we are helping museums and libraries to **preserve Japan's invaluable cultural and artistic properties** with our various archiving services. The new communications tools we have provided to promote tourism in local communities and our *Mirai Zuru* activities are **improving communications in local communities**.

Out of the **photographic products designed to enrich people's lives and store their memories in tangible form**, our mirrorless digital camera X Series has earned outstanding praise from the market for its ease of operation and for allowing people to enjoy high resolution photos. In addition, we have gained outstanding recognition for providing increased opportunities for people to enjoy photography, and for increasing the number of photography fans through our one-time-use recyclable camera, an instant photo system that gives you printed photos on the spot, and for our Year Album, Shuffle Print and other services that add value to photo prints and thus add color to people's everyday lives, and by expanding the scale of our "PHOTO IS" 50,000—Person Photo Exhibition. We believe that the variety of these products has contributed to enriching people's lives.

Towards the New CSR Plan, SVP 2030

We continue to offer a range of opportunities to enjoy photographs and a variety of photographic products and cameras that help to enrich people's lives and bring peaceful daily moments in them. In addition to magnetic tapes, we are also contributing to creating a safe and secure society offering our products used for semiconductors and display materials, and to reinforce infrastructures such as buildings in society.



Environment

Social Issues

Risks in international society

- Global warming
- Exhaustion of resources
- Water problems
- Energy issues etc.

Climate change and sustainable energy usage are issues listed in the SDGs. The Paris Agreement concluded in COP21 also stated restricting any global temperature rise this century to below 2°C compared to pre-industrial levels, as a long-term international target. To achieve this target, it is important to expand renewable low-carbon energy use in power generation, along with energy-saving measures through diverse technological innovation, and by encouraging behavioral change in our life.



GHG emissions reduction target by 2050 (compared to 2010) IPCC Fifth Assessment Report

Basic Approach

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 utilizing applied photographic film development and production technologies.

Priority Issue 1 Global warming countermeasures

Target: Reduce CO₂ emissions by 20 million tons by FY2020 (compared to 2005)

Priority Issue 2 Response to water problems

Target: Reduce and restrict of water pollution

Priority Issue 3 Response to energy issues

Target: Contribute to generating energy with low environmental impact

Major Activities and Results in SVP 2016

Related Business Fields

- Highly functional materials ● Graphic systems ● Document solutions

Priority Issue 1

- Sales and spread of **data storage media** that contributes to CO₂ emissions reduction
- **Resource saving solutions** for the printing business to reduce environmental impact
- Development of **office products and services** with superior environmental performance
- Development of **highly functional materials** that help resolve environmental issues

Priority Issue 2

- Development of **ion exchange membranes** that support efficient water usage

Priority Issue 3

- Development and spread of **backsheets for solar cells** that enhances solar cell durability
- Research of **gas separation membranes** to efficiently utilize natural gas

We have achieved most of the periodical targets for the three Priority Issues.

1 Global warming countermeasures

For the target of "Reduce CO₂ emissions by 20 million tons by FY2020 (compared to 2005)," we have made significant progress by achieving 19,670 kilotons of avoided CO₂ emissions and so we have come very close to achieving the target as early as FY2016. Major contribution contents to this achievement are a variety of environmental solutions in offices and other products including a high capacity data storage media (LTO magnetic tape) that uses next-generation magnetic Barium Ferrite particles (BaFe), SYNAPSE, the IT solution for medical clinics, energy-saving multifunction printer, and various eco solution at office.

2&3 Response to water problems and energy issues

A range of contributions has been made through providing and spreading highly functional films used as filtration materials and solar cell materials.

▼ Environmentally Conscious and Environmental Solutions Highly Recognized by External Organization

Products	Fiscal year	Awards
Color on-demand publishing system	2014	Minister's Prize, the Ministry of Economy, Trade and Industry at the 11th Eco-Products Awards
Backsheet for photovoltaic cell cutting down environmental impact and improving the product life	2014	Minister's Prize, the Ministry of the Environment at Green and Sustainable Chemistry Award
Full color digital multifunction devices	2015	Energy Conservation Grand Prize 2015, Chairman's Prize from the Energy Conservation Center Japan
Carbon off-set for multifunction devices at Seven-Eleven's stores	2015	The Carbon Offset Grand Prize, the Excellence
Energy-saving on-site archiving system using high-capacity magnetic tape	2016	Energy Conservation Grand Prize 2016, Director-General's Prize from the Agency for Natural Resources and Energy
Development of innovative toner technology realizing low environmental impact and high image quality	2016	Minister's Prize, the Ministry of the Environment at Green and Sustainable Chemistry Award
Carbon off-set by purchasing the skincare series ASTALIFT	2016	The Carbon Offset Grand Prize, the Excellence

Towards the New CSR Plan, SVP 2030

We aim for further CO₂ emissions reduction through the wider spread of the above products and the development and spread of new highly functional materials that lead to further CO₂ emissions reductions. As for the water problems that are becoming more serious across the world, we are contributing to water processing technology through wastewater reduction from Graphic Systems business and water filtration towards our newly defined targets.



Working Style

Social Issues

Risks in international society

- Working disparity
- Reduction in workforce
- Diversity etc.

SDGs list the issues of gender equality, sustainable economic growth, and employment among them. In Japan, the Act of Promotion of Women's Participation and Advancement in the Workplace was enforced on April 1, 2016. We now face concerns for labor shortages in the future and diversification in occupational needs, and globalization. To address these issues, it is indispensable to diversify human resources in various employment areas. Women's participation is particularly important in such employment issues.



The number of seats women hold in national parliament in at least one chamber (46 countries) Fact Sheet, Sustainable Development Goals (September 17, 2015)

Basic Approach

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 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

Major Activities and Results in SVP 2016

Related Business Fields

- Document solutions

Priority Issue 1

- Solution services that support **mobile work**
- **Support for multilingual communications** against globalization

Priority Issue 2

- **Work Style Reform activities** leading to solutions for the whole of society
- **Business processes improvement** to realize better productivity and skill development
- Offering new work styles utilizing teleworking

The Fujifilm Group is now providing solutions services to create environments that will enable a diversity of work styles that suit people's individual situations regardless of time and place. We have made major contributions to two of our priority issues in this area.

1 Promote communications that transcend the information barrier

We have contributed to improving communication through our DocuWorks, our own document handling software that integrates paper and digital documents, for the effective transmission, sharing and storage of data, Cloud On-Demand Print that offers a versatile printing environment shared between offices and companies and our Scan Translation Service that supports multilingual communication.

2 Promote diversity

We are contributing to work style reform at our customers to bring greater productivity by offering various solutions and workplace schemes based on the results of our longstanding research and experience in Work Style Reform, including DocuWorks Mobile, which allows seamless integration of multifunction devices, and our Working Folder cloud service, thus facilitating mobile working, and in reforming business processes to simplify over-complicated processes.

Towards the New CSR Plan, SVP 2030

We continue to create working environments that inspire workers through promoting our own case studies to solve business issues, offering ICT to solve customers' issues and cloud-based products that realize new work styles, and developing and offering solution services.

However, it is impossible to support diverse and flexible work styles in which individual workers can exert their ability to the highest standard by a single company's products and services—especially in time of rapid ICT innovation. We plan to expand our collaboration with other cloud service providers for more efficient business operations, quicker responses, and effective communications. We will bring office work to a higher level by supporting other companies' efforts to realize a better working environment for their staff.



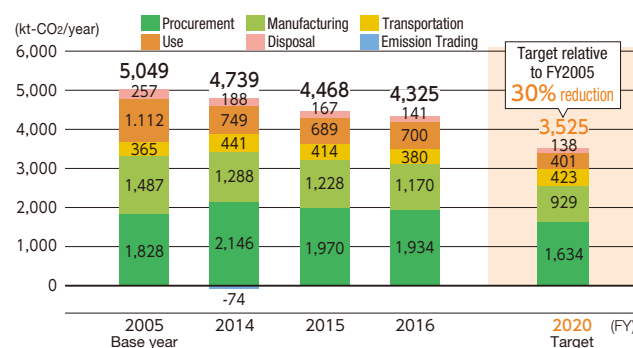
Major Activities and Results in SVP 2016

We set up three Priority Issues to direct our efforts and most of the periodic targets have been achieved. As for the Promote Global Warming Countermeasures, 2016 medium-term targets were achieved earlier and we progress towards the new 2020 targets. Targets for water usage and material input reduction set up under the theme of Promote Resource Recycling were successfully achieved, however, the waste reduction target was not attained due to a temporary increase in waste. Under the issue, Ensure Product and Chemical Safety, new internal rules that take account of international trends were formulated and enacted. We also reinforced the supply chain management.

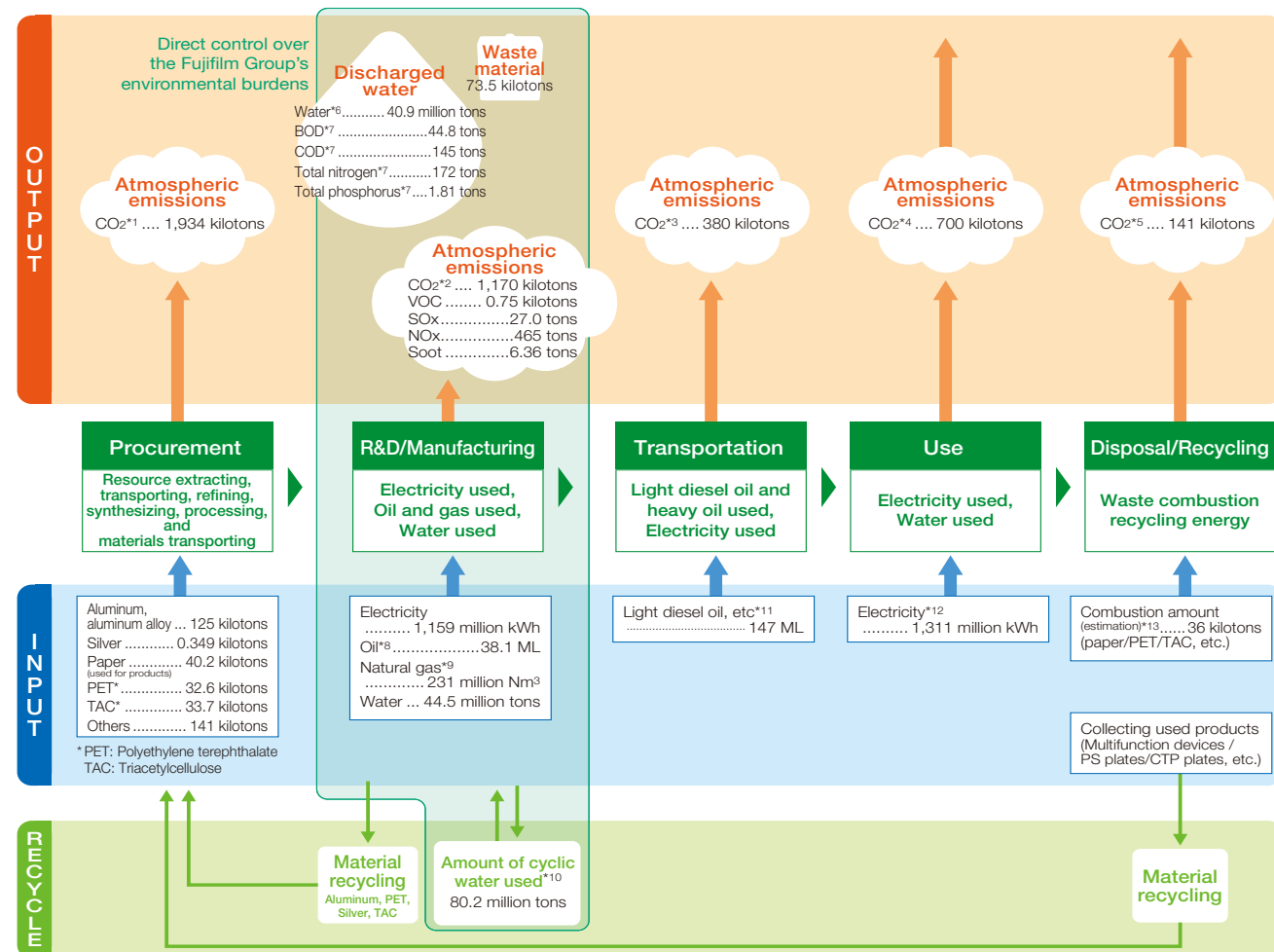
Towards the New CSR Plan, SVP 2030

In addition to the promotion of energy saving and efficient energy usage, we will expand usage of renewable energy in order to promote Global Warming Countermeasures. Under the issue, Promote Resource Recycling, we continue

▼ CO₂ Emissions across the Entire Product Lifecycle



resource output reduction across the entire product lifecycle. As for the theme, Ensure Product and Chemical Safety, we are reinforcing risk management for the safer and more effective usage of chemical substances.



*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.

*11 Calculation assuming transport by truck

*12 Based on the average CO₂ emission coefficient of the Federation of Electric Power Companies of Japan

*13 Hypothetical combustion rate for each substance used (For the above, data from the input-output table and other sources are used to obtain CO₂ emissions per unit of output.)



Major Activities and Results in SVP 2016

Solid results were achieved on each of the three priority issues.

1 Raise compliance awareness and ensuring risk management

Notwithstanding the inappropriate accounting practices at Fuji Xerox overseas subsidiaries, training programs have been organized on a group-wide basis to prevent corruption and harassment and to assure information security, as well as to promote better health among employees. In addition, we were able to strengthen our BCP efforts, represented by the success of a Fujifilm Group company in Kumamoto that made a rapid business recovery after the 2016 Great Kumamoto Earthquake as a result of our experiences with the 2011 Great East Japan Earthquake.

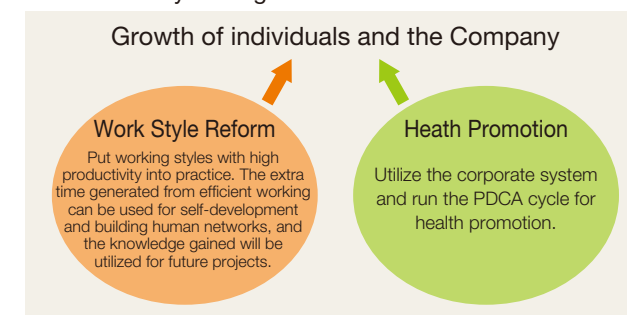
2 Develop and utilize diverse human resources

Significant efforts have been put into developing human resources with the production of a human resources development map and the organization of training to develop global human resources. We have worked hard on the two aspects of Work Style Reform and Health and Productivity Management to encourage a wide range of people to make the best use of their abilities and to build environments in which people are able to work with energy and enthusiasm.

3 Enhance value chain management from the viewpoint of CSR

In response to the growing global trend in recent years towards "sustainable procurement" throughout the supply chain, we revised the Fujifilm Group Procurement Policy in March 2015. At the same time, our Requests to Suppliers was announced, and we assessed the progress made by suppliers in promoting CSR and build closer relationship with our suppliers.

▼ The Fujifilm Group's Approach to Health and Productivity Management



Towards the New CSR Plan, SVP 2030

Although business activities make a positive contribution to society, they also have adverse impacts. In recognition of the Fujifilm Group's effect on and responsibility toward society, we are reaffirming our vision of an "open, fair and clear" business culture within the Group to strengthen its business foundation.

Improving and expanding these activities throughout the value chain to achieve "sustainable procurement" by strengthening our cooperation with our suppliers both from the environmental and social aspects. We will continue to work to strengthen governance and build work environments and systems that enable each of our diverse body of employees to work with safety and enthusiasm.

▼ CSR Activities Promoting throughout the Value Chain



▼ Requests to Suppliers

Respect for human rights	Respect for basic human rights, elimination of discrimination, prohibition of non-humanitarian treatment, workers' rights, prohibition of forced and child labor, restraint on extended work hours, wages, privacy, and occupational safety and health
Open, fair and clear business activities	Active communications, information disclosure, fair trade, prohibition of abuse of superior status, prohibition of corruption, offer of unfair benefits, severance of ties with antisocial forces, compliance with export/import laws and regulations, quality & product safety, protection of confidential information, intellectual property rights protection and preservation of personal information environment
Preservation and protection of the environment	Promotion of green purchasing, prevention of global warming, waste control, prevention of environmental pollution and preservation of natural resources
Development of management systems and schemes	Management system and internal/external communication

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

Under the Medium-Term CSR Plan, “Sustainable Value Plan 2016 (SVP 2016)” for FY2014–16, the Fujifilm Group has been creating new values to resolve problems in society. Long-term goals up to FY2030 have been established in the new CSR plan, Sustainable Value Plan 2030 (SVP 2030), announced in August 2017. The Fujifilm Group aims to be a corporation able to make a greater contribution to creating a sustainable society through implementing further action to resolve social issues through our business activities, including the launch of innovative technologies, products and services.

Social Background and Basic Approach

In addition to attention to the environment and compliance, our core targets up to now, Fujifilm declared explicitly in SVP 2016 for FY2014–16 that its goal is “solving social issues through business activities.” Embracing CSR, not in the passive approach of compliance to laws, but as an opportunity to solve social issues and to grow business, FUJIFILM Holdings’ aggressive stance is highly appreciated by external organizations (See *Data and Information* [website]).

However, the major goal of solving social issues cannot deliver results easily in a period of only three years. In addition to continuous activities in this area, we decided that we need to revise our perspective on setting our goals.

Long-term targets such as SDGs*1 and the Paris Agreement*2 have been announced internationally in the drive to solve social issues. In view of these developments, the new SVP 2030 aims to contribute to achieving the goals for resolving global social issues set by the SDGs, the Paris Agreement, etc., and is distinguished by its setting of long-term goals to be achieved by FY2030. This establishment of a long-term plan, allows us to set targets not through forecasting (accumulation approach) but through backcasting—looking backward from a specified future

target to identify action needed for the future—thus enabling aggressive action to face the challenges.

Priority Issues in SVP 2030

Under SVP 2030, the two goals of SVP 2016 to “solve social issues through business activities (opportunities)” and “remain conscious on the environmental and social impact within business processes (risks)” were combined into one, and “the environment,” “health,” “daily life” and “working style” were announced as four priority areas to be approached from the two aspects of opportunity and risk. Additionally, in promoting global business, the plan focuses on reinforcing the CSR infrastructure for the environment, ethics, human rights, etc., for the entire supply chain, as well as reinforcing governance for greater dissemination of an “open, fair and clear” corporate culture. Fifteen priority issues were defined to implement these actions.

Especially in the area of the environment, concrete numerical targets for FY2030 were established. With CO2 emissions, action will be taken **to reduce emissions from the entire product lifecycle of the Fujifilm Group by 30% over the FY2013 level**, along with **contributing to reducing CO2 emissions in society by 50 million tons through the dissemination of Fujifilm products and services**, established to offset the cumulative CO2 emission volumes from FY2017 to FY2030. In water resources, we will **reduce the amount of water the entire Group uses for production by 30% over the FY2013 level, dropping below 35 million tons by FY2030**. With the highly functional materials and services we use for water treatment, we also plan **to contribute to the treatment of 35 million tons of water per year used by society and to achieve an environmental contribution that equals or betters the environmental impact generated by our business activities by FY2030**.

In areas outside the environment, we will establish KPIs (Key Performance Indicators) in the future for all priority issues.

Promoting SVP 2030 will allow the Fujifilm Group to create new value through the development of products, services and technology and to contribute to solving social issues, and at the same time, increase its corporate value.

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

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

Fujifilm Group’s Actions on SDGs

	1 No Poverty		10 Reduce Inequality
	2 Zero Hunger		11 Sustainable Cities and Communities
	3 Good Health and Well-Being		12 Responsible Consumption and Production
	4 Quality Education		13 Climate Action
	5 Gender Equality		14 Life below Water
	6 Clean Water and Sanitation		15 Life on Land
	7 Affordable and Clean Energy		16 Peace, Justice and Strong Institution
	8 Decent Work and Economic Growth		17 Partnerships for the Goals
	9 Industry Innovation and Infrastructure		

Priority actions that require companywide effort

SDGs

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

13 CLIMATE ACTION

3 GOOD HEALTH AND WELL-BEING

9 INDUSTRY INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

SVP 2030 Slogans and Priority Issues

Environment

Reduce our own environmental impacts and contribute to the resolution of environmental issues

Priority Issue

1. Address climate change.
2. Promote recycling of resources.
3. Address energy issues toward a non-carbon society.
4. Ensure product and chemical safety.

Health

Create a healthy society through the process of prevention, diagnosis and treatment in healthcare.

Priority Issue

1. Fulfill unmet medical needs.
2. Improve accessibilities to medical services.
3. Contribute to identifying diseases at an early stage.
4. Contribute to health promotion and beauty.
5. Promote management of health and productivity.

Daily Life

Support the tangible and intangible aspects of social infrastructure in people’s lives through various products, services and technologies.

Priority Issue

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

Working Style

Extend in-house work style reforms to change society so that everyone can be satisfied with their job.

Priority Issue

1. Create an environment that leads to job satisfaction.
2. Develop and utilize diverse human resources.

Supply Chain

Strengthen CSR foundations across the entire supply chain including factors affecting the environment, ethics, and human rights.

Priority Issue

1. Create an environment that leads to job satisfaction.
2. Develop and utilize diverse human resources.

Governance

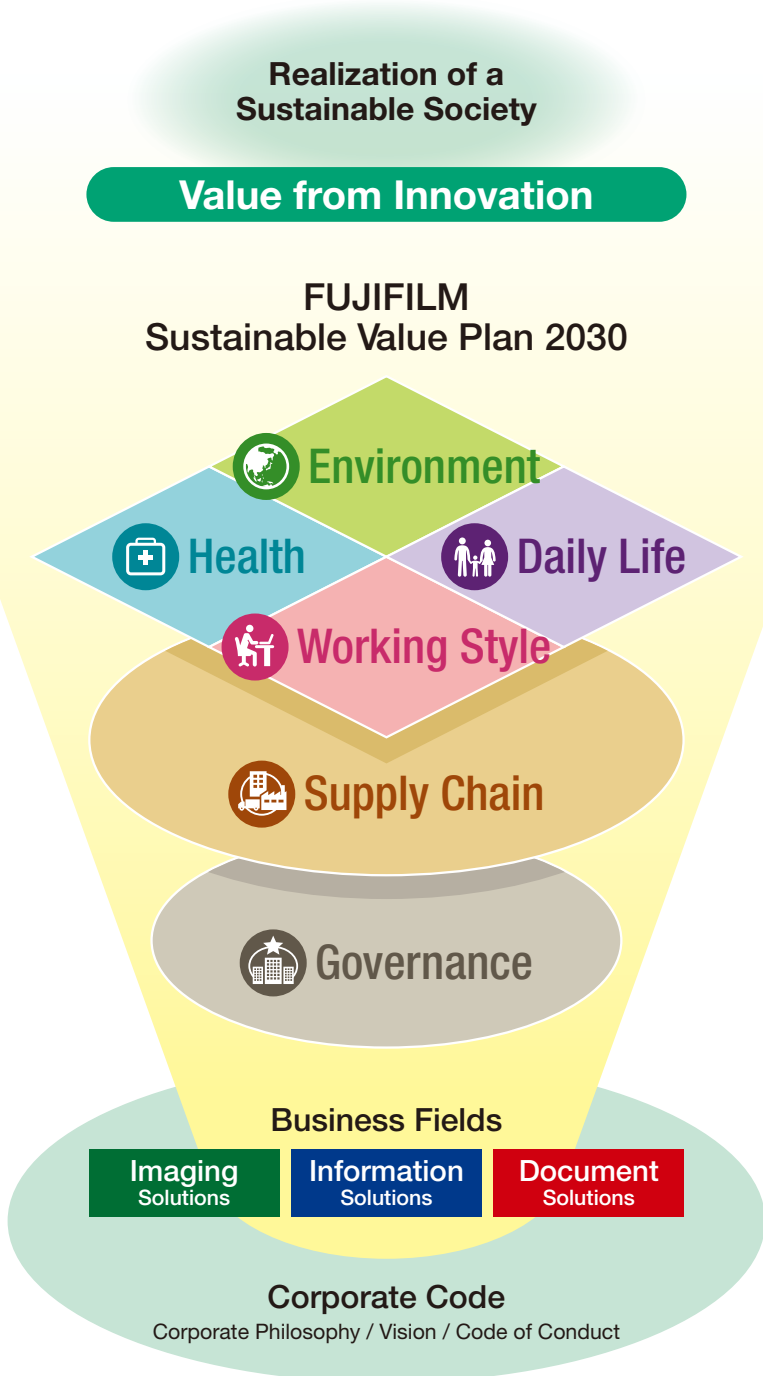
Disseminate an open, fair and clear corporate culture to further improve and maintain governance structures.

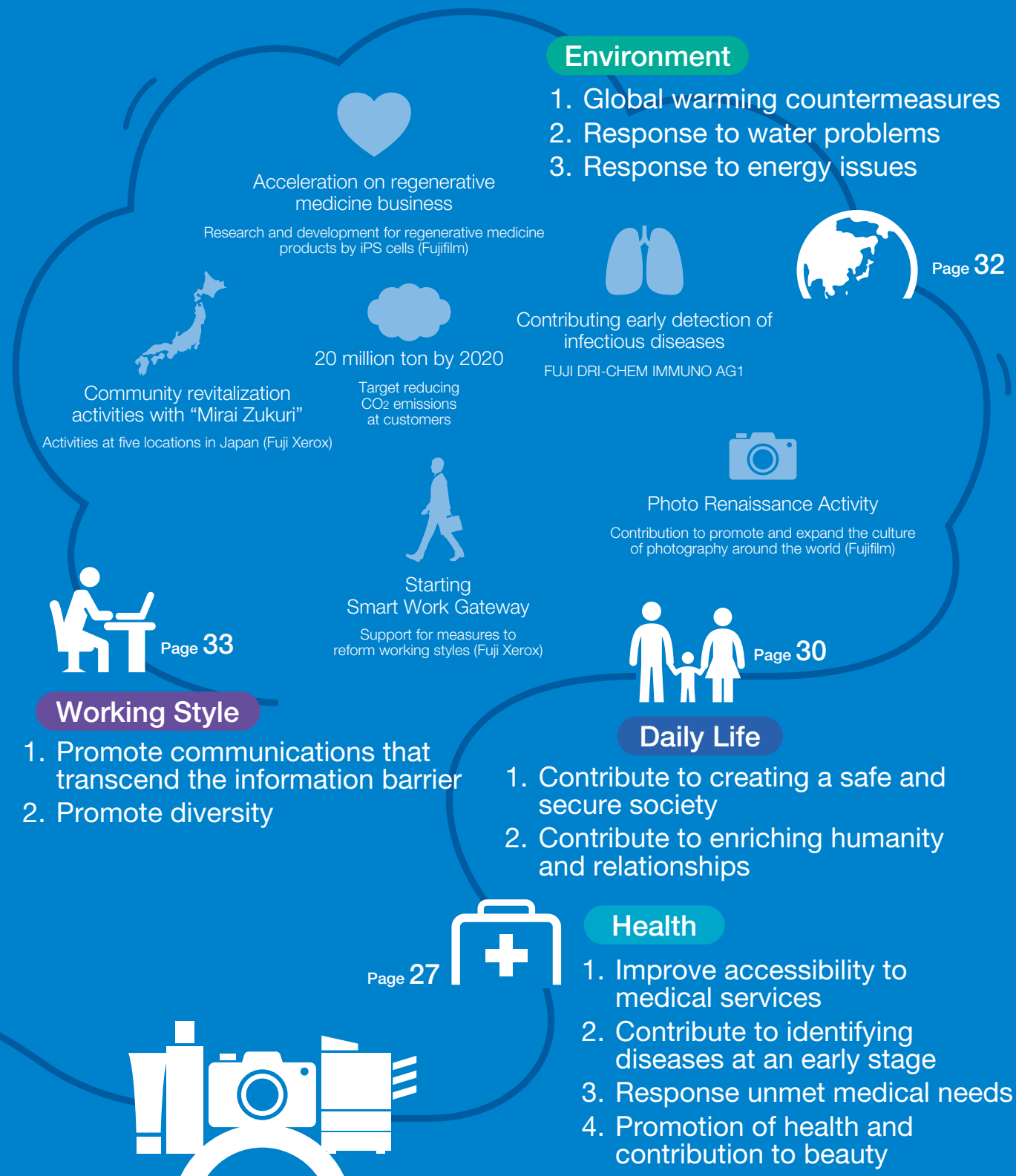
Priority Issue

1. Create an environment that leads to job satisfaction.
2. Develop and utilize diverse human resources.

Characteristics of SVP 2030

- **Establishment of long-term goals (FY2030)**
 - To become a corporation that promotes social revolution through innovation involving all employees and action on social issues from a long-term perspective.
 - 2030 was set as the target year for goals which is the base year for international social issues (Paris Agreement and SDGs).
- **Numerical targets for FY2030 defined for global environmental issues**
- **15 priority issues established in the four areas of the environment, health, daily life, working style, and adding supply chain and governance**
 - Priority areas redefined with attention both to “solving social issues through business activities” and “reducing the impact of our business activities.”
 - With society and customers demanding that as a global corporation we enhance our management of the entire supply chain from the viewpoint of CSR, “supply chain” has been established as a priority area.
 - “Governance” is important in preventing inappropriate accounting, and has been added as a priority area.





FUJIFILM Sustainability Value Plan 2016

Promotion Policy 1

Contribute to solving social issues concerning the environment, people's health, daily life, and working style through our products and services.



Solving social issues through business activities

Health

Priority Issue 3

International Expansion of Japanese-Style Medical Services

Joining government mission to solve medical issues in emerging countries

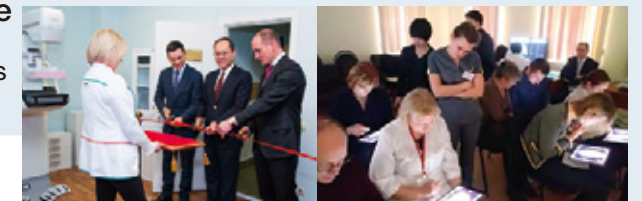
[Previous activity report] Sustainability Report 2014 (Page 18)

The Fujifilm Group has been offering support to improve medical technologies and provide training in emerging countries to help solve the medical issues they face through spreading our products and Japanese-style medical services. To propel this international outbound expansion of Japanese-style medical services, we have been proactively utilizing government-led public-and-private collaboration projects since 2013. To date, we have been involved in the Business Establishment Support Initiative for Medical Technologies and Services led by the Ministry of Economy, Trade and Industry, and the International Promotion Initiative for Medical Technology etc. under the Ministry of Health, Labour and Welfare, and other projects to help disseminate Japanese-style medical services in a number of countries.

Improving Breast Cancer Screening Procedures in Russia

Breast cancer is the most common cancer among Russian women, and also claims the highest number of victims among the different types of cancer. It is important to identify breast cancer at the early stage through screening and start treatment immediately in order to reduce the death rate from this form of cancer. However, the number of Russian women coming to breast cancer screening remains low. To address this situation, we undertook a project to improve and spread a breast cancer screening program in Russia in cooperation with the Women Health Center (WHC) in Moscow, a clinic specializing in cancer diagnosis and treatment for women.

The initial stages of the project were as follows: (1) Installing AMULET Innovation, our latest digital mammography system in WHC and promoting the WHC as a reference clinic for other clinics to share and integrate medical information; (2) Promoting communications between Russian and Japanese doctors and radiologists; and (3)



Project opening ceremony (left) Japanese doctors and radiologists hold presentations and workshops during a symposium in Russia (right)

Verifying the validity of Japanese-style cancer screening procedures in Russia. As a result of the project, it was confirmed that replacing conventional analog mammography with digital mammography improved diagnosis accuracy and procedural efficiency. Also, the exchange of Russian and Japanese staff members highlighted the importance of improving the diagnostic and exposure techniques of doctors and radiologists, and the benefits of Japan's team-based medical care approach. This indicated the direction for the project to take in the future.

Fujifilm also signed an agreement with R-Pharm JSC, a major Russian pharmaceutical company in December 2016, to form a comprehensive healthcare business partnership. We plan to expand our healthcare business in Russia through broad-based collaborations with our new partner in order to contribute to solving medical issues in the country.

Participation in International Promotion Initiatives for Medical Technologies and Services

* Those in which the Fujifilm Group is a representative organization

FY2015	Establishment of the Japanese Picture Archiving and Communication Systems (PACS) center in the Philippines
	Establishment of a next-generation cancer diagnosis center in Brazil
	Medical IT training in a public medical institute in Mexico
FY2016	Promotion of Japanese medical ICT in Vietnam
	Improvement in breast cancer screening system in Russia
	Introduction of qualification system for breast cancer screening specialists and promotion of accuracy management in Thailand

Priority Issue 3

Regenerative Medicine

Accelerating R&D in regenerative medicine using iPS cells

[Previous activity report] Sustainability Report 2015 (Page 18), 2016 (Page 14)

The Fujifilm Group engages in its regenerative medicine business to provide one of the means to address diseases for which an effective treatment has not yet been found. In 2016, we further expanded our research and development into cell therapy using iPS cells through Cellular Dynamics International, Inc. (CDI), a US Fujifilm subsidiary. CDI now collaborates with the National Eye Institute (NEI) in a joint research and development project on age-related macular degeneration, and CDI will supply autologous iPSC-derived cells for the clinical trials at the NEI. The Fujifilm Group also invested in Cynata Therapeutics Limited (Cynata), an Australian regenerative medicine company. Cynata started clinical trials on GvHD patients with allogeneic mesenchymal stem cells (MSCs) derived from iPSC provided by CDI in May 2017.

The Fujifilm Group continues to contribute to industrialization of regenerative medicine, with iPS cells as key material and combining the world-leading technologies possessed by our Group companies.

2014	2015	2016
Acquired Japan Tissue Engineering Co., Ltd. and launched extracellular matrix	Acquired Cellular Dynamics International, Inc.	Promoted further R&D into cell therapy

Regenerative Medicine Business Summary for 2016 and 2017

Jun 2016	CDI, a leading iPS cell manufacturer, commences joint research with NEI on age-related macular degeneration using iPS cells.
Sep 2016	Invested in Cynata, an Australian regenerative medicine venture company. Concluded a license option agreement concerning GvHD ^{*1} treatment using allogeneic iPSC-derived ^{*2} MSCs ^{*3} conducted by Cynata.
Sep 2016	In partnership with David Gamm, M.D., Ph.D., a world leader and pioneer in iPSC-derived treatment of retinal diseases, CDI established a new venture company to develop cell therapies for retinal diseases, Opsis Therapeutics, LLC in the US.
Oct 2016	CDI was granted a patent in Japan related to the technology required for the safe and efficient generation of iPS cells.
May 2017	Invested in RegCell, a Japanese regenerative medicine venture company that aims at commercialization of new treatments utilizing immune cells.

^{*1} GvHD: Graft vs. Host Disease. One of a disease complication that occurs following a bone marrow transplant, in which cells in the donor marrow (the graft) attack tissues of the recipient (the host). Cell therapy with MSCs is known to be effective for GvHD.

^{*2} Allogeneic iPS cells: iPS cells created from cells of individuals other than the patient themselves.

^{*3} Mesenchymal stem cells (MSCs): Stem cells in the human body that have some extent of ability to differentiate and proliferate.



Priority Issue 2&3

Tackling Infectious Diseases

Contribution to the early detection and treatment of mycoplasma pneumonia

[Previous activity report] Sustainability Report 2014 (Page 19), 2015 (Page 18), 2016 (Page 15)

Mycoplasma pneumonia is caused by an atypical bacterium, *Mycoplasma pneumoniae*, that primarily infects the walls of the alveoli and the stroma of the lung and bronchial tube. Infants or children are rather easily infected, and 80% of patients are children under 14. The incubation period between infection and symptoms is usually two to three weeks, which is relatively long. It spreads quickly in homes and schools through coughing. Many cases end with mild symptoms, but some can develop into serious illnesses. The disease can be treated effectively without further development or secondary infection if antimicrobial agents are administered while the amount of bacteria is still small. To realize this, accurate diagnosis at the early stage of infection has been sought after on the medical situation.

Fujifilm first launched its highly sensitive immunochromatography influenza diagnostic system in 2011. The product was an application of the silver amplification technology used in the photographic film development process. Our exclusive technology that enables the detection of minute amounts of the influenza virus in the very early stage of infection was highly evaluated, and the system is now widely installed in medical institutions. Application of the same technique to detect other types of infection are also underway. FUJI DRI-CHEM IMMUNO AG Cartridge Myco, a mycoplasma antigen inspection kit



Densitometric analyzer FUJI DRI-CHEM IMMUNO AG1 (left) is used to detect antigens such as viruses and bacteria, and FUJI DRI-CHEM IMMUNO AG Cartridge Myco inspection kit (right), an *in vitro* diagnostics specialized for detection of mycoplasma antigens.

that we have released in 2016 enables detection of the antigen at a higher sensitivity compared with conventional diagnostic reagents, offers much higher detection accuracy at an early stage when the amount of bacteria is still small. *Mycoplasma pneumoniae* is usually treated using macrolides, however, the bacteria that are resistant to commonly used antibiotics are increasing. In such circumstances, Toyama Chemical Co., Ltd., a Fujifilm group company, obtained approval in March 2017 for its OZEX® fine granules 15% for pediatric use,* a new quinolone antibiotic for oral use, to include *Mycoplasma pneumoniae* in its coverage. Toyama Chemical is at the same time conducting a clinical trial of T-4288, a fluoroketolide antibiotic, in Japan. T-4288 is regarded as being a next-generation antibiotic that shows high antibacterial activity against *Mycoplasma pneumoniae* and other pneumococcus resistant to conventional macrolides.

While drug-resistant bacteria are increasing, development of new antibiotics is actually on a declining trend. This is becoming a global issue. In response to adoption of the *Global Action Plan on Antimicrobial Resistance* by the World Health Assembly in 2015, the Japanese government also set up a National Action Plan on Antimicrobial Resistance in April 2016 towards the prevention of infectious diseases. The Fujifilm Group continues to develop means of diagnosis and treatment of infectious diseases, which remains an important global issue to address.

* OZEX® fine granules 15% for pediatric use: A newly developed pediatric drug based on OZEX® oral tablets for adults, sold since 1990, in response to requests from a medical association in the pediatric area.

2014	2015	2016
Start of research into rapid diagnosis of Ebola virus disease	Start of development of highly sensitive, rapid tuberculosis diagnostic kits	Launch mycoplasma antigen inspection kit

Priority Issue 1

Hospital-Acquired Infection Countermeasures

Reducing infection risks on the medical and care situation through unique antibacterial technology

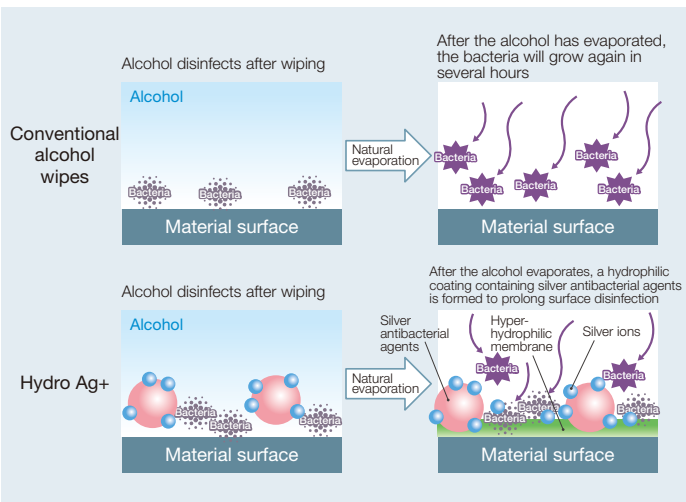
The risk of hospital-acquired infections is rising in recent years due to the emergence of multi-drug-resistant bacteria* and the increasing number of elderly and cancer patients, who are susceptible to infection due to their weakened immune systems. In hospitals and clinics, alcohol wipes and sprays are used to clean medical equipment and items in the area where many people are in contact, as one of the means of preventing infectious diseases. However, alcohol evaporates in a short period of time, and therefore the duration of the disinfected status is limited.

The cleaning wipes and spray that Fujifilm has launched utilize the uniquely developed Hydro Ag+ antibacterial technology, which evenly distributes silver antibacterial agents and hyper-hydrophilic polymer that hardens at room temperature in an alcohol solution. Cleaning door knobs and beds with these products disinfects the items, and at the same time forms a hyper-hydrophilic coating that leaves silver antibacterial agent particles on the surface of the cleaned item. These agents gradually release silver ions which prevent bacterial growth over a longer period of time—even after the alcohol has evaporated. Use of the wipes or spray can be chosen depending on the materials and shapes of the items to be cleaned, providing the optimum results. These products should greatly contribute to infectious disease prevention in medical and care workplaces by reducing the risk to patients of further infection, as well as protecting medical staff and visitors.

Hydro Ag+ Alcohol Spray and Hydro Ag+ Alcohol Wipes can be used for different purposes



* Multi-drug-resistant bacteria: Bacteria that have become resistant to antibacterials.



Priority Issue 1&2

X-ray Diagnostic Imaging System

Delivering suitable workflow to small emergency rooms and ICUs

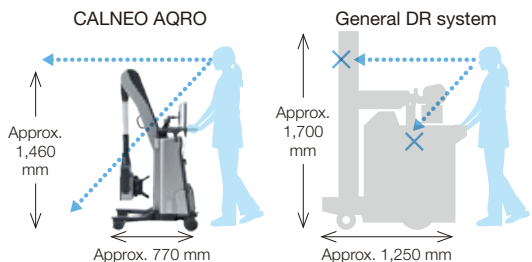


Mobile X-ray diagnostic imaging system is already common in hospitals. The mobile equipment can be taken to the bedside of patients who cannot be moved to an X-ray room due to physical difficulties or during an operation. However, many of the current models are large as they need to be equipped with various components, such as an electric motor to travel long corridors to different wards, and high output power for different types of imaging. For this reason, there has been strong demand for a lightweight and compact system that can easily be used in emergency rooms, ICUs, and other medical facilities with limited space.

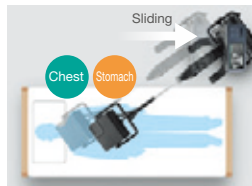
To respond to such demand, Fujifilm released its mobile X-ray diagnostic imaging system FUJIFILM DR CALNEO AQRO, in 2016. CALNEO AQRO is equipped with our exclusive image processing technology to realize a high image quality using only a small dose of radiation. This low-dose alleviates the physical burden placed on patients, as well as enabling the power source and X-ray system to be significantly downsized. As a result, the weight has been reduced to one-fifth that of conventional models.* This compact and lightweight product offers high mobility, providing the best workflow in medical environments with limited space. This weight reduction and downsizing were achieved through our advanced technologies, aiming to deliver significant improvements in the usability of digital X-ray systems in the medical situation where prompt examination is critical. Not only functionally exceptional, the beautiful design of the product also won the Good Design Award 2016 from the Japan Institute of Design Promotion.

Since the launch of the world's first digital X-ray system, FCR, in 1983, Fujifilm has continued to secure the largest market share of digital medical diagnostic imaging systems across the world. We contribute to improving medical quality and diagnostic efficiency through our advanced and exclusive technologies to reduce radiation dosages and respond to other needs on the medical situation.

* Assuming the weight of general mobile radiography systems to be between 400 kg and 600 kg.



The total weight is some 90 kg, which is 80% less than conventional models. Significantly reduced dimensions also provide better visibility while moving ensuring safety in a narrow spaces and when passing others.



The compact body enables operations with minimum movement. Exposures of the chest and abdomen can be quickly performed simply by sliding and rotating the entire machine.

2014	2015	2016
Launch of cassette size DR "FUJIFILM DR CALNEO Smart"	Launch of long size panel digital DR "FUJIFILM DR CALNEO GL"	Launch of lightweight DR "FUJIFILM DR CALNEO AQRO"

Priority Issue 4

Supplements

Functional foods can improve lifestyles and help weight control

[Previous activity report] Sustainability Report 2015 (Page 20), 2016 (Page 16)

As the rise in healthcare costs, pushed by the increase in the elderly population, develops into a social problem, people's interest becomes more directed at how they can live their lives without relying on medical care. This in turn brings self-medication, a mode of managing one's own health proactively, into the center of attention, and more people are now adopting such accessible daily healthcare, such as by taking supplements.

Fujifilm has been introducing a range of supplements containing functional substances such as salacia, a natural and efficient sugar blocker, and high antioxidant astaxanthin, which can help slow down the process of aging. Under the concept of "Wake up your innate vital powers with scientifically proven technology," rather than supplementing something missing, these products were developed using our exclusive nanotechnology and chemical stabilization expertise gained through our long history in the photographic business. Taking advantage of the Foods with Function Claims system introduced in December 2015, we released MetabARRIER Slim, which

has a "sugar blocking" function through a functional substance called "salacia-derived salacinol." We also launched MetabARRIER S, which has both sugar blocking and probiotic functions, after obtaining approval in February 2017 to claim the "intestinal microflora conditioning" function of salacia through its ability to increase "good" bacteria. Salacia-derived salacinol inhibits the breakdown of disaccharides taken from foods into monosaccharides, reducing sugar intake in the small intestine. The saccharides that are not absorbed in the small intestine increase bifidobacteria, a good bacteria, in the large intestine, thereby normalizing the intestinal environment.

Further, in April 2017, we launched a new functional food called MetabARRIER Kudzu Flower Isoflavone, which contains isoflavone (tectorigenin) extracted from kudzu flowers as a functional substance. The substance is reported to promote fat breakdown and burning by increasing the metabolism, and inhibits triglyceride synthesis from fatty acids and glucose in the liver. This product is expected to contribute to weight control for people of an age when their metabolism is slowing down.

Fujifilm also discovered that salacia has an effect of strengthening the immune system. We seek to maintain our contribution to human health through the development of functional foods based on scientific evidence.

Functional foods MetabARRIER S (left) and MetabARRIER Kudzu Flower Isoflavone (right)





Solving social issues through our business

Daily Life

Priority Issue 1&2

Preserving Cultural Properties and Image Assets

Contributing to preserving priceless cultural heritage with advanced photography and reproduction technologies

Using the advanced image processing technologies cultivated through photographic technology, conversion of analog resources into digital form, duplication technology and other techniques, the Fujifilm Group supports the preservation and reproduction of priceless cultural properties and works of art and their availability to the public. The creation of digital images and reproduction of works that are in storage and that can be accessed only by a few researchers makes priceless works available for research and exhibition, free from concerns over degradation. In addition, it helps in passing on the value of cultural artifacts by displaying them as image data on websites.

● Cooperating in archiving analog assets

Fujifilm Imaging Systems (FFIS) has been offering high-quality data archiving services chiefly to national museums, libraries and business corporations, tapping into its wealth of archiving knowledge and techniques. Mobilizing its integrated management capabilities covering from photography to development and scanning, FFIS was commissioned to capture several thousand large drawings and scrolls for the National Archives of Japan onto large-sized film and to carry out large-volume and high-quality scanning. In 2016, FFIS captured the large map of castle town into the digital data. The scanned data can be viewed on the National Archives of Japan Digital Archive website.

The service has attracted the interest of various business corporations in recent years for the digitization of film, printed photos, motion picture film, videotapes, and other media forms in their archives. In addition, its image sharing service IMAGE WORKS and other proposals can make valuable properties available after digitization.

● Duplicating historical documents with advanced reproduction technology

As part of its social contribution activities, Fuji Xerox has, since 2008, been engaged in the preservation of our cultural inheritance through the reproduction of historical documents. To date, more than 200 reproductions have been donated to shrines, temples, local governments, universities and business corporations. In 2016, we reproduced the picture scroll of *Hedaura-ni-okeru Rokoku Gunkan Kenzo Zukan* in storage at Toyo Bunko. Faithful simulation of the color tones and gloss typical of old historical documents and of the unique texture acquired over the years required advanced reproduction techniques. Fuji Xerox utilized its own color management technology to create an exact copy of the original. In addition, customized settings were added to its high-image-quality, full-color multifunction device to allow the toner to settle on the traditional "washi" paper with its rougher surface and different moisture content from ordinary paper.



Replica of *Hedaura-ni-okeru Rokoku Gunkan Kenzo Zukan*

Another replica of the scroll was selected as one of the gifts from Japanese Prime Minister Shinzo Abe to President Vladimir Putin of the Russian Federation.

Photo Renaissance Activity

Globally promoting the culture of photography adapted to the times to enrich people's life

[Previous activity report] Sustainability Report 2014 (Page 23), 2015 (Page 23), 2016 (Page 19)



Year Album was commercialized in 2013 to cater to the need to organize huge quantities of photos and with no time to create albums.

The dissemination of smartphones and social media has led to a dramatic increase in the number of shots. Amid this circumstance, Fujifilm is promoting worldwide its "Photo Renaissance" activity, which spotlights the fundamental values of photography: "shooting, preserving, displaying, and gifting" as part of its efforts to enhance the culture of photography, a mission that has continued since its foundation.

WONDER PHOTO SHOP, which has been operating since 2014, has grown to 40 stores—including concept shops—in 22 countries (as of June 2017). In 2016, new shops were opened in New York,

Canada, Malaysia, Thailand, New Zealand and other countries in an effort to cultivate a new demand for photo printing with direct feedback from customers. One service that had been created in response to customer demand is the "Year Album," a photo book service that selects and lays out photographs automatically. In February 2017, AI technology has been introduced into Year Album for the automatic production of photo books customized for travel and weddings, and the lineup of design templates has been expanded. "instax SQUARE SQ10," the new product in the instax lineup, is able to take and print photos in the square format created in response to the popularity of uploading photos to social media sites in recent years.

Fujifilm will continue to offer innovative products and services that communicate the appeal and importance of photo printing based on the concept of enriching people's life with photography.

2014	2015	2016
First WONDER PHOTO SHOP opened.	Photography culture promotion activities were highly evaluated by the Japan Mécénat Awards.	WONDER PHOTO SHOP expanded, with the opening of 40 shops in 22 countries.



Photo distribution worldwide with Fujifilm Group technologies

Due to restrictions on venue space and security concerns, the number of media representatives able to cover the G7 Summit and Foreign Ministers' Meetings is restricted under a media representation scheme. For this reason, the host nation is responsible for photo distribution, taking the official photos and distributing them to media representatives from around the world.

Fujifilm Imaging Systems (FFIS) was commissioned as the official photo provider for the G7 Foreign Ministers' Meeting in Hiroshima (April 10–11, 2016) and the G7 Ise-Shima Summit Meeting (May 26–27, 2016). For data transmission, the company employed the Fuji Xerox (FX) network service "beat/active Service" for Web transmission of the official photos with safety and speed and supported the Group's operation. FFIS was also commissioned as the official photo provider for the Hokkaido Toyako Summit in 2008 and APEC Japan 2010.

For the G7 Ise-Shima Summit, massive quantities of photos of the top leaders arriving at Central Japan International Airport, their visit to Ise Shrine, etc., were transmitted to the

Priority Issue 1&2

Official Photo Distribution

Swift and secure transmission of media photos, including photos for the 2016 G7 Ise-Shima Summit Meeting

International Media Center in Ise City and distributed to media organizations worldwide in a rapid 18 minutes from the time the photos were taken. Amid the tight schedules of the numerous minute-by-minute Summit meetings, the concurrent use of FFIS's image processing and editing technology and FX's IT infrastructure were mobilized for global transmission to media organizations that demand speed.

With growing demand for information disclosure with speed and accuracy in a wide range of situations, it becomes more important to transmit images having outstanding appeal on the Web. Fujifilm Group plans to provide support for speedy and secure information disclosure by utilizing its pool of technologies and expertise.

* beat/active Service: Network security products provided by Fuji Xerox

▼ Outline of Official Photo Service

Photography	Transmission & update	Selection & processing	Internet transmission
● Scenes from the meetings and events	● VPN connection between centers beat/active Service (HW multiplexing*1 & UTM*2)	● International Media Center environment beat/active Service (HW multiplexing & UTM) Photo censorship (Deletion of inappropriate photos) Image processing	● Web environment Cloud distribution Ministry of Foreign Affairs Summit "IMAGE WORKS" (cloud-based file management & sharing)
● External locations	● Wide-area wireless data communication environment beat Remote Access Service		
	● Public WiFi hotspot environment beat Remote Access Service		

*1 HW multiplexing: Using multiple hardware devices to enhance fault-tolerance

*2 UTM (Unified threat management): A single security solution that protects network effectively and comprehensively from threat with firewalling, VPN, preventive intrusion and so on.

Priority Issue 2

Support for Tourism

Support for communication across languages for tourists

2013	2015	2016
Commercialization of Audio Guide Service. Received Good Design Award	Audio Guide Service for World Cultural Heritage sites in Japan introduced	Overseas expansion of service



Suitable audio guide contents for the spot is provided in conjunction with smartphone GPS tracking function.

Fuji Xerox utilizes its own communications knowhow in its support for regional revitalization and promotion of tourism that leads to resolving local issues. One offering is the tourist audio guide service coordinated with GPS tracking. SkyDesk Media Trek was commercialized in 2014 as a smartphone app to enable local

governments and business enterprises to develop audio guides of tourist spots in English or in multiple languages (English, Chinese and Korean). This has had a substantial effect, especially in communicating with foreign tourists.

In 2015, an Audio Guide Service was introduced for 14 World Cultural Heritage sites in Japan. In 2016, the service was expanded overseas, represented by the startup of the service at NTA Travel (Singapore) Pte., Ltd., the Singapore subsidiary of Nippon Travel Agency. Especially in Kyushu, where a large number of tourists are from Mainland China and South Korea, the service has been introduced in 10 regions, starting with Kurokawa Hot Springs and

expanding into Kitakyushu City, Nakama City in Fukuoka Prefecture, Tamana City in Kumamoto Prefecture, Iki City in Nagasaki Prefecture and Kirishima City in Kagoshima Prefecture (as of August 2017).

In addition, a citizen-led project named the "Iki-na Mirai Zukuri" Project* started in October 2015 through a collaboration between Iki City and Fuji Xerox Kyushu. Activities underway include attracting tourism, building new industries that lead to population growth and creating comfort in communities, in the drive to build a new regional development model for Japan's remote islands with the local citizens.

Fuji Xerox provides support for communication across languages between local communities and tourists and contributes to further development of tourist industries and community growth.

* Mirai Zukuri: Collective name for activities focused on community development organized by Fuji Xerox and all parties involved in the local community. The project started initially in Tono City, Iwate Prefecture, spurred by the drive for recovery from the Great East Japan Earthquake, and extended to Ashigara City, Kanagawa Prefecture, (started in 2015) and to Tokunoshima-cho in Kagoshima Prefecture (started in 2016).



Solving social issues through our business Environment

Priority Issue 1

CO2 Reductions at Customers

Offering innovative products and services to cut CO2 emissions by 20 million tons

[Previous activity report] Sustainability Report 2014 (Page 17), 2015 (Page 25), 2016 (Page 21)

To address global warming and achieve its target of a reduction in CO2 emissions of 20 million tons by 2020 over the 2005 level, the Fujifilm Group is developing products and services with outstanding CO2 reduction effects using innovative technologies. These products, including data archiving onto high-capacity magnetic tape using barium-ferrite (BaFe) magnetic media developed by Fujifilm, and SYNAPSE, its IT solution for medical clinics and multifunction devices that boost convenience while reducing energy consumption, have led to reduced CO2 emissions while in use at our customers. Fujifilm is engaged in increasing the visibility of its contribution to reducing CO2 emissions based on its internal guidelines, defining the relationships between the types of products and services that contribute a high level of contribution and the scale of that contribution.

In addition, activities are underway to promote greater awareness of CO2 emissions reductions by adding carbon offset to products, in addition to the energy-saving effect. At the Carbon Offset Awards organized by the Carbon Offset Network, which recognizes outstanding carbon offset activities, Fuji Xerox won outstanding recognition for customer use of multifunction devices installed at convenience stores (5th Award) and Fujifilm won for its skincare series ASTALIFT (6th Award, see Page 41). Fujifilm will continue to promote the use of products and services that contribute to reducing CO2 emissions to achieve its 2020 target.

Energy-saving data storage that achieves an energy reduction of 74%

In the explosive growth of data volume in recent years, represented by big data, reducing the energy consumed by data storage has become a social issue. The hard disk drive, which is currently the mainstream medium for data storage, requires electric power to continuously rotate the disk, regardless of whether there is access. Of approximately 1 trillion kWh of energy consumed per year in Japan, data centers reportedly consume roughly 10 billion kWh^{*1}, and some 1.8 billion kWh of this volume is being consumed for data storage.^{*2} When storage in business enterprises and private homes is included, power consumption is estimated at roughly 3.6 billion kWh,^{*3} double the aforementioned volume.

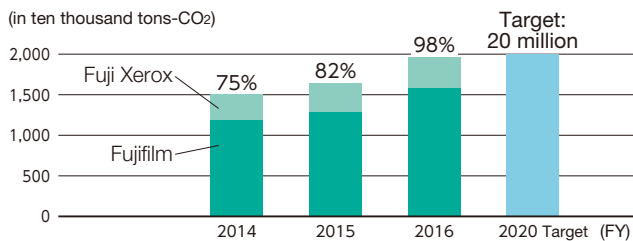
Fujifilm's dternity On-site Archive, is an energy-saving archiving system using high-capacity magnetic tape for storing low-use data, which is estimated to account for more than 80% of stored data, on magnetic tape that requires power only when reading/writing data. Compared to all the storage of data on HDDs, power consumption and CO2 emissions can be reduced by roughly 74%. The system

Multifunction devices (left) and the skincare series ASTALIFT (right) won awards at the Carbon Offset Awards.



Contribution to Reducing CO2 Emissions at Customers

(in ten thousand tons-CO2)



*Changed last year's figure due to the scope revision

combines the convenience of the HDD with the low cost, long-term storage and energy-saving features of magnetic tape, for use not only by large users but also by medium and small scale users, for energy conservation on a grand scale across society. The high-capacity magnetic tape uses barium ferrite developed and commercialized for the first time by Fujifilm with a dramatic improvement in data tape capacity. Technological development will continue for further increases in data capacity in the future. The product has won recognition as a business model that achieves energy conservation through migration of low-use data from HDDs to magnetic tape for long-term storage, winning the Director-General's Prize from the Agency for Natural Resources and Energy in the Product Category & Business Model Category of the Energy Conservation Grand Prize 2016 organized by the Energy Conservation Center.

*1 Source: New Developments in the Energy Service Industry and Users, Ministry of Economy, Trade and Industry

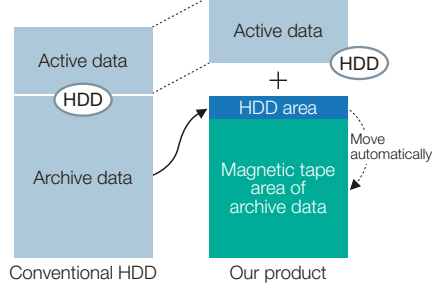
*2 Source: 10th Energy Efficiency and Conservation Subcommittee Meeting, Committee on Energy Efficiency and Renewable Energy, Advisory Committee for Natural Resources and Energy

*3 Source: Energy Conservation with Use of Tape Storage 2016, JEITA Tape Storage Technical Committee

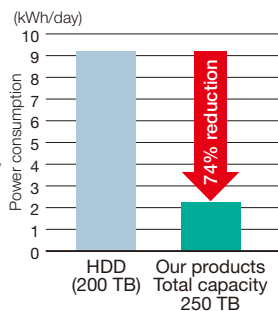
Example of Our Product



Commercial-use storage device for data archiving dternity On-site Archive



Power Consumption



* Operating condition: approx. 110 GB of data written every day, calculating from writing and idling hours under 24-hour energizing condition

* Our product data: Measured value of HDD capacity 10 TB + Tape capacity 240 TB (LTO7x40 tapes) in the Company

* HDD data: (Source) Energy Conservation with Use of Tape Storage 2016, JEITA Tape Storage Technical Committee



Solving social issues through business activities Working Style

Priority Issue 1&2

Work Style Reform

Supporting work style reform through multifunction devices and multiple cloud services

[Previous activity report] Sustainability Report 2015 (Page 27), 2016 (Page 23)

In order for people to attain a healthy work-life balance, it is becoming a social aim to realize work style reform that enable flexible ways of working within a company to suit employees' individual situations regarding their private and family life, while fully meeting their job responsibilities. Work style reform is an attempt to reduce normalized overtime working and at the same time improve productivity in order to compensate for the reduced working hours.

Fuji Xerox has been conducting research on work style reform since the 1980s and has put many research results into practice. As a company that supports valuable communications that meet the demands of the times, we have been offering new modes of working to other companies based on our own experiences. We have introduced a range of work style reform solutions since 2013, including sales support systems that reduce complex administrative tasks, setting up mobile working environments, and establishing satellite offices. These reforms have produced remarkable results, for example, total working hours in FY2016 were reduced by 13%, and the hours spent on administrative tasks by 55%. Based on our own experience as described above, we are convinced that the key to productivity improvement in business procedures is efficient usage of information through making it available in the format users need, at any time and wherever they are, especially in these days of rapid ICT advancement. However, there is a limit to what we can offer solely relying on our own multifunction devices and services.

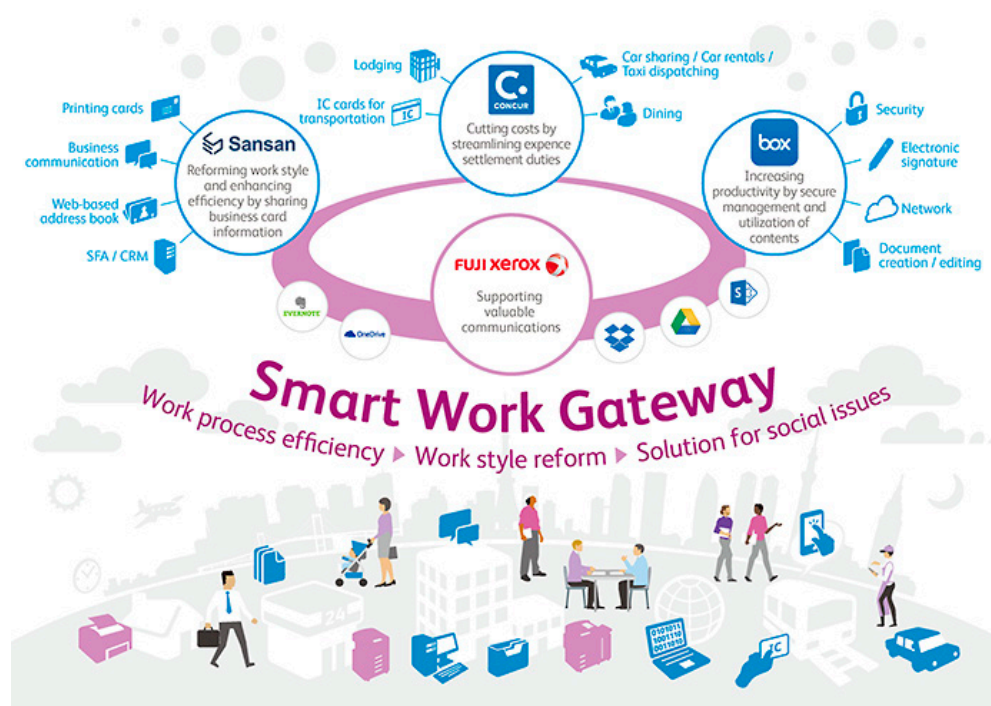
In order to offer Smart Work Gateway, our new business service to reform business procedures and working styles, in the way that our customers demand, in addition to utilizing our own multifunction devices and services, we are collaborating with three business cloud

service providers: Concur Japan, Ltd.,^{*1} Sansan, Inc.,^{*2} and Box, Inc.^{*3} We also plan to further increase the number of such partner corporations. Fuji Xerox took the initiative in establishing an ecosystem in which our own multifunction devices and cloud services organically link with our partners' cloud services in order to provide the optimum communication environment for customers seeking to realize work style reforms. Smart Work Gateway will support our customers' work style reform by enhancing business persons' productivity and work process efficiency.

Fuji Xerox has also developed Cloud Service Hub, a platform that supports the multiple cloud services provided by our business partners. Cloud Service Hub makes major cloud services available through a single interface, including efficient expenditure reimbursement, business card management and information sharing, and file access and printing. The platform offers an easy means of cloud service integration, which can be highly complex, improving business efficiency through making the most effective use of cloud services. Further, by using information collected through its own IoT (Internet of Things) technology and linkage with various cloud services, Fuji Xerox aims to be able to extract customer business issues and provide the optimum resolution by utilizing its long-cultivated technologies—language processing, image processing and knowledge processing—as well as big data analysis using artificial intelligence.

Through promotion of Smart Work Gateway, Fuji Xerox continues to support the work style reform by leading to a higher level through realization of diverse working styles in which individual employees can exert their abilities at a high level of performance.

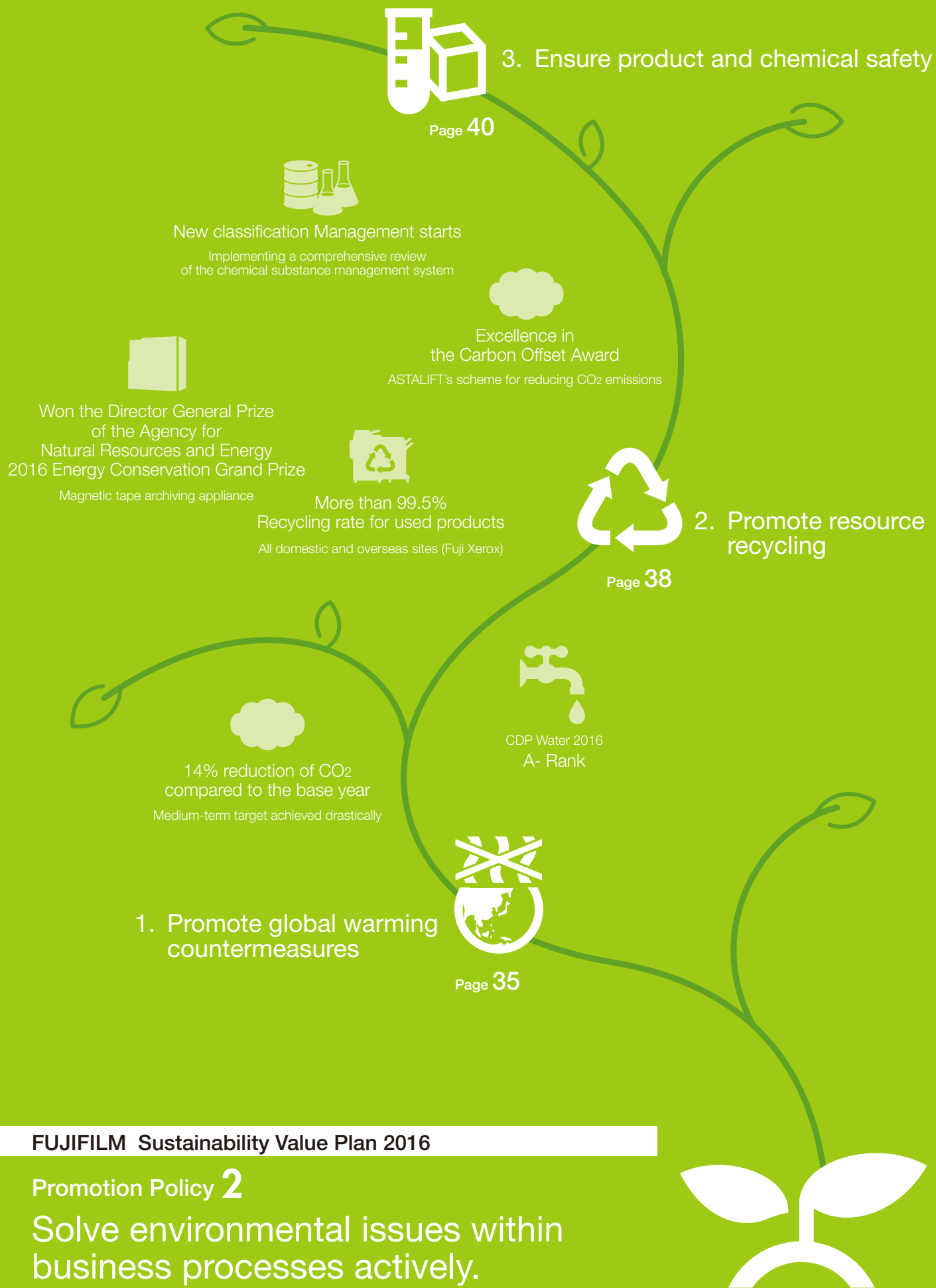
Smart Work Gateway Concept



*1 Concur Japan, Ltd. is the Japanese subsidiary of US company, Concur Technologies, Inc., the world's second largest business SaaS vendor for corporate clients. Concur Japan provides back-office support services for employees in travel and expense management and other business areas.

*2 Sansan, Inc. offers a cloud business card management service for corporate clients to integrate business card data into a database and share the data across the company.

*3 Box, Inc. (NYSE: BOX) is one of the world's leading providers of contents management platforms, on which corporate clients can safely manage and access their important information. Box Japan is the Japanese branch of US company, Box, Inc.



FUJIFILM Sustainability Value Plan 2016

Promotion Policy 2

Solve environmental issues within business processes actively.



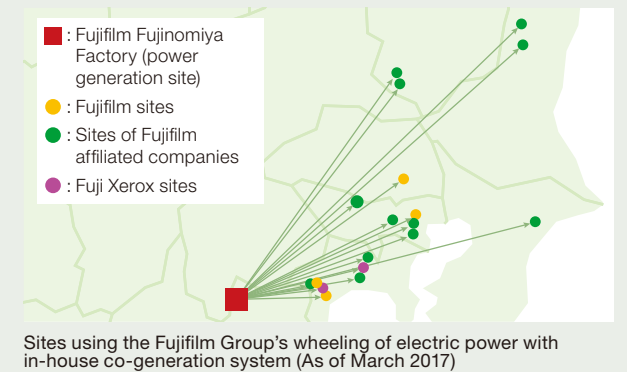
Priority Issue 1

Promote Global Warming Countermeasures

Target Reduce CO₂ emissions from the entire product lifecycle by 30% compared to FY2005 by FY2020

With the Paris Agreement on climate change taking effect, the world has begun to move toward the creation of a carbon neutral society.

The Fujifilm Group has been setting management indicators for CO₂ emissions across the entire product lifecycle (from material procurement, product manufacturing, transportation, use and disposal) and we are continuing to actively reduce CO₂ emissions across the Group as a whole. After adopting the international targets of the Paris Agreement, we have set a new target to reduce CO₂ emissions over the entire product lifecycle by 30% compared to FY2013 by FY2030. Actions at each stage of the lifecycle will be taken in the years ahead. Especially at the manufacturing stage, attention will be also directed to introducing and applying renewable energy as a lower carbon energy source alongside ongoing efforts to conserve energy and maximize energy efficiency and use. And Design for the Environment (DfE) has been introduced into product development to encourage environmentally conscious design and development over the entire product lifecycle and to contribute to reducing CO₂ emissions.



Basic Approach

Outline of Activities in FY2016

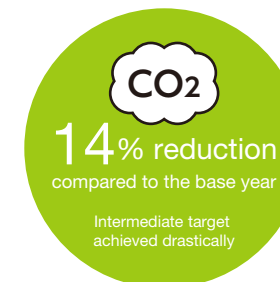
Related Data and Information [website] Environmental Aspects

● Global Warming Countermeasures

The Fujifilm Group's total CO₂ emissions from the entire product lifecycle were reduced by 14% over the base year (FY2005) in FY2016, achieving our intermediate target (a reduction of 10% in FY2016) by a wide margin. We have maintained a downward trend since FY2011 with a reduction of 3% over FY2015. Especially at the manufacturing stage, we achieved a large reduction of 5% over the previous year.

The Fujifilm Group has been engaging in group-wide activities against global warming since it established the Global Warming Prevention Committee in FY2017, and today the activities are carried on by the Energy Strategy Promotion Committee. In the meantime, the scope of activities has expanded throughout the Group. In parallel with this, we are focusing on the efficient use of energy on a comprehensive view, not only by conserving energy but also by improving our energy procurement and supply processes.

In FY2016, one of our main factories in the Netherlands succeeded in sourcing 100% of its power from renewable energy (from wind power generation), and the Fujinomiya Factory has made the transition from heavy oil to gas to lower the CO₂ emission by their energy consumption. Additionally, we are making efforts to direct the efficient use of energy through production planning in consideration of the distinctive characteristics of the energy facility, and through in-house cogeneration systems that have the flexibility to adapt to

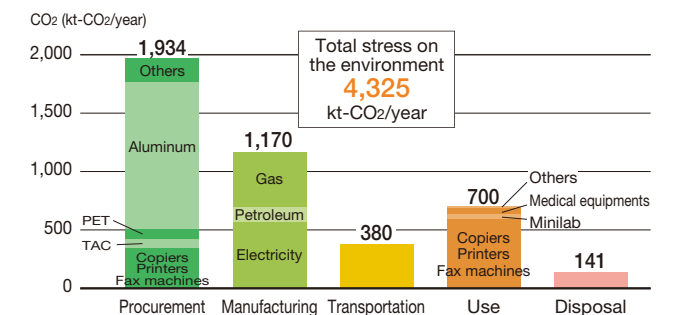


changes in the volume of products being manufactured, and this has given a 5% year-on-year reduction in CO₂ emissions at the production stage.

The in-house cogeneration system, which started to supply the power generated at the Fujifilm Fujinomiya Factory to the sites of our Group companies in FY2014, was expanded in FY2016 to give wider coverage. There are now in-house cogeneration systems at 19 of our Group companies' sites, contributing to the greater leveling of power demand that the Japanese government seeks.

Future Prospects Consideration the Paris Agreement, we have set a new target to reduce CO₂ emissions by 30% compared to FY2013 by FY2030. The Energy Strategy Promotion Committee plans to strengthen its activities to reduce CO₂ emissions. In addition to the ongoing efforts to conserve energy and maximize efficiency in energy use, the Committee is actively investigating opportunities to use renewable energy and is making efforts to lower the CO₂ emissions by its energy sources including to utilize renewable energy.

▼ FY2016 Results for Fujifilm Group

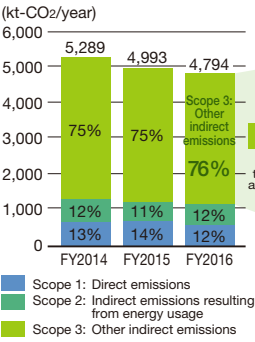




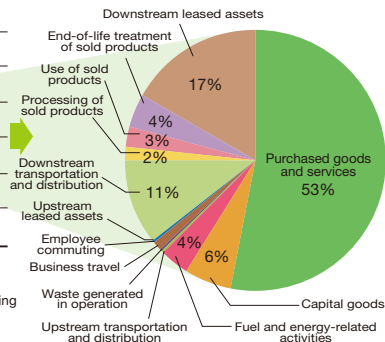
Fujifilm Group's Main CO2 Reduction Measures

Action area	Relevant stage	Principal CO2 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 CO2 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) ● Energy source generated by wind, etc. (Netherlands) ● Introducing Solar Power Generation (United States, UK, etc.) ● Developing and introducing energy-saving technologies such as waste heat collection and steam collection (production sites in Japan, Europe, United States, China, etc.) ● Reducing the usage of energy that is not directly linked with production output, changing condition of air conditioner, minimization of equipment number, changing manufacturing process (production sites in Japan, Europe, United States, China, etc.) ● Wheeling of electric power within-house co-generation system for 19 sites (Japan) ● Usage of energy storage battery to reduce peak time electricity consumption (Japan) ● Purchasing Green Energy (Japan, etc.)
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 ● Milk Run procurement system for components (China)

CO2 Emissions (Scope 1, 2, 3)



FY2016 Result of GHG Scope 3 Emissions for Fujifilm Group



Outline of Activities in FY2016

Related Data and Information [website] Environmental Aspects

Design for Environment

Fujifilm Group

Based on our Green Policy (environmental policy), the Fujifilm Group is developing and offering products and services that contribute to reducing the impact on the global environment across the whole product lifecycle.

Fujifilm

Fujifilm has been working on reducing environmental impact for its all new and renewed products according to "Rule for Design for Environment" since 2003. In FY2016, the Medium-Term CSR Plan (SVP 2016) to "reduce CO2 emission by 20 million tons by FY2020 (compared to the 2005 level)" neared completion. Our "Onsite Archive System" business model with energy saving using magnetic tapes won the Director General's Prize at the Agency of Natural Resources and Energy Award, and our cosmetics products with a carbon offset won recognition for excellence in the Carbon Offset Awards.

We are currently assessing the volume of contribution for products and services based on our internal guidelines to Calculate the Environmental Contribution for the Reduction in CO2 Emissions* formulated in 2013. In FY2016, we increased the visibility of the contribution made by all our

products to include software, services and IT systems products.

For water usage which is now growing world attention, we are making effort to visualize water usage across the product life cycle, under the internal guidelines to Calculate the Water Footprint formulated in 2014.

Future Prospects

In FY2017, the first year of the new CSR plan, we will start to build the foundations for achieving our new CSR targets by making improvements to the internal assessment process for Design for Environment, etc. At the same time, we will continue our activities to reduce CO2 emissions and water consumption.

* The internal guidelines to Calculate the Environmental Contribution for the Reduction in CO2 Emissions: The guidelines set out the policy and methods for calculating the volume of CO2 emissions that can be reduced when customers use our products and services by comparing to the emissions when our products or services are not in use, or when other alternatives are used.

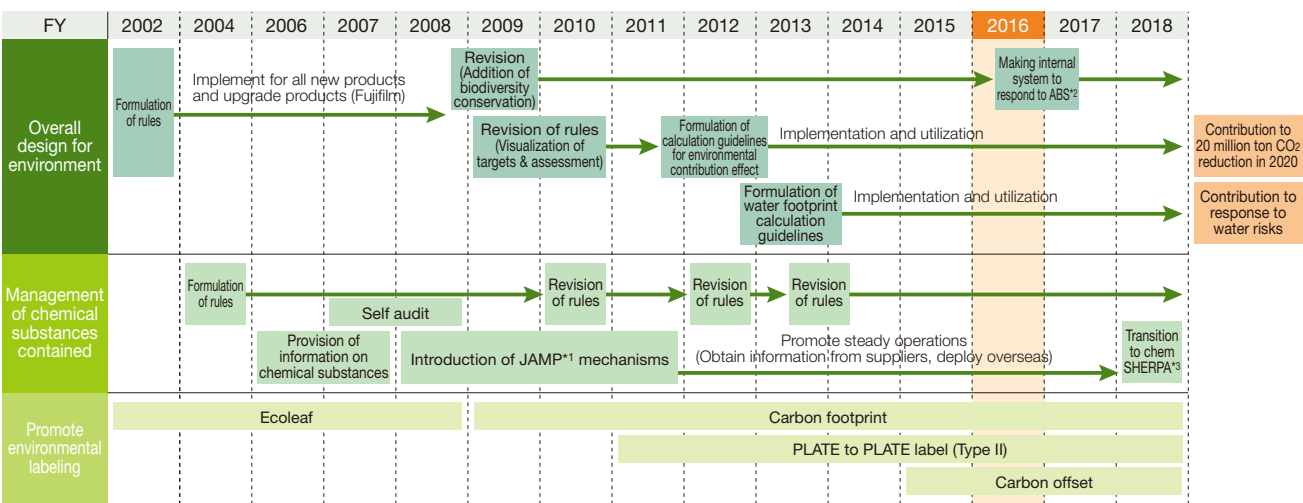
Fuji Xerox

Fuji Xerox hopes to contribute to both solving issues and reducing environmental impact at customer offices through its products and services. At the core of its mission is our concept of "RealGreen," our policy on realizing both environmental performance and convenience. The goal is to achieve "Comfortable Eco," an ideal rooted in our conviction that to achieve true environmental performance, our product must be stress-free for customers as well earth-friendly. We have a strong belief that true eco functions do not impose any stress on customers, and we are working hard to create new value in which the environmental technologies that we have developed so far are organically fused. Utilizing the products developed under such a concept and belief, we are directing our focus on customers' problem solving and work style reform.

In FY2016, sales of our solution service business—which incorporates a high CO2 reduction effect—increased, which in turn increased the amount of contribution for CO2 emission reduction at customers' sites by 265 kt-CO2 resulting in a total of 3,727 kt-CO2. Also, our efforts in paper resource recycling through development and sales



Progress of "Design for Environment"



*1 Joint Article Management Promotion Consortium *2 ABS (Access and Benefit-sharing): Access to genetic resources and the fair and equitable sharing of benefits arising from their utilization *3 chemSHERPA: A scheme that facilitates sharing information on chemical substances in products

activities for the Trust-Eco1500 shredder, which employs an unconventional "tear and crush" system, led us to receive the Chairperson's Prize in the 3Rs (Reduce, Reuse, and Recycle) Promotion Merit Awards 2016 (hosted by 3R Suishin Kyogikai (3Rs Promotion Council)). As paper is torn, mixed, and compressed in this new model of shredder, it will help curb environmental impact through a paper resource saving worth 900 million sheets (annual estimated value for FY2015) and 2,200 tons of CO2 reduction that could be generated by incineration of the same amount of paper.

Future Prospects

We will continue to contribute to business growth of our customers and at the same time reduction of CO2 emission, through solutions and services that supports customers' business reforms, and our outstanding environment-conscious products by eco-friendly technologies.

OPINION Third-Party Opinion on "Promote Global Warming Countermeasures"



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 Waseda University and others. 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.

Look forward to becoming a world leader in taking action on global warming, with a strong determination to review SVP 2030 each year

The Fujifilm Group is widely recognized for its measures to address global warming. The Group made solid achievements in SVP 2016, which ended in FY2016, proven by winning the Agency for Natural Resources and Energy's Director General's Award in the 2016 Energy Conservation Grand Prize, recognition for excellence in the Carbon Offset Awards and the Chairman's Award in recognition of its contributions to promoting the 3Rs by the 3R Promotion Council. Not satisfied with these honors, it has embarked on efforts to cut CO2 emissions by 30% by 2030 in response to the global movement

towards implementing the Paris Agreement and the SDGs.

Quite naturally, this is a very ambitious goal for the Fujifilm Group. On the other hand, leading companies around the world are stepping forward in the drive to realize "zero emissions" in the true sense of the word in response to the steady aggravation of global warming. The decarbonization sought in the Paris Agreement is expected to accelerate with each year. I look forward to the Fujifilm Group becoming a world leader in taking action on global warming, with a strong determination to review SVP 2030 each year.

Response to the third-party opinion

We are very grateful for the outstanding evaluation of the Fujifilm Group's activities and results in addressing global warming under SVP 2016 and the new goals we have established for the year 2030.

The Fujifilm Group has made a new start in decarbonization with the Paris Agreement. We intend to work over a very long time span, adding new perspectives and approaches in the areas of promoting greater efficiency in energy use, lowering carbon emissions and implementing energy-conserving measures, as well as studying new opportunities for renewable energy use and developing products that contribute to a low carbon society. In the years ahead, we plan to review our progress each year and devote all our energies not only to achieve our 2030 goals but to further decarbonization.

(CSR Group, Corporate Planning Division, FUJIFILM Holdings)



Priority Issue 2

Promote Resource Recycling

- Target**
- (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



Water source in FUJIFILM Ashigara Factory

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 lifecycle of a product, by considering the 3Rs (reduce, reuse, recycle) in the product design, reducing loss at the manufacturing stage, collecting, reusing and recycling used products, and recycling or converting into valuables.

Basic Approach

Outline of Activities in FY2016

Related Data and Information [website] Environmental Aspects

Measures to Reduce Waste

The Fujifilm Group is proceeding more effective use for resources and reduction of waste, not only at the manufacturing stage but over the entire product lifecycle as well. In addition to the emphasis on recycling and conservation of resources at the product design stage, reductions in the waste generated at the manufacturing stage are underway in North America, Europe and China, in ways that suit each region. In Japan, from FY2011 we have been promoting group-wide optimization, including extracting valuables from waste and improving the quality of recycling, not only at our production sites but over our entire business operations including offices and warehouses.

In FY2016, a new group-wide environmental data collection and management system was introduced to strengthen governance for more accurate assessment and control of the waste generated by the Group, including its sales offices in each area in the world. The total volume of waste generated in FY2016 increased by 9% over the previous year, due in part to merging business sites and

situation changes regarding valuable goods, etc. However, compared to the base year (FY2012) for the medium-term target, the reduction stayed at 5%, the reduction in the amount of waste to be disposed of by simple incineration/landfill without any recycle (zero emissions) has been still maintained in a significant low level. A new indicator for material input per unit for main products was introduced in FY2016.

Future Prospects

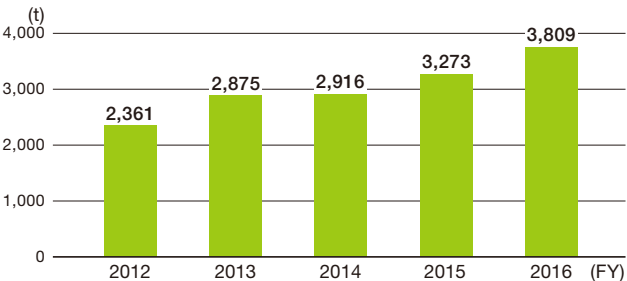
We have set up the new target to reduce the total volume of waste generated and the material input per unit by 30% compared to FY2013 by FY2030, respectively. To achieve this new target, we are working constantly to reduce waste and use our resources effectively.

Zero Landfill from Used Products

At Fuji Xerox we collect customers' used products and reuse or recycle them, based on the principal of treating used products as valuable resources instead of as waste. The program aims to utilize resources as effectively as possible with "Zero Landfill" as our goal.* The recycling and reuse rate for used products in FY2016 was more than 99.5%, our Zero Landfill standard for all domestic and overseas sites,

Fuji Xerox New Resource Reduction by Using Reuse Parts*

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



* The total amount of New Resource reduction in the production stage by using Reuse Parts.

and 99.9% for sites in Japan. The volume of parts reused to reduce the consumption of new resources increased in FY2016 by 536 tons over the previous year. This was made possible by advanced planning for reusing parts from the new product planning stage. This led to a dramatic rise in the number of units utilizing reused parts from approx. 9,000 units in FY2015 to approx. 120,000 in FY2016.

Future Prospects

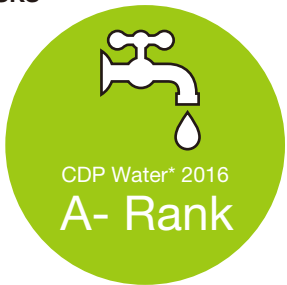
We will continue to maintain our Zero Landfill standard recycling rate of 99.5% again in FY2017 and at the same time work to increase the number of products produced with reused parts to further reduce our environmental impact.

* Definition of Zero Landfill: Reduction of simple incineration and landfill rate of no more than 0.5% of all waste produced by weight.

Response to Water Risks

Since our foundation, the Fujifilm Group has been working toward water usage reduction and water recycling. Considering increasing attention toward water risk as an important international issue, we have been promoting further reductions and more efficient water usage. As a result of the continued efforts at each site, there had been dramatic improvement in the water usage per unit (water usage/revenue), achieving a significant improvement by more than 20% in FY2016 compared to FY2012 and surpassing its medium-term target regarding for the water resources.

Furthermore, we conducted evaluation of water risk at sites, using a matrix with the two indices: "water stress regions" and "impact on company business in terms of water usage," for all of our Group sites. In addition to continuing assessment of efforts in water management and reduction at our worksites with relatively higher water risk, we reconfirmed how low risk is at each site again for FY2016. The Group's activities regarding water risks have been recognized, and we assessed in A- list by CDP Water 2016 for our activities.

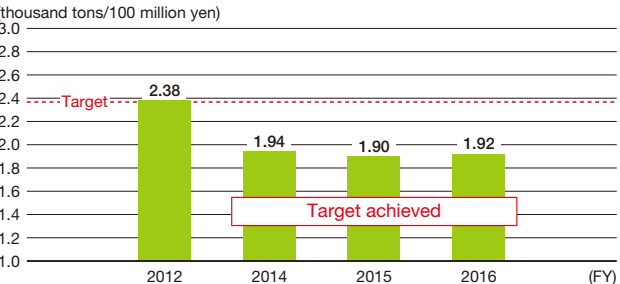


Future Prospects

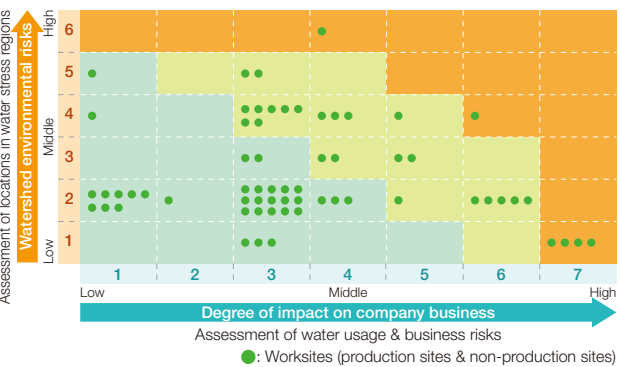
Under the new CSR plan, we continue to reduce water usage and promote water recycling by implementing water risk countermeasures in our Group sites according to their water risk levels and actual business operations. We are also surveying and taking measures to reduce water usage in our suppliers and customers, in order to strengthen our effort for water resources throughout the value chain.

* CDP Water: An information disclosure and rating program in response to water issues of companies by CDP, an international non-profit organization.

Water Usage per Unit (usage/revenue)



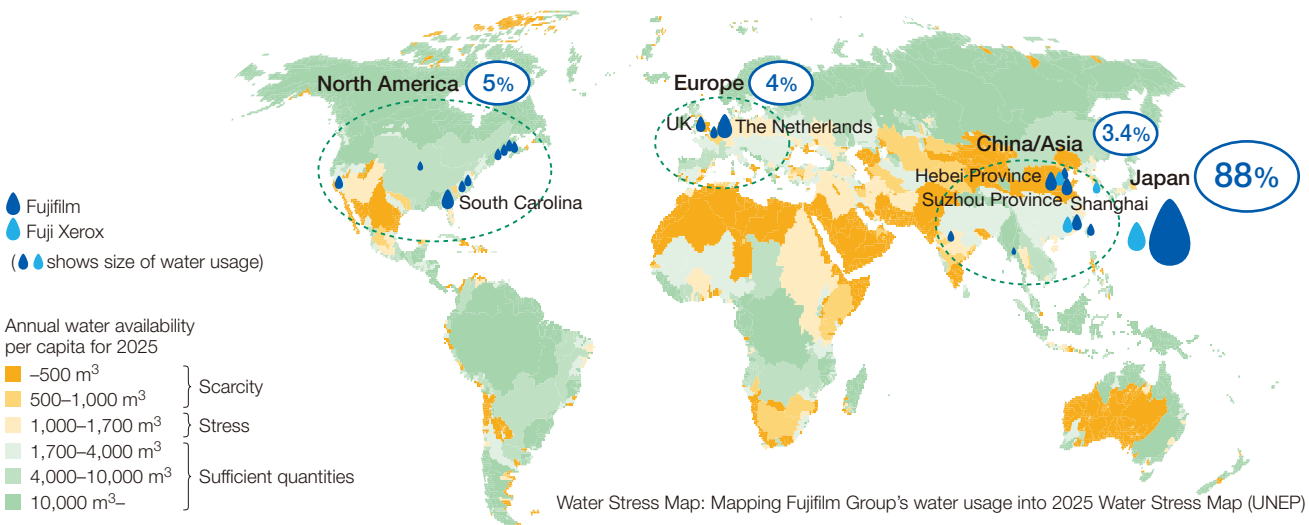
Assessment Map of the Impact of Water Resources on Company Business



Outline of Measurements for Waste Reduction in Fujifilm Group



2025 Water Stress Map and 2016 Fujifilm Group's Water Usage





Basic Approach

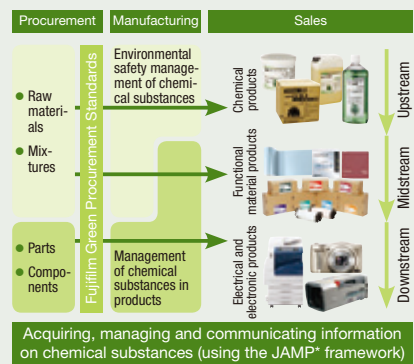
Priority Issue **3**

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”

* 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.

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 FY2016

Related Data and Information [website] Environmental Aspects

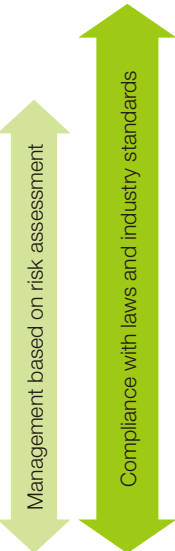
● Management of Chemical Substances

In compliance with the international goal to minimize adverse effect of chemical substances on human health and the environment, risk-based management of chemical substances that looks at both the hazard characteristics of the substance and exposure to the substance when in use, has become increasingly important. To ensure equivalent levels of safety for workers handling chemical substances regardless of country or region and to reduce environmental



▼ New Classification Chart for Chemical Substance Management

Classification by regulation and management policy	
S0	Ban on use
S1	Replacement with alternatives
S2	Reduction in consumption/emission volumes
S3	Create of alternative plans
S4	Study for replacement of substances
Not classified	



impact, we are implementing a comprehensive review of the chemical substance management system with emphasis on international compliance, and have already started to introduce new operations.

In handling of chemical substances, we are conducting risk assessments for all the substances we use, and are adapting methods of handling those substances under acceptable risk.

In addition to the current regulations on chemical substances, we are managing to voluntarily restrict the use of specific chemical substances in early step prior to regulation, based on the possibility that usage will be restricted by regulation in future and our management policy that takes social impact of chemical substances into account.

Future Prospects We will apply our new chemical substance management scheme across the entire Fujifilm Group and ensure that it is fully implemented.

● Management of Chemical Substances in Products

Fujifilm has formulated the standards for chemical substances contained in products as Fujifilm Green Procurement Standards. Founded on this standards, we manage chemical substances in raw materials, parts and components of products in cooperation with our suppliers, so as to deliver safe and secure products to the customers. In FY2016, we have prepared the new scheme “chemSHERPA” for communicating chemical substance information of products among companies, and have informed our suppliers of the use of this scheme from FY2017 (see page 55).

Future Prospects We will cooperate with our suppliers to fully utilize “chemSHERPA” and to promote dissemination as one of major companies in the Joint Article Management Promotion-consortium (JAMP) which administrates to be responsible for the operation of “chemSHERPA.”



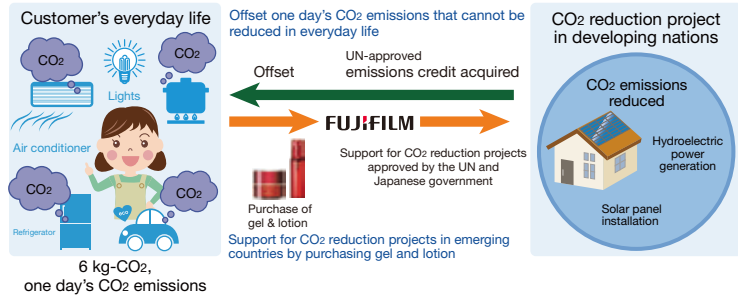
Reducing CO2 Emissions in Cooperation with Customers

ASTALIFT activities received the Excellence at Carbon Offset Awards



In FY2016, Fujifilm began a new activity against global warming to reduce CO2 emissions with its customers based on carbon offset. It means “purchasing one of our skin care product series ASTALIFT leads to the reduction of CO2 emissions by 6 kg, the equivalent of a day's emissions from the customer's daily activities.”

▼ ASTALIFT's Carbon Offset Scheme



In coordination with “Cool Choice” promoted by the Ministry of the Environment, we are supporting customers to reduce CO2 emissions simply by selecting our products with carbon offset, as well as offering tips on reducing CO2 emissions in everyday life.

We received the Excellence Award in the 6th Carbon Offset Awards* for “increasing awareness for customers to prevent global warming” by linking the customer's everyday activities with CO2 reductions. For ASTALIFT, we are working on reducing plastics used in packaging and will be actively involved in environmental activities in the cosmetics business, together with our customers.

* Sponsored by the Carbon Offset Network, and started in FY2011. Some of the proceeds from sales through this activity are being used for CO2 reduction projects such as by installing individual photovoltaic power generation systems in developing nations. Carbon emissions reduced through the project are offset against the emissions in the customer's everyday life.



Ground Water Conservation Activities

FUJIFILM Kyushu becomes the first Grand Prix winner of the Kumamoto Ground Water Conservation Awards

FUJIFILM Kyushu (FFQ) became the first winner of the Grand Prix of the Kumamoto Ground Water Conservation Awards organized by Kumamoto Ground Water Foundation. Kumamoto City is one of the very few local governments around the world that draws its water supplies from ground water, notwithstanding the size of its population of roughly one million. In order to preserve this valuable resource

for future generations, the city is actively engaged in ground water conservation in cooperation with local companies and organizations.

As part of its ground water conservation activities, FFQ is constantly involved in planting trees in five hectares of grassland in Minami-Aso Village, water conservation in paddies, rainwater management, etc. The award was granted for these activities, as

well as the community contribution activities as environmental dialogue meetings, factory tours and so on. As a company focusing on coexistence with nature and local communities, FFQ will continue various activities to protect Kumamoto's ground water resources.



Photo at left: Rainwater management through three reservoirs, aimed at allowing rainwater to penetrate into the soil, and ground water recycling in factories.

Photo at right: Helping water to penetrate into the soil by renting unused rice paddies during winter and covering them with water.



Wastewater Recycling System

Helping alleviate water shortages in California

In 2016, FUJIFILM Dimatix, Inc. (FDMX), a producer of industrial inkjet printer heads, installed an AWN* wastewater tank and a reverse osmosis (RO) system with a capacity of 40 gallons (= 152 liters) per minute. The AWN tank is used to store and clean the wastewater that was previously discharged to a sanitary sewer, and the RO system is designed to remove a variety of impurities from the water. Since the beginning of the system's operation in February 2016, approximately 80% (28,800 to 32,800 gallons = 109.4 to 124.6 tons) of wastewater were recycled and usage of new water was reduced by 30,000 gallons (= 114 tons) per day. The total amount of water recycled by June 2017 reached 13 million gallons (= 494,000 tons). FDMX is also currently working to upgrade the AWN collection tank, and when

the new tank is completed in December 2017, FDMX expects to achieve zero gallon discharge to the sanitary sewer and decrease our city water usage even further.

The state of California has been putting strict water rationing in place due to the record-breaking drought that has been recurring in consecutive years and FDMX's wastewater recycling system will surely contribute to help the situation within the state.

* AWN: Acid Waste Neutralization.



A wastewater recycling system installed at FDMX



FUJIFILM Sustainability Value Plan 2016

Promotion Policy 3

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



Page 43

1. Raise compliance awareness and ensure risk management



Recognized under the 2017 Certified Health and Productivity Management Organization Recognition Program (FUJIFILM Holdings)



Total 50 employees
Domestic affiliated (sales) company employees
FY2016 Overseas onsite training (Fuji Xerox)



Survey response rate from suppliers marked 93% (Fujifilm)



The Grand Prix winner of the Kumamoto Ground Water Conservation Awards (FUJIFILM Kyushu)



More than 1,500 participants in total
Care and Work Balance Support Seminar (Fujifilm)



The 1st Awards for Enterprises and Workplaces with Pleasant Working Environments and High Productivity (Fuji Xerox)



Page 52



Page 48

2. Develop and utilize diverse human resources

3. Enhance value chain management from the viewpoint of CSR



Priority Issue 1

Raise Compliance Awareness and Ensure Risk Management



Charter for Corporate Behavior and Code of Conduct

- 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

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.

The Fujifilm Group ensures compliance with laws and regulations, including those related to respect for basic human rights, which is the most fundamental compliance item, as well as for occupational health, the basis for all business activities.

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

Basic Approach

Outline of Activities in FY2016

Related Data and Information [website] Compliance and Risk Management

Compliance

As a set of fundamental policies, we have formulated the Fujifilm Group Charter for Corporate Behavior and Code of Conduct. The Fujifilm Group Code of Conduct is established to guide each employee to act and behave in compliance with laws, regulations and social ethics and make it clear that we give first priority to compliance in our business activities through Fujifilm Group Compliance Statement. We have 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. Especially with anti-corruption laws being reinforced on a global scale in recent years, we have introduced anti-corruption rules and are implementing regular audits, including

<About the anti-corruption matters>

The Fujifilm Group has never been investigated by administrative authorities concerning any anti-corruption matters.

on-site audits. Consultation and whistle-blowing offices have been set up in operating companies in an effort to detect violations at an early stage. At the same time, attention is being paid to protecting persons seeking consultation or providing information on the handling of cases and reporting the details to the CSR Committee headed by the Chairman (see page 65).

Regarding the case of inappropriate accounting at Fuji Xerox New Zealand uncovered this year, compliance education regarding the background and the causes of this case were given to all executive officers, division heads and presidents of affiliated companies of the Fujifilm Group (see page 9). Subsequently, compliance education was provided to all employees by the heads of divisions and affiliated companies, to ensure that all Group members take this

Measures Implemented for Compliance and Risk Management

FY1997 to FY2005	FY2006 to FY2008	FY2009 to FY2013	FY2014 to FY2016
Establishment of foundation at each company <ul style="list-style-type: none"> Formulation of a Code of Conduct for Employees Launch of body (committee) in charge of issue Opening of helpline/consulting facility Start raising employees' awareness, education, and monitoring through awareness surveys and briefing sessions 	Establishment of foundation for the entire Fujifilm Group <ul style="list-style-type: none"> Foundation of FUJIFILM Holdings CSR Committee Revision of Group's Corporate Philosophy and Charter for Corporate Behavior, and formulation of Vision and Code of Conduct and raising awareness Expansion of initiative to Group companies outside Japan 	Responses to individual priority issues <ul style="list-style-type: none"> Introduction of anti-corruption rules Review of risk issues against large earthquakes and a possible eruption of Mt. Fuji Establishment of a system to ensure no relations with antisocial forces Introduction of information security measures and guidelines etc. 	Implementation of the Sustainable Value Plan 2016 <ul style="list-style-type: none"> Review and clarification of serious risks for the Fujifilm Group Strengthen measures to raise awareness on rules and regulations etc.



case seriously and to learn what can be done to prevent any recurrence.

Founded on the understanding that promoting compliance and risk management are activities executed as two sides of the same coin, Fujifilm has established the Compliance and Risk Management Division, which is exclusively responsible for integrated administration in this area.

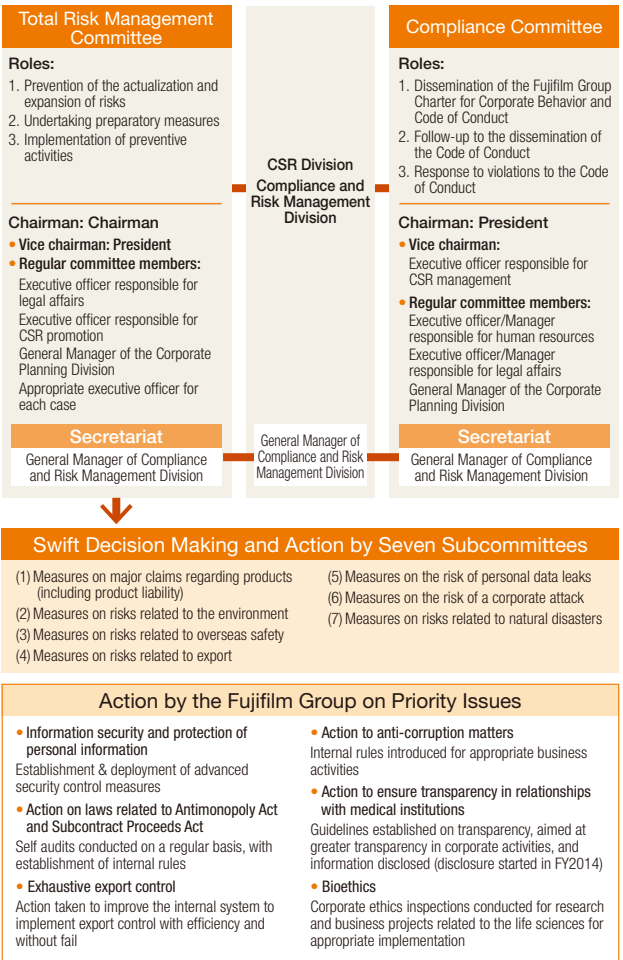
In Japan, we are conducting compliance training in areas including information security, harassment and export compliance each year for all managers in the Group. At the same time, training is taken at each workplace to foster understanding among all employees of the Group. At overseas sites, we are implementing measures that are appropriate for the conditions in each area. Furthermore, we conduct compliance awareness surveys covering employees across the whole of our domestic Group, to confirm dissemination of compliance awareness and identify issues. In FY2016, we placed special emphasis on preventing harassment, encouraging employees to actively use the Helpline and providing a sexual harassment prevention program for female employees via e-learning (see page 57).

At Fuji Xerox, activities are being organized by theme and activity by relevant departments including Corporate Human Resources, Legal and CSR. Officers have been appointed at all companies in the Group to build a global management system, as well as to conduct regular self assessment by

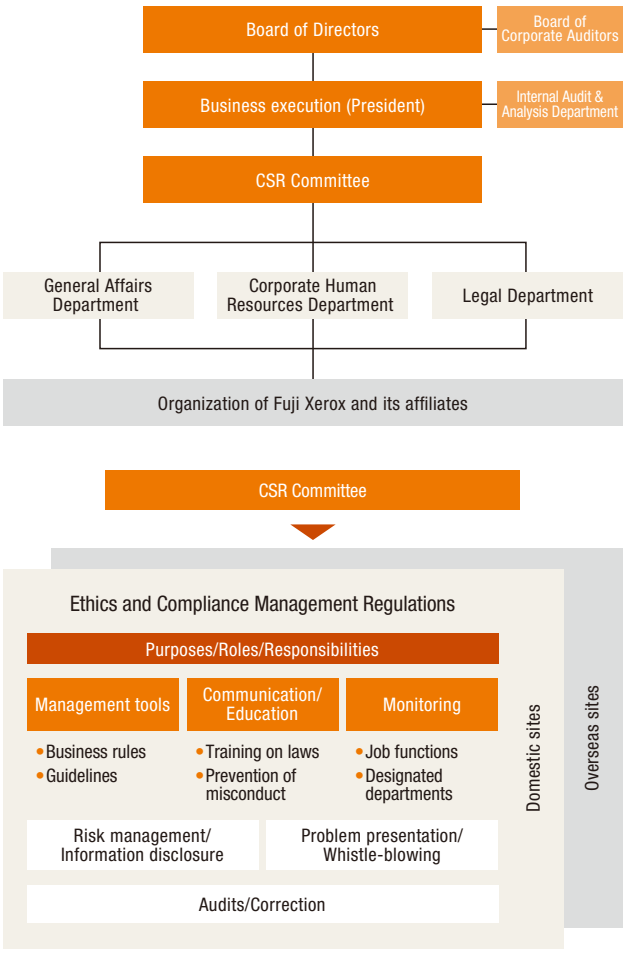
employees based on checklists created in compliance with the laws of each country. In FY2016, Fuji Xerox revised its Code of Conduct Guidebook, which describes the various items in the company's Code of Conduct, for more global application and with attention to the latest social demands. Questions regarding compliance have also been added to the Employee Satisfaction Survey (ES Survey) conducted annually for employees, including those at overseas sites.

Future Prospects To reinforce governance in Japan and overseas, we will work to foster greater transparency, including increasing opportunities for inspection of local conditions, in addition to closer coordination with regional headquarters. In FY2017, the compliance awareness survey conducted on employees in Japan until now is being expanded to include all Fujifilm Group employees at overseas sites. Fuji Xerox plans to produce presentation videos and explanatory materials on the revised Code of Conduct Guidebook in various languages for distribution worldwide. Additionally, exhaustive action will be taken to implement and create wider awareness of the rules on reporting major issues at overseas sites and on the whistle-blowing system.

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



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



Outline of Activities in FY2016

Related Data and Information [website] Compliance and Risk Management

● Risk Management

At the Fujifilm Group, actions on risk prevention and measures for risk issues that have emerged at each business company are reported to the secretariat of the CSR Committee through the designated procedure. Major risk issues are reviewed and appropriate corrective measures are implemented by the CSR Committee.

In addition to risk prevention measures at each division and company, group-wide risk issues are examined each year, focusing on the frequency of occurrence of risks, including potential risks and the impact of each risk on business management, so that remedial measures can be implemented and activities managed on a global scale.

In business continuity planning (BCP), measures to deal with natural disasters are being added and strengthened, based on lessons learned from the recent natural disasters, including the 2011 Great East Japan Earthquake and the 2016 Great Kumamoto Earthquake, through continuous study of group-wide issues concerning disaster preparedness for the Nankai Trough earthquakes expected to occur in the ocean to the east, southeast and south of Japan, a major earthquake anticipated to occur in the Tokyo area and the possible eruption of Mount Fuji.

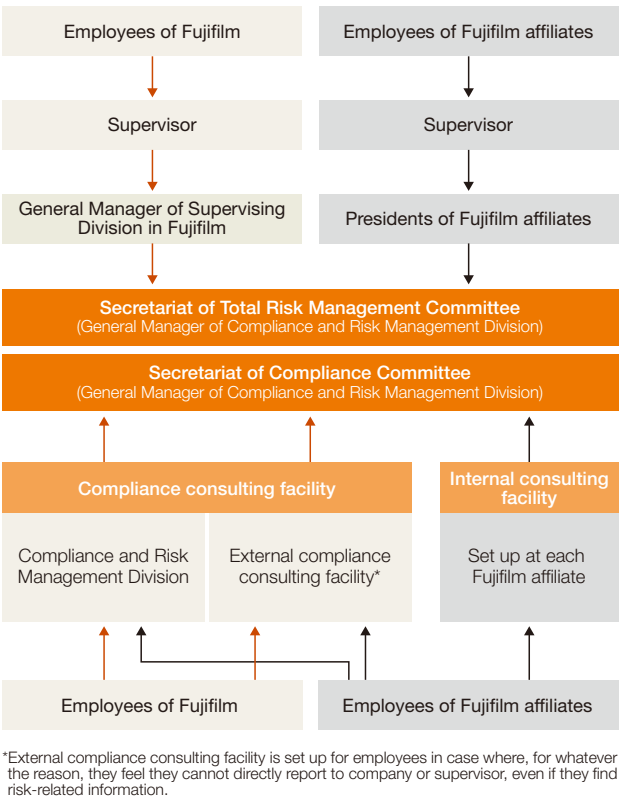
As for information security, we strengthen systems and measures to combat the threats on cyber security that are growing in recent years, and we conduct continual reviews.

In FY2016, we shared across the Group the case of FUJIFILM Kyushu, which made a swift recovery from the Great Kumamoto Earthquake, with disaster drills and other activities based on the experiences from Kumamoto at various factories (see page 57). With the growing number of terrorist acts occurring in other countries in recent years, we are promoting greater safety awareness among employees. For maintenance and improvement of information security levels, we are conducting drills on dealing with suspicious emails and a checklist on information security comprehension among employees in the Fujifilm Group in Japan.

At Fuji Xerox, a special team across several organizations has been organized with the focus on "prevention, detection and ex post facto response" to information leaks. Also, audits of partner companies and study meetings are being held by third-party organizations to improve security awareness.

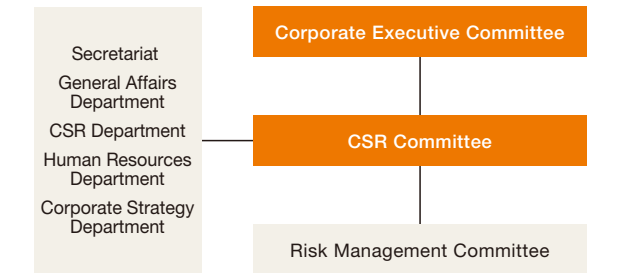
Future Prospects Fujifilm will identify priority risk issues through the PDCA cycle and formulate and implement specific action plans. In response to the case of inappropriate accounting by overseas subsidiaries, we will implement a comprehensive scheme, both in Japan and overseas, mainly for Fuji Xerox, for reporting crises and other incidents to higher-level organizations.

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



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

▼ Risk Management System (Fuji Xerox)



▼ Risk Map in the Fujifilm Group





Outline of Activities in FY2016

Occupational Health and Safety/ Promotion of Health

Fujifilm Group

The Fujifilm Group believes it essential to ensure that employees can work with energy and remain in good health both physically and mentally at their workplaces, to maintain our position as a leading company by Creating New Value which is stated in our Vision. However, we experienced further decreases in labor productivity (caused by increase in workdays lost) and an increase in medical costs in the Group. In response, in July 2013 we established a group-wide health promotion council composed of the Group companies' HR divisions, industrial doctors and the Fujifilm Group health insurance association. The council has since been working to promote activities focusing on four priority areas: preventing



serious lifestyle-related diseases, quitting smoking, mental illness and preventing overwork. In a high evaluation of these activities, FUJIFILM Holdings was recognized under the 2017 Certified Health and Productivity Management Organization Recognition Program (see page 56).

Fujifilm

Fujifilm is implementing measures against cancer and metabolic syndrome in its drive to prevent lifestyle-related diseases. We opened the Nishiazabu Medical Center in our headquarters building in 2014, to create an environment where employees can have endoscopic examinations to improve the cancer detection rate and foster early treatment. Also, a colorectal cancer examination subsidy that covers 70% of the examination cost has been introduced for some employees to improve the examination rate.

In an effort to discourage smoking, a group-wide "no smoking during working hours" rule was introduced in 2015. At the same time, support for employees is being provided to cover part of the expenses incurred in quitting smoking under the "stop-smoking treatment subsidy program."



Ceremony for the 2017 Certified Health and Productivity Management Organization Recognition Program (Large Enterprise Category)—White 500

In mental health, the group-wide health promotion committee composed of industrial doctors and the HR division is held every year. Special attention is paid to preventing mental health problems and early detection of symptoms through analysis of data accumulated to date. Our efforts have reduced the sick leave rate. In the activities to reform working styles, we are encouraging a working style that improves efficiency and productivity and cuts down on long working hours.

Assessment of work accidents at global sites started in FY2016 as part of occupational safety and health. Although statistical assessment based on a unified standard presents difficulties because of the differences in definitions between countries, we plan to begin an aggregate calculation based on the standards for each country, analyze trends and study corrective measures.

Fuji Xerox

Fuji Xerox plans to foster a companywide awareness campaign to quit smoking to achieve the target of 12.2% established by the Ministry of Health, Labour and Welfare earlier than FY2021. As a result of this, the proportion of smokers has fallen from 19.1% in FY2014 to 16.8% in FY2016.

In cancer prevention, we have established a companywide system and subsidy program to facilitate medical examinations, resulting in a stomach endoscopy rate of 70% and a gynecologic cancer examination rate exceeding 70%, leading to early cancer detection and treatment. In support of mental health, 89% of employees took our annual stress check. As the number of employees receiving counseling to reduce working hours rose by 36% against the last year, the safety and health committee in each factory is holding discussions on causes and countermeasures to manage the symptoms based on individual data, seeking to reduce the risk of damage to health from overwork.

In occupational safety and health, the safety and health committees at each site are investigating the causes of work accidents, along with a review of how to prevent recurrences. At the same time, we are continuing our activities to raise greater awareness of prevention.

We are accumulating data on stress checks, health checks on employees working long hours and regular health checks in our health database introduced in FY2016, and we utilize it for PDCA on measures to improve health. We use the data for more extensive analysis throughout the Group on how to implement measures that are more effective for occupational safety and health and promotion of better health.

Based on the aforementioned priority areas for the entire Group, we are making efforts to promote health group-wide, including the establishment of KPI based on our new CSR plan.

Outline of Activities in FY2016

Respect for Human Rights

The Fujifilm Group believes that respect for basic human rights is an aspect of our compliance and we have stated our commitment to it in the "Fujifilm Group's Charter for Corporate Behavior and Code of Conduct." We hold regular training programs aimed at engendering respect for human rights and eliminating discrimination. We also have included items on human rights issues in our annual self assessment questionnaire for the business activities of our Japanese and overseas affiliates. Additionally, in the dialogues with our business partners, we had some advice and some awareness to promote our CSR activities further, we are working on improvements with relevant organizations, while defining priorities.

At the same time, we are strengthening CSR procurement activities in the face of the demand for greater respect for human rights in the supply chain that we have seen in recent years in the form of the Modern Slavery Act in the UK and the California Transparency in Supply Chains Act in the US (see pages 52 and 55).

In our efforts to promote due diligence for human rights in response to recommendations from external entities, FUJIFILM Holdings has been participating in the Japan CSR Consortium managed by Caux Round Table Japan since 2012. We are studying human rights risks and action for improvement within the industry and the company.

In view of the support for the United Nations Guiding Principles on Business and Human Rights expressed in association with "Sustainable Development Goals (SDGs)" and "responsible supply chains" in the Leaders' Declaration G7 Summit at Schloss Elmau in June 2015, the FY2016 Consortium defined the priority issues in each industry based on the "Human Rights Issues by Sector (Fourth Edition)"* that had been under review and the SDGs agenda, while examining problems that have been presented by NGOs and NPOs. In the latest discussions, we recognized that the technological power that our industry possesses was confirmed to be

Human Rights Issues Considered Important for the Chemical and Construction Materials Industries

UNEP FI Key Human Rights Issues		In our Group	Supply chain
I: Core operation/Supply chain			
1: Workplace condition	a Working hours	○	◎
	c Health and safety	◎	◎
	d Disciplinary measures	○	○
2: Discrimination	f During work	○	○
	g Redundancy and dismissal	○	○
4: Forced labour	n Deposits and papers	○	◎
	o Forced overtime	○	◎
	p Trafficking in human	○	○
5: Freedom of association	q Freedom of association and collective bargaining	○	○
	r Conflict with local law	○	○
II: Community			
1: Resources	a Use of natural resources (water, land, etc.)	◎	◎
III: Society and Government			
1: Relations with governments	c Bribery and corruption	○	◎
	e Governments with poor human rights records	○	◎
2: Relationship with consumers	* Health and safety		

◎: Most important ○: Important

able to contribute to the resolution of the various social issues mentioned in the SDGs, but at the same time presents great potential risk to the supply chain. Along with the recognition, we examined the potential risk in each of our business fields.

At the international conference that the Consortium held, we held discussions and exchanged opinions with experts on the discussions at the Consortium, our status of consideration on our potential risks in our business, and Human Rights Policy that is under review within the Group. Through the dialogue, we received suggestions on activities to be implemented (see page 65). In response to the findings, we plan to work on the assessment of potential risks in the supply chain of our organization and further promote CSR procurement activities in coordination with our business partners.



Future Prospects To clarify our Group's stance, we aim to strengthen action, both internally and externally, through implementation of our Human Rights Policy, along with the Group's Charter for Corporate Behavior and Code of Conduct. We will continue to actively adopt outside opinions and joint studies with other companies and continue with our activities to raise awareness of the importance of human rights issues within the Group.

* Human Rights Issues by Sector (Fourth Edition): Created by the Consortium based on the Human Rights Guidance Tool of the United Nations Environment Programme Finance Initiative (UNEP-FI).

Potential Human Rights Infringement in the Fujifilm Group

- (1) Long working hours and forced labor at suppliers
- (2) Abuse of human rights toward temporary workers
- (3) Physical and financial damage for local community caused by inappropriate procurement of consumables as raw materials
- (4) Physical damage for local community caused by environmental changes
- (5) Physical damage for employees caused by inappropriate management on chemical substance
- (6) Abuse of human rights (physical damage) caused by unexpected use of our products and services
- (7) Physical damage caused by inappropriate management on chemical substance
- (8) Physical damage caused by destructive actions on environment including illegal throwing

	Procurement	R&D	Manufacturing	Transportation	Use	Disposal/Recycling
Imaging Solutions (Digital cameras)	(1) (2)		(4) (5)	(2)		(7)
Information Solutions (Medical equipments)	(1) (2)		(4) (5)	(2)	(6)	(7)
Document Solutions (Office products and printers)	(1) (3)			(2)		(8)



Priority Issue 2

Develop and Utilize Diverse Human Resources

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

*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

The Fujifilm Group aims at realizing its corporate slogan “Value from Innovation” by challenging with courage in the dramatic changes of business environment. Further, for the purpose of driving such acceleration on the creation, development, and global expansion of prospective businesses listed in the Medium-Term Management Plan, VISION 2016, it is important to develop the human resources and to create an environment where diverse human resources can maximize their abilities. For these purposes, we are giving a top priority to developing global and executive talent with high level of skills in thinking and acting on their own in global society, and are actively reforming and expanding our businesses for the next generation. We are now implementing the systems to identify, develop, and promote human resources based on an international viewpoint across the Group.



FUJIFILM WAY Training for employees across the world (Photo: FUJIFILM Belgium NV)

Basic Approach

Outline of Activities in FY2016

Related Data and Information [website] Personnel and Labor, Sustainability Accounting

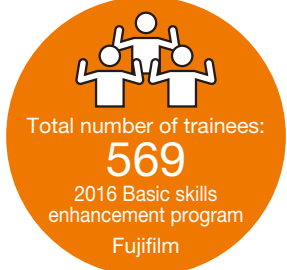
Human Resources Development

Fujifilm

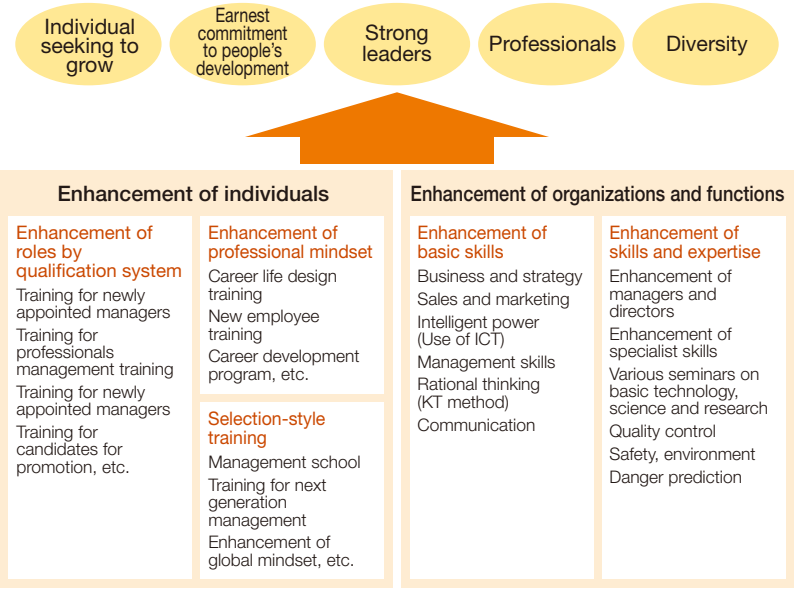
Fujifilm places great importance on developing its human resources. We support each of our employees in studying and improving their capabilities by developing highly marketable strengths. We aim to develop professionals who sense the advancement of IT and other social trends, and commence innovative actions on their own initiative, and to foster a work culture where employees and managers are closely involved in their staff development. To this end, as well as conducting career training to develop the strengths of all our employees, from new graduates to management, and to enhance the individual roles, we are developing systematic and planned leadership development. For example, we are fostering the development of young employees who have less than three years of work experience by having senior employees run along with them after setting action and development targets, which is to support them in demonstrating energy and enthusiasm in their work while maintaining a desire to learn at all times with humble heart. We are also enhancing the abilities of our management to see through issues towards their resolution by improving teamwork and stimulating a fundamental transformation in direction.

We are also conducting training to enable employees to gain skills and competencies, and the basic skills needed by people working for organizations and functions such as R&D, production, sales and marketing,

administration, etc. These consist of various training programs where people systematically learn basic business skills and various technical skills needed in the workplace from basic to application levels. We are aiming to improve their work capabilities by firmly linking this OFF-JT to guidance in the workplace through OJT. In addition, regarding the human development in our group companies, we are cooperating to conduct practical trainings to strengthen skills which are essential for each company and foster the promotional power for our whole business.



Fujifilm's Human Resource Development



Fujifilm's Training to Develop Global Human Resources

For Japanese employees	
For employees appointed to overseas positions	Training prior to overseas appointment Training to develop overseas managers
Overseas onsite training	Short-term onsite training system Overseas trainee system Overseas study system
For interested employees	Language lessons, distance-learning (languages)
For technical position	MOT (technical management) training

For employees of overseas subsidiaries	
Development of global leadership	FUJIFILM Global Leadership Seminar FUJIFILM Regional Leadership Seminar
Dissemination of corporate philosophy	FUJIFILM WAY Training

We are also implementing measures to foster global human resources based on scheduled training to develop global skills and mindsets, and improving the capabilities of our employees to work globally. While we are introducing planned practical training, including for Japanese employees due to be appointed to positions overseas and overseas onsite training to enable employees to gain practical experience in local workplaces, we are also implementing training for employees of overseas subsidiaries (see figure). We have also begun construction of a system to find, foster and utilize excellent talent, with the aim of conducting global HR development that can deploy and utilize the most suitable talent for each position from all the human resources at all our companies, regardless of nationality or gender. In addition, we are now implementing specific measures to identify, select, and foster human resources from a global perspective in each area of North America, EU, China, and Asia Pacific regions.

Future Prospects

We are working to establish a basic infrastructure for expanding our business in the global market based on an organic relationship with our employees around the world.

Fuji Xerox

Fuji Xerox seeks human resources who can think and act on their own to keep pace with changes and reform business procedures. In order to enable individual employees to develop their competencies at their own initiatives and create careers in which they can sense their own growth, we implement various programs with the following focuses for reinforcement: (1) management; (2) problem solving; and (3) global human resource development.

In FY2016, we continued our job category education program and rank-based education program across Fuji Xerox and its domestic affiliates. For the job category education program, in particular, we provided thorough management skill training for sales managers in preparation for full-scale utilization of Sales Force Automation (FSA) in the sales divisions to standardize their management skills toward good organizational strength. For rank-based education program, we changed from one-off group training program to a one-year course to support individuals' challenges over

the entire period so that they can complete their tasks and progress to higher targets. This is realized by collaboration between the Human Resource Development Department, the manager, and the trainee. We also offer problem solving training across the company to create a workplace culture where people work with scientific minds.



For global human resources development programs, we offer overseas OJT and a next-generation leader training program for selected employees in their 30s. In FY2016, we dispatched 27 Japanese employees to affiliates in China, Singapore, and other Asia Pacific countries, and to the US Xerox Corporation. Also, the coverage of employees who are eligible to apply for overseas onsite training programs was expanded in FY2011 to include employees of the sales companies spread across Japan. By FY2016, we had dispatched a total of 50 employees to overseas companies. We are currently further expanding this coverage to affiliates and plan to include a wider range of Group companies.

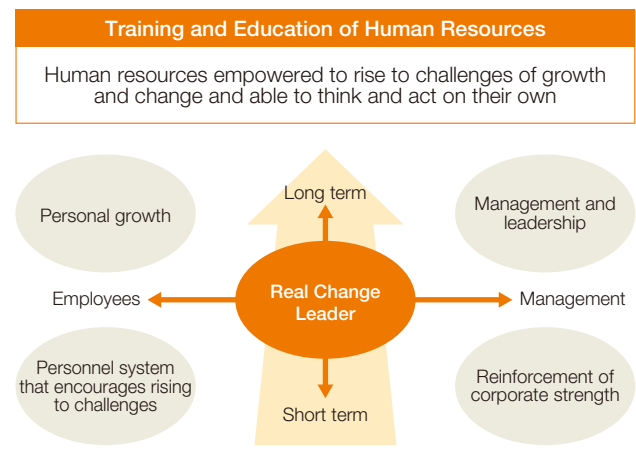
At the same time, we started the job rotation program for overseas company employees to work in Fuji Xerox in Japan since FY2011 as a part of our business skills training. By FY2016, 13 overseas employees had been appointed to a specific division for two years after they had created a training plan that includes work aspects that can only be learned in Japan.

We also offer an internship program in collaboration with major overseas technical universities towards more effective overseas market expansion and acquire advanced technologies. We accepted six students from China, one from Australia, and two from India in FY2016.

Future Prospects

In FY2017, we continue to develop human resources who can contribute to our sustainable growth. We are also accelerating the training of employees with global capabilities.

Fuji Xerox's Human Resources Development





Outline of Activities in FY2016

Related Data and Information [website] Personnel and Labor,
Sustainability Accounting

● Realization of Diverse Ways of Working

▶ Fujifilm

Fujifilm has been implementing Work Style Innovation activities since FY2014, aiming to become a company where diverse employees can utilize their individual strengths to demonstrate their capabilities in an effective way of working that produces results. These activities consist of the three principles of (1) Working style innovation (Each one of us tries to develop ways to increase productivity and results per hour); (2) Skill exertion of diverse employees (Utilize your strength in work regardless of gender or age); (3) Enhancement of support systems (Company supports flexible ways of working for child or nursing care).

To promote working style innovation, we installed IT tools all across the company, and conducted activities divided by purpose and level to enlighten employees about more efficient and innovative working styles such as seminars by specialists and meetings to share good usage at each workplace. In FY2016, across the company we unified the two days of the week when employees are encouraged not to work overtime. We also promoted the varied working style encouraging a new program in Japan called “Premium Friday” which encourages an early leave from work on the last Friday

of each month. Additionally, we started committees formed by division managers to discuss and implement measures to realize working styles leading to optimum hourly productivity. In 2016, we changed the program “day with no overwork,” and unified the same two days of the week a across the company. In addition, we established

a committee that consist of managers at each workplace across the company, and accelerate the activities to realize a working style with high productivity per hour.

Meanwhile, to enhance the support for employees with responsibilities such as childcare and nursing care, we are introducing a range of measures such as a Home Working

System to enable them to keep motivated and demonstrating their abilities. A Home Working System enables employees who fulfill the conditions to work a certain number of days per week from home. In 2016, Care and Work Balance Support Seminar was held mainly for managers as one of these measures, and over 1,500 employees in total attended and learned appropriate measures in a need of nursing care at these seminars to date.

We also ensure that those who have taken childcare leave can return to their original workplace, in principle, so that their experience and expertise built up over the years can be utilized continuously. Also, seminars are provided for returning workers and their managers to help smooth work recovery and provide continuous support.

Further, as a part of diversity enhancement, the entire Fujifilm Group set a medium to long-term expansion target for the employment of disabled people, in addition to those re-employed after retirement. We formed the employment expansion support scheme across the Group companies to generate more job opportunities to match different people and to improve the job retention rate.

Future Prospects

We will keep enhancing support systems to enable diverse employees to demonstrate their capabilities in innovative working styles, by proceeding with activities according to our three principles.

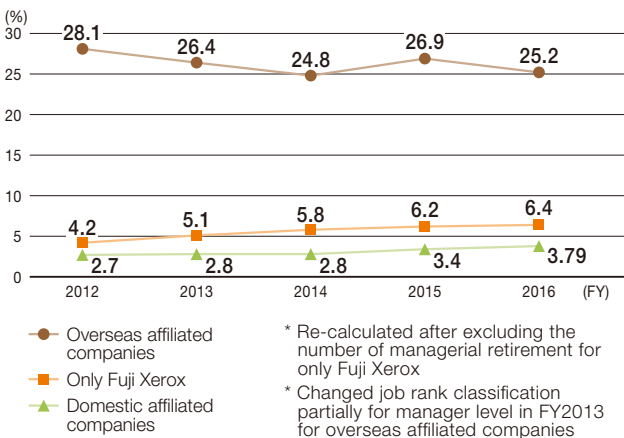
▶ Fuji Xerox

Fuji Xerox is promoting a range of employment improvement measures, including active employment and promotion of a diverse workforce, flexible working styles to enable diverse employees to exert their abilities, business skill development as required for globalization and service-oriented business, and opportunities for employees to learn more about social demands so that they can reflect them in their work. In recognition of our Work Style Reforms that aim at enhancement of productivity, diversity, and work-life balance, which we have promoted over the years, we were presented with a number of awards in FY2016; including the New Diversity Management Selection 100, 2016, by the Ministry of Economy, Trade and Industry; the Encouragement Prize in the Large Enterprise Category, under the 1st Awards for Enterprises and Workplaces with Pleasant Working Environments and High Productivity—Enterprises Taking Actions to Balance Increased Productivity and Attractive Working Environments by the Ministry of Health, Labour and Welfare; and the Excellent Prize in the Telework in Practice category, 17th Telework Promotion Awards (see page 56).

The Act of Promotion of Women's Participation and Advancement in the Workplace was enforced in FY2016 and obligated companies with more than 300 employees to disclose information on the working status of their female workers. In response to this act, we set up an action plan based on the said act at each Fuji Xerox Group company in Japan, and disclosed this information for Group companies, including those with less than 300 employees. Each company



▼ Ratio of Women in Executive and Managerial Positions (Fuji Xerox and affiliated companies)



is now implementing their own action plan to encourage the further involvement of women in work. We also have the Relocation System for Employees whose Spouses are Transferred, which is designed to prevent career disruption for women whose careers could be compromised due to marriage or the work transfer of their husband. The system enables female employees to choose a workplace close to their new home, and this is now available across Group companies in Japan. As a result, the number of resignations due to such reasons has been significantly reduced by allowing women to continue their careers. We also offer a training program for selected women and active promotion to managerial positions, not only for their career continuation but for the empowerment of women in general.

For older employees, the Second Life Program was introduced in FY2006 to make use of the abilities of employees after retirement, as well as to support their livelihood in retirement. We are also implementing a variety of measures for people with disabilities, which include a consultation service and information about carrying out their tasks and obtaining specific support in the workplace, and workshops for the managers and colleagues of teams with people with disabilities.

Future Prospects

As a part of the measures to further spread and promote respect for diversity in human resources, we plan to introduce campaigns and welfare schemes to include LGBT* people in the workplace. In FY2017, we also plan to closely analyze the obstacles faced by women in building up their careers and set up countermeasures to suit each issue, regardless of the scale of efforts required for them. At the same time, we plan to submit useful information more frequently through the Diversity Website available on our intranet, so that all workers can recognize the company's efforts toward women's participation and advancement in our workplace. For older employees, we are continuing revising our system so that they can have greater satisfaction and motivation in their job even after their retirement.

* LGBT: Lesbian, Gay, Bisexual, and Transgender.

OPINION

Third-Party Opinion on “Develop and Utilize Diverse Human Resources”



Ms. Kuniko Muramatsu
Chief Researcher, Business Ethics
Research Center
President, Wellness Systems Institute

Profile
After serving as manager of Corporate Communications department, Ethics & Diversity office at a global corporation, she established her own company, Ms. Muramatsu provides support for the promotion of business ethics, inclusive environment and CSR, linked to human resources and organizational development, diversity and inclusion and CSR, as well as for research into practical applications. She serves also as a representative director for the NPO GEWEL, a director of the Japan Professional Football League (J League) and an outside director for listed companies. She completed her graduate studies at Tsukuba University.

Developing human resources both systematically and in a well-planned manner is highly commendable

The Fujifilm Group upholds “Develop and Utilize Diverse Human Resources” as a priority issue in its Medium-Term CSR Plan SVP 2016 and in the new CSR plan SVP 2030. Under SVP 2016, the Fujifilm Group has made solid achievements in both work style reform and health and productivity management. It is highly commendable that the Company is developing professional talent that contributes to sustainable growth, both systematically and in a well-planned manner and on a group-wide basis, as the foundation of its CSR.

On the other hand, there are concerns over the “outcome” of its drive in compliance training, promoting awareness of human rights issues, career support, reinforcement of global capabilities and other human resources development measures regarding how they are connected to the development of each employee and to reform of the corporate culture. I believe that data disclosure on employee engagement and more moral surveys and development of narratives from the employee perspective will foster greater understanding of human resources development both inside and outside the organization.

I look forward to greater advances being made in the long-term in management commitment and a greater sensitivity by all employees toward society, and to the Fujifilm Group leading the reform to create a society where everyone finds fulfillment in work.

Response to the third-party opinion

Thank you very much for your appraisal for some of the Fujifilm Group's activities from a longer-term perspective, namely, “work style innovation” and “health and productivity management.” Development and use of diverse human resources has become increasingly important for global companies. We hope to direct greater energy to this area so that various employees can play their parts actively. Furthermore, regarding your comment, the lack of visibility in the outcome of human resources development measures that contribute to corporate growth and culture, we will plan to show this through explanations and the results of progress towards the targets for each business field in our new CSR Plan, including employee satisfaction rates, etc.

(Human Resources Division, FUJIFILM Holdings)



Care and Work Balance Support Seminar with more than 1,500 participants over two years



Priority Issue 3

Enhance Value Chain Management from the Viewpoint of CSR

- Target**
- (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

The Fujifilm Group is implementing the Fujifilm Group Procurement Policy to ensure procurement from the viewpoint of CSR based on a recognition of the importance of CSR and corporate ethics. The Group aims to achieve growth along with its suppliers through business activities, and to this end deals with suppliers in a fair and appropriate manner, while helping them deepen their understanding of the importance of promoting CSR activities across the supply chain. We are thus enhancing partnerships with our suppliers' understanding to fulfill our CSR.

Fujifilm Group Procurement Policy <http://www.fujifilmholdings.com/ja/sustainability/vision/procure.html>



Briefings for the business partners at Fujifilm.

Basic
Approach

Outline of Activities in FY2016

● Enhancement of CSR Procurement Activities

Promoting Comprehensive CSR Activities with Major Suppliers

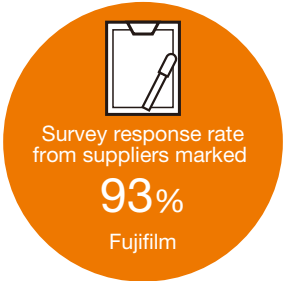
► Fujifilm Group

In response to social expectations and customers' requests, the Fujifilm Group has been examining the actual status of CSR in the major suppliers as well as making efforts to improve situations by constructing a cooperative system based on mutual trust with our partners.

► Fujifilm

Once a year, Fujifilm affiliated companies (90 companies within and outside Japan) check and assess the risks involved in their business activities, including CSR aspects, using a group-wide checklist.*1 If any issues are identified, we make an improvement plan and implement it.

In terms of procurement, we provide training for suppliers and our own procurement officers based on our



▼ Progress in Procurement from the Viewpoint of CSR (Related Topics [Page 47](#) [Page 55](#))

	FY2007-FY2008	FY2009-FY2010	FY2011-FY2012	FY2013-FY2014	FY2015-FY2016
FUJIFILM Holdings		FY2009 <ul style="list-style-type: none">Establishment and announcement of Fujifilm Group Procurement PolicyReview of details of the survey on the greenness of companies	Follow-up and monitoring in line with the progress of the implementation process	● Revision of the Fujifilm Group Procurement Policy	● Establishment of a practical system based upon new Procurement Policy ● Expansion of applicable business partners (overseas, transport, indirect materials, etc.)
Fujifilm	● Survey on the situation of each procurement department, and launch of taskforce by relevant staff	● Awareness-raising about the Fujifilm Group Procurement Policy ● Implementation of first pilot survey ● Collection of replies to the survey, and tabulation, evaluation, and feedback of the results, and improvements/corrections (using PDCA)	● Implementation of second pilot survey	● Survey based on new web system and review of survey details ● Expansion of survey targets ● Establishment of internal guidelines to deal with the issue of conflict minerals	● Buyer training based on new Procurement Policy ● Formulation of guidelines for business partners and communication (distribution, briefing sessions) ● Implementation of CSR self-checks for main primary suppliers in Japan and China
Fuji Xerox	● Launch of procurement activities from the viewpoint of CSR targeting major suppliers in Japan, China, and South Korea, starting with the procurement of materials ● Start of visiting suppliers by a specialist team for procurement from the viewpoint of CSR, and expansion of survey targets to include logistics partners	● Launch of CSR seminars for senior executives of suppliers ● Establishment of PDCA cycle in the field of material procurement at domestic and overseas suppliers and for working with logistics partners in Japan	● Establishment of Paper Procurement Regulation Standards ● Start of visiting by those responsible for procurement to all supplier sites in China	● Expansion and enhancement of procurement measures from the viewpoint of CSR outside Japan (in China and transportation companies overseas) ● Launch of procurement from the viewpoint of CSR in Vietnam ● Launch of measures concerning the issue of conflict minerals	● Conducted seminars on environment/health and safety/labor management for suppliers (South China Region) ● Held CSR Sessions by key persons from production, procurement, and head office

Procurement Policy, which was revised in 2015. This supplier survey utilizes the Fujifilm Supplier CSR Checklist, comprising 58 questions, which was designed with external experts' opinions and employs all the important items commonly found in global supply chain CSR initiatives, such as the UN Global Compact and EICC.*2 Since 2015, we have also been conducting supplier surveys aiming to cover over 80% of the total procurement amount in Japan and China. This survey was completed by all such divisions by the end of FY2016, and the response rate was approx. 93%. The survey results did not show any serious issues, however, regarding 10% of the suppliers, we plan to request suppliers' cooperation to promote CSR activities for improvement under close communications.

Future Prospects

We will continue the supplier survey in FY2017, expanding the coverage of suppliers to those in the U.S. and Europe. We are also considering visiting Group production sites and suppliers' factories to further improve the efficacy of our surveys.

*1 Group-wide checklist: A checklist of approx. 100 questions on general business management, adherence to laws and regulations, HR and labor management, health & safety, information security, purchasing, transport, accounting, R&D, manufacturing, sales, human rights and labor (child/forced labor, freedom of association, prohibition of discrimination, etc.), occupational health and safety, environmental preservation, and others (whistle-blowing system, etc.)

*2 EICC: Electronic Industry Citizenship Coalition and its code of conduct

► Fuji Xerox

Since 2007, Fuji Xerox has requested suppliers to conduct a self-assessment on their own CSR procurement using the CSR Self-Checklist in order to attain 90% or more compliance with the most important items in the list. The CSR Self-Checklist related to production materials is also revised every year, as social demand for CSR compliance in corporations (production plants) has increased in recent years.

Fuji Xerox also provides a range of support for suppliers to improve their CSR procurement so that suppliers can control their procurement from the same viewpoint as our own. For example, Fuji Xerox of Shenzhen (China) had a stability risk in their operations and product supply due to a production line suspension caused by a CSR issue at their suppliers. To alleviate this risk, we worked together with the suppliers as a part of our CSR procurement activities to improve their labor management over a period. As a result, Fuji Xerox of Shenzhen managed to reduce the time of production line stop resulting from the supplier's CSR issue to zero in FY2015 and FY2016. In FY2016, Fuji Xerox of Shanghai also started an onsite survey and improvement support for their suppliers.

Future Prospects

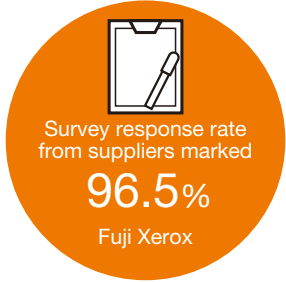
In FY2017, we plan to start CSR improvement support in Fuji Xerox Hai Phong (Vietnam). Working together with our suppliers, we continue to improve our CSR situation, aiming to attain 90% or higher compliance.

Response to Conflict Minerals

The Fujifilm Group has declared that it will not use any minerals mined or refined by illegal practices, and does not take part, directly or indirectly, in supporting such activities. Further, it has clearly declared in the basic policy for procurement transactions that we are sincerely addressing the issue of conflict minerals.

The Fujifilm Group started an internal education program concerning conflict minerals step by step in 2010, and established internal guidelines to gather mineral source information using the Conflict Minerals Reporting Template supplied by CFSI*1. Further, Fujifilm joined the Responsible Procurement of Minerals formed by the Japan Electronics and Information Technology Industries Association (JEITA*2) in 2011, and Fuji Xerox followed in 2013. Those business divisions and Group companies that are subject to strong customer expectations constantly gather the latest information concerning conflict mineral regulations, while improving information accuracy with the help of suppliers.

In FY2016, we held briefing sessions for our suppliers to raise awareness of avoiding conflict mineral usage throughout the supply chain and the necessity of accurate information. We also continued the survey targeted on suppliers, and Fuji Xerox, which particularly faces a strong demand regarding conflict minerals due to the nature of the industry, managed to achieve a 96.5% survey response rate from their suppliers. Further, the percentage of Conflict Free Smelters (CFSs) in our supply chain has increased by 20.5 points, reaching a total of 40%.



Future Prospects

In FY2017 the Fujifilm Group continues efforts in conflict mineral information gathering and accuracy improvement through providing regular briefing sessions and individual support for our suppliers. We particularly aim at maintaining a 95% survey response rate or higher to Fuji Xerox's survey in order to further refine information accuracy.

*1 CFSI (Conflict-Free Sourcing Initiative): This international private sector organization supports companies in addressing the issue of conflict minerals. The template for conflict minerals reporting provided by CFSI is an investigation and information management tool for procurement of raw materials.

*2 Japan Electronics and Information Technology Industries Association (JEITA): This industry organization aims to foster the sound production, trade, and consumption of electronic devices and components, thereby contributing to economic development and cultural promotion in Japan.



Outline of Activities in FY2016

Related Data and Information [website] Environmental Aspects

Biodiversity Conservation

Since its foundation, the Fujifilm Group has engaged in a wide range of environmental protection activities for the conservation and protection of biodiversity, based upon philosophy of “environmental consciousness and environmental protection are at the core of our corporate activities,” as we have needed lots of water and clean air to produce photographic films. In June 2009, we clarified our guideline for group-wide efforts to biodiversity conservation and introduced the “Fujifilm Group Basic Concepts and Action Guidelines for Biodiversity Conservation” (hereafter, “Guidelines for Biodiversity”). In 2012, we reviewed our biodiversity approach under the four key elements of factories, products, social contribution, and communication, in order to implement biodiversity conservation activities linked with our businesses. Fujifilm and Fuji Xerox work on a number of biodiversity conservation activities related to their businesses respectively (see page 75).

Fujifilm is engaged in development of products based on Design for Environment that have been implemented from the standpoint of biodiversity conservation. At the same time, we are engaged in continued regional collaboration activities, such as ground water conservation in Minami-Aso Village. FUJIFILM Kyushu's activities become the first Grand Prix winner of the Kumamoto Ground Water Conservation Awards (see page 41). In FY2014, we participated in the Taskforce Committee for the Nagoya Protocol on Access and Benefit Sharing for Genetic Resources (ABS) led by the Ministry of Economy, Trade and Industry in Japan, and since then, have been working to obtain the latest information on Japan's measures under consideration and trends in overseas legislation and exchange opinions on them.

Fuji Xerox requires its suppliers of paper, which is an important product for the Company, to comply with laws and regulations and to prevent impact on local ecosystems and the lives of local citizens as a result of deforestation. Fuji Xerox is also promoting greater awareness toward biodiversity in



Main Activities for Biodiversity Conservation

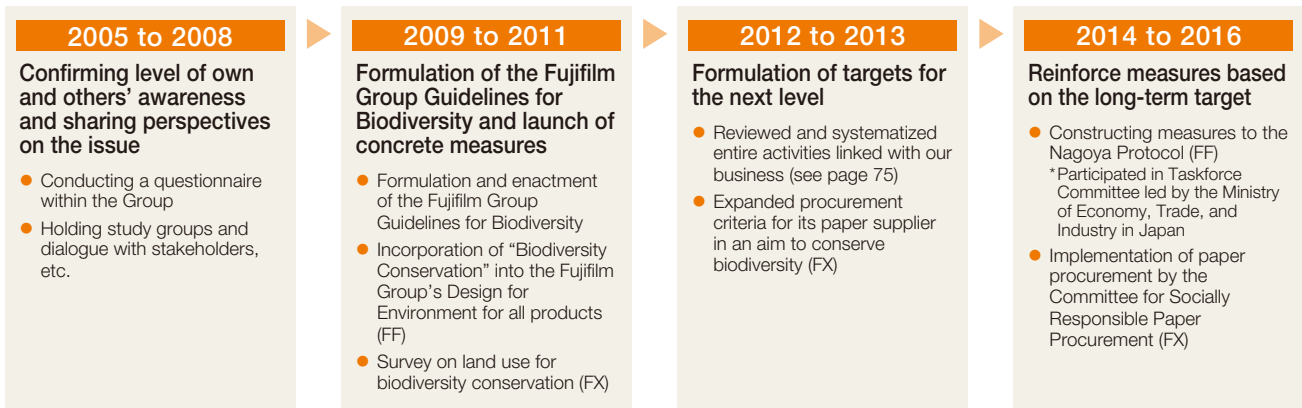
- **Activities to conserve the water source at each factory**
- **Participation in JBIB**
Fuji Xerox participates in the Japan Business Initiative for Biodiversity (JBIB)
- **Overseas tree planting activities**
 - Tree planting activities in the Horqin Desert of the Inner Mongolia Autonomous Region of China
 - Support in the restoration of Can Gio mangrove forests in Vietnam, that are approaching extinction as a result of the use of defoliants (started in 2017)
- **Training courses for Nature Conservation Educators by the Nature Conservation Society**
Since FY2001, more than 400 employees in total have attended at the training courses including co-sponsored ones by Fuji Xerox.
- **Suiden-Otasuke-Tai**
Regional collaboration activities to preserve groundwater in Minami-Aso Village. FUJIFILM Kyushu has been participating in these activities since FY2010.
- **Cooperation with NPOs, etc.**
 - Approved Specified Nonprofit Corporation Network for Coexistence with Nature, etc.: “Kikigaki-Koshien”
 - Charitable Trust Fujifilm Green Fund, etc.: “Watashi-no-Shizenkansatsuro Competition”
 - Green Cross Japan: Kankyo Nikki, “Midori-no-Komichi,” etc.
- **Support to the Monitoring Site 1000**
We have been supporting to develop sensor cameras used in surveying mammals.
- **Support to the Biodiversity Action Award Japan**
We have been providing digital camera for the prize winners as “Fujifilm Award” through the Japan Committee for UNDB (United Nations Decade on Biodiversity) that host the Award.

its CSR procurement activities, showing the importance of environmental conservation in its guidelines for suppliers. Furthermore, Fuji Xerox is participating in the Japan Business Initiative for Biodiversity (JBIB), established in FY2008 to promote biodiversity protection activities in Japan and other countries.

Future Prospects

We will continue our design for environment and various regional activities. In addition, we will construct reliable measures for the Nagoya Protocol in accordance with each country's laws and regulations, as well as in continued reinforcement in the control of paper suppliers.

History of Biodiversity Conservation Measures



Supply Chain Management Response to risks in CSR procurement

CSR in the supply chain is an important issue for the Fujifilm Group and its global business operations. Following the revision of the Fujifilm Group Procurement Policy in March 2015, the company issued a “Requests to Suppliers.” In addition to promoting awareness and understanding of this policy through briefings to suppliers, we have obtained the cooperation of our suppliers, chiefly in Japan and China, in conducting CSR self-checks that give an evaluation of their business activities and an assessment of the risks involved. Suppliers found to require improvements as a result of the study are requested to make changes, and we provide activities to support this.

Chemical substances and human rights are areas where regulatory control has been growing in various countries in recent years. For the Fujifilm Group supply chain, these areas hold potential risks. For this reason, potential risks involving human rights were studied for each business area in FY2016 (see page 47). In chemical substance control, we have prepared to introduce a new scheme named “chemSHERPA,” aimed at sharing chemical substance data on products (see below). In the future, assessment and analysis of risks in the supply chain will be upgraded and improvements made in cooperation with our suppliers to achieve our goal of sustainable procurement.

[FY2016 activities]

● Presentation of a plan for a new information sharing scheme, chemSHERPA and our CSR procurement activities at briefings to suppliers

Based on the Fujifilm Group Procurement Policy, Fujifilm Green Procurement Standards have been established for materials and goods procured by Fujifilm. In view of the reinforcement of chemical substance control in recent years around the world under the international goal of “minimizing adverse impact of chemical substances on human health and the environment,” Fujifilm promptly decided to deploy chemSHERPA, a new scheme for sharing information on chemical substances in its products. We introduced the plan for deployment to suppliers along with CSR procurement in a briefing held in FY2016. At the briefing, we explained the detailed procedures for providing

information on chemical substances required for control to deliver goods that comply with its standards. As we have suppliers from various areas, we held small sized briefings and had close communication and support with the consideration of each situation. In addition, we responded to inquiries via e-mails etc. after the briefings.



Announcement of the plan for chemSHERPA at briefings to suppliers

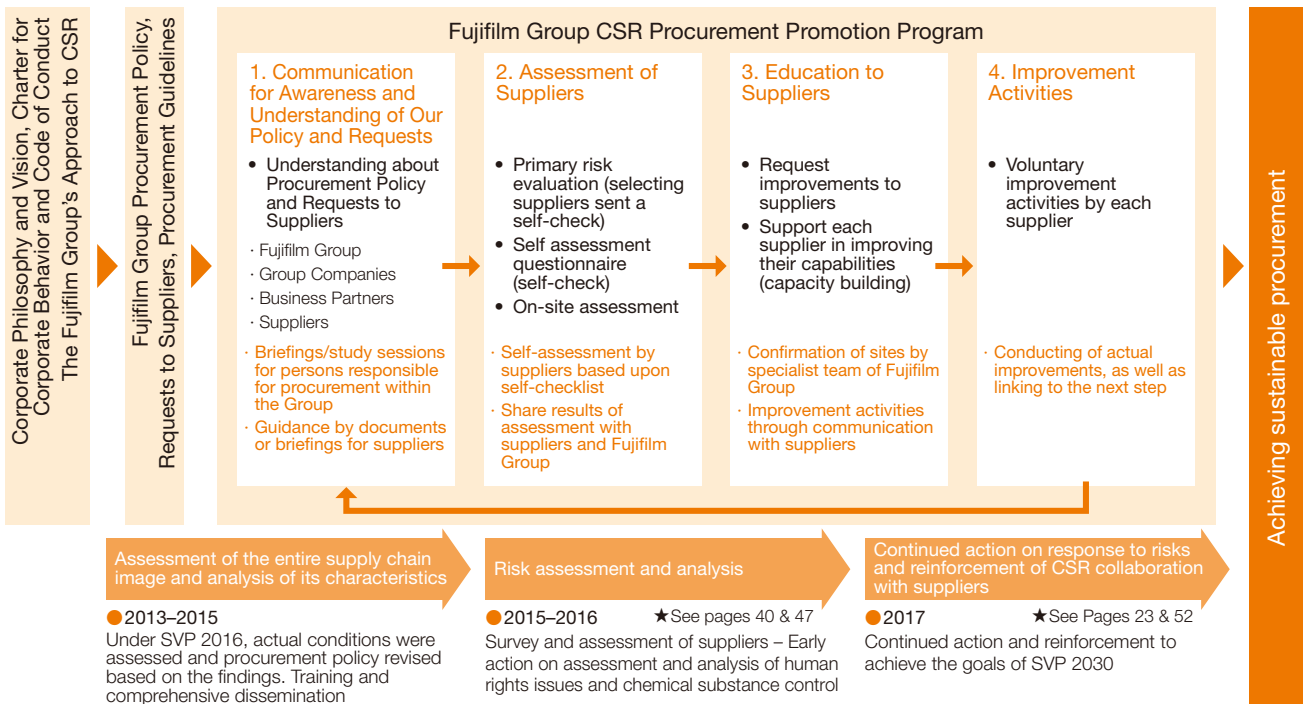
* chemSHERPA is an information sharing scheme developed under the initiative of Japan's Ministry of Economy, Trade and Industry that is expected to become an international standard.

● Three-year plan for seminars on environment/health and safety/labor management for suppliers completed

Fuji Xerox has been working on improvements, especially for suppliers of Fuji Xerox of Shenzhen (China), through visits and consulting by its specialists in environmental issues, labor management, etc. However, only visiting one supplier at a time has not been possible to expand the scope of consulting. For this reason, in addition to company visits, a three-year plan was implemented in FY2014 to hold seminars on environment/health and safety/labor management for suppliers. The seminars have been attended by top executives and managers of supplier manufacturing sites, and Fuji Xerox members present activities being organized in the areas of human rights and labor and in business ethics, methods of dealing with new regulatory frameworks and other knowhow.

Seminars on health and safety were held in FY2014, followed by seminars on labor management and environmental protection in FY2015. In addition to these themes, explanation was added of the support programs provided by Fuji Xerox for its employees, resulting in the successful communication of knowhow to managers at its suppliers (total attendance was more than 1,000). In FY2016, seminars were held for roughly 1,800 participants on four themes including business ethics and control, spotlighting items required by law and giving examples of improvements.

▼ Fujifilm Group Supply Chain Management





Priority Issue 1

Employee Health Management Across the Group

FUJIFILM Holdings recognized as one of the White 500 enterprises



FUJIFILM Holdings was recognized under the 2017 Certified Health and Productivity Management Organization Recognition Program (Large Enterprise Category)—White 500, jointly hosted by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi (Japan Health Council).*

The program aims to highlight outstanding enterprises engaged in health and productivity management through efforts toward resolving local health-related issues or incorporating the health promotion schemes recommended by Nippon Kenko Kaigi into their corporate activities. In the first year of this recognition program, 235 companies were listed in the Large Enterprise category (White 500) and 95 in the Small-to-Medium Enterprise category.

The Fujifilm Group believes it is important to provide an environment in which each employee can work in good health—both physically and mentally—and this is the reason that our employee health management approach is founded upon the two pillars of “work style reform” and “promotion of health.” In 2013, we established the group-wide health promotion council, composed of the Group companies’ HR divisions, industrial doctors, and the Fujifilm Group health insurance association (see page 46). In 2015, we also introduced the Health Data Bank system that manages the results of the regular health checks and stress checks for each employee in a comprehensive manner. In FY2017, this system is being expanded to cover almost all employees of both the Fujifilm and Fuji Xerox Group companies within Japan.

These efforts resulted in minimizing the medical cost increase within the Group, and a reduction in the total working hours. Based on the data gathered in the Data Bank, we continue to develop more effective health promotion measures and disease prevention schemes.

* Nippon Kenko Kaigi: An organization that puts practical health promotion measures in place, liaising between private companies, with the full backup of the government. Such measures should prolong the healthy life expectancy of individuals and maintain sound medical services in Japan where the population is quickly aging, along with the low birth rate.

Summary of Major Health Promotion Schemes

● Introduction of the Health Data Bank system

- We aim to utilize the health data gathered through this system to create further health promotion measures, and help enable each employee to operate their own PDCA cycle of health promotion.
- In FY2017, projects are being included visualization of changes in health check results over the years and an analysis of the correlation between hours of sleep and health condition. The aim was to detect individuals who are likely to sustain a lifestyle disease and provide intensive support to them for disease prevention.

● Improve health check supports

- Increase cancer screening check items covered by the corporate health insurance association and also increase subsidies
- Promote utilization of Fujifilm Nishiazabu Endoscopy Clinic

● Encouraging employees to quit smoking

- Introduction of subsidy to take a quit smoking clinic
- Thorough implementation of non-smoking during working hours

● Utilization of the KenCom service

- Provide information of health promotion activities and events in a fun and motivating manner



KenCom for health promotion



Priority Issue 2

Work Style Reform Evaluation

Work Style Reform by Fuji Xerox wins various awards



Since Fuji Xerox commenced its Work Style Reform in FY2013, the Company has been working to change employees’ awareness, corporate culture, task prioritization, and process reform in order to improve productivity, enhance workforce diversity, and achieve a good work-life balance. During FY2014, we promote a home working system and reformed sales business processes such as: (1) Revision of flextime system to encourage working in the mornings to ensure work sharing and liaising; (2) Introduction of Home Working System for employees with responsibilities such as childcare and nursing care; and (3) Revision of working hour system to enable remote work for domestic sales divisions (see pages 50 and 51). In addition to

support to help balance work and private life, we are proactively implementing various system that enable every employee to utilize their abilities regardless of their age, nationality, or disability.

These efforts have brought about a variety of results, including a reduction in the annual average working hours per employee by 130 hours over the three years. We believe that the many awards we received this year are a social recognition of such efforts to improve our employees’ working styles. Fuji Xerox continues to explore diverse ways of working and to offer our own experience—as a service to other companies.

Awards Concerning Work Style Reform

● Excellent Prize in the Telework in Practice category, 17th Telework Promotion Awards

(Host: Japan Telework Association)

These awards are to encourage corporations to employ “telework” that enables a flexible way of working regardless of location or time utilizing information communication technology (ICT). The 17th awards application was solicited under the theme of “Aiming for working style reform through telework” and 11 corporations were selected for the awards.

● Top Hundred Telework Pioneers, 2016

(Host: Ministry of Internal Affairs and Communications)

The Ministry of Internal Affairs and Communications made an appeal for enterprises and organizations that actively promote telework. As a result, 53 organizations were selected as Telework Pioneers and from these, 42 outstanding organizations were recognized as the top hundred telework pioneers.

● Encouragement Prize in the Large Enterprise Category under the 1st Awards for Enterprises and Workplaces with Pleasant Working Environments and High Productivity—Enterprises Taking Actions to Balance Increased Productivity and Attractive Working Environments (Host: Ministry of Health, Labour and Welfare)

These awards are designed to encourage enterprises to improve both productivity and HR management in order to create workplaces attractive to workers. This award program has been introduced and 144 companies and workplaces applied for the first year. A total of 15 enterprises were selected for the awards, and three received the Excellent Prize, four the Superior Prize, and eight the Encouragement Prize.

● New Diversity Management Selection 100, 2016

(Host: Ministry of Economy, Trade and Industry)

This award program, introduced in FY2012, aims to promote diversity management among enterprises by publishing the best practices conducted in those enterprises that gained successful business results through such management. A total of 174 enterprises have been selected over the last four years. In FY2016, 31 enterprises were selected out of 122 applications.



Priority Issue 1

Business Continuity Plan in Emergency Situations

Entire Group gets ready for emergency by sharing Kumamoto Earthquake experience



Although FUJIFILM Kyushu (FFQ) sustained significant damage from the Kumamoto Earthquake in 2016, it managed to make

a full recovery of the production line after only 37 days following the disaster, thanks to a range of support provided by a number of Fujifilm Group companies. Fujifilm had already reinforced its disaster countermeasures after the Great East Japan Earthquake. All of our Group companies collaborated in organizing a disaster recovery system and have continued to improve it, while conducting regular emergency drills. FFQ has also prepared emergency procedures and this preparation has greatly contributed to the Kumamoto Earthquake recovery. At the same time, the real-life experience of a disaster identified some issues to be addressed in the new measures.

To share and utilize such valuable experience across the Group, FFQ staff members offered lectures to other Group companies about the important actions taken immediately after the earthquake, the problems they encountered, and their Business Continuity Plan (BCP). Approximately 670 people from Group factories and companies attended these lectures. After the lectures, Kanagawa Plant, Fujinomiya Plant, and Yoshida Office conducted emergency drills, adopting the lessons that FFQ had learned from the Kumamoto Earthquake.

The importance of having BCPs in enterprises is increasing with the backdrop of the rising number of natural disasters and terrorist attacks across the world. The Fujifilm Group continues to promote preparation of BCPs, in both hard and soft aspects, based on the experience of the Kumamoto Earthquake and address the issues we identified at that time.

FUJIFILM Kyushu: Important Actions Taken in Emergency Situations

(1) Disaster reduction

FFQ had already prepared well-structured disaster reduction measures. These included establishment of an Emergency Management Team (EMT), a standalone emergency warehouse, and an emergency management headquarters. They had also conducted disaster reduction drills utilizing these structures. All of these minimized the business damage.

(2) Disaster recovery (Infrastructure recovery)

Group companies and other companies in the area offered prompt support. Also, disaster information was gathered quickly utilizing the safety confirmation system, *e-Kakushin*, and other disaster information websites.

(3) Production line recovery

A dedicated project team was established which kept in close contact with the Fujifilm Group EMT in Tokyo. The Tokyo EMT then liaised with other divisions to offer group-wide support toward plant recovery. The most significant aspect was the dedication of many of the FFQ employees who kept working for the plant’s recovery, despite their own houses being damaged by the earthquake.



Emergency drills were conducted adopting the lessons learned from the Kumamoto Earthquake, such as keeping the overall disaster information up to date using a large whiteboard. Also, the disaster prevention manual is currently being revised.



Priority Issue 1

Harassment Prevention Seminars

Sexual harassment prevention program for female workers provided via e-learning

Harassment in the workplace is a serious issue that damages the working environment and severely impacts employees’ working motivation. Fujifilm has already been providing compliance-related education including a topic on harassment prevention and had set up the Compliance Helpline. In FY2016, we took a new approach and offered a sexual harassment prevention program for female workers through our e-learning system. Based on the fact that more than 80% of harassment sufferers are women, the program is designed to give female workers some ideas concerning preventive measures against harassment.

It is said that one of the issues related to the occurrence of harassment is “recognition difference” between the harasser and the sufferer concerning the situation. As a means to avoid such recognition difference, the program provided a lesson about a communication skill called “assertion.” This is a skill to enable someone to assert their intention while still valuing both parties engaged in the conversation. The e-learning program also provided a comprehensive picture of sexual harassment by giving practical examples in a quiz format. It also introduced the approach that women can adopt to prevent sexual harassment and the communication tips with assertion skills. The program received favorable response even from male employees



Easy to understand program contents with concrete examples

who hoped to participate in the program, reporting that there was much they did not notice in the past.

Fujifilm conducts awareness surveys on all employees in Japan to confirm the understanding of compliance among employees and identify any compliance issues. We aim to create an open, fair, and clear workplace culture and implement compliance measures that take account of employees’ ideas and social backgrounds.



Products and Services Which Reflect Our Customers' Views



Moved and reopened New FUJIFILM Osaka Service Station in 2017

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 FY2016

● Efforts to Raise Customer Satisfaction (CS)

▶ Fujifilm

Fujifilm's businesses cover a wide range of fields, giving it a wide variety of customers; it responds to their voices in a way that takes into account the characteristics of each product. Each customer center reports customers' product-related proposals and requests to the relevant department (sales, marketing, design, development, research, etc.) to help to improve our products and services and support the development of new products. Throughout the year, we conduct CS surveys targeting customers who submitted inquiries to the Customers Communication Center, Net Print Service Support Center and FinePix Support Center. In FY2016, we received about 500 replies, which we utilized to improve and develop our products and services.

For example, the Web design and workflow of our Net Print Service System have been revised to prevent customer operating errors that are frequently the cause of customer inquiries. In addition, customers can now track their product from ordering to production, shipment and transport to provide them with reassurance. In the face of the growing number of customers who make use of the system during late-night hours when our offices are closed, Q&As upgraded with AI features have been introduced to enable customers to resolve their queries at any time. These efforts have succeeded in roughly halving the number of queries, which increase during the New Year card printing season every year. Fujifilm will continue to listen in earnest to suggestions and requests from customers to improve customer satisfaction.



▶ Fuji Xerox

At Fuji Xerox, we believe that customer satisfaction (CS) is fundamental to all our corporate activities. It is important to know the demands and expectations of customers to enhance customer satisfaction. We put importance on interactive communication with the customer, and the basis of raising customer satisfaction is accepting the opinions of our customers submitted through the following channels and making continual improvements: (1) the Integrated Customer Support Center (main contact point for customers); (2) the Voice of the Customer (VOC) collection system; (3) official website; (4) market research; and (5) the CS programs to make improvements based on the CS survey results.

A communication website has been created to deal with the VOC data to support employees working in customer service. The bilateral communication between customer contact, including sales, maintenance, shipping and invoicing, and the areas of product development, marketing and quality control that the website allows is expected to foster greater customer understanding. In a customer satisfaction survey of customers who submitted queries to the Integrated Customer Support Center, roughly 98% of respondents rated the service either "satisfactory" or "very satisfactory" in FY2016. The CS rating was also high in the CS surveys conducted by external organizations in FY2016.

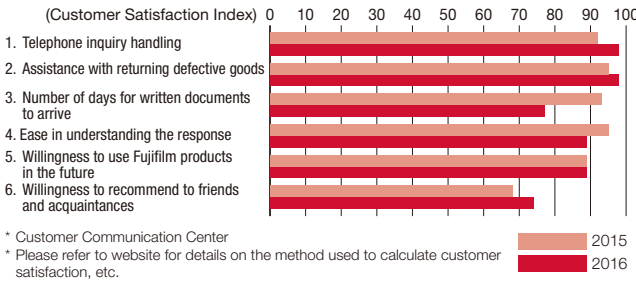


* J.D. Power Asia Pacific Japan Color Copier Customer Satisfaction StudySM

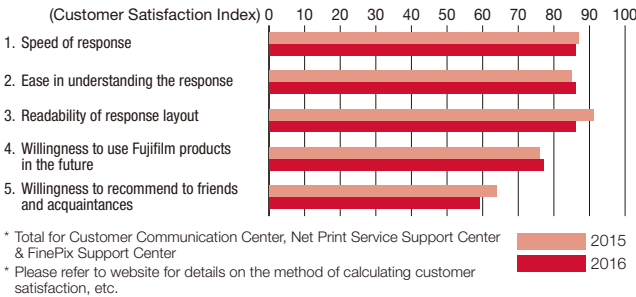
▼ System for Responding to Customers (FUJIFILM Corporation and its domestic affiliates)



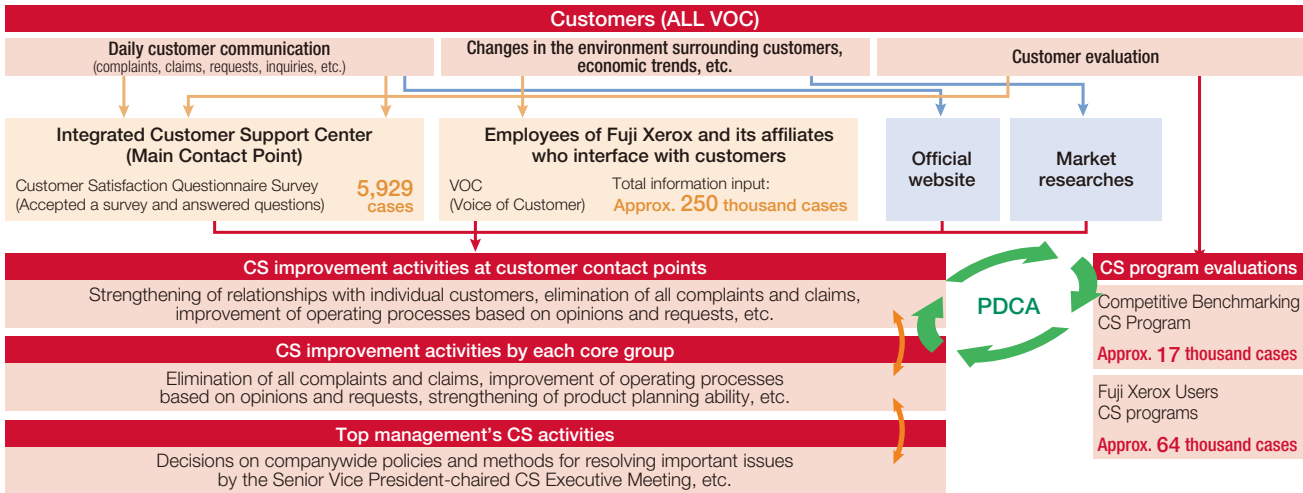
▼ Customer Satisfaction Questionnaire Survey Results (based on telephone & written questionnaires*)



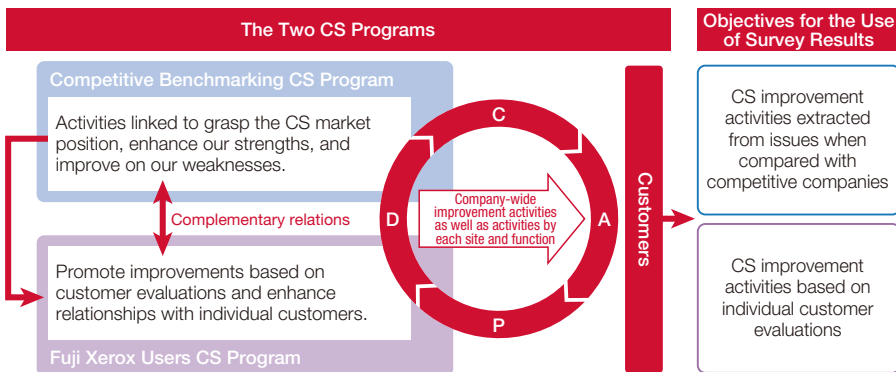
▼ Customer Satisfaction Questionnaire Survey Results (based on email questionnaires*)



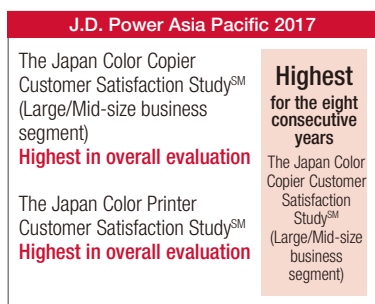
▼ Mechanisms for Communicating with Customers (Fuji Xerox and its affiliates)



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



▼ FY2016 External Appraisals (Fuji Xerox)





Outline of Activities in FY2016

● Manufacturing That Responds to the Needs of a Wide Range of Customers

At Fujifilm, we are incorporating real users' opinions into our product and finding issues through a usability assessment conducted by our Design Center, so that we can provide products with better usability. In addition to our conventional product improvement methods, we have recently employed "ethnographic* analysis" as a means to implement the functions and designs that users are really seeking. In this new mode of research, designers observe users' activities in their working environment to identify unseen needs and issues that can lead to new product ideas and designs. This method is particularly effective for B-to-B products that cannot be tested by our employees, and is also utilized in usability assessments for our medical and printing equipment. In the printing area, we are collaborating with FUJIFILM Global Graphic Systems Co., Ltd., one of our Group companies, to utilize the ethnographic approach in a wider area, including making suggestions to customers, and we have assessed and confirmed the effectiveness of these suggestions.

At Fuji Xerox, we have been applying the principles of human-centered design to our product development process since our foundation. For this purpose, we work on understanding people's essential needs and functions based



This compact mobile digital radiography system with excellent operability in a limited space was developed from direct observations made in emergency rooms. The panel to be inserted between the patient and the bed has a curved profile for easy insertion.

around their characteristics and activities, and we reflect this understanding in an optimal design. To achieve this human-centered design, we have to discover the way that users act in using our products and the reasons behind those actions to uncover potential needs and challenges. From this perspective, we have incorporated an ethnographic approach into our design process, in which we are designing products that support customers' ideas and opinions through actually observing them using products and interviewing them. These efforts have resulted in a new series of A4 color printers/multifunction devices, including the DocuPrint CP210 dw, which received the Good Design Award 2016. To create these devices, our designers undertook an onsite survey in a small office and studied how multiple users share use of a single device. They noticed that users tended to use the basic functions again and again. The awareness we gained here was that "the device must not impede the user's workflow." We then put this idea into designs that would create "devices that can be used intuitively" and embody "the more you use them, the easier they are to use." The award was in recognition of the refinements made to our designs.

Utilizing a variety of methods, the Fujifilm Group will continue to develop products that help resolve the basic issues that our customers experience.

* Ethnographic: Relating to ethnography. Ethnography was developed as a qualitative research method used in the fields of cultural anthropology and sociology to understand how people actually live or work. Today, this method is applied to the areas of marketing and design research, where it is used to gain a deeper understanding of users and their behavior, and thus extract latent user needs.



All the operations are integrated into the touch sensor display while reducing hardware buttons of multifunction devices that can appear confusing. Pictograms help users to quickly recognize different groups of operations without the awareness of operation, and theme colors also help to distinguish those operation groups, such as copying and faxing.

TOPICS

Aiming at Innovative Creation through Collaboration with Outside Partners

Ideas that go beyond conventional frameworks and new value created through technological integration are essential in solving the various problems that our society encounters, such as global environmental issues and the aging society. Against this backdrop, "Open Innovation" activities are spreading across the world to create new value through collaboration between various organizations beyond the borderlines of industry, academia, and government and to contribute to building a sustainable society.

Ahead of many others, the Fujifilm Group realized the importance of having a "Future Center," a place where different parties can talk from a creative and future-oriented viewpoint,

in Japan. The Fuji Xerox Customer Co-Creation Laboratory and the FUJIFILM Open Innovation Hub are both facilities that seek to co-create new value with outside partners. Through face-to-face communication and open dialogue with different industries, we create opportunities to gain both unexpected ideas and new business partners. Unlike conventional showrooms, these two facilities are characterized by their goal, which is to create innovative solutions that address essential issues with our customers. We are promoting these centers as network hubs to help resolve social issues and as places where innovative creation originates.



Open Innovation Hub

Established: January 2014 / Location: Within the FUJIFILM Tokyo Midtown Office (Minato-ku, Tokyo)

This is a facility to create new value through presenting materials, products, and services produced from the wide ranging core and platform technologies possessed by the Fujifilm Group and linking them with the potential needs of industries and corporations that have never interacted before. After their establishment in Japan, equivalent facilities were built in the U.S. and in Europe, and more than 9,000 visitors from 1,800 companies had visited these three facilities by August 2017.



Customer Co-Creation Laboratory

Established: May 2010 / Location: Within Fuji Xerox R&D Square (Yokohama, Kanagawa)

This facility seeks to create new value by collaborating closely with customers. Based on practical case studies of business solutions that were achieved within Fuji Xerox itself, we identify the real issues that customers face, and then assess the applicability of the solution, effects of the solution, and marketability. We also tackle the resolution toward social issues with local citizens. Since its opening, by June 2017 we had more than 10,000 visitors from 2,500 companies.



Basic Approach

Social Contribution Activities

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>



Photography workshops are being held for children around the world. (photo showing activities held in Malaysia since 2007)

Outline of Activities in FY2016

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), restoration & application of historical manuscripts, providing medical devices in disaster site and emerging nations, education aid in emerging nations, and production support in publishing of large-font textbooks for children with weak sight, we continuously implemented various activities in environmental and other education assistance and in promoting coexistence with local communities. Workshops for children and the Pink Ribbon Movement are spreading all over the world.

In recognition of FUJIFILM Kyushu's long-term dedication to groundwater conservation, the company received the Kumamoto Ground Water Conservation Awards 2016 from Kumamoto Ground Water Foundation as the first Grand Prix winner (see page 41). Also, Fuji Xerox's continuous cultural contribution utilizing its documentation technologies has been highly appreciated.

One such example was that a copy of the *Hedaura-ni-okeru Rokoku Gunkan Kenzo Zukan*, owned by Toyo Bunko and replicated by Fuji Xerox, was selected as one of the gifts from Japanese Prime Minister Shinzo Abe to President Vladimir Putin of the Russian Federation (see page 30). Also, we continue our support for recovery from the Great East Japan Earthquake and the Great Kumamoto Earthquake (see page 63).

Overseas, Fuji Xerox started offering learning materials to children who have limited access to

primary education in the Philippines in 2014 in order to reduce educational disparity in emerging countries. This activity then spread to Myanmar and Thailand in FY2015, and to Vietnam and Indonesia in FY2016. In FY2017, we plan to start activities in Malaysia, in addition to maintaining and expanding coverage within the above countries. As for tree planting activities in China, it is 19 years since we started. We are continuing with these activities, including maintenance of the planted trees, and they have now developed into extensive activities involving the entire Chinese printing industry.

We will continue to move forward with our social contribution activities that aid in the resolution of social issues, taking advantage of our mainstream business activities and paying attention to communication and partnerships with our stakeholders.

▼ Social Contribution Activities Continued by the Fujifilm Group

Social contribution through business operations	Support for the education of the future generation	Environmental conservation and biodiversity conservation	<ul style="list-style-type: none">● Connecting Photo Project (Fujifilm)● Creating digital archives of cultural assets (Fujifilm)● The Heart to Heart Communication—"PHOTO IS" 50,000—Person Photo Exhibition (Fujifilm)● Album Café (Fujifilm)● Reproducing historical documents (Fuji Xerox)● Pink Ribbon Campaign (Fujifilm)● Photo class for young people (Fujifilm)● Offering large-print textbooks to students with low vision (Fuji Xerox)● Offering learning materials in emerging countries (Fuji Xerox)● Fuji Xerox Kobayashi Fund (Fuji Xerox)● Fuji Xerox Print Collection (Fuji Xerox)● Special Olympics (Fuji Xerox)● Kikigaki-Koshien (Fujifilm)● Kankyo-Nikki, "Midori-no-Komichi" (Fujifilm)● "Kids' ISO 14000" program (Fuji Xerox)● Charitable Trust Fujifilm Green Fund (Fujifilm)● "Watashi-no-Shizenkansatsuro Competition"(Fujifilm Green Fund, etc.)● Ground water conservation activities in Minami-Aso village (Fujifilm)● Volunteer tree planting activity in China (Fujifilm's labor union)● Training sessions for nature guides (Fuji Xerox)



Approx. 15 hundred million yen

Cost for social contribution activities*

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

	(million yen)
Education for future generations	80
Harmony with the local community	221
Promote culture and the arts in society (in Japan)	985
Consideration for the international community and international cultures	134
Cooperation with NGOs and NPOs	62
Total	1,482



U.K.

Supporting a photographic project for children facing bereavement

Through collaborating with a royal photographer, FUJIFILM UK Ltd. has donated instant cameras to Child Bereavement UK, a charity that supports families who have lost or are losing a child or who have a child facing bereavement in the family. As a part of their project, the organization planned a session for young people aged between 11 and 25 who have experienced a death in their family to give them an opportunity to talk about topics such as loneliness and friendship over the self-portrait taken with our instax cameras.



Zambia

Contributing to improving healthcare in Zambia by X-ray diagnostic imaging systems

Through Grant Assistance for Grassroots Human Security Projects (GGP), one of the development aid projects provided by the Japanese government, FUJIFILM South Africa (Pty) Ltd. has donated X-ray diagnostic imaging systems and other devices to Monze Mission Hospital in the Republic of Zambia in southern Africa. We also dispatched engineers to install the equipment and offered operational training to local radiographers at no charge. Compared to their conventional manual method, the system significantly improved diagnosis accuracy by its stability of the imaging quality, and reduced the time required for each diagnosis.



Turkey



Support for Ride 4 Women Tour, a women's cancer awareness-raising project

In cooperation with the Ministry of Health of the Republic of Turkey; Cancer Department of the National Public Health Agency, Turkey; and European Society of Gynecological Oncology; FUJIFILM Dis Ticaret A.S. (FFTR) is proactively supporting the Ride 4 Women Tour, a European tour by professional cyclists to raise awareness of women's cancer. FFTR was awarded a plaque in recognition of our contribution as operational staff of the tour, not only as a sponsor.



Vietnam

Book donations started by our staff members suggestion now cultivates children's dreams

Fuji Xerox Hai Phong Co., Ltd. started donating books to elementary schools nearby in 2016 to support deprived children. The donations started with an idea from our staff members to offer an opportunity for children to gain a wide ranging knowledge of the world through books, enabling them to see their dreams. In 2017, we donated 514 books to Thuy Trieu elementary school along with notebooks and pencils for children in deprived areas so that they too can have an opportunity to study.



The Philippines

Photographs capture the joy of flight by children with rare or intractable diseases

To mark Rare Disease Day, on February 27, an event was held in a Philippine Navy base for children with rare diseases and their parents to experience flying in a navy aircraft. FUJIFILM Philippines Inc. participated in the event to help photograph the children. Our staff members flew in the aircraft and helicopter together with the children and took photos of them enjoying precious moment of flying in a special aircraft that they had dreamed of. These photographs were later exhibited in a shopping mall in the Philippines in July. The photos are from Photography with a Difference led by John Chua and Harvey Chua together with the Core group members: Pet Salvador, Sarita Zafra and Agnes Lapena.



Myanmar

Sponsoring a mailbox renewal project in Myanmar for better postal services

Fuji Xerox Asia Pacific Pte. Ltd. (Myanmar Branch) commenced its sponsorship of the Mailbox Renewal Project, managed by Advertising Nagata Co., Ltd. and became the first advertiser in this project. This is a part of an international cooperation project to improve postal services in Myanmar by Japan's Ministry of Internal Affairs and Communications. Japanese-style mailboxes have been installed in 250 locations inside the country with some of the costs covered by renting advertising space on the mailbox. In the areas where the new mailboxes have been installed along with the improved postal service, a letter is now delivered in one day, whereas it used to take three days.



The Philippines, Myanmar, Thailand, Vietnam, and Indonesia



Offering learning materials in emerging countries to reduce educational gap

In 2014, Fuji Xerox started offering learning materials in the Philippines to reduce educational disparities among children. Now the activity has expanded to other emerging countries in the Asia and Pan Pacific regions. Offerings in Myanmar and Thailand started in FY2015, and expanded to Vietnam and Indonesia in FY2016. The number of children who are enjoying our learning materials has now reached 71,000. We plan to start offering in Malaysia in FY2017, aiming to help 100,000 children by 2023.



China

Tree planting activities in the Chinese desert enhanced and continued over the years

It was 1998 when the Fujifilm Labor Union started greening activities in the Horqin Desert of the Inner Mongolia Autonomous Region of China. In 2006, Fujifilm (China) Investment Co., Ltd. (FFCN) along with its affiliated companies and sales agencies in China joined the activities, and the Tree Planting Activities by the Industrial Collaboration of Green Printing was started by FFCN and the Printing Technology Association of China in 2015. In 2016, the FUJIFILM Collaboration Anniversary Greenery monument that commemorates the FFCN's 10-year contribution was built, along with another to celebrate the green printing activities that demonstrate the determination of the Chinese printing industry.



Japan

Occupational training program for future entrepreneurs to learn manufacturing basics

Since 2015, Fuji Xerox Advanced Technology Co., Ltd. has been offering help with an occupational training program in Hino Chuo Special Needs High School in Yokohama. This is our attempt to contribute to students' skill development through our program. In FY2016, the students gave a presentation of their achievements in an activity results report session under the Hamakko Future Company Project hosted by the Board of Education, Yokohama City. We are truly pleased with their growth and advancement. We plan to further refine the program so that we can offer it to a greater number of schools.



U.S.A.



Helping early detection of breast cancer in collaboration with hospitals and an NPO

Fujifilm teamed up with National Breast Cancer Foundation (NBCF)—one of the most recognized and respected breast cancer charities—to donate a new digital mammography system, the Aspire Cristalle, to Adventist Health White Memorial Medical Center. Through the donation of the Aspire Cristalle mammography system, the hospital will provide life-saving mammograms to women throughout Los Angeles, California (U.S.A). The latest technology will assist radiologists in screening and diagnosis of breast cancer.



Japan

Annual participation in the Youngsters' Science Festival to spread interest in science

Toyama Chemical Co., Ltd. participated in the Toyama Convention of Youngsters' Science Festival, a scientific competition held across Japan to promote interest in the sciences among children and young people. Some 20 newly started staff members participated in the 2016 Toyama Convention as support staff. With the focus on how we can encourage children to become interested in science, each day we discussed the experiment to be presented at the Convention. We eventually decided to organize a hands-on session to make an eco-friendly hand-warmer under the theme of "thermal reaction" and 150 children enjoyed making their own hand-warmer in our booth.



Japan

Participation-based photography exhibition of the thoughts and feelings of 50,000 people

Since starting in 2006 as PHOTO IS Exhibition by 10,000 People, the exhibition will be expanded in scale from 2017 as Heart to Heart Communication—PHOTO IS 50,000—Person Photo Exhibition. Through the display of works by all participants, along with their thoughts reflected in their works, the exhibition drew a total of 284,705 entries for the first 12 exhibitions, with visitor numbers reaching roughly six million. A Kizuna Post is set up at the exhibition venue to enable visitors to send handwritten messages to participants on what they felt after seeing their works.



Support for recovery from the Great East Japan Earthquake and the Great Kumamoto Earthquake

● Volunteering to rebuild a coastal windbreak

Since 2012, Fujifilm has been volunteering for an activity to recover the coastal windbreak in Iwaki City, Fukushima Prefecture, an area heavily affected by the Great East Japan Earthquake. The activity is organized by the Fujifilm Labor Union, and Fujifilm staff and their family members help plant trees and remove weeds in the windbreak zone. A total of 67 people, including Group company staff members, participated in the session held on October 15, 2016. They removed weeds in the area and planted 200 Japanese black pine saplings.



● Marché for Disaster Recovery

The Marché for Disaster Recovery is a sales event held in Fujifilm Group companies, where produce of areas affected by the Great East Japan Earthquake and the Great Kumamoto Earthquake are sold. In July 2016 Fuji Xerox Kumamoto started the Kumamoto Recovery Marché that sells local produce from Kumamoto Prefecture to Fujifilm Group staff members across Japan in support of the neighboring communities. Fuji Xerox Kumamoto takes care of the entire sales procedure including receiving orders, packaging, and dispatching the goods in order to help other companies in their prefecture. Fuji Xerox Kumamoto also helps selling Kumamoto produce in the Marché for Disaster Recovery jointly held by FUJIFILM Holdings, Fujifilm, and Fuji Xerox in their head office in Tokyo Midtown each March as a joint market to help both East Japan and Kumamoto.





Corporate Governance

For further details of the Corporate Governance Guidelines and the Corporate Governance, please refer to <http://www.fujifilmholdings.com/en/about/governance/index.html>

The State of Corporate Governance

FUJIFILM Holdings is aiming to foster sustainable growth, achieve higher corporate value and contribute to the sustainable development of society through sincere and fair business activities. We regard corporate governance as the foundation for achieving these goals and a key issue in business management.

Regarding matters of the inappropriate accounting at overseas subsidiaries of Fuji Xerox Co., Ltd. uncovered this year, actions have been taken responding to the report of

the Independent Investigation Committee sincerely. We are establishing a transparent business process to strengthen Group governance and prevent any recurrence by integrating part of Fuji Xerox's headquarters and management functions into FUJIFILM Holdings, further expanding personnel exchanges within the Group, including management personnel, and rebuilding and strengthening internal control at Fuji Xerox and its subsidiaries, including the system for reporting to FUJIFILM Holdings (see page 8).

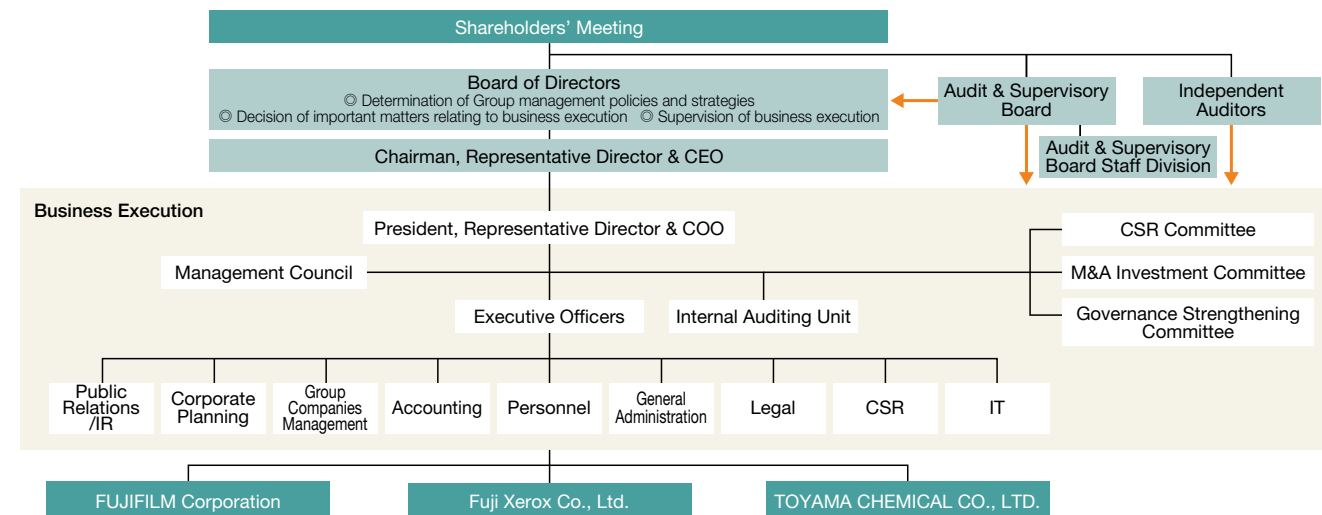
Corporate Governance Structure

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 nine directors, including three outside directors (changed on June 29, 2017). 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 2017 was 88% (13 meetings in total).

Additionally, FUJIFILM Holdings has adopted an executive officer system to facilitate speedier business execution. The Company currently has 13 executive officers, including six concurrently serving as Board members. The executive

officers have a one-year term of office, the same as the Company's Directors. The Company discloses the number of individuals to whom remuneration is paid and the total amount of remuneration by Directors as well as Audit & Supervisory Board members. Meanwhile, we have 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.

▼ 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.

The attendance of outside auditors to the board of directors meetings held during the term ended March 2017 was 92% (13 meetings in total). Also, the attendance of outside auditors to the Audit & Supervisory Board meetings

held during the term ended March 2017 was 96% (13 meetings in total). The restructuring of our audit system led to the establishment of the Global Audit Division in September 2017, consisting of 56 members, which will strengthen the internal audit function and introduce global auditing. The new division will assess and verify the current state of internal control and business operations throughout the Group. These improvements are supervised by FUJIFILM Holdings for greater transparency and speed of action.

CSR Management

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, seven policy statements (the Green Policy, Social Contribution Policy, Guidelines for Biodiversity, Procurement Policy, Quality Policy, Occupational Health and Safety Policy and Global Security Trade Control Policy) have been established and implemented.

The Fujifilm Group established the CSR Committee chaired by the Chairman of FUJIFILM Holdings. The Committee takes decisions on the important matters relating to 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

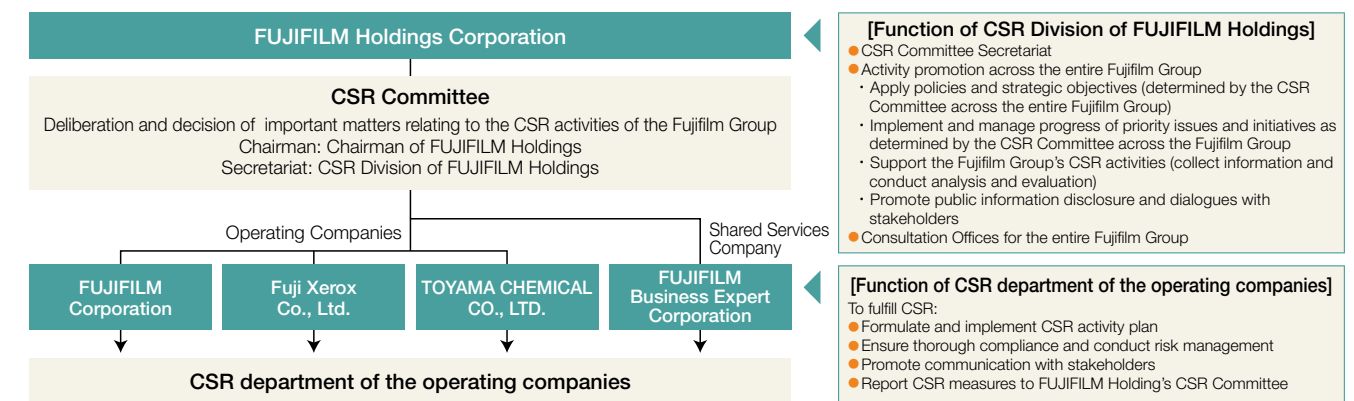
Companies conduct their activities while interacting and maintaining relations with a wide variety of stakeholders, and it is important to listen carefully to their various views and expectations. At the Fujifilm Group, we ensure that we make appropriate information disclosures as well as verifying, 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

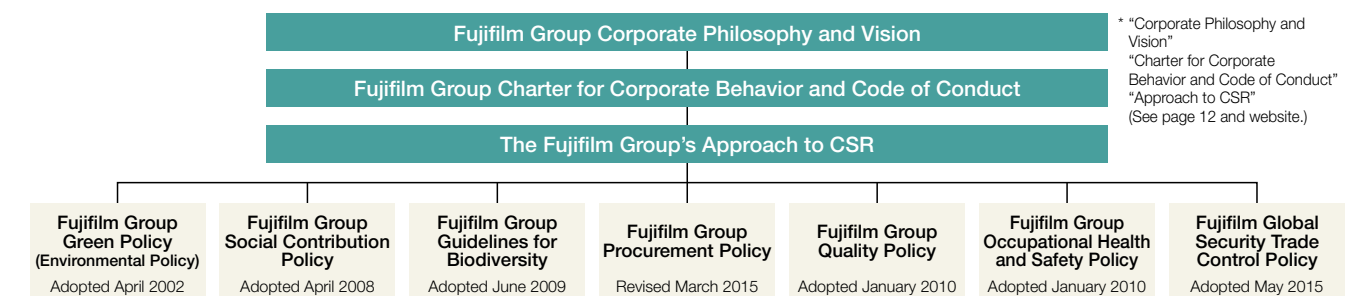
as a whole, regarding priority issues such as the promotion of anti-global warming measures, the promoting body for each issue conducts briefings on the content of the activities and presents the respective report to external parties, to receive their advice and evaluation.* Looking back over our activities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

* See pages 37, 51, 80, 81.

▼ 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 page 12 and website.)

* Visit our website for each Policy

CSR Management

▼ 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	We have a diverse range of customers, from individuals, businesses, corporations to government offices, etc., since we have business deployed all over the world, and we offer such a wide lineup of products, ranging from digital cameras and cosmetics to office printers, medical systems, medicine, highly functional materials and equipment and materials for graphic arts.	<ul style="list-style-type: none"> • Securing the safety and quality of products • Design for the Environment ★page 36 • Provision of appropriate information on services & products • Improvement of customer satisfaction levels ★page 58 • Customer response & support ★page 58
Employees	Employees working for the Fujifilm Group total approx. 80,000 people in 271 companies. They are active all over the world and their composition by country is Japan 49.0%, the U.S. 7.7%, Europe 5.7% and Asia 37.6% (as of end-March 2017).	<ul style="list-style-type: none"> • Customer Center (liaison office for responding to inquiries) • Usability evaluation meetings and monitor surveys • Customer satisfaction surveys • Questionnaires at product purchase • Showrooms, exhibitions • Holding seminars • Websites and social media
Shareholders & investors	FUJIFILM Holdings has 123,313 shareholders, characterized by a high proportion of overseas and institutional investors. Japanese financial institutions account for 34.1% of our shareholders, while foreign companies constitute 31.7% (as of end-March 2017).	<ul style="list-style-type: none"> • Providing opportunities for dialogue with top management • Personnel management division liaison & interviews • Compliance & Sexual Harassment Helpline • Regular meetings between the company and labor unions/Health & Safety Committee • Intranet; in-house magazines
Transaction partners	The Fujifilm Group conducts transactions worldwide with suppliers of raw materials and components and retailers of our products, etc.	<ul style="list-style-type: none"> • General shareholders meetings/Business report briefings/Briefings for investors • IR conferences/Individual meetings • Annual reports/Shareholder communications • IR information website • Liaison office for responding to inquiries (Corporate Communication Office)
Future generations & local societies	The Fujifilm Group has bases in approx. 40 countries across the world and conducts its activities by treating the local culture and customs with respect, as well as putting efforts into educational support for future generations.	<ul style="list-style-type: none"> • Briefings to suppliers (on CSR procurement including green supply, management of chemical substances contained, etc.) • CSR Self-Check (self-audited) • Website for exclusive use of transaction partners • Regular discussions with partners • Liaison office for responding to inquiries (in each procurement and sales division)
Government organizations & industrial associations	The Fujifilm Group has businesses in countries all over the world. Each of these businesses belongs to several industrial associations and has active relations with the respective government organizations, including participating in collaborations and information exchanges, etc.	<ul style="list-style-type: none"> • Environmental communication meetings/Factory tours • Community volunteer activities • Regular discussions with local governments (city hall, mayor, community association presidents, etc.) • Liaison offices (at each factory & office) • Dispatch of lecturers to the academic organization & endowed chairs • Environmental education activities in cooperation with NGOs & NPOs
NGOs & NPOs	We are conducting dialogues with NGOs & NPOs who are actively aiming for a sustainable society, for the resolution of social issues and environmental conservation.	<ul style="list-style-type: none"> • Contribution activities which make use of our main business strengths ★page 61 • Respecting local culture & customs and environmental conservation ★page 61 • Prevention of fires and accidents in the workplace • Educational support for future generations ★page 61
		<ul style="list-style-type: none"> • Legal compliance ★page 43 • Joint research & development and cooperation in public policy aimed at the resolution of social issues ★page 40, 67
		<ul style="list-style-type: none"> • Obtain views on the Sustainability Report • Participate in stakeholder dialogue • Administration committee of Public Trust Fujifilm Green Fund • Review meetings on various CSR issues • Afflicted area support activities with NPO



ASTALIFT Roppongi Store offering direct communication with customers



In-house magazines for internal communication



IR information on the web



Exchange event with local residents (FUJIFILM Kyushu Cherry Blossom Festival)

Communication with Stakeholders

Issuance of Fujifilm Group Magazine to Reinforce the Group Partnership

As the Fujifilm Group continues to enhance its business fields, the number of Group companies is also increasing. It is important for each Group company to understand the management policy of the entire Group, and become familiar with the other businesses within the Group in order to make the best of the wide-ranging technologies and networks that the Group owns. In this way, we will be able to exert a high level of competitiveness in our business. For this reason, we started a new Group magazine targeted at all the Fujifilm Group company members in Japan in April 2016. We hope that each employee will deepen their understanding of our Group

management approach, business direction, the individual business aims, and strengths of each Group company and thereby reinforce their sense of cooperation that can lead to the creation of new value.



The magazine was named *ff (fortissimo)*, as selected through a web vote from more than 650 applications from employees in the Group.



Meetings with human right experts from around the world

Dialogue concerning Human Right Due Diligence

In September 2016, Fujifilm participated in the 2016 Business and Human Rights Conference in Tokyo, hosted by Caux Round Table Japan (co-hosted by Institute for Human Rights and Business,

these experts on our Group CSR procurement activities including the aspect of employees' human rights. We received recognition of the CSR activities focused on SDGs, and advice on identifying concrete human rights issues within the supply chain and related remedies for suppliers.

Fujifilm valued these opinions and has already conducted a potential risk assessment within the supply chain (see page 47). We plan to incorporate such opinions into the human rights policies that we are currently developing.

etc.), and held individual meetings with human right experts from across the world. We sought opinions and advice from

Fuji Xerox Forms Partnership with Yokohama National University to Activate the Local Society

Yokohama city and its prefecture, Kanagawa, have both aspects of the city and rurality. Therefore, in addition, these areas also need human resource development for both issues. These areas have two issues to address: one is the further development of urban business activities, and the other is the revitalization of rural communities. To collaborate on the two aspects of these issues, Fuji Xerox and Yokohama National University entered into a comprehensive partnership agreement. Yokohama National University is focusing on fostering human resources who can contribute to the sustainable development of rural areas and those who can actively work in globalizing society. At the same time, Fuji Xerox is working on resolving issues in rural communities through the company's services and human resources, as well as through

their exclusive interactive communication technologies.

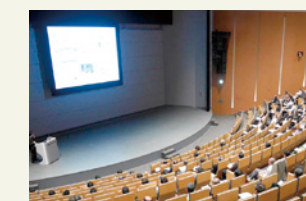
Under this partnership, Yokohama National University and Fuji Xerox will utilize Minami-Ashigara Mirai Zukuri College, an area revitalization project that Fuji Xerox had already started under a collaboration with the municipality of Minami-Ashigara City, Kanagawa Prefecture. The aim is to revitalize the economy, promote social activity, and encourage new business centered around the city. Fuji Xerox has a track record of problem solving in rural communities through establishing close communications and partnerships with various stakeholders. In this case, by liaising with university students, researchers, and private companies, we can further activities to accelerate revitalization of this rural area and thereby foster the next generation of human resources.

Lecturing on Practical Environment Risk Assessment Techniques to Local Companies

In November 2016, an environmental conservation officer in the Fujifilm Kanagawa Factory gave a lecture on the theme of Case Study of Creating and Implementing Environmental Risk Assessment Techniques in a Pollution Control Manager Follow-up Training Program hosted by Kanagawa Environmental Conservation Association. This lecture followed a strong request from the secretariat of the association, who believed that Fujifilm's efforts should be more widely known among other companies as example which is important and can be applied to other companies. The lecture was attended by about 120 people of pollution control managers/supervisors from companies in Kanagawa Prefecture. The lecture introduced a series of small and steady actions taken in Fujifilm to prevent chemical substance leakage, and was well-received by the attendants. We also learned that many companies face exactly the same kind of problems as we do.

As a member of the local community, the Fujifilm Group discloses information about our environmental conservation

activities and offers an opportunity to ask for opinions from the residents of communities in each area. We continue to seek more efficient environmental preservation methods by sharing information on our activities and maintaining close communications with residents and companies in the local community.



Lecture at a Pollution Control Manager Follow-up Training Program



Environmental communication meetings and opinion dialogue sessions held in our factories (Kaisei Town, Kanagawa)



Personnel and Labor (FUJIFILM Corporation)

Employment

■ Composition of the Fujifilm workforce			As of March 31, 2017		
			Total	Male	Female
Executive officer*			10	10	0
Regular employees 4,948	General employees	3,626	2,839	787	
	Managerial personnel	1,152	1,114	38	
	Senior expert	170	170	0	
Non-regular employees 205	Temporary employees	104			
	Part-timers	16			
	Employees re-employed after retirement	34			
	Other (Contract employees, etc.)	51			
Rate of female manager personnel (Target)			6% by the end of FY2020		

*Executive officer = All executive officer – Directors

■ Status of regular employees					As of March 31, 2017		
		Total	Male	Female			
Average age		42.3	42.6	40.7			
Average length of employment (years)		17.8	17.7	18.2			
Average number of dependents		1.09	—	—			
Average annual salary*1		8.8 million yen	—	—			
Utilization of paid leave*2		71.4%	—	—			
Turnover rate*3		2.2%	2.3%	1.8%			
Returning rate from childcare leave*4		98.0%	100%	97.8%			
Retention rate after 3 years from reinstatement*5		78.6%	0%	80.5%			

*1 Average annual salary is calculated for the period from January 1, 2016 to December 31, 2016.

*2 Data on utilization of paid leave is calculated based on data for the period from October 1, 2015 to September 30, 2016.

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

*4 Returning rate from childcare leave is calculated with the expiration date falls on April 1, 2016 to March 31, 2017.

*5 Retention rate after 3 years from reinstatement = $\frac{\text{Number of employees as of the end of FY2016 among those returning to work after childcare leave in FY2014}}{\text{Number of employees reinstated after childcare leave in FY2014}}$

Recruitment

	Total	Male		Female
New graduate recruitment*1	88	Technical positions	39	5
		Administrative positions	31	11
		Factory recruitment	0	2
Mid-career recruitment*2	31	27		4

*1 As the number of new graduates recruited for the fiscal year is confirmed at the beginning of April, 2017.

*2 Number of mid-career recruitment represents those from April 2016 to March 2017.

Employment of persons with disabilities

FY2012	FY2013	FY2014	FY2015	FY2016	Target
1.96%	2.01%	2.12%	2.10%	2.24%	2.30%

*Data up to April 30, 2017.

Re-employment

FY2012	FY2013	FY2014	FY2015	FY2016
29	10	13	19	37

*Employees re-employed after retirement during the relevant fiscal year (April 1 to March 31).

Number of employees taking a leave of absence

		FY2012	FY2013	FY2014	FY2015	FY2016
Leave of absence for nursing care	Total	2	5	3	2	4
	Male	2	1	1	0	2
	Female	0	4	2	2	2
Leave of absence for childcare	Total	52	42	43	53	49
	Male	5	1	1	5	3
	Female	47	41	42	48	46
Leave of absence for volunteer work	Total	0	0	0	0	0
	Male	0	0	0	0	0
	Female	0	0	0	0	0

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

Number of employees taking a care leave (number of days)

* Total number of days is shown in parenthesis.

		FY2012	FY2013	FY2014	FY2015	FY2016
Nursing care leave	Total	13	16	13	15	26 (130.5)
	Male	6	9	9	10	15 (103)
	Female	7	7	4	5	11 (27.5)
Childcare leave	Total	2	9	6	7	16 (161.5)
	Male	0	6	4	5	8 (117.5)
	Female	2	3	2	2	8 (44)
Child medical care	Total	71	108	48	59	73 (262)
	Male	11	27	9	16	31 (105.5)
	Female	60	81	39	43	42 (156.5)
Volunteer work leave	Total	1 (—)	0	0	1 (1)	0
	Male	1 (—)	0	0	1 (1)	0
	Female	0	0	0	0	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 more than satisfy legal requirements are now in place, such as the improved child medical care leave program and the newly introduced family care leave program.
- Stock leave is a system enabling employees to accumulate unused leave time up to 60 days. Accumulated leave days may be used for treatment needed for personal health problems, rehabilitation, childcare, nursing care, and volunteer activities.

Giving birth and childcare	Nursing care	Other
<ul style="list-style-type: none">• Systems catering for pre- and post-birth requirements• Leave of absence for childcare• Use of stock leave for childcare• Systems for employment while raising children• Three-person interview at the time of returning to work from childcare leave• Child medical care leave program (1 relevant child: 6 days per year; 2 or more children: 11 days per year)• Reduced work hour program (child in the third grade or lower)• Use of stock leave for fertility treatment• Leave of absence for fertility treatment• Exemption from restrictions on non-scheduled hours worked and from work on holidays• Reinstatement to same workplace after leave of absence for childcare	<ul style="list-style-type: none">• Leave of absence for nursing care program• Nursing care leave program (1 care recipient: 12 days per year; 2 or more care recipients: 24 days per year)• Use of stock leave for nursing care• Systems for employment while caring for a family member• Expansion of nursing care counseling office	<ul style="list-style-type: none">• Leave of absence for volunteer work, Using of stock leave for volunteer work• Use of stock leave for self-development• Active Life Leave• Flextime• Discretionary labor system• Leaving the office on time (2 days per week)• Re-employment Program• Female Mentor Program• Home Working System• Paid Leave by the Hour System

Labor

Work accident rate and work accident severity

Industry average in parenthesis*3						
	FY2012	FY2013	FY2014	FY2015	FY2016	Target
Work accident rate*1	0.09 (0.43)	0.11 (0.20)	0.00 (0.40)	0.20 (0.24)	0.00 (0.37)	0
Work accident severity*2	0.01 (0.12)	0.00 (0.01)	0.00 (0.13)	0.00 (0.00)	0.00 (0.01)	0

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

*3 Source for industry average: FY2016 Survey on Industrial Accidents, Ministry of Health, Labour and Welfare

Number of fatal work accidents

	FY2014	FY2015	FY2016	Target
Employees	0	0	0	0
Contracted employees	0	0	0	0

Occupational Health and Safety Committee

The Occupational Health and Safety Committee convenes with same number of labor and management representatives, in compliance with laws and regulations.

Composition of labor union membership

As of March 31, 2017		
Union members	Proportion of union membership*	Average age of union members
3,484	70.41%	39.9

*Rate against regular employees including managerial personnels and senior experts

Revisions to systems operating in accordance with agreements between the labor union and the company (in the last five years)

As of March 31, 2017	
FY	Item
2012	<ul style="list-style-type: none">• Revision of travel expenses• Revision of employees systems• Revision of overseas working conditions• Revision of re-employment after retirement
2013	<ul style="list-style-type: none">• Revision of work regulations, wage rules and other labor-related regulations
2014	<ul style="list-style-type: none">• Extension of the period of nursing care leave• Flexible application for the flextime (for pregnant, childcare, and nursing care)• Expansion of the domestic affiliates for secondment• Revision of work regulations, wage rules and other labor-related regulations
2015	<ul style="list-style-type: none">• Revision of work regulations, wage rules, retirement allowance regulations and overseas travel regulations• Wider range of job assignment destinations within the Fujifilm Group in Japan• Introduction of Home Working System• Introduction of Paid Leave by the Hour System
2016	<ul style="list-style-type: none">• Revision of travel expense rules and company house management regulations• Revision of collective labor agreement and wage rules due to establishing a new branch• Revision of collective labor agreement, written agreement and work regulations regarding childcare and nursing care

Capacity building

As of March 31, 2017				
	Number of total hours	Number of hours per each employee	Number of total cost	Number of cost per each employee
Capacity building (HRD)	24,728 hours	11.3 hours	130.57 million yen	59,404 yen



Personnel and Labor (Fuji Xerox)

Employment

■ Composition of the Fuji Xerox workforce

As of March 31, 2017

		Total	Male	Female
Regular employees 8,594	Executive officer*	23	23	0
	General employees	6,096	4,943	1,153
	Managerial personnel	2,386	2,241	145
	Senior expert	89	59	30
Non-regular employees 779	Temporary employees	221		
	Part-timers	4		
	Employees re-employed after retirement	554		
Rate of female manager personnel (Target)		14% by the end of FY2020		

*Executive officer = All executive officer – Directors

■ Status of regular employees

As of March 31, 2017

	Total	Male	Female
Average age	45.7	46.6	40.8
Average length of employment (years)	20.6	21.3	16.9
Average number of dependents	1.21	—	—
Average annual salary*1	9 million yen	—	—
Utilization of paid leave*2	64.8%	—	—
Turnover rate*3	3.6%	3.7%	3.2%
Returning rate from childcare leave*4	95.0%	100%	94.2%
Retention rate after 3 years from reinstatement*5	92.3%	90.0%	92.7%

*1 Average annual salary = the sum of monthly taxable salaries from January to December, 2016 (except for the ones of executive officers, contract employees, and new graduate)

*2 Data on utilization of paid leave is calculated based on data for the period from January 1, 2016 to December 31, 2017.

*3 Turnover rate = $\frac{\text{Attrition} + \text{Retirement} + \text{New start for senior employees program}}{\text{Number of employees in Fuji Xerox at the end of preceding fiscal year (non-consolidated)} + \text{number of assigned employees}}$

*4 Returning rate from childcare leave is calculated with the expiration date falls on April 1, 2016 to March 31, 2017.

*5 Retention rate after 3 years from reinstatement = $\frac{\text{Number of employees as of the end of FY2016 among those returning to work after childcare leave in FY2014}}{\text{Number of employees reinstated after childcare leave in FY2014}}$

■ Recruitment

	Total	Male	Female
New graduate recruitment*1	104	Technical positions	40
		Administrative positions	34
Mid-career recruitment*2	48	37	11

*1 As the number of new graduates recruited for the fiscal year is confirmed at the beginning of April 2017.

*2 Number of mid-career recruitment represents those from April 2016 to March 2017.

■ Employment of persons with disabilities

FY2012	FY2013	FY2014	FY2015	FY2016	Target
2.08%	2.07%	2.06%	2.09%	2.22%	More than 2.0% (throughout the year)

*Data up to March 31, 2017.

■ Re-employment

FY2012	FY2013	FY2014	FY2015	FY2016
485	524	506	554	554

*As of March 31, 2017.

■ Number of employees taking a leave of absence

		FY2012	FY2013	FY2014	FY2015	FY2016
Leave of absence for nursing care	Total	7	4	3	4	4
	Male	4	1	1	2	2
	Female	3	3	2	2	2
Leave of absence for childcare	Total	52	46	56	60	84
	Male	4	8	9	10	11
	Female	48	38	47	50	73
Leave of absence for volunteer work	Total	0	0	3	0	0
	Male	0	0	2	0	0
	Female	0	0	1	0	0

* Number of regular employees who began a leave of absence during the relevant fiscal year (from April 1, 2016 to March 31, 2017).

* Leave of absence for volunteer work is the number of employees who used the social service program.

■ Number of employees taking a care leave (number of days)*1

		FY2012	FY2013	FY2014	FY2015	FY2016
Nursing care leave*2	Total	27	26	26	44	59
	Male	15	16	17	27	40
	Female	12	10	9	17	19
Childcare leave*3	Total	197	284	298	314	373
	Male	72	97	86	147	206*5
	Female	125	187	212	167	167
Volunteer work leave*4	Total	50 (135)	15 (54)	18 (47)	20 (62)	11 (36)
	Male	38	11	12	16	8
	Female	12	4	6	4	3

*1 Number of regular employees who began a leave during the relevant fiscal year (from April 1, 2016 to March 31, 2017).

*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.

*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. Total number of days is shown in parenthesis.

*5 Including 86 taking a special leave when their wives' gave birth on and after the second child

■ System for a good work-life balance

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

Giving birth and childcare	Nursing care	Other
<ul style="list-style-type: none">Maternity leave (paid)Leave of absence for childcare program (until two years old, including the housing cost support)Program for rehiring former employees who left the company for reasons such as spouse's transfer or childcareAccumulated paid leave*1 for healthcare of employees' familyShortened working hours in pregnant and for childcare (from pregnancy to third grade of elementary school)Limited off-hours work for childcare (until sixth grade of elementary school)Limited late-night work for childcare (until sixth grade of elementary school)Special leave for supporting the wife during her childbirth period (first child's birth: 2 days; second child's birth and thereafter: 5 days)Leave of absence for birth support (one year leave system for fertility treatment)	<ul style="list-style-type: none">Leave of absence for caring for a family member (maximum 2 years)Shortened working hours for caring for a family memberLimited off-hours work for caring for a family memberLimited late-night work for caring for a family memberOne-day nursing care leaveAccumulated paid leave*1 for caring for a family member	<ul style="list-style-type: none">FlextimeHomeworking systemContinuous service award special vacation; "refresh vacation"Social service system (leave of absence program for employees participating in socially beneficial activities)Accumulated paid leave*1 for volunteer activitiesLeave of absence for educationLeave of absence for senior theme (support for senior employees' second career)Flexible work schedules (support for senior employees' second career)Double job program*2 (support for senior employees' second career)A program for transfer and a leave of absence due to accompanying a spouse's transfer

*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.

Labor

■ Work accident rate and work accident severity

Industry average in parenthesis*3

	FY2012	FY2013	FY2014	FY2015	FY2016	Target
Work accident rate*1	0.31 (0.25)	0.11 (0.18)	0.00 (0.16)	0.20 (0.11)	0.00 (0.18)	0
Work accident severity*2	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)	0

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

*3 Source for industry average: FY2016 Survey on Industrial Accidents, Ministry of Health, Labour and Welfare

■ Number of fatal work accidents

	FY2014	FY2015	FY2016	Target
Employees	0	0	0	0
Contracted employees	0	0	0	0

■ Occupational Health and Safety Committee

The Occupational Health and Safety Committee convenes with same number of labor and management representatives, in compliance with laws and regulations.

■ Composition of labor union membership

As of March 31, 2017

Union members	Proportion of union membership*	Average age of union members
6,087	71.8%	42.3

*Rate against regular employees (8,482) excluding executive officers and senior experts

■ Revisions to systems operating in accordance with agreements between the labor union and the company (in the last five years)

As of March 31, 2017

FY	Item
2012	<ul style="list-style-type: none">Introduction of irregular working hours support system for developers and SEsRevision of the employment and evaluation criteria for post-retirement re-employees
2013	<ul style="list-style-type: none">Introduction of on-site irregular working hours support system for SEs
2014	<ul style="list-style-type: none">Introduction of new work style (co-working hour system, homeworking system, remote working system for domestic sales)
2015	<ul style="list-style-type: none">Revision of working conditions, work support and employee welfare with consolidation of various programs at Group companies in Japan
2016	<ul style="list-style-type: none">Agreement between labor and management regarding the terms and conditions for applying a program to transfer and a leave of absence due to accompanying a spouse's transferRevision of systems for childcare and nursing care due to the change of the related lawsChange of starting point for reckoning on yearly paid vacation according to the systems at the Group companies in Japan

■ Number of employees taking occupational health and safety training

9,435

■ Capacity building

As of March 31, 2017

	Number of total hours	Number of hours per each employee	Number of total cost	Number of cost per each employee
Capacity building (HRD)	93,728 thousand hours	10.6 hours	322,148,642 yen	36,430 yen

*Including temporary employees



Compliance and Risk Management

Compliance

Compliance education (Fujifilm in Japan)

Intended audience	Details	2016 results
Executive officers (Fujifilm and its affiliates)	Overall compliance (by CP & RM*)	Once, 85 participants
Managerial personnel (Fujifilm and its affiliates)	Examples of corporate misconduct, punitive actions, consulting facility, risk reporting system, etc. (by CP & RM*)	65 times, 2,900 participants
New managerial personnel (Fujifilm and its affiliates)	Overall compliance (by CP & RM*)	2 times, 175 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, 228 participants

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

Compliance education (Fuji Xerox in Japan)

Intended audience (Fuji Xerox and its affiliated companies)	Details	2016 results
All managerial staff	Importance of Labor Management for business management (Web-based training to disseminate the importance of Labor Management that is the foundation of business management)	Once (95%) Target participants: 27,146 Participants who complete the program: 25,724
All executive officers and employees	Training on general legal knowledge (Web-based training for fraud/harassment as well as basic legal knowledge)	Once, 22,521 participants
All employees (including contract/temporary employees)	Risk Management Training (Web-based training on risk management including information security)	Once, 29,468 participants
New executive officers	New executive officer training (Group training on general risk management for executives including directors' management duties and responsibilities, corporate laws, and risk concerning general affairs, human resources, etc.)	Once, 20 participants
New managerial staff	New managerial staff training (Group training such as lectures about disciplinary action and group discussions using examples to obtain general compliance knowledge that managerial staff should know)	5 times, 304 participants
New employees	New employee training (Group training for legal compliance that maintain the Basic Corporate Quality by understanding the basic CSR policies and activities)	Once, 372 participants

Risk Management

Acquisition of P-Mark and ISMS

(As of July, 2017)

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.

*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.

(As of May, 2017)

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 FUJIFILM Recording Media Products Division FUJIFILM Medical Co., Ltd. Fuji Xerox Co., Ltd. Fuji Xerox domestic sales companies (37 companies)	Fuji Xerox Information Systems Co., Ltd. Fuji Xerox System Service Co., Ltd. Fuji Xerox Learning Institute Inc. Fuji Xerox Printing Systems Co., Ltd. Fuji Xerox InterField Co., Ltd. Fuji Xerox Advanced Technology Co., Ltd. Fuji Xerox Manufacturing Co., Ltd. Fuji Xerox Service Creative Co., Ltd. Fuji Xerox Service Link Co., Ltd. Fuji Xerox overseas manufacturing companies (4 companies) Fuji Xerox Asia Pacific Pte Ltd Fuji Xerox overseas sales companies (16 companies)

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

*3 For the certified companies of Fuji Xerox Group, please visit: <http://www.fujifilmholdings.com/en/sustainability/data/compliance/index.html>

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. * Figures for the environmental data have been revised after recalculating past data to take into account the change in the database in FY2016.

Priority Targets

Fujifilm FY2017 Priority Issues

Priority Issues	Strategies
1. Contributing to resolving environmental issues through products and services	1) Develop and disseminate products and services that contribute to resolving environmental issues. (CO2 emission reduction, water issues, energy issues) 2) Quantifying Fujifilm's contribution to CO2 emissions reduction based on the Environmental Contribution Effectiveness Guidelines to convey our efforts to customers. 3) Quantifying the effects of Fujifilm's contribution to resolving water resource issues based on the Water Footprint Guidelines to convey our efforts to customers. 4) Develop activities for achieving the 2030 target based on the Medium-Term CSR Plan.
2. Promoting measures against global warming	1) Continually promote CO2 emission reduction at each of the stages of product lifecycle. (procurement, manufacturing, transportation, use, disposal) 2) Promote efficient energy use in business activities. 3) Explore and seize opportunities for using renewable energies.
3. Promoting the efficient use of resources	1) Use resource efficiently by promoting the 3Rs: Reduce-Reuse-Recycle. 2) Reduce waste. (by yield increase, reuse of manufacturing waste, conversion of waste into valuables etc.) 3) Promote the concept of Zero Waste Disposal at all production sites. 4) Promote the effective use of water resources. (saving water to reduce the amount of water use per unit of production) 5) Improve main products' indices per unit, and verify their validity.
4. Ensuring product and chemical safety	1) Continue dissemination of approaches and systems to the supply chain concerning management of chemicals in products. 2) Establish the enforcement of internal rules and procedures concerning product compliance. 3) Monitor, communicate, and assess product safety information thoroughly and laterally apply safety measures across all sites. 4) Implement safety management based on risk assessment of all chemical substances used. 5) Continue to improve the systems for ensuring product compliance.
5. Enhance the CSR framework supporting the corporate activities across the value chain	1) Ethical Sourcing investigation for suppliers. 2) Self check and improvement on work mechanisms in response to social request.
6. Environment and safety risk management	1) Maintain systems that abide by laws and regulations and adheres to voluntary management targets. 2) Improve and promote industrial safety and health. 3) Continue to control the level of VOC emissions generated from the production process.
7. Information disclosure and communication of relevant information	1) Enhance information disclosure through various methods. (e.g., Sustainability Reports, websites) 2) Enhancement of the disclosure of environmental performance information.
8. Employee education	Educate employees in the areas of environmental preservation, product safety, occupational safety and chemicals.

Fuji Xerox FY2017 Priority Issues

Priority Issues	Strategies
1. Controlling global warming *Greenhouse gas reduction target by 2020 (1) By FY2020, 30% reduction in CO2 emissions during the company's overall lifecycle stage from the level in FY2005 (2) Reduce CO2 emissions at customers by seven million tons by FY2020	1) Contribute to help reduce CO2 emissions from customers' office and factory by providing energy saving products & solutions 2) Reduce CO2 emissions by installing the new energy-efficient equipment and improving productivity in production process at the development and production sites 3) Reduce CO2 emissions in office by reforming employees' work style 4) Reduce CO2 emissions by improving efficiency in the product logistics
2. Preservation of natural resources	1) Establish the next generation eco-friendly material technologies, such as bio-based plastics 2) Reduction of resource input with lighter equipment 3) Curb use of new resources by recycling used parts 4) Reduction of waste output and recovery of valuable substances at production and product development sites 5) Reduce water usage in production and product development sites
3. Reduction in environmental risk from chemical substances	1) Reinforce measures against laws and regulations to reduce chemical substance risks from products (observing RoHS, REACH, etc.) 2) Expansion for risk assessment method for chemical substances into sales and service divisions (domestic)
4. Preservation of ecosystems and biodiversity	1) Promote sustainable paper procurement concerning for forest ecosystems 2) Participate in Japan Business Initiative for Biodiversity (JBIB)
5. Improvement of the infrastructure for promoting environmental targets	1) Reinforce systems to grasp environmental performance data 2) Reinforce measures to respond proactively to environmental regulation



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. * Figures for the environmental data have been revised after recalculating past data to take into account the change in the database in FY2016.

Anti-Global Warming Measures

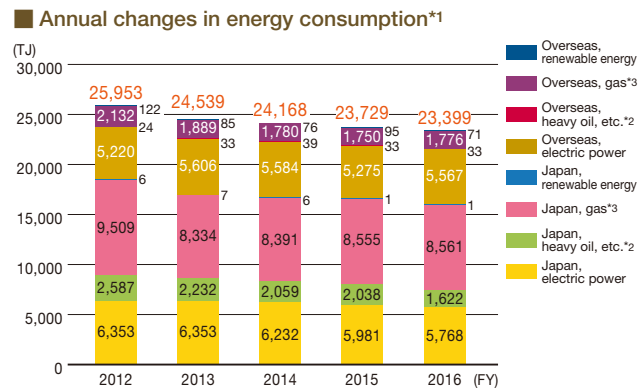
CO2 emissions*	(kt-CO2/year)					
	FY 2005	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Japan/ Manufacturing	1,084	903	895	872	846	798
Japan/ Non-manufacturing	28	25	30	27	29	31
Overseas/ Manufacturing	345	384	350	347	313	285
Overseas/ Non-manufacturing	30	27	42	42	39	55
Group total	1,487	1,339	1,317	1,288	1,228	1,170

*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.

2016 CO2 emission by region* (manufacturing)	(kt-CO2/year)	
	CO2 emission	
Japan	829	
Overseas	340	
Americas (USA, Canada & Brazil)	163	
Europe (Netherlands, Germany, Belgium, UK & France)	56	
China	83	
Asia excl. China & Oceania (Australia, South Korea, Singapore, etc.)	39	
Group total	1,170	

*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.

Energy-Saving Measures



*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. (FY2016)* (thousand kiloliters)

	Heavy oil	Kerosene	Light oil	Gasoline
Japan	34.4	1.1	0.1	0.0
Overseas	0.0	0.0	0.7	0.2
Group total	34.4	1.1	0.8	0.2

*Consumption in manufacturing only

Environment Conscious in Logistics

■ Annual changes in total CO2 emissions in domestic logistics* (tons of CO2/year)

	FY2012	FY2013	FY2014	FY2015	FY2016
Total CO2 emissions	44,278	47,075	45,633	50,229	46,464

*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)

	FY2012	FY2013	FY2014	FY2015	FY2016
Amount of CO2 reductions (tons of CO2/year)	7,754	6,354	11,404	12,692	15,790
CO2 reduction rate (%)	14.9	11.9	20.0	20.2	25.4

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

*In the FY2016, we enforced our activities for CO2 reductions in collaboration with a specified consigner. Major reduction initiatives, which proved effective, include starting modal shifts (road transport to sea transport) in FY2016, as well as improving carrying efficiency by double stacking during transport and enhancing gasoline mileage by eco-driving. The amount was a total figure of each facility's CO2 reduction measure.

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

	FY2012	FY2013	FY2014	FY2015	FY2016
Transportation volume	194	186	181	190	184

*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) (%)

	FY2012	FY2013	FY2014	FY2015	FY2016
Packaging material reduction rate	10.1	15.5	9.3	10.5	12.7

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

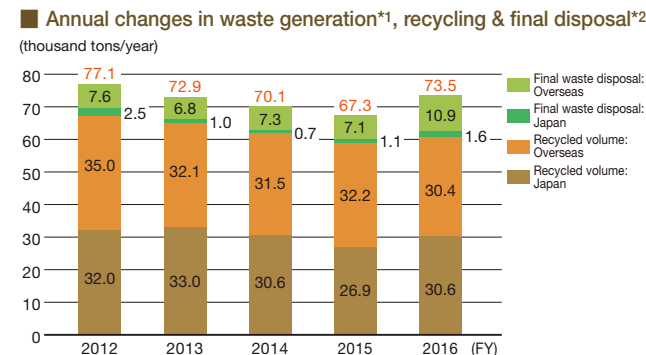
*Total weight of export packaging materials handled by FUJIFILM Logistics in FY2016 was 1,573,041.3 tons. Weight was reduced by 227,827.1 tons, with yearly reduction rate of 12.7%.

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

	FY2012	FY2013	FY2014	FY2015	FY2016
Total consumption	18.2	16.3	15.5	15.2	15.6

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

Conserving Resources Measures



*1 Processed by external service providers

*2 Simple incineration or landfill disposal

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

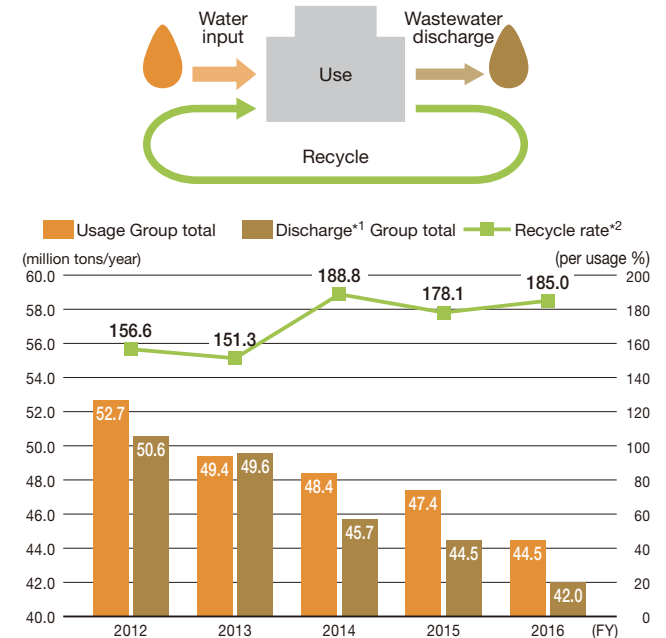
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Japan	38.1	34.0	34.0	34.1	29.6
Overseas	28.4	27.2	30.1	24.5	42.1
Group total	66.5	61.2	64.1	58.6	71.7

*Valuable resources sold to the third party.

■ Main recycling methods for waste products

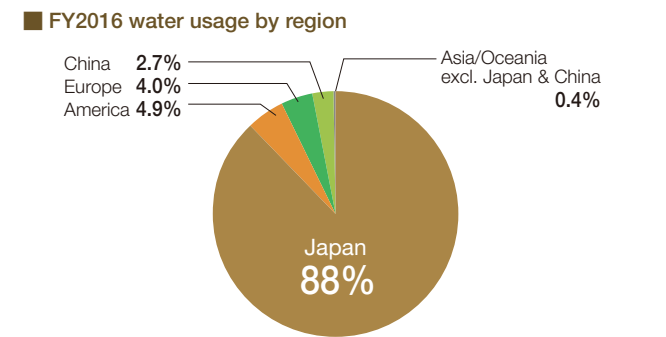
Waste product	Recycling method
Plastics (sorted)	Pallets, pipes, clothing, heat insulation materials
Plastics (mixed)/Filters	Blast furnace fuel
Magnetic tape	Blast furnace fuel, tatami mat material, heat insulation materials
Aluminum hydroxide	Aluminum sulfate
Inorganic sludge, polishing agent	Cement, 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

Annual trend in water input, recycling and discharge as wastewater



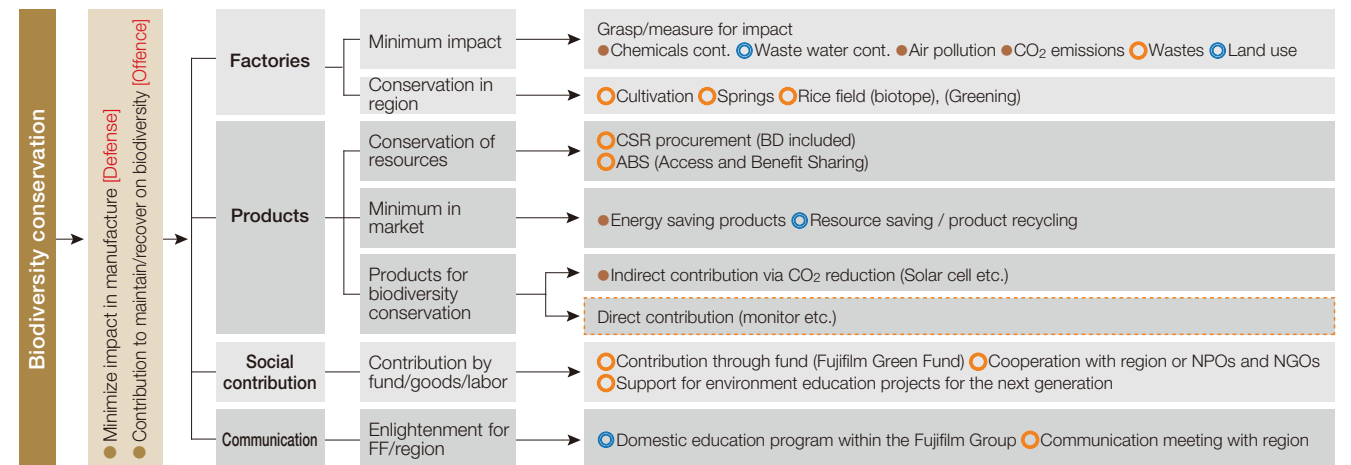
*1 Includes water, rainwater, etc. used in the business activities

*2 Recycle rate including cooling water usage



Activities on Biodiversity Conservation

Activities on biodiversity conservation — Outline —





Environmental Aspects

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.

<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)

	FY2012	FY2013	FY2014	FY2015	FY2016
Japan	7.3	6.6	6.8	6.5	5.9
Overseas	1.3	1.4	1.6	1.8	1.6
Group total	8.6	8.0	8.4	8.3	7.5

■ Storage and management of devices/equipment containing PCBs* (FY2016)

Types of equipment containing PCBs	Unit	Storing and managing amount	
		Japan	Group total
High voltage transformers	Quantity	11	28
High voltage condensers	Quantity	33	123
PCB oil waste, etc.	kg	1,197	1,197
Sludge, etc.	m ³	0.1	0.1
Fluorescent lamp stabilizers	Quantity	13,553	15,792
Low voltage condenser excluding fluorescent lamps	Quantity	116,991	116,991
Low voltage transformer	Quantity	0	0
Rags	kg	915	915
Other devices	Quantity	17	17

*Excludes PCB in minute quantity

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

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

Category	Name of substance	Reduction (tons)	Reduction rate in comparison to previous fiscal year (%)
Substances requiring reporting under the PRTR Law	Dichloromethane	17	29
	Methyl alcohol	44	20
Substances voluntarily controlled by the company	Ethyl acetate	-35	-63
	Methyl ethyl ketone	0	0
	Acetone	8	29

*Reduction in volumes in FY2016 compared with actual levels in previous year

Legal Compliance Measures

■ Legal compliance and reports on complaints in FY2016

In 2016, there were one violation of environment-related laws (none in oversea) and one customer complaint (none in oversea), and three incidents (of which one was oversea).

Legal violation was related to disposal of equipment containing CFC. Action has been taken to prevent a recurrence.

	Japan	Overseas	Group total
Number of legal violations (number of cases solved)	1 (1)	0 (0)	1 (1)
Number of complaints (number of cases solved)	1 (1)	0 (0)	1 (1)
Number of incidents (number of cases solved)	2 (2)	1 (1)	3 (3)

Pollution Prevention Measures

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

		FY2012	FY2013	FY2014	FY2015	FY2016
SOx emissions	Japan	20	21	22	9	19
	Overseas	1	4	6	10	8
	Group total	20	25	28	19	27
NOx emissions	Japan	376	416	394	424	369
	Overseas	66	74	61	78	96
	Group total	442	490	455	502	465
Soot particle emissions	Japan	5.5	4.8	4.2	3.1	2.3
	Overseas	0.6	6.9	1.0	4.2	4.1
	Group total	6.1	11.7	5.2	7.3	6.4
Atmospheric emissions of specified CFCs*	CFC-11	0.20	0.00	0.21	0.21	0.00
	CFC-12	0.01	0.00	0.01	0.00	0.00

*Group total, below the limit of detection = 0

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

		FY2012	FY2013	FY2014	FY2015	FY2016
Total amount of COD ^{*2}	Japan	85.0	85.2	82.3	82.1	90.2
	Overseas	24.4	31.3	57.0	67.3	54.9
	Group total	109.4	116.5	139.3	149.4	145.1
Total amount of BOD ^{*3}	Japan	43.7	43.5	38.5	37.1	44.4
	Overseas	2.9	1.6	10.1	16.6	0.5
	Group total	46.6	45.1	48.6	53.7	44.9
Total amount of nitrogen emissions	Japan	259.0	246.5	223.3	232.3	170.9
Total amount of phosphorous emissions	Japan	2.5	3.4	5.3	4.2	1.4

*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.

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

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

■ Responses to environment-related complaints and legal violations in FY2016*

Company/site name	Description	Response
Fujifilm Corporation, Omiya Office	Inappropriate disposal of equipment containing CFC	Small testing instruments containing CFC disposed of as normal industrial waste and no compliance with the law on controlling CFC omissions. (However, no residual CFC seems to have been found on disposal.) Comprehensive inculcation of measures to prevent a recurrence.
FUJIFILM RI Pharma Co., Ltd.	Refrigerant leaking from cooling water circulation equipment	Cause believed to be wear at the welded joint of the conduit (metal fatigue). Equipment made operational by replacing the relevant parts.
FUJIFILM Manufacturing U.S.A. Inc.	Leakage of waste developer	Leakage of developer from a damaged conduit. Leaked developer was detoxified as an organic substance.

*Relatively minor violations have been excluded.

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. (As of October 2017)

• RobecoSAM Sustainability Award 2017



• FTSE4Good Global Index



• FTSE Blossom Japan Indexes



• Competitive IT Strategy Company 2017



• MSCI Japan ESG Select Leaders Index



• MSCI ESG Leaders Indexes



• MSCI SRI Indexes



• Health and Productivity 2017



■ Appraisals and awards in FY2016

See pages [32](#) [41](#) [56](#) [59](#)

Recipient	Name and description of the award	Awarding entity
FUJIFILM Holdings Corporation	The Dow Jones Sustainability™ World Index	S&P Dow Jones Indices
FUJIFILM Holdings Corporation	2017 Certified Health and Productivity Management Organization Recognition Program (Large Enterprise Category)—White 500	Ministry of Economy, Trade and Industry/ Nippon Kenko Kaigi
FUJIFILM Holdings Corporation	The Excellence Prize, Environmental Report Section of the 20th Environmental Communication Awards	Ministry of the Environment/Global Environmental Forum
FUJIFILM Holdings Corporation	2016 Internet IR Awards Grand Prize	Daiwa Investor Relations Co., Ltd.
FUJIFILM Corporation	Director-General's Prize from the Agency for Natural Resources of the 2016 Energy Conservation Grand Prize	Energy Conservation Center
FUJIFILM Corporation	Excellence in the 6th Carbon Offset Awards	Carbon Offset Network
FUJIFILM Corporation	Good Design Award 2016 (major 12 products such as FUJIFILM X-T2, ASTALIFT MOIST LOTION, etc. including Group companies' products)	Japan Institute of Design Promotion
FUJIFILM Corporation	Red Dot Design Award 2017 (major 17 products including the compact and lightweight medium-format mirrorless digital camera "FUJIFILM GFX 50S," carrying a large image sensor)	Design Zentrum Nordrhein Westfalen
FUJIFILM Corporation	iF design award 2017 (major 14 products including FUJIFILM GFX 50S, instax SHARE SP-2)	iF International Forum Design GmbH
FUJIFILM Corporation	Registered in the Essential Historical Materials for Science and Technology (Digital Lab System FRONTIER)	National Museum of Nature and Science
FUJIFILM Corporation	2016 Top 100 Global Innovators—Showcasing the world's 100 most innovative organisations	Clarivate Analytics
FUJIFILM Kyushu Co., Ltd.	Grad Prix winner of the Kumamoto Ground Water Conservation Awards	Kumamoto Ground Water Foundation
FUJIFILM Logistics Co., Ltd.	Special Prize, Green Partnership	Ministry of Land, Infrastructure, Transport and Tourism/Ministry of Economy, Trade and Industry
FUJIFILM Global Graphic Systems Co., Ltd.	Technology Award, Research Encouragement Award, Journal Award in 2017	Japanese Society of Printing Science and Technology
FUJIFILM Electronic Materials U.S.A., Inc.	Excellent Performance Award	Taiwan Semiconductor Manufacturing Company Limited
FUJIFILM Electronic Materials U.S.A., Inc.	Best in Value Award	Samsung Electronics Co., Ltd.
FUJIFILM Electronic Materials U.S.A., Inc.	Preferred Quality Supplier Award	Intel Corporation
FUJIFILM Ultra Pure Solutions, Inc.	Supplier Excellence Award	Texas Instruments Incorporated
FUJIFILM do Brasil Ltda.	Health Leaders 2016 Award	The Media Group
Fuji Xerox Co., Ltd.	Highest in 2016 Japan Color Copier Customer Satisfaction Index Study SM Highest in 2016 Japan Color Printer Customer Satisfaction Index Study SM	J.D. Power Asia Pacific, Inc.
Fuji Xerox Co., Ltd.	Encouragement Prize in the Large Enterprise Category of the 1st Awards for Enterprises and Workplaces with Pleasant Working Environments and High Productivity	Ministry of Health, Labour and Welfare
Fuji Xerox Co., Ltd.	Minister of Economy, Trade and Industry Award in New Diversity Management Selection 100, 2016	Ministry of Economy, Trade and Industry
Fuji Xerox Co., Ltd.	Excellent Prize in the Telework in Practice category in the 17th Telework Promotion Awards	Japan Telework Association
Fuji Xerox Co., Ltd.	Top Hundred Telework Pioneers, 2016	Ministry of Internal Affairs and Communications
Fuji Xerox Co., Ltd.	Selected in the Biodiversity Action Award 2016	Japan Committee for UNDB
Fuji Xerox Co., Ltd.	Gold Prize in the 31st Japan DM Awards	Japan Post Co., Ltd.
Fuji Xerox Advanced Technology Co., Ltd.	Chairman's Award in recognition of the contributions to 3R promotion	3R Promotion Council
Fuji Xerox Asia Pacific Pte. Ltd.	Channel News Asia Green Luminary Awards	Channel News Asia
Fuji Xerox Asia Pacific Pte. Ltd.	The Asia Corporate Excellence & Sustainability Awards	Green Company of the Year MORS Group
Fuji Xerox (Hong Kong) Limited	EcoChallenger	Federation of Hong Kong Industries, Bank of China Hong Kong (sponsor)
Fuji Xerox (Hong Kong) Limited	BOCHK Corporate Environmental Leadership Awards 2015	World Green Organisation
Fuji Xerox (China) Limited	Sustainable Business Award 2016	GoldenBee CSR Consulting, China WTO Tribune



Sustainability Accounting

(Labor Environment and Social Benefit Accounting, Environmental Accounting)

Labor Environment and Social Benefit Accounting

Overview of FY2016

- 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.

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>

FY2016 (April 1, 2016 to March 31, 2017)

<Scope>

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 FY2016

Environmental conservation costs

Increased by approx. 0.2% in total. The breakdown is roughly the same as last years, with approx. 7% into facility investment and roughly 93% into expenditure.

[Facility investments]

Increased 740 million yen (approx. 40%) year-on-year. This is due to investments on boiler fuel shift from heavy oil to city gas at plants and on production facilities for instant films.

[Expenditure]

Reduced 660 million yen (approx. 2%) year-on-year. This is due to drop in R&D costs.

Environmental conservation benefits

This resulted in year-on-year reduced by 5.9 billion yen (4%), when internal and external economic effects are combined.

[Internal economic effect]

Reduced roughly by 6% year-on-year.

[External economic effect]

Reduced benefits for customers by 4% on 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.

The total customers benefits for FY2016 reduced by 4.4 billion yen (approx. 4%) over the previous fiscal year. The decline in effect on customers is due to decline in effect in the area of PS plates not using plate-making films.

<Period of coverage>

FY2016 (April 1, 2016 to March 31, 2017)

<Scope>

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 environmental accounting

- To provide accurate quantitative information on volumes and economic effects to interested parties inside and outside the Group
- 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.

- Depreciation is calculated in principle according to the straight-line method over a three-year period.
- When costs include expenditures for both environmental and non-environmental purposes, the portion relating to non-environmental purposes has been excluded.
- 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.
- Economic impact outside the Group: The difference in value terms from the previous fiscal year has been shown for SOx, VOCs, and CO2. For recycling, the anticipated benefit in value terms has been shown for the year in question.

(million yen)

Product	Amount		
	FY2014	FY2015	FY2016
1. High-density magnetic memory materials	7,710	5,086	7,196
2. Pre-sensitized aluminum plate not using plate-making film	74,967	75,384	66,267
3. Film for LCDs: WV films	9,605	5,081	5,527
4. Digital color multifunction device and printers	27,585	26,482	28,601
Total	119,867	112,033	107,591

Labor Environment and Social Benefit Accounting

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

Stakeholder	Goal	Cost totals	
		FY2015	FY2016
Employees	Work health and safety	1,903	1,694
	Personnel training	3,011	3,037
	Protect diversity	829	705
	Develop a workplace in which employees can work comfortably	1,194	1,119
Customers	Ensure appropriate customer response and safety	258	266
Future generations	Education for future generations	12	80
Communities (local society and government)	Harmony with the local community	94	221
	Promote culture and the arts in society (in Japan)	902	985
International community	Consideration for the international community and international cultures	103	134
NGOs and NPOs	Cooperation with NGOs and NPOs	17	62
Suppliers	Consideration for products	57	59
Total		8,382	8,363

Volunteer activities during working hours

	FY2014	FY2015	FY2016
Hours spent on volunteer activities	1,435	1,505	1,117
Volunteering cost	4 million yen	4 million yen	6 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

(million yen)

Environmental conservation costs					Environmental conservation benefits				
	Capital investment		Expenses		Economic impact inside the Group			Economic impact outside the Group	
	FY2015	FY2016	FY2015	FY2016		FY2015	FY2016	FY2015	FY2016
1. Costs incurred within the business site	1,127	1,899	5,015	5,049					
(1) Environmental damage prevention	352	291	1,313	1,438	Reduced pollution levy	1	0	0	0
								13 tons	-11 tons
								30 tons	55 tons
								9	25
(2) Global environmental protection	723	1,589	1,983	1,950	Reduction in volume of SOx emissions*1			25 tons	70 tons
					Energy conservation	7,125	4,009	10	35
								16 kilotons	57 kilotons
(3) Resource recycling	52	19	1,718	1,661	Reduction in CO2 emissions*3				
					Reduced raw materials and resources used	6,025	5,662		
					Reduced water resource consumption*5	367	890	15,340	15,219
					Recovery and recycling				
					Silver	920	619	153.4 kilotons	152.2 kilotons
					Polymeric materials	394	296		
2. Upstream/downstream costs	37	0	7,474	6,567	Aluminum materials	125	113	17	15
					Others	1,189	1,568	20 kilotons	20 kilotons
					QuickSnap recovery, Parts recovered from used equipment	5,630	7,273		
3. Cost of management activities	46	23	8,150	11,374					
4. Research and development costs	629	657	13,672	10,539				112,033	107,591
5. Costs for social programs	0	0	62	199					
6. Costs for handling environmental damage	3	2	38	26					
Pollution levies									
Total	1,842	2,581	34,411	33,753		21,775	20,430	127,408	122,885

*1 SOx emissions reductions: ¥4.6/ton
Bidding price of SOx emissions credits offered by the United States Environmental Protection Agency in March 2016 (US\$0.04/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: ¥616.3/tons
Trading price of EU emissions credit 2016 futures (€5.1/ton) at the end of March 2016.

*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.

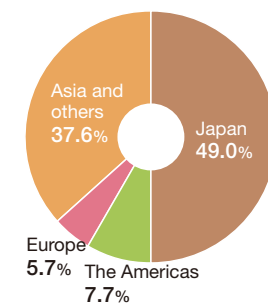
*6 Volume of recycle and valuable resources in generated industrial waste

Fujifilm Group Organization and Business Overview

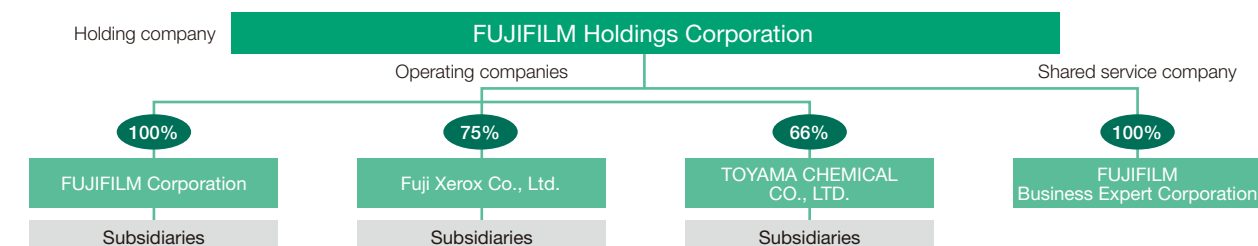
● Holding Company: FUJIFILM Holdings Corporation

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, 2017)
 Employees: 112 (as of March 31, 2017)
 Consolidated employees: 78,501 (as of March 31, 2017)
 Consolidated subsidiaries: 277 (as of March 31, 2017)

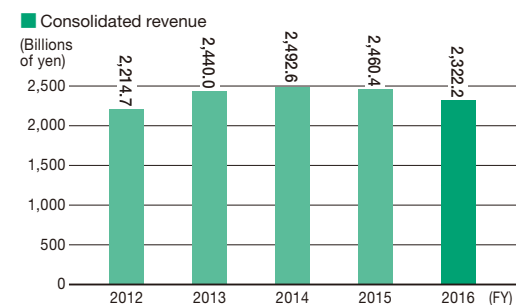
■ Proportion of consolidated employees by region (FY2016) (as of March 31, 2017)



● Fujifilm Group Organization Overview (as of March 31, 2017)



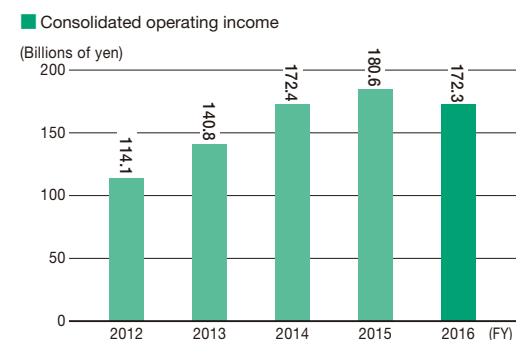
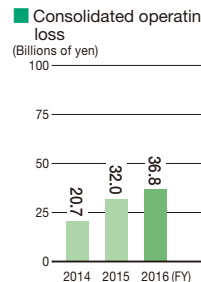
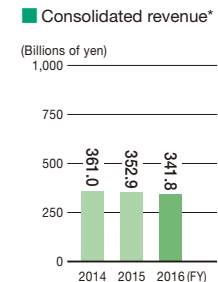
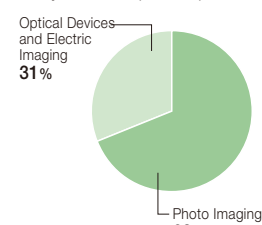
For information about the consolidated subsidiaries of FUJIFILM Holdings Corporation, please visit: <http://www.fujifilmholdings.com/en/business/group/index.html>



*The figures in the financial results for FY2015 have been revised after the review of the sales reporting standards, etc., and based on the findings of the Independent Investigation Committee.

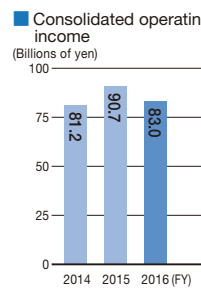
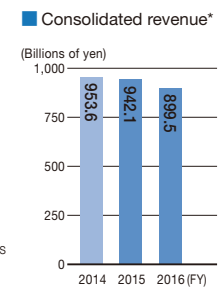
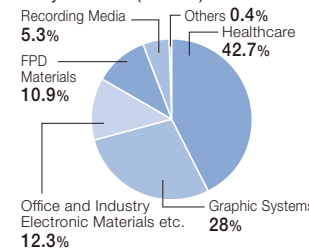
Imaging Solutions

■ Proportion of revenue by business (FY2016)

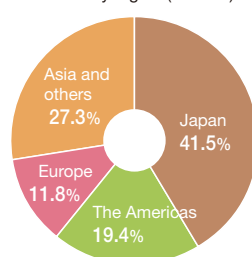


Information Solutions

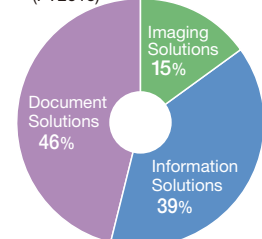
■ Proportion of revenue by business (FY2016)



■ Proportion of consolidated revenue by region (FY2016)

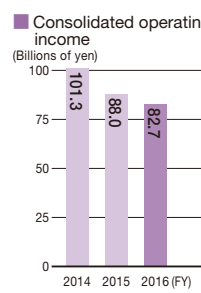
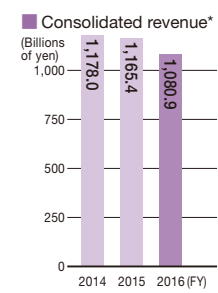
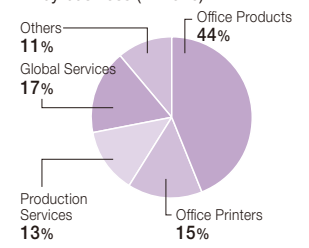


■ Proportion of consolidated revenue by operating segments (FY2016)



Document Solutions

■ Proportion of revenue by business (FY2016)



● Editorial Policy

FUJIFILM Holdings Sustainability Report 2017 was edited with the major emphasis on our CSR activities, which have high relevance to both the Fujifilm Group and its stakeholders. Out of the three aspects generally involved in a corporation's activities, it is the areas of the environment and society that are the focus of our activities. The main article in the Report describes the progress made with Fujifilm Group's Medium-Term CSR Plan, Sustainable Value Plan 2016 (SVP 2016).

This year's Report features our main activities in FY2016, the final year of SVP 2016, organized in line with its three promotion policies, a review of the past three years (pages 14-23) and an outline of the new CSR Plan SVP 2030 (see page 24) announced in August 2017.

The new CSR Plan is a long-term plan setting targets for 2030, the benchmark year for the Paris Agreement and SDGs. Items that are likely to contribute to resolving the issues the Company faces were selected and reorganized from the 17 goals of the SDGs.

For ease of reading, activities were organized according to the three promotion policies. Icons are used to highlight important points, and attention has been given to clearly indicating the details of the activities under each policy. "Other CSR Activities" and "Data and Information" are also covered for completeness. The content has been organized in line with ESG, ISO 26000 and GRI G4 to assist searching by CSR-related issues.

To ensure that our reporting is accurate, we have again sought independent verification of our environmental and social activity data, in addition to the normal third-party opinions on some themes.

Each Fujifilm Group company, including Fujifilm and Fuji Xerox, has its own CSR website for active disclosure of information on their CSR activities. For more details of the Fujifilm Group's CSR activities, please refer to each company's official website.

Please note that Fujifilm has obtained independent assurance of the following information.

[Scope of Independent Assurance]

- Greenhouse gases emissions [Scope 1, 2 & 3 (Category 1)]
- Volumes of water intake and discharge
- Volume of waste generated
- Volume of VOC emissions
- Data on Personnel and Labor (for Fujifilm and Fuji Xerox)
- Management systems supporting the reporting process

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

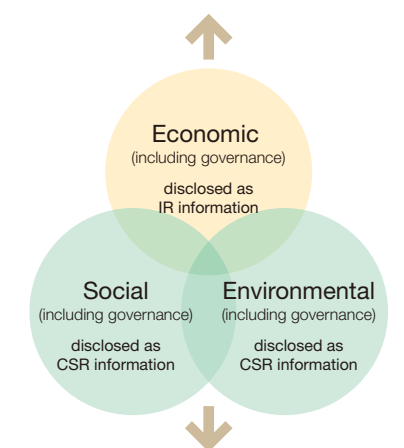
We welcome your comments to improve our future reports. We would appreciate your participation in the questionnaire accessible from the following URL:

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

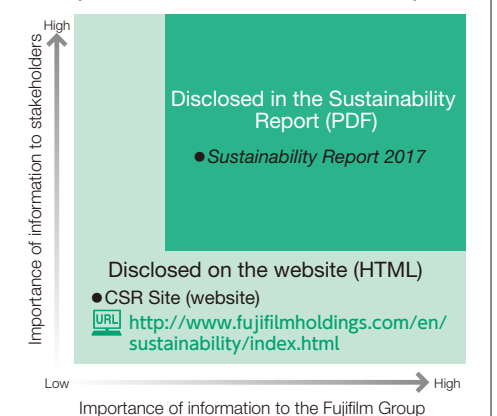
■ Report on economic aspects

● IR Site (website)

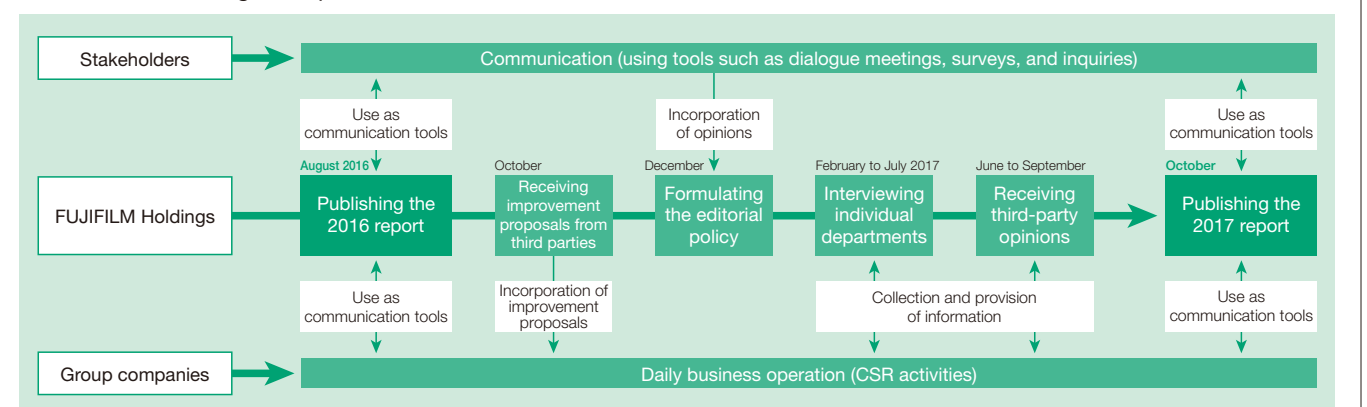
<http://www.fujifilmholdings.com/en/investors/index.html>



■ Report on social and environmental aspects



● Process of creating the report



● Period covered by the report

FY2016 (April 1, 2016—March 31, 2017) 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 FY2017.

● 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 our website.

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

The scope of Labor Environment, Social Benefit Accounting, Environmental Accounting, and Environmental Aspects are shown on each Data and Information [website].

● Date of publication

December 2017 (next report: August 2018, previous report: August 2016)

● Referenced guidelines

- © Japan's Ministry of the Environment: Environmental Reporting Guidelines (2012 Version)
- © GRI: The G4 Sustainability Reporting Guidelines

© 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.

© Figures for the environmental data have been revised after recalculating past data to take into account the change in the database in FY2016.

[GRI Guidelines (G4) Comparison Table] (In accordance-Core)

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

[ISO 26000 Comparison Table]

<http://www.fujifilmholdings.com/en/sustainability/report/iso26000/index.html>

◎ About the art works 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 Nara National Museum, we are presenting works owned by the museum on the front cover of this report.



Musashino (Painting by Taikan Yokoyama)

Collection of the Nara National Museum.

Photographic image courtesy of the Nara National Museum (Photo by Kyosuke Sasaki)

Nara National Museum

50 Noboriojicho, Nara, Nara Prefecture 630-8213, Japan Phone: 050-5542-8600
http://www.narahaku.go.jp/english/index_e.html

The establishment of Nara National Museum was first planned in May 1889 by the government of the day as one of three imperial museums, the others being in Tokyo and Kyoto; it actually opened in April 1895. Nara National Museum marked the 120th anniversary of its foundation in 2015.

■ 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	References on the website/in this Report	Pages in this Report
Organizational Governance	Organizational Governance	Top Commitment Activities Summary of the FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 3》 FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 3》 FUJIFILM Sustainable Value Plan (SVP) 2030 “Supply Chain,” “Governance” 《Promotion Policy 3》 [Priority Issue 1] Raise Compliance Awareness and Ensure Risk Management 《Promotion Policy 3》 [Priority Issue 3] Enhance Value Chain Management from the Viewpoint of CSR 《Promotion Policy 3》 Topics Corporate Governance CSR Management Compliance and Risk Management [Website] Integrated Report http://www.fujifilmholdings.com/en/investors/ir_library/integrated_reports/index.html	P. 04-05 P. 16-17 P. 23 P. 25 P. 43-47 P. 52-54 P. 55-57 P. 64 P. 65-66 P. 72 —
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	Activities Summary of the FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 3》 FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 3》 《Promotion Policy 3》 [Priority Issue 1] Raise Compliance Awareness and Ensure Risk Management 《Promotion Policy 3》 [Priority Issue 3] Enhance Value Chain Management from the Viewpoint of CSR 《Promotion Policy 3》 Topics Social Contribution Activities Communication with Stakeholders Personnel and Labor (FUJIFILM Corporation) Personnel and Labor (Fuji Xerox)	P. 16-17 P. 23 P. 43-47 P. 52-54 P. 55-57 P. 61-63 P. 67 P. 68-69 P. 70-71
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	Activities Summary of the FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 3》 FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 3》 《Promotion Policy 3》 [Priority Issue 2] Develop and Utilize Diverse Human Resources 《Promotion Policy 3》 [Priority Issue 3] Enhance Value Chain Management from the Viewpoint of CSR 《Promotion Policy 3》 Topics Personnel and Labor (FUJIFILM Corporation) Personnel and Labor (Fuji Xerox)	P. 16-17 P. 23 P. 48-51 P. 52-54 P. 55-57 P. 68-69 P. 70-71
The Environment	1. Prevention of pollution 2. Sustainable resource use 3. Climate change mitigation and adaptation 4. Protection of the environment, biodiversity and restoration	Activities Summary of the FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 1》 《Promotion Policy 2》 FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 1》 FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 2》 《Promotion Policy 1》 [Environment] 《Promotion Policy 2》 [Priority Issue 1] Promote Global Warming Countermeasures 《Promotion Policy 2》 [Priority Issue 2] Promote Resource Recycling 《Promotion Policy 2》 [Priority Issue 3] Ensure Product and Chemical Safety 《Promotion Policy 3》 [Priority Issue 3] Enhance Value Chain Management from the Viewpoint of CSR Social Contribution Activities Environmental Aspects Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)	P. 16-17 P. 20 P. 22 P. 32 P. 35-37, 41 P. 38-39, 41 P. 40 P. 52-55 P. 61-63 P. 73-76 P. 78-79
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	Activities Summary of the FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 3》 FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 3》 《Promotion Policy 3》 [Priority Issue 1] Raise Compliance Awareness and Ensure Risk Management 《Promotion Policy 3》 [Priority Issue 3] Enhance Value Chain Management from the Viewpoint of CSR Products and Services which Reflect Our Customers' Views Compliance and Risk Management [Website] Approach to Intellectual Property http://www.fujifilmholdings.com/en/rd/property/index.html	P. 16-17 P. 23 P. 43-47 P. 52-54 P. 58-60 P. 72 —
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	Activities Summary of the FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 1》 《Promotion Policy 1》 Contribute to Solving Social Issues Concerning the Environment, People's Health, Daily Life, and Working Style through our Products and Services. 《Promotion Policy 1》 [Health] 《Promotion Policy 1》 [Daily Life] 《Promotion Policy 1》 [Environment] 《Promotion Policy 1》 [Working Style] Products and Services which Reflect Our Customers' Views [Website] Application of Management System http://www.fujifilmholdings.com/en/sustainability/vision/activity.html [Website] Quality Policy http://www.fujifilmholdings.com/en/sustainability/vision/quality.html	P. 16-17 P. 26 P. 18, 27-29 P. 19, 30-31 P. 20, 32 P. 21, 33 P. 58-60 — —
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	Activities Summary of the FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 1》 《Promotion Policy 1》 [Health] 《Promotion Policy 1》 [Daily Life] Social Contribution Activities Communication with Stakeholders Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)	P. 16-17 P. 18, 27-29 P. 19, 30-31 P. 61-63 P. 66-67 P. 78-79

GRI Guideline (G4) Comparison Table (GRI Content Index for “In Accordance”)

The Report is in accordance with the CORE of the GRI Sustainability Reporting Guidelines (G4).

GENERAL STANDARD DISCLOSURES	Indicators		References on the website/in this Report	
Strategy and Analysis	G4-1	Statement from the most senior decision-maker of the organization	Top Commitment	P. 04-05
	G4-2	Description of key impacts, risks, and opportunities	Fujifilm Group’s Corporate Social Responsibility (CSR) FUJIFILM Sustainable Value Plan 2016 Creating the Triple Promotion Policy Activities Summary of the FUJIFILM Sustainable Value Plan 2016 FUJIFILM Sustainable Value Plan 2016 The New CSR Plan of the Fujifilm Group Sustainable Value Plan (SVP) 2030 《Promotion Policy 3》 [Priority Issue 1] Raise Compliance Awareness and Ensure Risk Management 《Promotion Policy 3》 [Priority Issue 1] Topics [Website] Medium-term Management Plan http://www.fujifilmholdings.com/en/about/vision/index.html [Website] Compliance & Risk Management http://www.fujifilmholdings.com/en/about/governance/compliance/index.html	P. 12-13 P. 14-15 P. 16-17 P. 18-23, P. 26-57 P. 24-25 P. 43-47 P. 56-57 — —
Organizational Profile	G4-3	Name of the organization	Fujifilm Group Organization and Business Overview	P. 82
	G4-4	Primary brands, products and/or services	The Fujifilm Group’s Technologies and Innovation Fujifilm Group Organization and Business Overview [Website] Business Field http://www.fujifilmholdings.com/en/business/field/index.html	P. 10-11 P. 82 —
	G4-5	Location of the organization’s headquarters	Fujifilm Group Organization and Business Overview	P. 82
	G4-6	Number and names of countries where the organization operates	Fujifilm Group Organization and Business Overview [Website] Group Companies http://www.fujifilmholdings.com/en/business/group/index.html [Website] Annual Securities Report <i>Yuka Shoken Houkokusho</i> (Japanese only)	P. 82 — —
	G4-7	Nature of ownership and legal form	Fujifilm Group Organization and Business Overview [Website] Group Companies http://www.fujifilmholdings.com/en/business/group/index.html	P. 82 —
	G4-8	Markets served	The Fujifilm Group’s Technologies and Innovation Fujifilm Group Organization and Business Overview [Website] Business Field http://www.fujifilmholdings.com/en/business/field/index.html	P. 10-11 P. 82 —
	G4-9	Scale of the reporting organization	Personnel and Labor (FUJIFILM Corporation) Personnel and Labor (FUJI Xerox) Fujifilm Group Organization and Business Overview [Website] Fact Sheet http://www.fujifilmholdings.com/en/about/factsheet/index.html [Website] Annual Securities Report <i>Yuka Shoken Houkokusho</i> (Japanese only)	P. 68-69 P. 70-71 P. 82 — —
	G4-10	Details of workforce	Personnel and Labor (FUJIFILM Corporation) Personnel and Labor (FUJI Xerox) Fujifilm Group Organization and Business Overview [Website] Annual Securities Report <i>Yuka Shoken Houkokusho</i> (Japanese only)	P. 68-69 P. 70-71 P. 82 —
	G4-11	Percentage of total employees covered by collective bargaining agreements	Personnel and Labor (FUJIFILM Corporation) Personnel and Labor (FUJI Xerox)	P. 68-69 P. 70-71
	G4-12	Organization’s supply chain	FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 2》, 《Promotion Policy 3》 《Promotion Policy 2》 [Priority Issue 3] Ensure Product and Chemical Safety 《Promotion Policy 3》 [Priority Issue 3] Enhance Value Chain Management from the Viewpoint of CSR 《Promotion Policy 3》 Topics	P. 22-23 P. 40 P. 52-54 P. 55-57
	G4-13	Significant changes during the reporting period	No significant changes	P. 06-09

Organizational Profile	G4-14	Whether and how the precautionary approach or principle is addressed by the organization	CSR Management 《Promotion Policy 2》 [Priority Issue 2] Promote Resource Recycling 《Promotion Policy 2》 [Priority Issue 3] Ensure Product and Chemical Safety 《Promotion Policy 3》 [Priority Issue 1] Raise Compliance Awareness and Ensure Risk Management	P. 65 P. 38-39 P. 40 P. 43-47
	G4-15	Externally developed charters, principles, or other initiatives to which the organization subscribes or endorses	《Promotion Policy 2》 [Priority Issue 3] Ensure Product and Chemical Safety (Joint Article Management Promotion-consortium (JAMP)) 《Promotion Policy 3》 [Priority Issue 1] Raise Compliance Awareness and Ensure Risk Management (Nippon CSR Consortium) 《Promotion Policy 3》 [Priority Issue 3] Enhance Value Chain Management from the Viewpoint of CSR (Japan Electronics and Information Technology Industries Association (JEITA), Japan Business Initiative for Biodiversity (JBIB), United Nations Global Compact (UNGC)) [Website] Domestic and International Appraisals http://www.fujifilmholdings.com/en/sustainability/verification/index.html	P. 40 P. 43-47 P. 52-54 —
	G4-16	Memberships of associations and national or international advocacy organizations	Ditto	Ditto
Identified Material Aspects and Boundaries	G4-17	All entities included in the organization's financial statements or equivalent documents	Fujifilm Group Organization and Business Overview [Website] Fact Sheet http://www.fujifilmholdings.com/en/about/factsheet/index.html	P. 82 —
	G4-18	Process for defining report content and Boundaries	Corporate Governance CSR Management FUJIFILM Sustainable Value Plan 2016 Editorial Policy	P. 64 P. 65-66 P. 14-23 P. 83
	G4-19	All the material Aspects identified in the process for defining report content	FUJIFILM Sustainable Value Plan 2016	P. 14-23
	G4-20	Report the Aspect Boundary within the organization	Fujifilm Group Organization and Business Overview Editorial Policy	P. 82 P. 83
	G4-21	Report the Aspect Boundary outside the organization	FUJIFILM Sustainable Value Plan 2016 Promotion Policy 1: FUJIFILM Group and Customer FUJIFILM Sustainable Value Plan 2016 Promotion Policy 2: FUJIFILM Group FUJIFILM Sustainable Value Plan 2016 Promotion Policy 3: FUJIFILM Group and Suppliers	P. 26 P. 34 P. 42
	G4-22	The effect of any restatements of information provided in previous reports, and the reasons for such restatements	Business Overview Environmental Data	P. 82 P. 83
	G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	N/A	N/A
Stakeholder Engagement	G4-24	Stakeholder groups engaged by the organization	CSR Management	P. 66
	G4-25	Basis for identification and selection of stakeholders	CSR Management	P. 65-66
	G4-26	Approach to stakeholder engagement	CSR Management Communication with Stakeholders	P. 65-66 P. 67
	G4-27	Key topics and concerns raised through stakeholder engagement	《Promotion Policy 2》 [Priority Issue 1] Promote Global Warming Countermeasures 《Promotion Policy 3》 [Priority Issue 3] Enhance Value Chain Management from the Viewpoint of CSR CSR Management Communication with Stakeholders Third-Party Opinion	P. 37 P. 51 P. 65-66 P. 67 P. 81
Report Profile	G4-28	Reporting Period for information provided	Editorial Policy	P. 83
	G4-29	Date of most recent report	Editorial Policy	P. 83
	G4-30	Reporting cycle	Editorial Policy	P. 83
	G4-31	Contact point for questions	Editorial Policy [Website] Contact Sustainability http://www.fujifilmholdings.com/en/sustainability/contact/index.html	P. 83 —

Report Profile	G4-32	Report the 'in accordance' option chosen, content index, and external assurance report	Independent Assurance Report Editorial Policy GRI Guideline Comparison Table [Website] Domestic and International Appraisals http://www.fujifilmholdings.com/en/sustainability/verification/index.html	P. 80 P. 83 — —
	G4-33	Organization's policy and current practice with external assurance of the report	Editorial Policy	P. 83
Governance	G4-34	Governance structure of the organization	Corporate Governance	P. 64
	G4-35	Process for delegating authority for sustainability topics from the board to senior executives and other employees	Corporate Governance	P. 64
	G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics	Corporate Governance CSR Management [Website] Corporate Governance http://www.fujifilmholdings.com/en/about/governance/index.html	P. 64 P. 65 —
	G4-38	Composition of the board and its committees	Corporate Governance [Website] Corporate Governance http://www.fujifilmholdings.com/en/about/governance/index.html [Website] Annual Securities Report <i>Yuka Shoken Houkokusho</i> (Japanese only)	P. 64 — —
	G4-39	Whether the chair of the board is also an executive officer	Corporate Governance [Website] Corporate Governance http://www.fujifilmholdings.com/en/about/governance/index.html	P. 64 —
	G4-40	Nomination and selection processes for the board and its committees	Corporate Governance [Website] Integrated Report: Corporate Governance http://www.fujifilmholdings.com/en/investors/ir_library/integrated_reports/index.html [Website] Annual Securities Report <i>Yuka Shoken Houkokusho</i> (Japanese only)	P. 64 — —
	G4-42	Board's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to sustainability impacts	Corporate Governance CSR Management [Website] Corporate Governance http://www.fujifilmholdings.com/en/about/governance/index.html [Website] Integrated Report: Corporate Governance http://www.fujifilmholdings.com/en/investors/ir_library/integrated_reports/index.html	P. 64 P. 65 — —
	G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	Corporate Governance	P. 64
	G4-44	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics	CSR Management	P. 65
	G4-45	Board's role in the identification and management of sustainability impacts, risks, and opportunities, and in the implementation of due diligence processes	CSR Management	P. 65
	G4-46	Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics	《Promotion Policy 3》 [Priority Issue 1] Raise Compliance Awareness and Ensure Risk Management CSR Management [Website] Integrated Report: Corporate Governance http://www.fujifilmholdings.com/en/investors/ir_library/integrated_reports/index.html	P. 43-47 P. 65 —
	G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities	Corporate Governance	P. 64
	G4-48	Highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered	CSR Management FUJIFILM Sustainable Value Plan 2016	P. 65 P. 14-23

Governance	G4-49	Process for communicating critical concerns to the highest governance body	《Promotion Policy 3》 [Priority Issue 1] Raise Compliance Awareness and Ensure Risk Management Corporate Governance [Website] Corporate Governance Guidelines http://www.fujifilmholdings.com/en/about/governance/pdf/ff_governance_guideline_en.pdf	P. 43-47 P. 64 —
	G4-50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	N/A	N/A
	G4-51	The remuneration policies for the board and senior executives, and the linkage between performance criteria and the organization's sustainability objectives	[Website] Annual Securities Report <i>Yuka Shoken Houkokusho</i> (Japanese only)	—
	G4-52	Process for determining remuneration	[Website] Annual Securities Report <i>Yuka Shoken Houkokusho</i> (Japanese only)	—
	G4-53	How stakeholders' views are sought and taken into account regarding remuneration	[Website] Integrated Report: Corporate Governance http://www.fujifilmholdings.com/en/investors/ir_library/integrated_reports/index.html [Website] Annual Securities Report <i>Yuka Shoken Houkokusho</i> (Japanese only)	— —
	G4-54	Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees in the same country	Personnel and Labor (FUJIFILM Corporation) Personnel and Labor (FUJII Xerox) [Website] Annual Securities Report <i>Yuka Shoken Houkokusho</i> (Japanese only)	P. 68-69 P. 70-71 —
Ethics and Integrity	G4-56	Organization's values, principles, standards and norms of behavior	Top Commitment The Fujifilm Group's Technologies and Innovation Fujifilm Group's Corporate Social Responsibility (CSR) FUJIFILM Sustainable Value Plan 2016 CSR Management	P. 04-05 P. 10-11 P. 12-13 P. 14-23 P. 65
	G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity	《Promotion Policy 3》 [Priority Issue 1] Raise Compliance Awareness and Ensure Risk Management	P. 43-47
SPECIFIC STANDARD DISCLOSURES		Indicators	References on the website/in this Report	
Economic	DMA		Top Commitment The Fujifilm Group's Technologies and Innovation FUJIFILM Sustainable Value Plan 2016 The New CSR Plan of the Fujifilm Group Sustainable Value Plan (SVP) 2030 CSR Management [Website] Application of Management System http://www.fujifilmholdings.com/en/sustainability/vision/activity.html	P. 04-05 P. 10-11 P. 14-23 P. 24-25 P. 65-66 —
	Economic Performance	G4-EC1	Direct economic value generated and distributed	P. 78-79 P. 82
		G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	P. 20 P. 35-37 P. 78-79
	Indirect Economic Impacts	G4-EC7	Development and impact of infrastructure investments and services supported	P. 10-11 P. 61-63
Environmental	DMA		Top Commitment The Fujifilm Group's Technologies and Innovation FUJIFILM Sustainable Value Plan 2016 The New CSR Plan of the Fujifilm Group Sustainable Value Plan (SVP) 2030 CSR Management [Website] Application of Management System http://www.fujifilmholdings.com/en/sustainability/vision/activity.html	P. 04-05 P. 10-11 P. 14-23 P. 24-25 P. 65 —

Environmental	Materials	G4-EN1	Materials used by weight or volume	FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 2》 《Promotion Policy 2》 [Priority Issue 1] Promote Global Warming Countermeasures Environmental Aspects	P. 22 P. 35-37 P. 73-76
		G4-EN2	Percentage of materials used that are recycled input materials	FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 2》 《Promotion Policy 2》 Topics Environmental Aspects	P. 22 P. 41 P. 73-76
	Energy	G4-EN3	Energy consumption within the organization	FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 2》 Environmental Aspects	P. 22 P. 73-76
		G4-EN5	Energy intensity	FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 2》 Environmental Aspects	P. 22 P. 73-76
		G4-EN6	Reduction of energy consumption	FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 2》 《Promotion Policy 2》 [Priority Issue 1] Promote Global Warming Countermeasures Environmental Aspects	P. 22 P. 35-37 P. 73-76
	Water	G4-EN8	Total water withdrawal by source	《Promotion Policy 2》 [Priority Issue 2] Promote Resource Recycling Environmental Aspects	P. 38-39 P. 73-76
		G4-EN9	Water sources significantly affected by withdrawal of water	《Promotion Policy 2》 [Priority Issue 2] Promote Resource Recycling Environmental Aspects	P. 38-39 P. 73-76
		G4-EN10	Percentage and total volume of water recycled and reused	FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 2》 《Promotion Policy 2》 [Priority Issue 2] Promote Resource Recycling Environmental Aspects	P. 22 P. 38-39 P. 73-76
	Emissions	G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 2》 Environmental Aspects	P. 22 P. 73-76
		G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 2》 Environmental Aspects	P. 22 P. 73-76
		G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 2》 Environmental Aspects	P. 22 P. 73-76
		G4-EN18	Greenhouse gas (GHG) emissions intensity	FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 2》 《Promotion Policy 2》 [Priority Issue 1] Promote Global Warming Countermeasures Environmental Aspects	P. 22 P. 35-37 P. 73-76
		G4-EN19	Reduction of greenhouse gas (GHG) emissions	FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 2》 《Promotion Policy 2》 [Priority Issue 1] Promote Global Warming Countermeasures Environmental Aspects	P. 22 P. 35-37 P. 73-76
		G4-EN21	NOx, SOx, and other significant air emissions	FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 2》 Environmental Aspects	P. 22 P. 73-76
	Effluents and Waste	G4-EN22	Total water discharge by quality and destination	FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 2》 《Promotion Policy 2》 [Priority Issue 2] Promote Resource Recycling Environmental Aspects	P. 22 P. 38-39 P. 73-76
		G4-EN23	Total weight of waste by type and disposal method	FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 2》 《Promotion Policy 2》 [Priority Issue 2] Promote Resource Recycling Environmental Aspects	P. 22 P. 38-39 P. 73-76
	Products and Services	G4-EN27	Extent of impact mitigation of environmental impacts of products and services	FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 1》 [Environment] Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)	P. 14-23 P. 32 P. 78-79
	Compliance	G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Environmental Aspects	P. 73-76
	Transport	G4-EN30	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	FUJIFILM Sustainable Value Plan 2016 《Promotion Policy 2》	P. 22
	Overall	G4-EN31	Total environmental protection expenditures and investments by type	Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)	P. 78-79
	Supplier Environmental Assessment	G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	N/A	N/A
	Environmental Grievance Mechanisms	G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	Environmental Aspects	P. 73-76

Labor Practices and Decent Work	DMA			Top Commitment The Fujifilm Group's Technologies and Innovation FUJIFILM Sustainable Value Plan 2016 The New CSR Plan of the Fujifilm Group Sustainable Value Plan (SVP) 2030 CSR Management	P. 04-05 P. 10-11 P. 14-23 P. 24-25 P. 65-66
	Employment	G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	Personnel and Labor (FUJIFILM Corporation) Personnel and Labor (FUJI Xerox)	P. 68-69 P. 70-71
		G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Personnel and Labor (FUJIFILM Corporation) Personnel and Labor (FUJI Xerox)	P. 68-69 P. 70-71
		G4-LA3	Return to work and retention rates after parental leave, by gender	Personnel and Labor (FUJIFILM Corporation) Personnel and Labor (FUJI Xerox)	P. 68-69 P. 70-71
	Occupational Health and Safety	G4-LA6	Type and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Personnel and Labor (FUJIFILM Corporation) Personnel and Labor (FUJI Xerox)	P. 68-69 P. 70-71
		G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	N/A	N/A
		G4-LA8	Health and safety topics covered in formal agreements with trade unions	《Promotion Policy 3》 [Priority Issue 1] Raise Compliance Awareness and Ensure Risk Management	P. 43-47
	Training and Education	G4-LA9	Average hours of training per year per employee by gender, and by employee category	Personnel and Labor (FUJIFILM Corporation) Personnel and Labor (FUJI Xerox) Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)	P. 68-69 P. 70-71 P. 78-79
		G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	《Promotion Policy 3》 [Priority Issue 2] Develop and Utilize Diverse Human Resources Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)	P. 48-51 P. 78-79
	Diversity and Equal Opportunity	G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Personnel and Labor (FUJIFILM Corporation) Personnel and Labor (FUJI Xerox)	P. 68-69 P. 70-71
Human Rights	Equal Remuneration for Women and Men	G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	N/A (No remuneration difference between women and men)	N/A
	Labor Practices Grievance Mechanisms	G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	N/A	N/A
	DMA			Top Commitment The Fujifilm Group's Technologies and Innovation FUJIFILM Sustainable Value Plan 2016 The New CSR Plan of the Fujifilm Group Sustainable Value Plan (SVP) 2030 CSR Management	P. 04-05 P. 10-11 P. 14-23 P. 24-25 P. 65-66
	Investment	G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	N/A	N/A
		G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Sustainability Accounting (Labor Environment and Social Benefit Accounting, Environmental Accounting)	P. 78-79
	Non-discrimination	G4-HR3	Total number of incidents of discrimination and corrective actions taken	N/A	N/A
	Freedom of Association and Collective Bargaining	G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	《Promotion Policy 3》 [Priority Issue 3] Enhance Value Chain Management from the Viewpoint of CSR 《Promotion Policy 3》 Topics	P. 52-54 P. 55-57
	Child Labor	G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	《Promotion Policy 3》 [Priority Issue 3] Enhance Value Chain Management from the Viewpoint of CSR 《Promotion Policy 3》 Topics	P. 52-54 P. 55-57
	Forced or Compulsory Labor	G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	《Promotion Policy 3》 [Priority Issue 3] Enhance Value Chain Management from the Viewpoint of CSR 《Promotion Policy 3》 Topics	P. 52-54 P. 55-57

Human Rights	Security Practices	G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	N/A	N/A
	Indigenous Rights	G4-HR8	Total number of incidents of violations involving rights of Indigenous Peoples and actions taken	N/A	N/A
	Supplier Human Rights Assessment	G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	《Promotion Policy 3》 [Priority Issue 1] Raise Compliance Awareness and Ensure Risk Management 《Promotion Policy 3》 [Priority Issue 3] Enhance Value Chain Management from the Viewpoint of CSR 《Promotion Policy 3》 Topics	P. 47 P. 52-54 P. 55
Society	DMA			Top Commitment The Fujifilm Group's Technologies and Innovation FUJIFILM Sustainable Value Plan 2016 The New CSR Plan of the Fujifilm Group Sustainable Value Plan (SVP) 2030 CSR Management	P. 04-05 P. 10-11 P. 14-23 P. 24-25 P. 65-66
	Local Communities	G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Social Contribution Activities	P. 61-63
		G4-SO2	Operations with significant actual and potential negative impacts on local communities	N/A	N/A
	Anti-corruption	G4-SO4	Communication and training on anti-corruption policies and procedures	Report on inappropriate accounting at overseas subsidiaries of Fuji Xerox Co., Ltd. 《Promotion Policy 3》 [Priority Issue 1] Raise Compliance Awareness and Ensure Risk Management	P. 06-09 P. 43-47
		G4-SO5	Confirmed incidents of corruption and actions taken	Report on inappropriate accounting at overseas subsidiaries of Fuji Xerox Co., Ltd. 《Promotion Policy 3》 [Priority Issue 1] Raise Compliance Awareness and Ensure Risk Management Compliance and Risk Management	P. 06-09 P. 43-47 P. 72
	Anti-competitive Behavior	G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	《Promotion Policy 3》 [Priority Issue 1] Raise Compliance Awareness and Ensure Risk Management	P. 43-47
	Compliance	G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Report on inappropriate accounting at overseas subsidiaries of Fuji Xerox Co., Ltd. 《Promotion Policy 3》 [Priority Issue 1] Raise Compliance Awareness and Ensure Risk Management Environmental Aspects	P. 06-09 P. 43-47 P. 76
Product Responsibility	DMA			Top Commitment The Fujifilm Group's Technologies and Innovation FUJIFILM Sustainable Value Plan 2016 The New CSR Plan of the Fujifilm Group Sustainable Value Plan (SVP) 2030 CSR Management [Website] Product safety management system http://www.fujifilmholdings.com/en/sustainability/vision/quality.html#link01	P. 04-05 P. 10-11 P. 14-23 P. 24-25 P. 65-66 —
	Customer Health and Safety	G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	《Promotion Policy 1》 [Health] Products and Services Which Reflect Our Customers' Views	P. 27-29 P. 58-60
	Product and Service Labeling	G4-PR5	Results of surveys measuring customer satisfaction	Products and Services Which Reflect Our Customers' Views	P. 58-60

Regarding “Pages in this Report”:

N/A: When those indicators have little relation with the Fujifilm Group's business or there is no need of management.