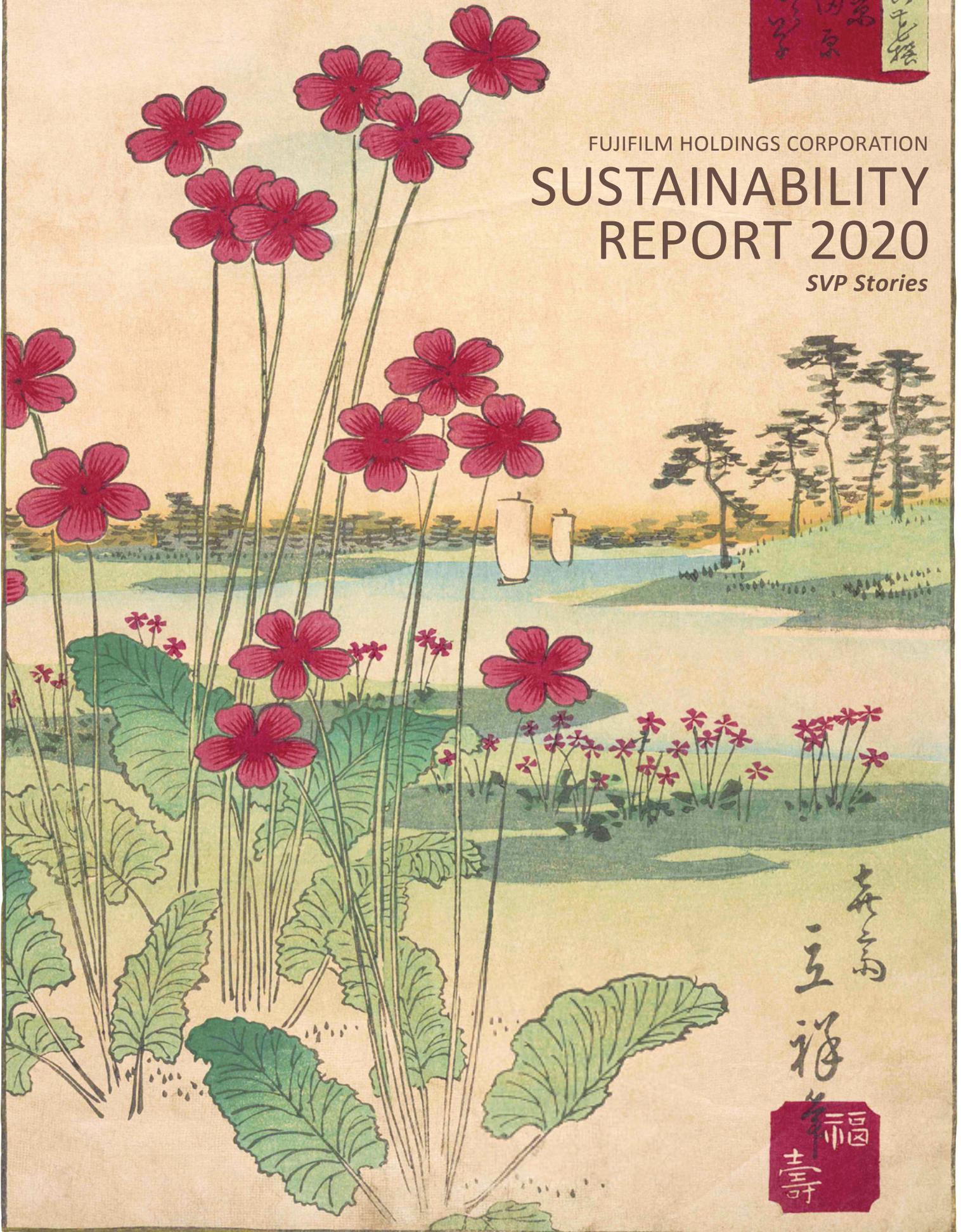




FUJIFILM HOLDINGS CORPORATION  
**SUSTAINABILITY  
REPORT 2020**  
*SVP Stories*



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# 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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### Company Profile (Holding Company)

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, 2020)  
 Company employees: 228 (as of March 31, 2020)  
 Consolidated company employees: 73,906 (as of March 31, 2020)  
 Consolidated subsidiaries: 317 (as of March 31, 2020)

## Editorial Policy

● *FUJIFILM Holdings Sustainability Report 2020* comprises two parts in response to recent demand for information disclosure. One is *Management Performance* and the other is *SVP Stories*. Overviews of each part follow.

	<i>Management Performance</i>	<i>SVP Stories</i>
Report overview	The results of FY2019 activities systematically cover each aspect of ESG (environmental, social and corporate governance), based chiefly on data. Additionally, sustainability accounting showing activity results in numerical figures and third-party assurances are shown at the end. (Further improvements on the 2019 edition published for the first time.)	The sustainability scenario is described as concrete actions toward SVP 2030. The 2020 edition includes an overview of the activities in FY2019 (Pages 10-15) and special content covering our wide-ranging activities chiefly in healthcare amid the global COVID-19 pandemic (Pages 16-23).
Improved readability	Tables were used for Basic Approach, Related Policies, Overview, etc. to make the data provided easier to understand.	Visual help is provided for easier understanding of the content on each of the six areas in SVP 2030 and their progress. Help includes icons to indicate major points and a summary of major activities related to priority issues in FY2019.

- Our Sustainable Value Plan 2030 (SVP 2030) is a long-term plan with the same target year as the Paris Agreement and the SDGs. The plan, which was announced in August 2017 together with our Medium-Term Management Plan, VISION 2019, was created based on the CSR issues that have high materiality for both the Fujifilm Group and its stakeholders from the environmental and social aspects out of the three fields of our business activities. In its development, these issues were linked to those of the 17 SDGs that we can contribute.
- To increase accessibility to the topics from the CSR issues, they are associated with the GRI standards. Further, continuous third-party opinion has been consulted on environment, one of the most important issues, as well as on environmental and social data to ensure objective assessment and data accuracy.
- For readers who are interested in more extensive information, visit our website that also contains archived data for the last five years. You can find the *Integrated Report* in the IR Library on the FUJIFILM Holdings website. Fujifilm, Fuji Xerox, and other business companies have their own CSR websites for proactive disclosure of information. For more details of their CSR activities, please refer to each company's official website.
- Please note that FUJIFILM Holdings has obtained independent assurance of the following information.

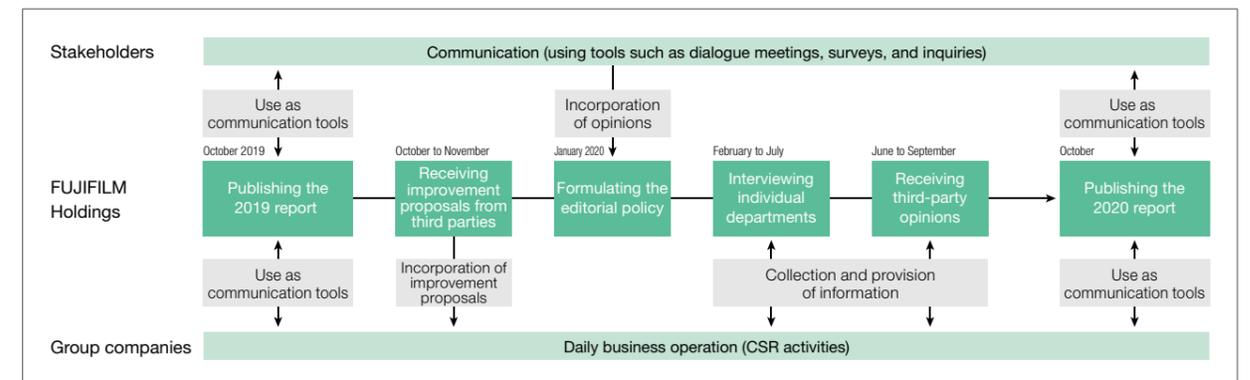
### [Scope of Independent Assurance]

- Stakeholder Management Process for the Report
- Greenhouse gases emissions [Scope 1 (including CFC), 2 & 3 (Category 1)]
- Energy consumption
- Volumes of water intake and discharge
- Volume of waste generated
- Volume of VOC emissions
- Data on Personnel and Labor
- Management systems supporting the reporting process

\* For details on the boundaries for each topic, please refer to the following link:

<https://holdings.fujifilm.com/en/sustainability/evaluation>

### ● Process of Creating the Report



### ● Period covered by the report

FY2019 (April 1, 2018–March 31, 2020) 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 FY2020.

### ● Organizations covered by the report

The Fujifilm Group (FUJIFILM Holdings and its affiliates)  
 ● Major consolidated companies are shown on our website.

<https://holdings.fujifilm.com/en/about/affiliates>

### ● Date of publication (SVP Stories)

November 2020 (next report: September 2021, previous report: November 2019)

### ● Referenced standards and guidelines

©Japan's Ministry of the Environment: Environmental Reporting Guidelines (2018 Version) / ©GRI: The GRI Sustainability Reporting Standards / ©SASB Sustainability Accounting Board / ©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.

### Information Disclosure Tools

#### Governance

##### Corporate Governance

<https://holdings.fujifilm.com/en/about/governance>

- Corporate Governance Guidelines
- Report on Corporate Governance (Tokyo Stock Exchange)
- Fujifilm Tax Policy

#### Economic aspect

##### Disclosed as IR information (including governance)

##### IR Site

<https://ir.fujifilm.com/en/investors.html>

- *Integrated Report*
- *Yuka Shoken Hokokusho* (Securities Report)

#### Social/Environmental aspects

##### Disclosed as CSR information (including governance)

##### Sustainability Site

<https://holdings.fujifilm.com/en/sustainability>

- *Sustainability Report 2020*
- *SVP Stories/Management Performance*
- Site Report

##### [GRI Standard Comparison Table]

<https://holdings.fujifilm.com/en/sustainability/search>

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

<https://holdings.fujifilm.com/en/contact>

## All-out drive to battle COVID-19, contributing to economic recovery

COVID-19 began to spread through the world like wildfire at the start of 2020, and is showing no signs of waning. In the course of its spread to all parts of the world, many lives have been lost. I would like to express my deepest condolences to all persons grieving the loss of their loved ones and at the same time, to express my great admiration and appreciation to all the essential workers on the frontlines, especially medical professionals who are battling the disease every day.

COVID-19 has brought drastic changes to people's lives, restricting the global movement of people and goods and necessitating lockdowns in various cities with restraints on gatherings to deter the spread. The International Monetary Fund (IMF) envisions a sharp 4.4% drop in global economic growth for 2020. Although coordination among nations is growing for a drive to achieve the sustainable development goals (SDGs), responding to COVID-19 has become an issue for all of humankind requiring urgent action. Unless we defeat COVID-19, socioeconomic activities cannot be restored and this will make the SDGs extremely difficult to achieve. We must bring together all our wisdom and knowledge from around the world and work together to overcome this pandemic.

To help the economy regain its vitality and to maintain and build business activities, companies must explore new business possibilities for the post-COVID-19 world. To defeat COVID-19 as quickly as possible, all the employees in the Fujifilm Group are taking concerted action to fulfill the Group's mission and face this challenge head on.

## Taking concrete action to resolve social issues through business activities

We are aware that responding and finding a solution to COVID-19 is a critical social issue and we are mobilizing all available knowledge and technologies to help prevent the further spread of the pandemic and to contribute to life after COVID-19.

In the healthcare business, which is one of our key business areas, we are implementing a range of preventive, diagnostic and treatment activities. In the area of prevention, we receive contract vaccine manufacturing and provide sterilization products that utilize Fujifilm's unique antibacterial technology developed through research into silver. In diagnosis, we are developing and selling reagents and detection kits that drastically reduce PCR (polymerase chain reaction) testing times, and supplying diagnostic

systems that employ X-rays and ultrasound. In addition, we are involved in research into AI technology that can help to diagnose COVID-19 pneumonia with medical institutions in Japan. A leading example in treatment methods is *Avigan*<sup>®</sup> Tablet, an influenza anti-viral drug. The efficacy of *Avigan* was confirmed in Phase III clinical trial conducted in Japan, and in October 2020 we filed an Application for Partial Changes to manufacturing and marketing approval matters of *Avigan* to the Ministry of Health, Labour and Welfare in Japan. Mass production has started in response to demand so that the drug can be distributed worldwide as rapidly as possible.

Our activities are not restricted to the healthcare business. We have been involved in activities to ease a sense of anxiety for people who are becoming drained with the ongoing pandemic through "the power of photography." The increasingly universal use of face masks today has made it difficult to detect facial expressions. In particular, the appearance of medical professionals wearing protective suits may heighten anxiety among their patients. We are currently launching a movement to reduce patient anxiety by using instant camera *instax* to capture the smiling face of each worker in a portrait photo that the person can wear on their protective suits.

Other activities to support life after COVID-19 include developing a remote work environment to allow people to work regardless of time and place with our network security service *beat* and placing floor markers in public spaces to help manage social distancing.

Many of these activities, however, are not easy to implement. They are effective only when our employees around the world take action to defeat this threat to people's lives and to find ways to apply what we have to overcome the difficulties with a strong sense of mission. Only then will our aim of "solving social issues through our business activities" take concrete form. I am proud of the activities underway in the Group today and this has renewed my determination to ensure that the Group becomes an ever more essential presence in our society.

chain and governance. In the Plan, our response to global warming is especially important. This July, we revised upward the environmental targets for 2030 to make them more ambitious. The target for reducing CO<sub>2</sub> emissions throughout the entire product lifecycle from raw material procurement to manufacturing, transportation, use and disposal has been raised from 30% to 45% compared to the 2013 level. With this revision, we obtained certification from the international environmental initiative Science Based Targets (SBT) that our target has been scientifically proven to achieve well below the 2°C (WB2°C) set in the Paris Agreement. To contribute to reducing CO<sub>2</sub> emissions in society, we have announced that we are raising the targets for the sales percentage for products certified under our own Green Value Products that contribute significantly to reducing environmental impact to 60% by FY2030 and that all our businesses will produce certified products. We are working to raise our employees' awareness of climate change and other environmental issues, to make the targets announced in SVP 2030 their own targets and to take action to achieve them.

## Unceasing efforts to tackle challenges and continue to provide outstanding value to society

I believe that the mission of a company is to supply products and services that provide outstanding value and solutions that contribute to social progress. Throughout history, human beings have faced numerous crises including disease, disasters, wars and other calamities. Each time, people and organizations around the world overcame the crisis together and opened the path into a new world. In this respect, a crisis presents an opportunity to bring dramatic change to society. The ongoing COVID-19 pandemic has changed the speed of social change, accelerating infrastructure development and building the momentum to spur society and governments toward digitization. Business entities must likewise undergo reform in response to the needs and demands that have emerged in society. In fact, the Fujifilm Group has experienced several crises in the past, including the rapid advances in digitization and the 2008 world financial crisis, and we have survived to create new values.

Our corporate direction for this year is "Constantly Take on New Challenges as an 'All-Fujifilm' Entity." In April 2021, Fuji Xerox will change its corporate name to FUJIFILM Business Innovation, with determination to bring change to the businesses of its customers. Notwithstanding the uncertainties posed by the pandemic, we plan to embrace this opportunity to accelerate our change. We take pride in our own innovative technologies, our spirit of not being afraid of change and deep commitment to contribute to society. No matter how imposing the social problems may seem, we must overcome them. We have a strong determination to assemble all the strengths and capabilities of our employees and take on challenges unceasingly so that we can continue to contribute to the development of a sustainable society.

## The entire team committing to address climate change and achieve CSR targets

The outbreak of this new infectious disease can be attributed to global warming and the changes in the ecosystem brought on by the population explosion and the accompanying rapid growth in economic activity. Global warming is believed to be the cause of the rapidly increasing scale of natural disasters like the massive flooding resulting from the huge rainstorms and typhoons that occur nearly every year in Japan and hurricanes in the United States. Personally, I believe that global warming, alongside infectious diseases, is a major threat to the whole of humanity.

This is why we are committed to achieving the goals of Sustainable Value Plan 2030 (SVP 2030), the CSR Plan we have started to implement and which comprises six priority areas: the environment, health, daily life, work style, supply

### Top Commitment

## What is Our Mission in Today's World? —Transforming Ourselves Towards a Post-COVID-19 World and Constantly Taking on New Challenges to Realize a Sustainable Society

Shigetaka Komori  
Chairman and CEO



# Fujifilm Group's Activities in Building a Sustainable Society

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.

We have made the Fujifilm Group's Approach to CSR to encourage all our employees to commit themselves to the fulfillment of corporate social responsibility (CSR) in their daily business operations. The Fujifilm Group's business originated with motion picture/photographic film, products for which lots of clean water and fresh air are essential to the manufacturing process. They are also products which require customers to "buy on trust," since they cannot try them 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."

To celebrate the 80th anniversary in 2014, we established a new corporate slogan: "Value from Innovation." Under this slogan, we announced our medium-term CSR plan, Sustainable Value Plan 2030 (SVP 2030) and our medium-term management plan, VISION 2019, aimed at solving social issues through our business operations. SVP 2030 represents our long-term vision for the Fujifilm Group's contribution to the creation of a sustainable society in line with the Sustainable Development Goals (SDGs), and VISION 2019 is a plan for concrete action in achieving this vision. Investing our management resources into businesses that will drive the Fujifilm Group further and resolve social issues, our aim is to accelerate growth.

## The Fujifilm Group's Approach to CSR

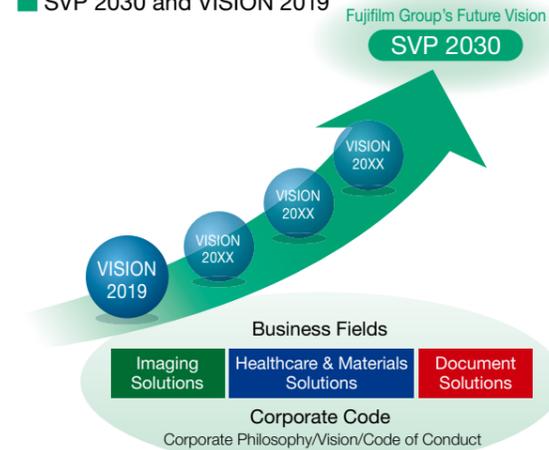
The Fujifilm Group's approach to corporate social responsibility is to contribute to the sustainable development of society by putting our Corporate Philosophy into practice through sincere and fair business activities.

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

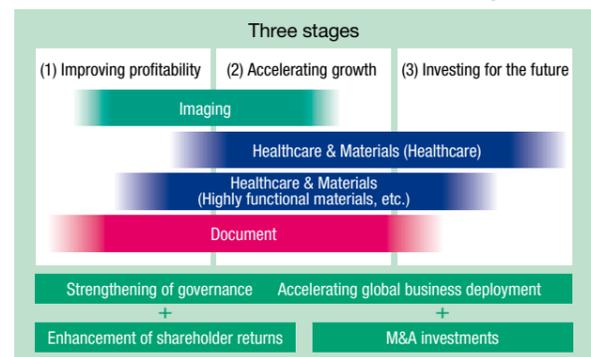
- endeavor to understand global as well as local environmental and social issues and create value to address these issues through our business activities.
- continue to evaluate the environmental and social impact of our business activities and strive to improve the performance while increasing our positive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



## SVP 2030 and VISION 2019



## The VISION 2019, the New Medium-Term Management Plan



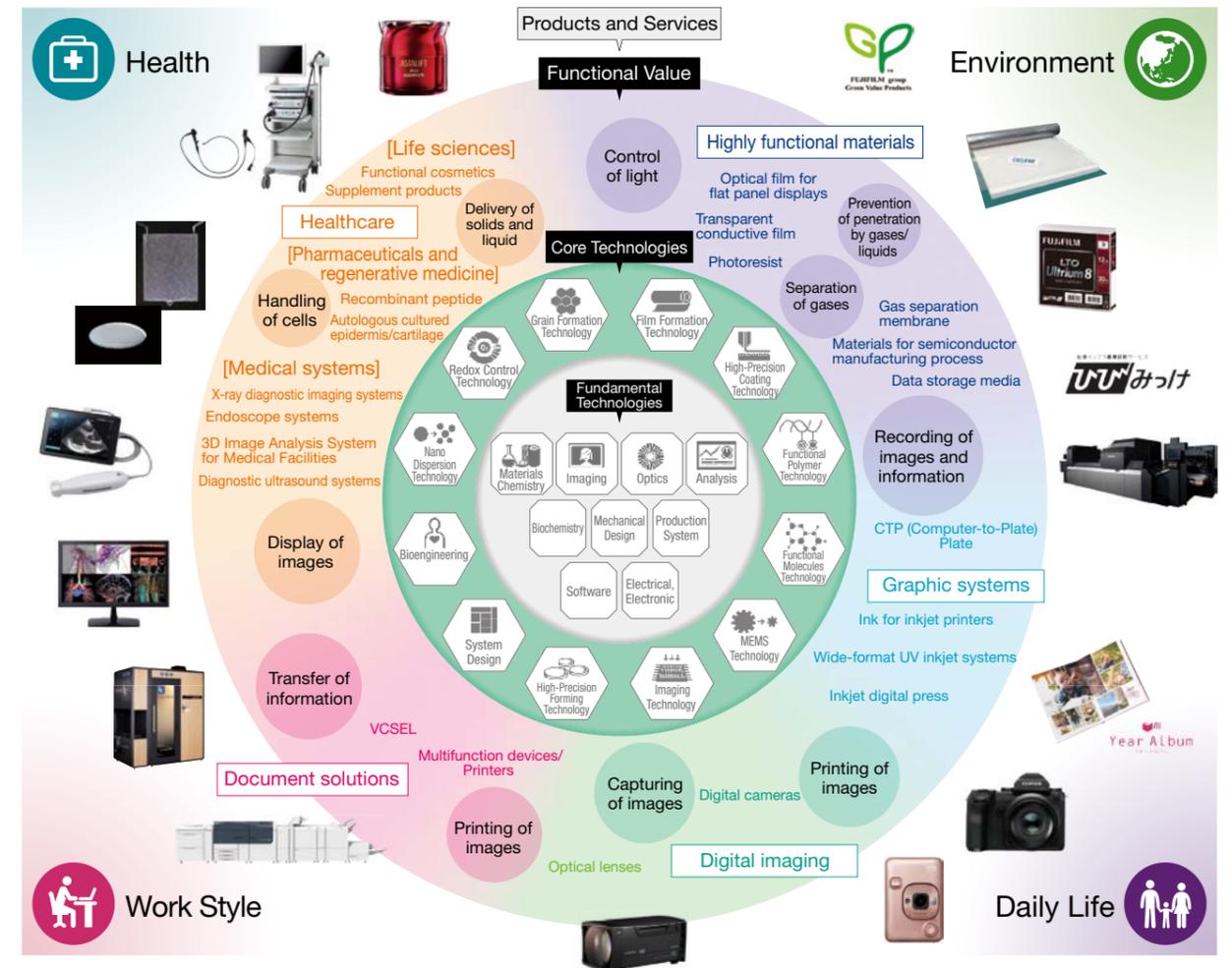
VISION 2019, the new Medium-Term Management Plan, lays down three stages of growth to clarify our current situation. Through action to promote "stable generation of cash-flow through improved profitability of each business operation," "expansion of sales and income through acceleration in growth of the main business operations" and "growth of our future business pillars that become major contributors to our group revenues," we will pursue growth of the entire Group.

- Fujifilm Group Corporate Philosophy/Vision (full text) <https://holdings.fujifilm.com/en/about/philosophy#>
- Fujifilm Group Charter for Corporate Behavior (full text) <https://holdings.fujifilm.com/en/about/philosophy/conduct#>
- Fujifilm Group Code of Conduct (full text) <https://holdings.fujifilm.com/en/about/philosophy/law#>

# The Fujifilm Group's Business and Technology

The Fujifilm Group, with its business origins in motion picture and 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 create a diverse range of innovation. Under the corporate slogan, "Value from Innovation," we will resolve social issues related to the priority areas in our CSR Plan SVP 2030: Environment, Health, Daily Life, and Work Style and continue to create products and services that create new value for society by enhancing and upgrading our technologies and by open innovation.



## The Fujifilm Group's Business Fields

### Imaging Solutions

We develop and sell digital cameras, color paper for printing and printing equipment. We are further developing photography culture by offering new ideas on how to enjoy photos, including *instax* and Photo Books. We offer lenses for various purposes, including surveillance camera lenses and satellite lenses.

### Document Solutions

We are in the document business, including both paper documents and electronic data. With our business copiers and multifunction machines and software that help to improve business efficiency, we offer a wide variety of solutions and services aimed at resolving environmental issues, conserving energy and resources, and implementing work style and productivity reforms.

### Healthcare and Materials Solutions

Our healthcare 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, we are working to develop cosmetic products and supplements aimed at prevention, pharmaceuticals for unmet medical needs and regenerative medicine, which is anticipated to bring new medical technology.

For material business, we are working to develop new materials and products that reduce environmental impact and contribute to the growth of a safe and comfortable society, through the application of advanced fundamental and core technologies for the polarizer protective films that are essential on LCD displays, as well as high performance data storage media and social infrastructure inspection services for tunnels and bridges.

# The CSR Plan, Sustainable Value Plan 2030 (SVP 2030) and Priority Issues (Materiality)

## Social Background and Basic Approach

In August 2017, the Fujifilm Group announced its CSR plan, Sustainable Value Plan 2030 (SVP 2030). The plan sets itself apart from previous medium-term CSR plans in defining long-term goals and it is laid as the foundations for our business management for sustainable growth.

In recent years, international long-term targets such as Sustainable Development Goals (SDGs\*)1 and the Paris Agreement\*2 have been announced in the drive to resolve social issues. In particular, expectations are growing for the role of companies as players in resolving social issues and building a sustainable society. In view of these developments, the SVP 2030 has set its long-term goal for FY2030 to contribute to achieving the goals for resolving global social issues set by SDGs, the Paris Agreement, etc.

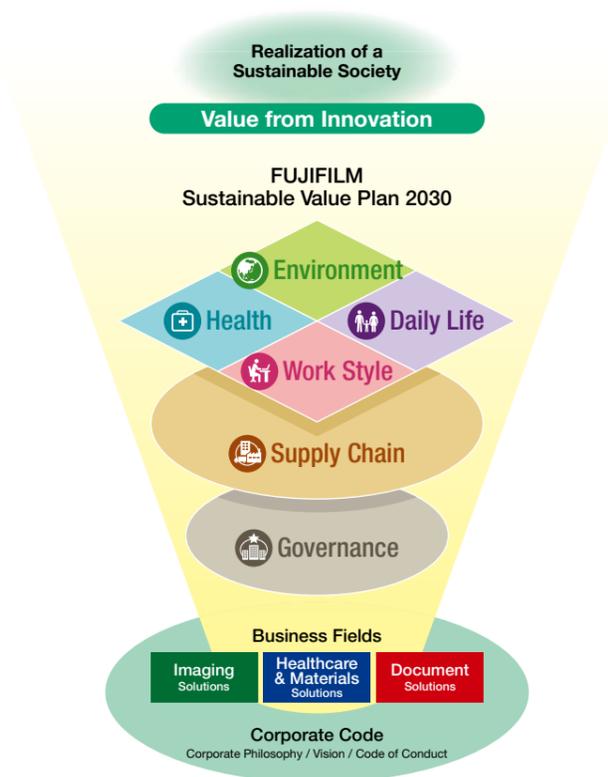
The long-term goals set out in SVP 2030 were conceived from two perspectives, the conventional “inside-out” perspective that focuses on existing business activities as the starting point and the “outside-in” approach starting from social issues to examine what the company, its products and services should be. SVP 2030 reaches beyond the Fujifilm Group’s products and services (i.e., output\*3) to a concrete vision of its contribution to building a sustainable society (i.e., outcome\*4) and lays down as its final goal realization of both growth for the Group and solutions to social issues.

\*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 climate 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.

\*3 Output: Products, services, etc., created by organizational and business activities

\*4 Outcome: Change, benefit, learning and other effects in society brought by the output from an organization or business operation



contributions (opportunities) have been mapped according to the SDG Compass to enable us to organize priority issues.

FY2019 used to be the last year of our Medium-Term Management Plan, VISION 2019 (for the time being, the next medium-term management plan was postponed to be announced owing to COVID-19 pandemic). In light of progress on VISION 2019 and the latest global trends in issues, we have reviewed the following three perspectives that had been emphasized in the planning of SVP 2030, our CSR Plan that started in 2017. As a result of these reviews, we have decided to continue the basic policy of clearly specifying our long-term vision of how the Group will contribute to resolving social issues as a global company.

- Define long-term targets (for 2030)
- Promote measures based on disclosed numerical targets for global environmental issues
- Promote priority measures for resolving social issues through business activities (contribution to society and the environment) and considering society and the environment in our business processes (minimization of environmental and social impacts).

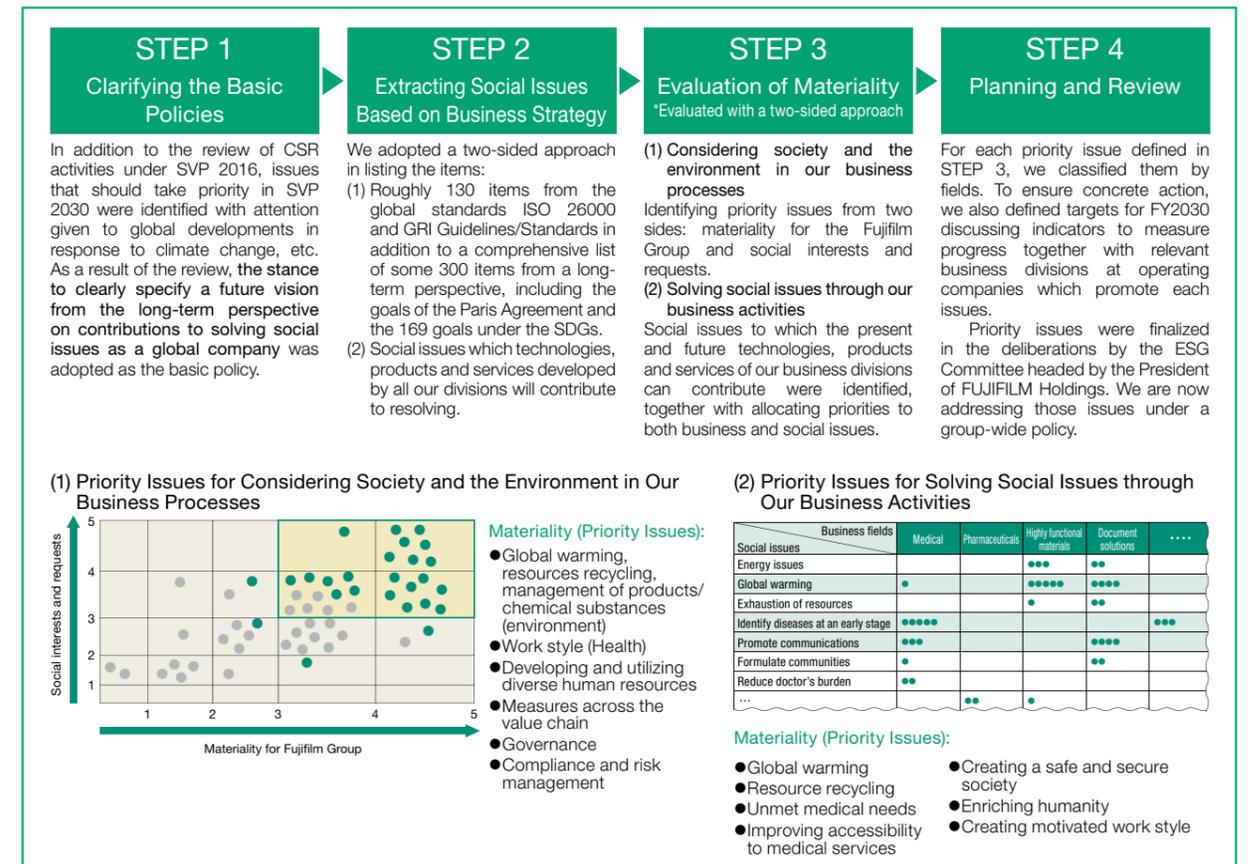
For achievement of SVP 2030 and aiming to be a cooperation that contribute to realize a sustainable society, we will re-examine our group-wide activities and long-term targets through PDCA every three years by planning for medium-term management reform.

## The Process for Priority Issues (Materiality)

In identifying priority issues (materiality), important social issues that impact both the Fujifilm Group and society are identified through the steps shown in the figure on the next page and established as priority issues in SVP 2030. In evaluating materiality in Step 3, priority issues were identified after studying both how to resolve social issues through business activities (contribution to environment and society) and how to increase consideration for society and the environment in our business processes (minimization of environmental and social impacts). Regarding social interests and requests, priority issues (top right of the figure) have been identified through evaluation by E Square, a CSR specialist representing current social opinions. In the area of the environment, the issues requiring urgent action on a global scale, social and environmental impacts (risks) and

## Process for identifying materiality (priority issues)

\*See *Management Performance 1.2.4* for more details.



## SVP 2030 Priority Area/Priority Issues (Materiality)

Priority Area	Priority Issues	Solving social issues through our business activities	Considering society and the environment in our business processes	Fujifilm Group's Contribution to SDGs
		Contribution (Opportunities)	Impact (Risks)	
<b>Environment</b>	<ol style="list-style-type: none"> <li>1. Address climate change.</li> <li>2. Promote recycling of resources.</li> <li>3. Address energy issues toward a decarbonized society.</li> <li>4. Ensure product and chemical safety.</li> </ol>	●●●●	●●●●	
<b>Health</b>	<ol style="list-style-type: none"> <li>1. Fulfill unmet medical needs.</li> <li>2. Improve accessibilities to medical services.</li> <li>3. Contribute to early disease detection.</li> <li>4. Contribute to health promotion and beauty.</li> <li>5. Promote management of a healthy workplace.</li> </ol>	●●●●	● (Employees)	
<b>Daily Life</b>	<ol style="list-style-type: none"> <li>1. Contribute to creating a safe and secure society.</li> <li>2. Contribute to enriching humanity and relationships between people.</li> </ol>	●●		
<b>Work Style</b>	<ol style="list-style-type: none"> <li>1. Create environments that lead to motivated workplace (provide solution services).</li> <li>2. Develop and utilize diverse human resources.</li> </ol>	●	● (Employees) ● (Employees)	
Base for business activities				
<b>Supply Chain</b>	Strengthen CSR foundations across the entire supply chain including factors of the environment, ethics, and human rights.			
<b>Governance</b>	Improve and maintain governance structures by further disseminating an open, fair and clear corporate culture.			

# Environment

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

## Social Background and Issues

Since the Industrial Revolution, we have experienced large improvements in our lives, but at the same time, this has caused a range of environmental issues. Continuing rises in sea levels and extreme weather resulting from climate change, depletion of our land resources, destruction of our forests, water pollution and depletion of water resources and changes in our ecosystems are taking place on a global scale. We must take various actions to resolve both the issues resulting from our economic activities and environmental issues to guarantee sustainable development into the future.



## Fujifilm Group's Goals under SVP 2030

To achieve sustainable development, the whole of the Fujifilm Group around the world is working on various environmental issues under its Green Policy so that it can also be the leading company in the environmental field. In addition to reducing the environmental impact of our production activities, we are focusing on cutting CO2 emissions and making effective use of water and other resources across the entire product lifecycle, reaching as far as the use and disposal of our products by our customers. We are also developing products and services that offer outstanding energy-saving and resource saving results that will contribute to reducing the environmental impact for society as a whole. In R&D we are developing new technologies to resolve environmental issues including energy issues.

## Outline of Activities in FY2019

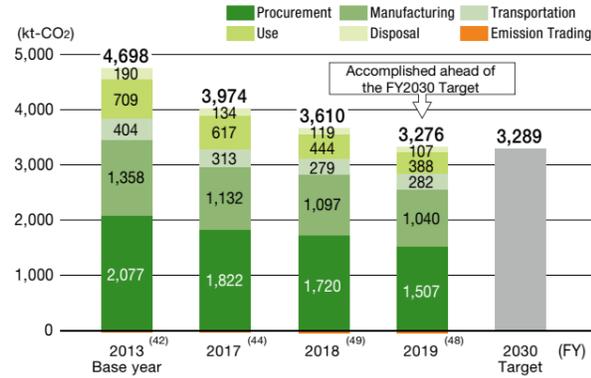
Except for certain aspects related to recycling resources, we moved forward successfully toward our target for 2030. Our target to reduce the Fujifilm Group's CO2 emissions has been met ahead of plan with contributions from energy conservation in manufacturing and the transition to products and services with lower environmental impact. (See Pages 26 to 31 for actual activities.)

The increase in the amount of waste mainly derives from increased production at the Healthcare & Material Solutions manufacturing sites. We have already started studying processing technologies that can reduce this waste and planning their technological implementation.

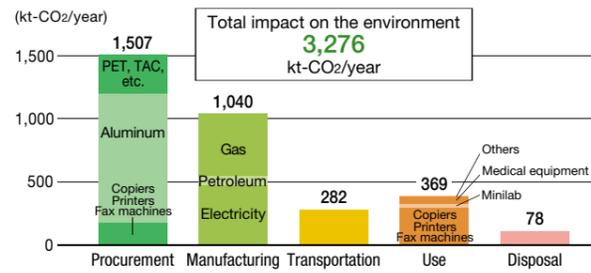
## Activity Plan after FY2020

Taking account of the accelerating pace of climate change, we revised upward the FY2030 target to reduce the Fujifilm Group's CO2 emissions, which we have already met, and our aim to contribute to reducing CO2 emissions in society through our products and services, which is progressing on target.

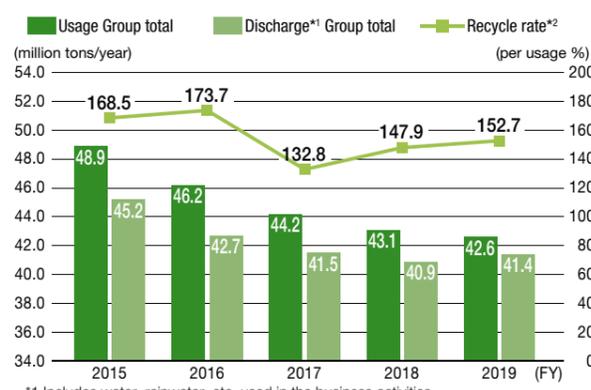
## CO2 Emissions across the Entire Product Lifecycle



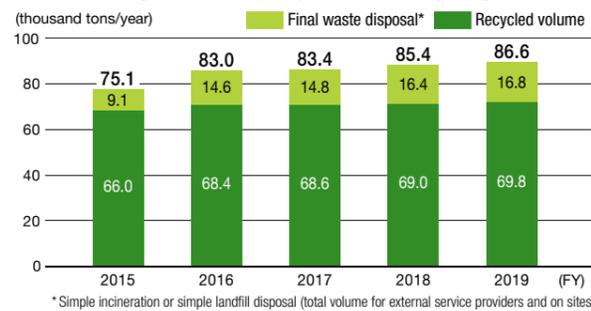
## FY2019 Result of CO2 Emission for Fujifilm Group



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



## Annual Changes in Waste Disposal and Recycling



## Activity Results for SVP 2030 Targets (compared with the targets established in 2017)

Note: ◎ Excellent ○ Good △ Fair × Poor

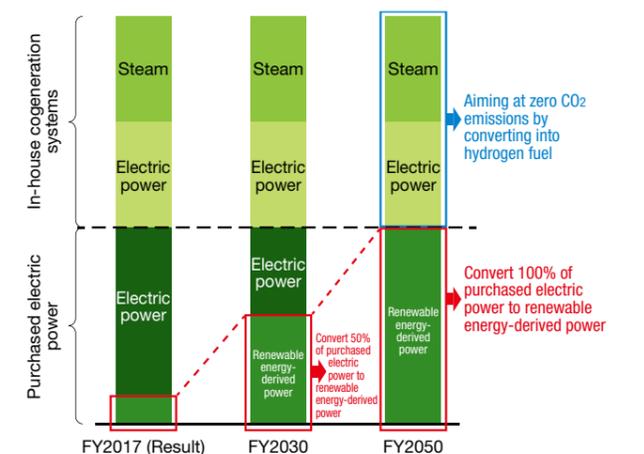
Priority issues	Target for FY2030		Index	Unit	Result			Target value for 2030	Against target	
					2017	2018	2019		Progress appraisal	Progress value
1. Address climate change.	Reducing Fujifilm Group's CO2 emissions	Reduce the Fujifilm Group's CO2 emissions by 30% by FY2030 (compared to the FY2013 level).	Rate for reduction in CO2 emissions	%	15	23	30	30	◎	101%
	Contributing to reducing CO2 emissions in society through products and services	Contribute to a reduction in the CO2 emissions generated by society by 50 million tons by FY2030.	Amount of the contribution to reduce CO2 emissions	million ton	6	11	16	50	○	32%
2. Promote recycling of resources.	Reducing the amount of water the Fujifilm Group uses	Reduce the amount of water the Fujifilm Group uses by 30% by FY2030 (compared to the FY2013 level).	Rate of reduction in water usage	%	13	15	16	30	○	54%
	Contribution for water treatment by our products and services	Contribute to the treatment of 35 million tons of water per year in society by FY2030.	Annual amount of water treatment	million ton	7	9	7	35	○	20%
	Reducing the amount of waste	Reduce the amount of waste generated by the Fujifilm Group by 30% by FY2030 (compared to the FY2013 level).	Rate for waste reduction	%	-7	-9	-11	30	×	0%
	Reducing resource input	Improve the Fujifilm Group's resource input per unit by 30% by FY2030 (compared to the FY2013 level).	Rate for resource input per unit	%	22	28	32	30	◎	107%
3. Address energy issues toward a decarbonized society.	Contribute to the creation and widespread use of renewable energies through highly functional materials.	<ul style="list-style-type: none"> <li>The New Energy and Industrial Technology Development Organization (NEDO) commenced the development of an "all-solid-state lithium ion battery," a next-generation storage battery for EVs, under an industry-government-academia collaboration. We are participating in the project as one of 23 manufacturers of cars and batteries.</li> </ul>							○	
4. Ensure product and chemical safety.	Minimize adverse effect of chemical substances on human health and the environment.	<ul style="list-style-type: none"> <li>We have completed an inspection of the chemicals we use globally, based on our own management policy that voluntarily restricts the use of specific chemicals in advance of enforcement of new regulations in each country. Plans for chemical replacement and for reduction of usage and emissions were also established and implemented.</li> <li>An alternative testing method for skin sensitization tests, ADRA has been adopted in OECD Test Guidelines 431.</li> <li>The chemical information communication system, chemSHERPA, came into full operation in China.</li> </ul>							○	

Priority issues	Target for FY2030		Index	Unit	Result			Target value for 2030	Against target	
					2017	2018	2019		Progress appraisal	Progress value
Reducing Fujifilm Group's CO2 emissions	Convert 50% of purchased electric power to renewable energy-derived power by FY2030.	Rate of renewable energy	%	9	8	9	50	○	18%	

As a company with core engineering technologies in the molecular design of functional molecules and functional polymers, we also set new targets for chemical management and utilization to ensure product and chemical safety. (See Pages 24 and 25 for details of the new targets.)

Environmental issues, including climate change, are the highest priority issues in international society. The Fujifilm Group is addressing environmental issues by uniting its Group efforts and continues to work toward achieving its FY2030 targets.

## Fujifilm Group's Energy Consumption in the Future



# Health

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

## Social Background and Issues



One of the goals set out under SDGs is to “achieve universal health coverage (UHC), ensuring that all people can access essential quality health services without facing financial hardship.” During the course of the COVID-19 pandemic across the world, it has become clearer that there are many people who cannot receive sufficient treatment for the disease, not only in countries with less developed medical infrastructures, but also in advanced countries. UHC requires the development of medical infrastructure that makes healthcare and medical services readily available to all, improvement in medical care quality and society that places top priority on health, with emphasis on disease prevention and early detection.

### Fujifilm Group’s Goals under SVP 2030

Health is one of the theme of great importance and attracts the highest levels of interest. The Fujifilm Group began manufacturing X-ray film in 1936, soon after the company was established. Today, the scope of our businesses has expanded into the prevention, diagnosis and treatment of diseases in our drive to become a “total health company.” By mobilizing our technologies, products and services, we are working on issues that include responding to unmet medical needs, resolving the medical divide, reducing the burden on medical professionals and alleviating high medical expenses through the prevention/early detection of disease.

Moreover, we are implementing measures to protect the health of our employees, which is essential to our Group’s sustainable development.

### Activity Plan after FY2020

We aim to be proactive in developing technologies that will enable the use of liposomes as a drug delivery system\*, utilizing our unique expertise and focusing on areas where medical needs are unmet, such as cancer, central nervous system diseases and infectious diseases. The scope of our healthcare business is wide and includes development of antibody drugs and vaccines in the currently expanding biopharmaceutical market, contract manufacturing of small-molecule drugs and regenerative medicine and cell cultures for drug development. We are also proceeding with the production of anti-aging cosmetics and food



Newly built liposome drug manufacturing facility (top); Fujifilm Asia Pacific Healthcare Learning Academy staff (bottom)

### Activity Results for FY2019

Note: ◎ Excellent ○ Good △ Fair × Poor

Priority issues	Target for FY2030	Major activities	Self-evaluation
1. Fulfill unmet medical needs.	Develop and disseminate new treatments based on regenerative medicine and cell therapy.	<ul style="list-style-type: none"> <li>Autologous cultured epidermis JACE® was approved for inclusion within national health insurance coverage as regenerative care for epidermolysis bullosa</li> <li>Completion of liposome drug manufacturing facility ready for commercial production for the first time in Japan.</li> <li>Started operation of Innovation Facility for Advanced Cell Therapy (i-FACT) to produce therapeutic iPS cells.</li> </ul>	○
2. Improve accessibilities to medical services.	(1) Reducing burden on medical professionals by utilizing IT	<ul style="list-style-type: none"> <li>Successfully developed an AI technology to support diagnosis of interstitial pneumonia together with Kyoto University.</li> </ul>	○
	(2) Development and dissemination of infectious disease diagnostic system to contribute to global health	<ul style="list-style-type: none"> <li>Launched SYNAPSE SAI viewer, an AI diagnosis support platform, as the first product under the brand of our medical AI technology, REILI.</li> </ul>	○
	(3) Offering technical diagnosis training and spreading effective health practices to emerging countries	<ul style="list-style-type: none"> <li>Established the FUJIFILM Asia Pacific Healthcare Learning Academy for local medical professionals in Thailand and Malaysia.</li> </ul>	○
3. Contribute to early disease detection.	Reduce the physical burden through widespread and expanded use of medical diagnostic systems.	<ul style="list-style-type: none"> <li>Continued promoting CureSign, a remote blood test service using a self-collected blood by post; designed for health insurance association beneficiaries, who are not eligible for a mandatory health checkup.</li> </ul>	○
4. Contribute to health promotion and beauty.	(1) Promote to prolong healthy lives.	<ul style="list-style-type: none"> <li>Launched MetabARRIER EX, a food with functional claims for probiotic effects and reducing sugar intake.</li> </ul>	○
	(2) Promote support for women empowerment.	<ul style="list-style-type: none"> <li>Launched ASTALIFT White Shield (supplement/drink) to alleviate skin damage from UV light.</li> </ul>	○
5. Promote management of a healthy workplace.	Promote management of health and productivity to maintain employees' vitality.	<ul style="list-style-type: none"> <li>Formulated the Fujifilm Group Employee Wellness Declaration.</li> <li>Set up group-wide KPIs and medium-term targets toward FY2022 in the five priority areas of lifestyle diseases, smoking, cancer, mental health, and long working hours.</li> </ul>	○

supplements with functional claims and the use of AI technology in medical IT and to support diagnoses.

We are working to set separate KPIs and targets for each issue and in each area relating to employee wellness.

\* Drug delivery system: Technology to deliver the required amount of a drug to a specific destination at the correct time. Preparing pharmaceuticals in the form of liposomes allows the pharmaceutical to be delivered selectively to the tumor, and this can be expected to improve pharmacological efficacy and suppress adverse effects.

# Daily Life

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

## Social Background and Issues



As industrial and economic development proceeds urbanization, our lives have become more convenient and comfortable. At the same time, however, stress and a sense of isolation from society have surfaced as serious issues. In particular, the breakneck speed in the spread of information has created new sources of entertainment and services, but at the same time has generated anxiety and risk as well. Because of the global restraints imposed on daily activities with the spread of COVID-19, face-to-face exchanges between people are diminishing. The quality of communication is changing along with these circumstances. To build a society that is both sound and sustainable, we must build an infrastructure and environment that will enable everyone to live with a feeling of security and safety and develop communication methods that provide mental support and a sense of fulfillment in life.

between people and enrich everyday life by developing and marketing new products and services. Using technologies that were created from manufacturing photographic film to develop the infrastructure, we are contributing to preserving culture and history, as well as information that is vital to society, and to developing a society that is safe, with less crime and fewer accidents.

### Activity Plan after FY2020

With these changes in methods of communication and even in the midst of this “new normal,” we want everyone to enjoy using photographs to build close relationships between people. We will work to provide products that show people the power of photographs by offering from instant photo systems that allow photographs to be printed on the spot to high-end and mid-range digital cameras. We will also provide opportunities for people to enjoy photographs directly at photo exhibitions, etc. We are using the high-definition image processing technology we created in developing our medical diagnostic imaging systems to help build a safe and secure ICT society. Our non-destructive testing systems and diagnostic imaging services for tunnels and bridges are being used to improve the safety of the social infrastructure, along with our high-capacity magnetic tapes and high-performance semiconductor materials.

### Fujifilm Group’s Goals under SVP 2030

We believe that photography, the original business of the Fujifilm Group, has the power not only to preserve memories of events but also to add color to our everyday lives, to enrich our lives and occasionally to move people. We have renewed our awareness of the power of photographs to enrich lives and we will contribute to strengthen relationships

### Activity Results for FY2019

Note: ◎ Excellent ○ Good △ Fair × Poor

Priority issues	Target for FY2030	Major activities	Self-evaluation
1. Contribute to creating a safe and secure society.	(1) Develop technologies for products and services and promote their greater use to contribute to the development of an ICT.	<ul style="list-style-type: none"> <li>Launched FUJIFILM LTO Ultrium 8 Data Cartridge achieved a capacity of 30TB</li> <li>Launched Long Range Surveillance Camera FUJIFILM SX800</li> </ul>	○
	(2) Contribute to enhancing the safety of infrastructure through more efficient inspections for the deterioration and malfunctioning of buildings and structures.		○
2. Contribute to enriching humanity and relationships between people.	Contribute to enriching and making people’s lives peaceful through records of photos and videos, and photographic products that give form to memories.	<ul style="list-style-type: none"> <li>Held photo exhibitions around the world, such as The Heart to Heart Communication—“PHOTO IS” 50,000—Person Photo Exhibition, etc.</li> <li>Launched instax mini LiPlay, a hybrid instant camera that can print a photo with an audio message.</li> <li>Launched FUJIFILM GFX100 mirrorless digital camera, equipped with a sensor boasting 102-megapixel resolution.</li> </ul>	○



FUJIFILM LTO Ultrium 8 Data Cartridge achieve a capacity of 30TB LTO 8 (left); LTO 8 package (right)



Our photo exhibitions held across the world in FY2019 displayed a total of 110,000 images.



Scanning a QR code\* on a photo printed by instax mini LiPlay using a smartphone to play the recorded message.

\* QR Code is registered trademarks of DENSO WAVE INCORPORATED



## Work Style

Promote social change where every person is motivated in the workplace through extending our work style reforms.

### Social Background and Issues



With the ever-increasing competition amid globalization and technological innovation, a company has to offer a work environment where individuals can exert their capabilities and creativity to the fullest extent and have greater satisfaction in their job. This is the way for a company to grow constantly—by streamlining its business and fully utilizing diverse human resources. To this end, it is indispensable for us to build a system that realizes a new way of working and delivers a communication environment free from limitations of time, location, language, gender, age, or disability. We must also promote various work styles for employees to choose to meet the needs of their lifestyle and life stage working. The COVID-19 pandemic rapidly made remote working more commonplace. Along with this, it has presented issues related to communicating with each other, such as experiencing anxiety or loneliness through working alone at home.

### Fujifilm Group's Goals under SVP 2030

The Fujifilm Group has brought evolution to communications in society through combining familiar paper data with digital data and seamlessly integrating with cloud services and mobile solutions. Enabling people to access and share the information in various forms with ease and without any conscious of the digital divide, we will expand the possibilities for providing various services and work styles in every possible workplace. As we face the necessity for prompt work style reforms amid the COVID-19 pandemic, we aim to further utilize the latest technologies—including AI and IoT—to support new ways of working and communications in the new normal toward our ultimate goal of building a “sustainable society with job satisfaction.”

In addition, we believe that the capacity building of each employee and demonstration of the performance will

contribute to our own company's growth and ultimately to society through our business. For this reason, we strive to create workplace that our diverse employees can exert their capabilities to the fullest extent.

### Activity Plan after FY2020

The urgent requirement for remote working has also triggered a shift from urban to rural area and a review of global supply chains. Elsewhere in the world, an irreversible momentum toward a distributed society is rising, and it is expected that this movement will further diversify people's values. Capitalizing on our strengths as a Business Process Outsourcing (BPO)\*1 service provider, we offer a range of support for our customers' Digital Transformation (DX)\*2 to contribute to work style reforms in their sites, such as through productivity improvements. At the same time, through our businesses we aim to resolve the social issues that arise from such work style changes.

\*1 BPO: Subcontracting different business-related operations and processes to a third-party specialist.

\*2 DX: The dramatic changes in the scope of business and business performance in a corporation brought about by technology.



A personal workspace *CocoDesk* (left); workspace renewal continued in FY2019 (right)

### Activity Results for FY2019

Note: ◎ Excellent ○ Good △ Fair × Poor

Priority issues	Target for FY2030	Major activities	Self-evaluation
1. Create environments that lead to motivated workplace.	Contribute to generate the innovation for organizations and society by offering solutions and services that support increasing worker's productivity and exerting their creativity.	<ul style="list-style-type: none"> <li>Started providing <i>CocoDesk</i>, a personal workspace, to support remote working for business persons.</li> <li><i>Smart Cyber Security Global Networking Service</i> contributed to create a network that covers offices in Japan and overseas.</li> <li>Started demonstration project as a service organizer to the small and medium enterprises Cybersecurity Project (Cybersecurity Support Ranger).</li> <li>Reinforced functions of the <i>Smart Workstream</i> cloud service for secure document sharing among corporations.</li> <li>Offered cloud-based <i>Accounts Payable Management Automation Solution Service</i> to support invoice handling.</li> <li>Concluded a global partnership with U.S. DocuSign, Inc. as the first Japanese company.</li> <li>Held a beginners' training course on practical data science for employees.</li> </ul>	○
2. Develop and utilize diverse human resources.	Create frameworks and workplaces so that the Fujifilm Group's diverse employees may exert their capabilities and creativity to the fullest extent.	<ul style="list-style-type: none"> <li>Following from the previous year, continued workspace renewal to enable more flexible work styles for our employees.</li> <li>Conducted a survey on internal communications and Work Style Innovation (WSI) to gather employees' opinions about work styles.</li> </ul>	○

\* See Pages 32-33 for results on our employees.



## Supply Chain

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

### Social Background and Issues



In recent times, depletion of agricultural, marine and mineral resources is now of great concern as consumption of resources expands rapidly to keep pace with expansion of the global population and economic growth. In addition, environmental destruction associated with new land development and labor exploitation issues, including harsh working environments and overwork, are becoming social issues. Against this backdrop, corporations are now required to build sustainable supply chains from the viewpoint of the environment, ethics, and human rights so that they can maintain a sustainable manufacturing process to provide products and services.

### Fujifilm Group's Goals under SVP 2030

In the Fujifilm Group with a wide variety of businesses, the range of production related materials has increased and our supply chain now covers a wide range of fields. We understand the significance of corporate social responsibility and corporate ethics, and are implementing CSR activities to contribute to the sustainable development of society. However, it is impossible to achieve this through our own efforts alone, and it is important to tackle the issue across the entire supply chain. We ask our suppliers and partners related to the Group manufacturing processes to understand the importance of CSR management. With their understanding and cooperation, we will build a firm and strong CSR foundation by working together to resolve social issues.

### Activity Plan after FY2020

Since 2018, the CSR procurement that has been successful in our document business has been expanded both in scope and quality across the Group. Although supplier risks are diversifying due to the wide span of our businesses, we continue to communicate with our suppliers to resolve any issues and implement countermeasures to maintain a responsible and sustainable business. Also, following the revision of the Fujifilm Group Basic Concepts and Action Guidelines for Biodiversity Conservation in April 2019, we continue our efforts to preserve biodiversity to sustain the “blessings of nature,” which human beings seek to enjoy into the future.

### Activity Results for FY2019

Note: ◎ Excellent ○ Good △ Fair × Poor

Priority issues	Target for FY2030	Self-evaluation
Strengthen CSR foundations across the entire supply chain.	(1) Realize sustainable procurement considering the environment, ethics and human rights.	○
	(2) Ensure compliance with legislation on biodiversity.	○

- Dissemination of our Code of Conduct, Collection of receipt: 398 companies, 98%
- CSR self-check:
  - Number of suppliers requested/Response rate: 263 companies, 98%
  - Percentage of suppliers with 90% or higher conformance rate: 87%
- Visit and check: Number of suppliers evaluated/Plan achievement rate: 39 companies, 76%
- Supplier response rate for conflict minerals survey/Percentage of conflict-free smelters in conflict minerals survey: 98%, 76%
- Percentage of suppliers fulfilling our paper procurement requirements: 100%



## Governance

Improve and maintain governance structures by further disseminating an open, fair and clear corporate culture.

### Social Background and Issues

To continue to be as a valued member of society and to grow, the company must meet the expectations of its various stakeholders and to win the trust of society. To fulfill its social responsibilities and promote sustainable growth and long-term improvement in corporate value, the company must conduct its business activities in accordance with the social code of conduct, with an emphasis on transparency and fairness. It is important to improve corporate governance, which is essential for swift and bold decision-making, and implement measures that lead to corporate growth and improvement in corporate value alongside changes in the business environment.

### Fujifilm Group's Goals under SVP 2030

Under its Corporate Philosophy and Vision upholding an open, fair and clear corporate culture, the Fujifilm Group is determined to promote sustainable growth and improve its corporate value through sincere and fair business activities and to contribute to the sustainable development of society. To achieve this, corporate governance, which underlies all

such efforts, has been confirmed once again as a major issue. We will develop, maintain and continue to strengthen corporate governance through reinforcement of internal controls and audit systems.

### Activity Results for FY2019

Note: ◎ Excellent ○ Good △ Fair × Poor

Priority issues	Target for FY2030	Self-evaluation
Improve and maintain governance structures.	Aim for zero cases of misconduct and major legal violations by disseminating an open, fair and clear corporate culture.	○

- Revised Fujifilm Group Charter for Corporate Behavior and Code of Conduct, and the related policies such as Environment Policy, and Procurement Policy.
- Provided the programs worldwide through e-learning courses according to revision of the Charter for Corporate Behavior and Code of Conduct
- Conducted the Fujifilm Group Harassment Awareness Survey in Japan. Reported the results on our intranet.
- Held the training program on compliance for our employees in Japan.
- Published the training materials for 2018 disaster prevention education (e-learning) on our intranet.
- Offered for sale of stockpiles to prepare for an emergency at FUJIFILM COOP in the Group

## SPECIAL CONTENT Fighting Against COVID-19

The sudden spread of COVID-19 in early 2020 drastically changed people's lives through the lockdowns and curfews enforced in various countries. In these circumstances, the Fujifilm Group is working hard to help the situation through its various business areas. Our main contribution is through our healthcare business, supporting medical professionals to prevent any collapse in the medical system. In practical terms, we are producing medicines/medical equipment and supporting vaccine development. Utilizing the products, technologies, and services that we have developed to date, we support the people in this "new normal" life. In these special contents, we introduce some activities of the Fujifilm Group's wide-ranging contributions to society.

### Supporting the Medical Sites in the Areas of Prevention, Diagnosis, and Treatment

#### Quick and Accurate Saliva PCR Test

Simultaneous virus and human gene detection reduces false negative rate

In FUJIFILM Wako Pure Chemical Corporation, we have cultivated extensive expertise about enzyme and genetic technology through our long-term research on reagents.\* As COVID-19 spread across the world, we were eager to fulfill our duty as a healthcare company. This led us to accept the challenge of developing a real-time PCR test kit for the first time utilizing our research on reagent technology to help speed up the quest for the desperately sought after test.

A dedicated project team was established to develop the test kit and determined the proof of concept as early as February 2020. This was quickly followed by securing suppliers of the necessary enzyme for the kit and actual kit development. On April 15, 2020, we launched SARS-CoV-2 RT-qPCR Detection Kit to detect COVID-19 genes. Combining with other manufacturers' RNA isolating kit, our kit significantly shortened the operation time to two hours from the four to six hours taken by conventional PCR tests.

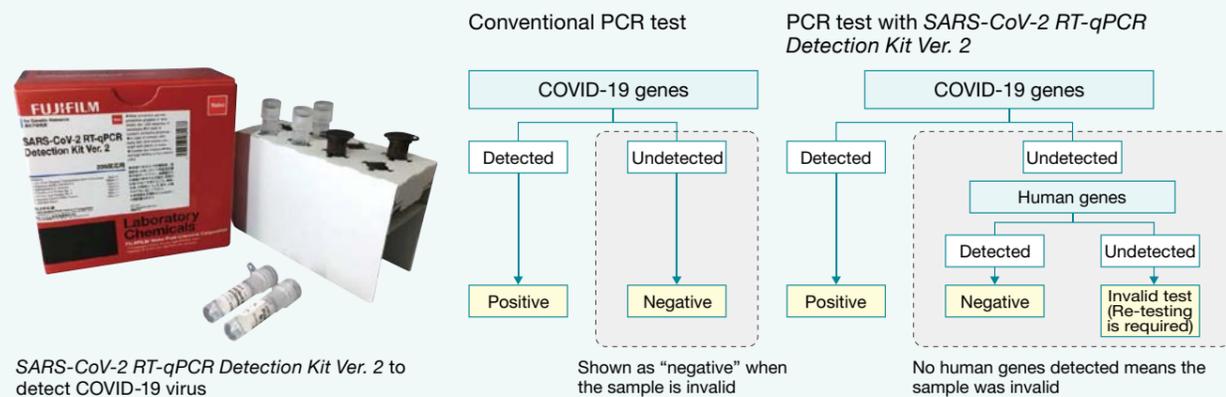
The COVID-19 PCR test uses a sample of mucus from the subject's nose or throat. However, rubbing the mucus to take the sample is uncomfortable for the subject and bears the risk of virus infection through sneezes and coughs caused by the rubbing. To replace this conventional method, a test that uses saliva as the sample has been long awaited.

In June 2020, the Ministry of Health, Labour and Welfare (MHLW) approved our saliva-based PCR test. Subsequently, on July 31, we released the SARS-CoV-2 Lysis Buffer, a pretreatment reagent for the PCR test, and the SARS-CoV-2 RT-qPCR Detection Kit Ver. 2. Using these two in combination, the result can be obtained just one hour after taking the sample.

The kit is designed to detect COVID-19 virus genes and human genes at the same time. This design helps identify whether the test was carried out successfully, because if the test result does not show any human gene, it means that the test was a failure. This reduces the chances of false negatives, which wrongly indicates that the result is negative even when in fact the retest is necessary.

After the announcement of the product release, we received a number of inquiries from overseas and an overseas version is now being developed.

\* Reagent: A chemical used in analyses to detect a certain substance, in quantitative analyses, synthesis experiments, and measurements of physical characteristics. Basically, clinical diagnostics are types of reagents, however, they are designated as in vitro diagnostics by the MHLW to differentiate their administrative handling from general reagents.



SARS-CoV-2 RT-qPCR Detection Kit Ver. 2 to detect COVID-19 virus

#### Aiming to Cure COVID-19

A therapeutic candidate – Avigan® Tablet – Anti-flu drug

Approved for manufacture and sale in Japan as an influenza antiviral drug, Avigan® Tablet\* (generic name: favipiravir; hereafter, Avigan), developed by FUJIFILM Toyama Chemical Co., Ltd., selectively inhibits RNA polymerase which is necessary for influenza virus replication. Due to this inhibitive mechanism, it was anticipated that Avigan also had an antiviral effect on COVID-19, which is also an RNA virus of the same type as influenza. Against this background, we started a Phase III clinical trial of Avigan on COVID-19 patients with non-serious pneumonia in Japan in March 2020. The results showed that the administration of Avigan shortened the time for symptom improvement with a statistically significant difference. Based on this outcome, in October 2020, we applied for authorization for partial changes to our manufacturing and sales approval in order to add Avigan's indications and dosage as a treatment for COVID-19 in Japan.

While the global pandemic persists, we are also working to increase the production volume to respond to demands

from both Japan and overseas. In June 2020, in preparation for global expansion of Avigan, we concluded partnerships with a major Indian pharmaceutical corporation and a global provider of medical supplies and pharmaceuticals to form networks to secure fast production and supply. In these ways we are contributing to preventing the spread of COVID-19 and termination of the pandemic in the future.



\* Avigan® Tablet: Developed by FUJIFILM Toyama Chemical Co., Ltd. Approved in March 2014 as an influenza antiviral drug that can be prescribed in an outbreak of novel or re-emerging influenza virus infections in which other influenza antiviral drugs are either not effective or insufficiently effective, and when the Japanese government authorizes use of this drug as a countermeasure.

#### Fully-Automated PCR System Makes Testing Quick and Simple

Time and work load significantly saved enables focusing on core tasks to expand PCR testing

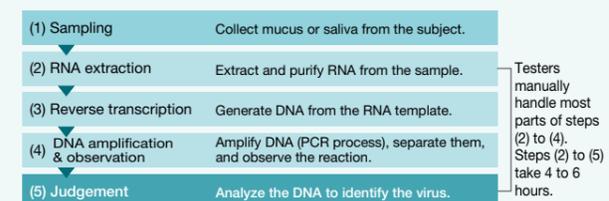
μTAS Wako g1, a fully-automated gene analyzer manufactured by FUJIFILM Wako Pure Chemical Corporation, has been used mainly for tuberculosis diagnoses. Following a few minutes of manual work to set the sample and reagent, the machine automatically analyzes genes. This shortens the diagnosis time and eliminates the necessity of using experienced testers. As soon as we learned that demand for more PCR testing for COVID-19 had greatly increased, we knew that our analyzer could be adapted to become an efficient PCR tester. It was February 2020 when we started development of a COVID-19 detecting reagent to be used in the analyzer.

In the normal course of reagent development, a single researcher is responsible for the entire reagent development procedure. However, this time, multiple researchers worked in parallel in their respective specialized areas aiming to integrate their results into the single reagent. The procedure to develop a new reagent usually takes more than a year, but we needed only two and half months for this specific reagent. We also commenced structuring the production and sales processes

concurrently with development, although this usually waits until the development is complete. With the united efforts of various departments, the reagent was launched on May 8, 2020. The combination of the newly developed reagent, μTAS Wako COVID-19, and the μTAS Wako g1 analyzer reduced the analysis duration to 75 minutes from the four to six hours usually needed. Introduction of this system will deliver satisfactory quality in test results regardless of the experience of the tester, and reduce the risks arising from manual handling, such as mixing up samples and concerns for the possible infection of the tester. This in turn enables medical professionals to concentrate on more important tasks.

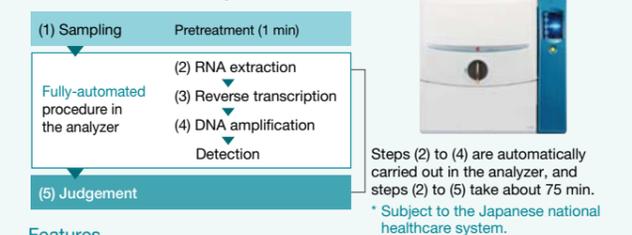
The response to the launch of the product was remarkable and we received a number of technical questions. We are now directing our efforts to answering these questions and offering other after-sale services. We plan to increase the analysis coverage of this machine to offer our support for the diagnosis and treatment of a wider range of diseases.

#### Conventional PCR test



There are five steps in the COVID-19 PCR test. In step (2), the RNA is extracted from the virus in the sample and unwanted substances are removed. In step (3), the RNA is reverse-transcribed to the DNA using an enzyme, and in step (4) the virus DNA is amplified, separated, and studied. The virus can be detected only when all the steps from (1) to (4) are correctly performed.

#### PCR testing system using μTAS Wako COVID-19, a reagent to detect COVID-19 genes



#### Features

- (1) The testing duration is approx. 75 min. (Max. 5 hours shorter than the conventional method.)
- (2) Most of the testing processes are automated, reducing the work load.
- (3) Stable test results regardless of the tester's experience.



Steps (2) to (4) are automatically carried out in the analyzer, and steps (2) to (5) take about 75 min. \* Subject to the Japanese national healthcare system.

### Supporting the Medical Professionals through Equipment and Training

COVID-19 pandemic pushes up demand for mobile and portable X-ray systems

To diagnose COVID-19 and monitor recovery from the disease, numerous chest X-rays are being taken in medical institutions across the world. Mobile and portable X-ray systems are in particularly high demand as they enable patients to remain on the ward, reducing the infection risk inside the hospital. FDR nano, a compact and light-weight model compared with conventional mobile X-ray systems, has seen a dramatic rise in demand, mainly in Asia and Europe. We and our partners are endeavoring to deliver the product to our customers as quickly as possible. We also received urgent requests for our portable model FDR Xair from Canada in April 2020, even though the unit was not yet available in the Canadian market. We completed the application for sales authorization in one month and obtained the special approval for exportation, a procedure that usually takes a minimum of three months.

On the medical site, there are insufficient staff to cover the increasing workload, and X-ray equipment may be operated by inexperienced technicians. We are actively offering after-sales support, including a training session for new technicians to ensure correct usage of our products and the creation of accurate images to be used for diagnoses.

FDR nano, a light-weight mobile X-ray diagnostic imaging system (right), and an engineer quickly adjusting the system to minimize the duration of the hospital visit.



FDR Xair, a compact and light-weight portable X-ray unit weighing only 3.5 kg. Easy to carry and quick to use in conditions that require particular consideration to avoid disease infection.



FUJIFILM France S.A.S. has delivered the FDR nano and the FDR Go flex to various hospitals in France. They also offered training sessions for medical professionals fighting against COVID-19.

### Ultrasound Systems May Be Used to Rapidly Diagnose and Manage COVID-19 Complications

Able to contribute to the early response and assessment of the severity of the disease by diagnosis at various Point of Care locations

COVID-19 attacks the lungs, primarily in the initial stages of the disease, and often occurs quickly—within hours or minutes. Early detection and management of lung complications is therefore crucial.

Medical ultrasound may provide a minimally invasive examination that places less physical burden on the patient, and enables healthcare professionals to instantly observe images of the patient's internal condition. This allows physicians to look for typical COVID-19 complications and assess the severity of the disease to determine the optimal disease management plan.

In particular, Point of Care Ultrasound (POCUS) may be carried directly to the patient's location to enable rapid examination in the event of a sudden change in the patient's physical condition.

FUJIFILM Sonosite, Inc. (FFSS) has received FDA 510(k) clearance for the company's entire POCUS portfolio to support healthcare providers in performing accurate lung and cardiac imaging for COVID-19 patients. FFSS has published a COVID-19 Point-of-Care Ultrasound Resource Guide, which explains to caregivers how ultrasound may be used to rapidly diagnose and manage COVID-19 complications. In addition, FFSS has provided additional educational materials, including a white paper and a variety of instructional videos to assist with the care of COVID-19 patients. These are posted in an online resource center, accessible through FFSS's website.

FFSS ultrasound systems are known for durability, reliability, and ease-of-use, and are supported by the most in-depth educational resources available from any ultrasound manufacturer. FFSS systems are designed for portability

and ease of disinfection. For these reasons FFSS ultrasound systems are highly valued by frontline healthcare workers around the world.

Time and time again Point-of-Care ultrasound has been a key component in managing COVID-19 patients. As COVID-19 continues to spread across the globe, FFSS will work with healthcare providers to support their efforts to save lives from the ravages of this terrible pandemic.



FFSS's website provides a wealth of important information that can be used in the fight against COVID-19 (above); FFSS employees shipping products in response to the rapid increase in global demand (below).



### Aiming at AI Diagnosis of COVID-19 Lung Infection

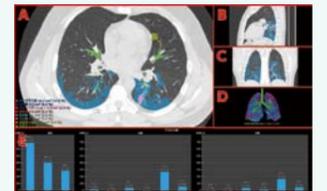
Applying interstitial pneumonia quantitative technology to analyze and assist treatment outcome decision

Ahead of others, Fujifilm commenced development of a medical AI technology and later launched a new product under the brand name *REILI*. We are also participating in a number of projects related to medical AI technology collaborating with universities and research institutions. To fight against COVID-19, we started developing a lung diagnostic technology to support the assessment of treatment effects and recovery status based on algorithms to quantify interstitial pneumonia\* lesions that we jointly developed with Kyoto University. Collaborating with medical institutions in Japan that accommodate COVID-19 patients, such as the Kanagawa Cardiovascular and Respiratory Center, we are striving to make further practical progress with this technology.

To make a pathological assessment of the pneumonia, a physician has to visually go through a number of chest CT-scan images per patient. This is highly demanding even for an experienced specialist. Our interstitial pneumonia quantitative technology produces quantified data of the interstitial pneumonia status by automatically identifying, categorizing,

and measuring seven different characteristics of lung lesions. Physician can then make a diagnosis based on this quantified data, which reduces the workload and irregularities in diagnosis results. This in turn makes it easier to estimate the chronological changes, such as recovery status, a feature that can also be used for pharmaceutical development and assessment. We aim to commercialize this technology as soon as possible with help from a number of physicians who are providing training data for the AI system.

\* Interstitial pneumonia: A group of lung diseases in which the organ hardens due to inflammation and fibrosis. Ground glass opacity (GGO), a typical imaging feature of COVID-19, is similar to that of interstitial pneumonia. GGO is a hazy opacity that appears on an X-ray image indicating inflammation in the interstices of bronchial structures or alveoli.



GGO identification results are shown as blue on different lung images (A to D), and the appearance frequency in different areas is shown as a graph (E).

### Diverse Technologies and Products Support Various Diagnoses

Diagnosis systems contribute to screening of unknown coronavirus

#### [IVD\*] Contributing to urgent COVID-19 response at the early stage of the pandemic

The *FUJI DRI-CHEM NX500* is an In Vitro Diagnostic (IVD) analyzer and was developed utilizing the photographic technologies that we have built over the years. It is characterized by its quick analysis with simple operations after manually setting the sample. Together with a blood cell counter, the analyzer can help determine if the fever of a patient is caused by a bacteria or a virus. For this reason, the analyzer was utilized significantly at the early stage in China to quickly judge if a patient needed a PCR test or not. In response to requests from medical institutions, FUJIFILM (China) Investment Co., Ltd. installed the systems in the designated medical institution in late January 2020. Within the following two months, the company installed as many systems as they usually install over a two-year period in various medical institutions across China. Approximately half of these systems were used in reception centers for outpatients with fever, contributing to the formation of an early stage



First example of introducing this IVD analyzer in a biological safety cabinet triggered the proposals for medical institutions across the nation.

screening system led by the government until PCR testing capabilities could be reinforced.

\* IVDs: In Vitro Diagnostics. Diagnostic methods to determine a patient's physical condition or infection by observing reactions to a reagent added to a sample from the patient, such as blood or urine.

#### [Diagnostic Imaging Solution] Reducing the burden on radiologists by online diagnoses at home

As COVID-19 spread, the demand for chest X-rays rapidly increased in the UK. Radiologists who makes diagnoses from X-ray images were working under extreme pressures. FUJIFILM

UK Ltd. conducted "Operation Workstation" to configure Home Reporting systems, enabling radiologists to analyze X-ray images and create reports on the *SYNAPSE* platform from the safety of their homes but with the same systems as in hospital. The hospitals where this solution was used rated the system highly for enabling a flexible and efficient manner of working and reducing the burdens placed on radiologists.



Operation Workstation Members

#### [Endoscope systems] Contributing to collecting samples from lungs

PCR test accuracy is higher when using a sample\* collected from the lungs. For this purpose, endoscopes were used to collect samples at the early stages of infection spread in Europe and China. As medical institutions reinforce their array of diagnostic equipment for respiratory diseases, including pneumonia, the demand for bronchoscopes was also acutely rising. Fujifilm responded to requests coming from all over the world.

\* Sample: A substance to be tested, such as blood or tissue collected or excreted from the human body. Bronchoalveolar lavage is often used to examine lung infections, in which saline is placed in the lungs, and the fluid is collected and used as a sample.



Bacteria and viruses can be collected from lungs using a bronchoscope.

### Contribution to Global Supply of Therapeutic and Vaccine Candidates

Securing the production line for future COVID-19 therapeutics and vaccines

In May 2020, FUJIFILM Diosynth Biotechnologies (FDB)\*, a contract development and manufacturing organization (CDMO) of biologics, formed a partnership with the COVID-19 Therapeutics Accelerator (hereafter, the Accelerator), to support the development and supply of future COVID-19 therapeutics. The Accelerator is an initiative launched by the Bill & Melinda Gates Foundation, Wellcome, and Mastercard to speed-up the response to the global pandemic. FDB was selected as a pharmaceutical partner by the Accelerator to reserve production capacity for the global supply of the drugs. We have already secured this capacity in our production facility in Denmark for the future mass production requirement.

Also, in July 2020, FDB agreed with Novavax, Inc., a U.S. biotechnology company, to manufacture the drug substance of NVX-CoV2373, a COVID-19 vaccine candidate developed by Novavax. Production is already in operation in our North Carolina site. We also plan to start production in the Texas site, as well as in the U.K. site in 2021. FDB continues to contribute to the prevention of further COVID-19 spread, and a termination of the pandemic through prompt supply of high-quality biologics suited to client needs across the world.

\* FDB: Backed by its advanced production technologies and facilities, the company has a 30-year history as a CDMO covering a wide range of biologics, including antibodies, gene therapeutics, and vaccines. It can meet various needs in terms of small to large production lots, ranging from drug substance, drug product and packaging.

### Long-Lasting Disinfection Reduces the Risk of Contact Infection

Our exclusive technology prolongs alcohol disinfection effect

As people become more concerned about hygiene management (such as disinfection and sanitization) as a means of COVID-19 infection prevention, demand for our *Hydro Ag+* sprays and wipes is rising. *Hydro Ag+* features high alcohol concentrations and long-lasting disinfection effects thanks to our exclusive technology, developed through our research in silver-related technology over the years. A variety of home-use disinfection products are available on the market, however, many of them contain less than 40% alcohol, and therefore their effect is limited. One of the features of *Hydro Ag+* is 60% or greater alcohol concentration, and offers the maximum

disinfection effect that can be safely used at home. The lineup covers not only surface sprays and wipes, but also LCD protective film, which is effectively used for touch panels in hospitals and public facilities where strict hygiene control is required.

Fujifilm also started promoting contact infection prevention in 2017, and commenced the "One Day One Wipe Disinfection" project in 2018 to encourage students to wipe surfaces they often touch in school, including desks, chairs, and door knobs, once a day using the *Hydro Ag+* products. This project proved that *Hydro Ag+* is able to reduce the chance of group infection of influenza. We continue contributing to reducing infection risks through providing *Hydro Ag+* products and raising awareness about infection prevention practices.



The "One Day One Wipe Disinfection" project took place in 12 schools in Kanagawa Prefecture, Japan, from November 1, 2018 to March 31, 2019. As a result, the incidence rate of influenza reduced from 25% to 10% and no class closures due to flu occurred.



Home-use 60% alcohol products (left); medical 80% alcohol products (right)

### ONE FUJIFILM. FOR HUMAN.

Message poster for employees in Medical Systems business

The medical sites faced the exigencies of the moment as the number of COVID-19 cases surged. Fujifilm Group employees, particularly in the Medical Systems business have been supporting hospitals in maintaining their operations. Although our employees are committed to supporting the medical sites, their concern for infection risks is obvious. Fujifilm created a poster to encourage employees and distributed it to related departments and affiliate companies. The poster was designed to send the corporate message that "Fujifilm Group's medical solutions are helping at the forefront of the battle against COVID-19" and employees can be very proud of this. We hope that this sense of pride empowers them in their work.

Although the situation remains unpredictable, we will continue to support medical professionals by uniting the efforts of our employees to fulfill our corporate responsibilities to society as the Fujifilm Group.



The poster was created by the Business Development Group of the Fujifilm Medical Systems Business Division and the FUJIFILM Design Center.



### Proposing New Ways of Communication along with New Lifestyle

#### Supporting New Ways of Communication in the COVID Era

*instax* displays smiles underneath the mask in the world

Wearing a mask is becoming common, but at the same time, many find it more difficult to communicate as people's facial expressions are hidden underneath their masks. This is even worse for COVID-19 patients, as they have to face medical professionals covered up by their protective suits, which may further heighten their anxiety. The Fujifilm Group has proposed to take a smiling face photo of medical professionals without



The campaign is taking place in France, the U.K., Netherlands, Turkey, Italy, Portugal, Spain, Russia, Belgium, Denmark, the U.S., and India.

a mask using the *instax* cameras and display it as a badge on their uniforms. This effort has spread across the world and is contributing to recover a sense of closeness and trust in the communications



Daiyuzan-line conductors with *instax* photos of their smiles (left)



between patients and medical professionals.

In Japan, *instax* film is produced in FUJIFILM Kanagawa Factory Ashigara Site. We introduced these activities to Minami-Ashigara City and the Daiyuzan Line of Izu Hakone Railway Co., Ltd., who are neighbors of our Ashigara Site. Both appreciated this friendly practice and adopted the activity in their organizations using *instax* film. Now all the municipal officers, station staff, conductors, and roadside station clerks wear their smiling badges when performing their duties.

#### Offering A Little Fun in "New Normal" by Photographs

New family function for *instax mini Link* that is connecting family members

Fujifilm's *instax mini Link* is a "playful" printer, with which people can print out photos taken with their smartphones to enjoy together. A new "Sketch, edit & print" function was added to the *instax mini Link* app.

This new app function enables a special print to be created by adding decorations to an ordinary daily life shot, making the time at home with family and close friends even more enjoyable and memorable.

The "New Normal" practice naturally increases the time people spend with their families. In this situation, the power of photographs that keeps and shares family memories in a tangible form is now being rediscovered. With the belief that

"A photograph makes the family smile," the Fujifilm Group is revitalizing the original value of photographs to the world.

With the new "Sketch, edit & print" function, users can extract handwritten text or an illustration, taken on the smart phone camera in advance, just by tapping. The extracted object can then be superimposed on another photograph into *instax* print.



#### Supporting to Ensure Social Distancing

Floor marking stickers, *Floor Star* encourage personal space



FUJIFILM Imaging Systems Co., Ltd. has been providing floor marking stickers, called *Floor Star*, originally designed to guide people's movement in transportation facilities and on pavements. As the government started encouraging people to avoid crowded spaces and close contact, we started offering *Floor Star* for social distancing purposes from mid-April 2020. In addition to transportation facilities, our floor markers have

FUJIFILM UK Ltd. installed social distancing floor markings for Transport for London. A signage company printed the markings using a *Fujifilm Acuity LED 1600* printer.



been welcomed and used in a variety of buildings, including commercial complexes, convenience stores, and drug stores. *Floor Star* offers excellent durability against dirt and wear, as well as a safe grip and high-visibility designs. Our product is proving effective in public spaces where continuous infection prevention practices are in place.

## Supporting Work Styles Not Confined to Time and Place

### Resolving Issues at the Time of Remote Working

Providing an environment that enables people to work anytime and anywhere during the COVID-19 pandemic

The new lifestyle that is developing with the spread of COVID-19 has accelerated the shift to new work styles that include remote working, staggered working hours and online meetings on a global scale. However, the introduction of remote working at many customers has been hampered by IT issues, including lack of secure access to documents from external locations and the need to go to the office to check for received faxes.

The Fujifilm Group offers a variety of remote working solutions to address customer needs in resolving these issues, and contributes to the creation of an environment that enables people to work anytime and anywhere. In addition, in Japan, we provide small and medium enterprises without charge and give support when applying for a government subsidy program that offers partial coverage of expenses for installing IT equipment.

### Remote Working Solutions \*In Japan

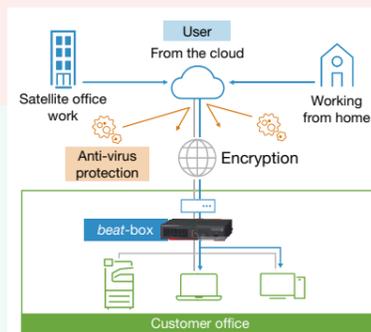
Service description	Service name	Introduced in August 2020
Printout of data stored in the cloud at Seven-Eleven stores	Net Print Service for business afterpay	5 times
Scheme for secure access to documents in the office	beat	Approx. 4 times
Making internal circulation of application/information forms in digital format as easy as hardcopies	DocuWorks	Approx. 4 times
Cloud-based digital signature service	Adobe® Sign	Approx. 5 times*

\* Compared to the same period in 2019 (comparison for Adobe® Sign, introduced in July 2020, is not with the previous year but with before and after the COVID-19 pandemic)

### Contributing to Swift Implementation of Remote Working Environment through Visualization

Supporting business efficiency through improved security and operability

Security has become a major obstacle for many businesses in building remote working environments. It is a major concern, especially for companies that do not have their own IT officers, prompting them to give up trying to introduce remote working. Fuji Xerox is contributing to resolving these social issues by offering services that provide outstanding security features. An example is Tokyo Lease Corporation, a company engaged in leasing, rental and sales of domestic and imported furniture. The company had been concerned over the security of its VPN\* and difficulties with its specifications and operability. Fuji Xerox's beat offers visualization of operational logs and operating data through its management window and has earned acclaim for its reliability, including security features, and the sense of trust that comes with its implementation. The extensive support provided



for beat was the key to the company's choice of the system. It was supplied by Fuji Xerox Tokyo and helped facilitate the shift to a work-from-home operation.

\* VPN (Virtual Private Network): A type of network configured with virtual dedicated circuits on the Web, for access only by designated users.

### Support for Transformation from Paper-Based Operations at Construction Worksites

Contributing to business continuity amid the pandemic through online ordering process

In introducing remote working during the COVID-19 pandemic, many companies found existing paper-based operations a major hindrance in the transition. Aigatyouasasekai Co., Ltd. is an all-round construction consulting firm engaging in civil engineering and land survey operations that are heavily dependent on paper-based manual tasks, such as printing order forms, stamping documents, inserting in envelopes, posting, etc. As part of work style reform of the company during the COVID-19 pandemic, it introduced Office Anshin Online Office Suite (Adobe® Sign) from Fuji Xerox Aichi Higashi, which is a cloud-based service including helpdesk support, issuing an invoice, based on an electronic contract service Adobe® Sign. Working methods that had been largely manual tasks involving paper forms were improved by using computers. The system

removed the need to make trips to the office to stamp documents that leads to preventing the spread of infection between employees, and contributes to maintaining business continuity in an emergency such as a wide-spreading pandemic and a natural disaster. Digitization of the system has reduced the time required for some tasks from roughly five days previously to one or two days, cutting lead times by 60%, dramatically improving productivity and providing a solution to the issue of delivering greater productivity in a labor shortage, an issue shared across the entire industry.



Manually-handled paper-based ordering process shifted completely to computers, delivering drastic cuts in lead times

### Creating an Environment for Printing Anytime, Anywhere

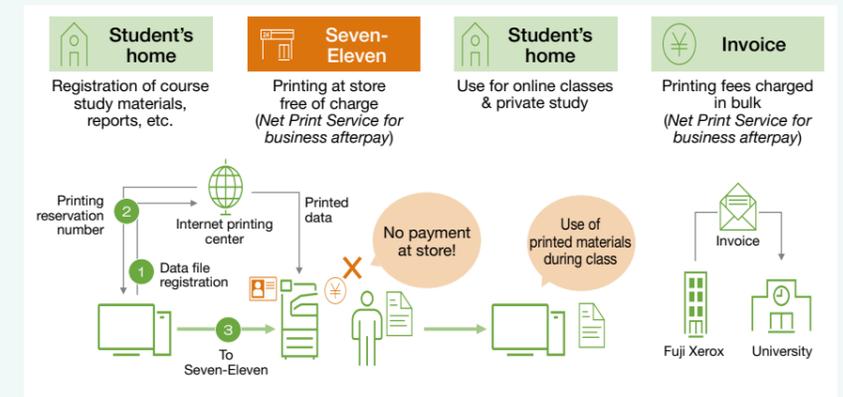
Partnership with convenience store chain for work and learning without location restrictions

Although remote working have been increasingly adopted in the society, it's still the case that various formats that are not easy to print at home, such as full color, two-sided and large-sized prints, are necessary to be printed in some cases. Even with more flexible conditions adapted to changes in work styles, speedy, convenient and versatile printing remains important in a society today.

Fuji Xerox has established a partnership with Seven-Eleven Japan Co., Ltd., the convenience store chain operating about 20,000 stores nationwide, that has brought a speedy resolution to this problem. Net Print Service for business afterpay is a printing service available for multifunctional devices installed at Seven-Eleven stores that are equipped with upgraded features for corporate customers. In addition to printing authorization and bulk service payment features, a monthly service plan was added to give more flexible contract conditions and easier access while the users are away from the office or close to their homes.

The need for a widely-available printing environment is not limited to companies and businesspersons. Fuji Xerox is also providing continuity in education for students who are

no longer able to attend classes because of the COVID-19 pandemic. At Kwansai Gakuin University, for instance, online classes were started in response to the state of emergency declared by the Japanese government. The University provided students with convenient free-of-charge loans of computers and Wi-Fi routers. However, it faced a new problem with students not owning printers and not being able to print out study materials. The problem was solved with the introduction of Net Print Service for business afterpay. By using their student IDs, students of the University will be able to print out their study materials free of charge.



### Support Customers' Diverse Work Styles with Personal Workspaces

Clean, safe and secure environment offered with ventilation, antibacterial coating and other infection control measures

Japan's highly advanced railway system is in constant use for travelling or commuting in major urban areas, and there has been an unmet need for workspaces reachable by a short rail journey. In response, Fuji Xerox has created CocoDesk, which provides personalized workspaces in comfortable, safe and secure work environments outside the office or home. The service started up in February 2020, using vacant space in railway stations and office buildings. It provides businesspersons who use the rail system with an efficient way to work, especially with the ongoing spread of the remote working. In September 2020, Solo Work Booth CocoDesk was introduced for the office to the need to block off disruption and noise when attending online meetings, which are increasing rapidly in number with the ongoing COVID-19 pandemic.

Both types of CocoDesk services offer single-person booths designed with continuous air ventilation, reducing the risk of exposure to airborne virus or droplets from other users. In response to the spread of COVID-19, all booths are coated with material effective in antibacterial and virus protection.

CocoDesk carries Fuji Xerox's Tradable Green Certificate\*, which assures users that the energy consumed by the product is "green electric power (generated with renewable energy

sources)" and hence contributes to the development of work styles designed to have a low environmental impact and greater working efficiency, allowing more effective use to be made of spare time.

\* As of October 2020, a Tradable Green Certificate has been issued only for CocoDesk.



Exterior and interior views of CocoDesk booths at railway stations and buildings

## Renewed Environmental Targets Toward 2030 for Further Reduction of Environmental Impact

Compared to 2017, when the Fujifilm Group originally set the SVP 2030 environmental targets, the impact from climate change on society is believed to have increased and the target set in the Paris Agreement, “holding the global temperature rise to less than 2°C over the level before the Industrial Revolution,” may not be sufficient. Therefore, every corporation is required to make greater efforts. The marine plastics problem, which has been attracting social attention, is another priority issue to overcome to shift to a circular society. The important point is increasing resource recycling across various aspects of our business activities and in the products and services that we provide to society. As for chemical safety, the discussion on international targets after 2020 is in progress to further efforts in minimizing the adverse impact on health and the environment from chemical production and usage.

At the same time, the concept of Green Recovery is spreading across the world, which aims to recover economies devastated by the COVID-19 pandemic while adopting climate change countermeasures and building a sustainable society.

Against to this backdrop, the Fujifilm Group has revised upward some target values and set new targets to further contribute to environmental issue solutions. The following sections explain the new targets in each area.

### Address Climate Change

#### Reducing Fujifilm Group’s CO2 Emissions

In 2019, we set a target to reduce CO2 emissions throughout the product lifecycle by 30% compared with FY2013. In order to make further improvement, we have now revised



CO2 emissions reduction target was revised upward.

upward this target from 30% to 45% (**Target (1)**). The target was certified as WB2°C (well below 2°C) by the Science Based Targets (SBT) initiative.\* We aim to achieve this target by pursuing energy efficiency in every stage of the product lifecycle and through proactive usage of renewable energy.

\* The Science Based Targets initiative is an international organization to promote science-based targets for reducing greenhouse gas emissions to keep global temperature increases below 2°C above pre-industrial levels.

#### Contributing to Reducing CO2 Emissions in Society through Products and Services

We set the target of CO2 emissions reduction in society, which is to be achieved by replacing the conventional products and functions with our products and services. In order to increase our contribution with products and services to build a decarbonized society, we revised upward our contribution to CO2 emissions reduction by 2030 from 50 million tons to 90 million tons (**Target (4)**). To drive this contribution forward, we aim to increase the Green Value Products rate per sales to 60% by FY2030 (**Target (5)**, see Page 26.).



Amount of the contribution to reduce CO2 emissions was revised upward.

### Promote Recycling of Resources (Waste Reduction)

The amount of waste we generated has increased compared with the base year. However, we are maintaining the same reduction target as before because waste reduction is one of the priority issues toward building a circular society. At the same time, we plan to extend waste reduction measures, such as applying various waste processing technologies according to the waste contents and the generation process, and expanding usage of recycled materials. To promote this activity, we set the targets for the Recycling Index\*1 and the Valuable Conversion Index\*2 that show our recycling performance (**Target (4) and (5)**). See Page 24 for \*1 and \*2.

### Ensure Product and Chemical Safety

#### Anticipatory Risk Management of Chemical Substances

##### (1) Replacing or reducing usage of “priority risk management chemical substances”

As reviewing chemical safety progresses across the world, the number of chemicals that newly become subject to legal control is increasing. We have been applying even stricter controls on chemical substances than legal requirements. We also enhanced such anticipatory management by designating priority substances through our own initiatives— even if the chemicals were not legally designated, and have started replacing or reducing usage of these priority risk management chemical substances (**Target (1)**).

##### (2) Adopting animal testing alternatives in all safety evaluations

From the animal welfare viewpoint, the Fujifilm Group is increasingly using alternative methods to animal testing for chemical safety evaluations. ADRA, an alternative test method for skin sensitization tests that Fujifilm developed was adopted in the test guidelines of the Organisation for Economic Co-operation and Development (OECD). We are promoting wider usage of ADRA, along with a designated reagent provided by FUJIFILM Wako Pure Chemical Corporation. Also, cultured epidermis products of Japan Tissue Engineering Co., Ltd. were adopted in the OECD test guidelines as animal testing alternative methods for skin irritation, eye irritation, and skin corrosivity. As a leading company employing animal testing alternatives, we have set a target for the actual usage ratio of animal testing alternatives in our internal safety evaluation (**Target (2)**).

#### New Material and Process Development Based on Our Core Technology

Our core technologies include molecular design capabilities for functional molecules and functional polymers, and their engineering technologies. Based on such core technologies, we are developing new materials and offering them as new value to society. We are also directing our efforts into manufacturing process innovation to improve resource usage efficiency and performance. We have set new targets to contribute to resolving social issues through these activities (**Target (3)**).

#### Contribution to Sound Chemical Management Across the Supply Chain

Sharing information on chemicals in products and safe handling methods for such chemicals across the supply chain is a basic requirement for sound chemical management. Because the Fujifilm Group operates businesses in all areas of upstream, midstream, and downstream of the supply chain, we have set new targets to ensure chemical and product safety by disseminating our chemical management expertise (**Targets (4) to (6)**).

SVP 2030 Environmental Targets

□ indicates newly established targets or revised targets in the end of FY2019.

		Targets
1. Address climate change.	Reducing Fujifilm Group’s CO2 Emissions	(1) Reduce the Fujifilm Group’s CO2 emissions by 45% by the end of FY2030 (compared to the FY2013 level). * Revised upward from 30% to 45%
		(2) Convert 50% of purchased electric power to renewable energy-derived power by FY2030 and aim at zero CO2 emissions from our energy use. * Established the target in January 2019, joined RE100 in April 2019
		(3) Implement one or more CO2 emissions reduction measures in each site per year.
	Contributing to reducing CO2 emissions in society through products and services	(4) Contribute to 90 million tons CO2 emissions reduction by FY2030. * Revised upward 50 million to 90 million.
		(5) Make Green Value Products rate per sales 60% by FY2030.
2. Promote recycling of resources.	Reducing the amount of water the Fujifilm Group uses	(1) Reduce the amount of water the Fujifilm Group uses by 30% by FY2030 (compared to the FY2013 level).
	Contribution for water treatment by our products and services	(2) Contribute to the treatment of 35 million tons of water per year in society by FY2030.
	Reducing the amount of waste	(3) Reduce the amount of waste generated by the Fujifilm Group by 30% by FY2030 (compared to the FY2013 level).
		(4) Our Group recycling index*1: More than 10 by FY2030.
		(5) Our Group valuable conversion index*2: More than 1.
	Reducing resource input	(6) Improve the Fujifilm Group’s resource input per unit by 30% by FY2030 (compared to the FY2013 level).
3. Address energy issues toward a decarbonized society.	Contribute to the creation and widespread use of renewable energies through highly functional materials.	
4. Ensure product and chemical safety.	Anticipatory risk management of chemical substances	(1) Replace or reduce usage of “priority risk management chemical substances” by FY2030.
		(2) Conduct the safety evaluation for our newly developed chemical substances using alternative methods for animal testing by FY2025. Obtain the safety data on the safety data sheet for our chemical products using alternative methods for animal testing by FY2030.
	New material and process development based on our core technology	(3) Contribute to resolving social issues through development of new materials and processes.
		(4) Communicate information on chemical substances in our products in compliant with international standards.
	Contribution to appropriate chemical substance management across the supply chain	(5) Continue providing Article Information Sheets (AIS).
		(6) Disseminate knowledge about the safe handling of chemical substances.

\*1 Recycling Index = (Recycled amount + Conversion amount to valuables) / Disposed amount (Efforts to reduce non-reusable waste, which is burnt without heat collection or sent to landfill)

\*2 Valuable Conversion Index = Conversion amount to valuables / Recycled amount (Efforts to convert recycled materials, which are materials to be reused as a resource but which incur costs as their value is low, to a valuable that can be traded for a fee)

## The Fujifilm Group “Green Value Products” Certification Program

Setting new targets for sales of the environmentally conscious products to reduce CO<sub>2</sub> emissions in society

As a means to contribute to realizing a sustainable society, the Fujifilm Group internally certifies and utilizes environmentally conscious products under the “Fujifilm Group Green Value Products” program to reduce the environmental impact on society as a whole. In FY2019, 31 new products were certified, making a total of 136 certified products. We also set a new Environmental Target for FY2030, “Make Green Value Products rate per sales 60%.” We endeavor to further environmental impact reductions through our products and services.

### Award-Winning Process-less CTP Plates for Newspaper Printing

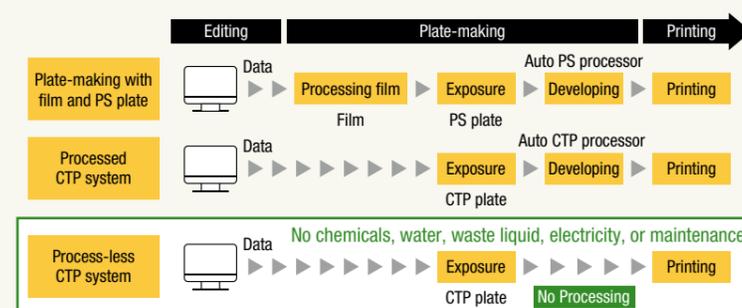
*SUPERIA ZN-II*, a process-less CTP plate for newspaper printing, which is equipped with a number of environmentally conscious features, was ranked “Diamond” in the Green Value Product Certification Program.

*SUPERIA ZN-II* eliminates the usage of harsh alkaline chemicals, which were previously required to produce newspaper printing plates, as well as being completely free from water and electricity usage, and waste liquid associated with printing plate development. Further, CO<sub>2</sub> emissions throughout its product lifecycle were reduced by 70%\* thanks to elimination of interleaf paper that occupied 90% of packaging, improved durability (longer life), and a closed loop recycling system, in which their main material, aluminum is reused to manufacture



This certification program started in 2018 and is compliant with ISO14021 (Self-declared environmental claims) to secure objectivity, reliability, and transparency, with advice from Dr. Norihiro Itsubo, Tokyo City University, as an external expert.

### Effects of Process-less CTP Plates for Newspaper Printing to Reduce Environmental Impact



# 60%

Green Value Products rate per sales



CTP plates of equal quality. The product thus significantly contributes to resource circulation.

In 2019, we received a number of awards in recognition of our unique technology's contribution to the reduction of environmental impact, an important issue in the printing industry, while fulfilling the demands needed for newspaper printing. The awards received include the Minister of Economy, Trade and Industry Prize under the EcoPro Awards 2019; the Minister of Economy, Trade and Industry Prize under the 19th Green and Sustainable Chemistry Awards; and the 19th KCS Environmental Technology Award by the Kinka Chemical Society (KCS) Japan. We also received a Special Prize under the Technological Development Encouragement Awards by the Japan Newspaper Publishers & Editors Association, and the Research Presentation Encouragement Award by the Japanese Society of Printing Science and Technology.

\* Our own calculation.

### Document Solutions Contribute to Reducing CO<sub>2</sub> Emissions in Society

Our document solutions contribute to remote working. A combination of *Working Folder*, a cloud service for document management ranked “Gold” in the Green Value Products Certification Program, and *DocuWorks* document handling software, can configure a secure desktop environment equipped with documents, a multifunction devices, a printer, and a fax on a network. This surroundings enables users to work wherever they are. It also eliminates the necessity of paper and transportation of people and things, and saves time and energy through streamlining office tasks. This in turn helps reduction in CO<sub>2</sub> emissions to mitigate climate change.

Climate change is thought to cause recent stronger typhoons and even increasing the number of heatstroke cases. Realization of a location-free working circumstance and remote offices is one measure to address climate change, and an effective measure for business continuation plans in an emergency.



## Environmental Activity Highlights

### Ensure Product and Chemical Safety

#### Measures to Reduce VOCs—Development of Water Soluble Monomers

Monomers are used in inks, glues, and coatings etc. to provide a curing effect. Many monomers are not water soluble, therefore Volatile Organic Compounds (VOCs) are used to dissolve them. However, regulations on VOCs are becoming increasingly strict in many countries and regions. In China, VOCs are now not only restricted for emissions into the air but also their content amount in products, under the mandatory national VOC standards\*1 newly published in March 2020.

The Fujifilm Group has developed new water-soluble monomers\*2 that can reduce usage of VOCs in products. These monomers are exclusively designed to be highly water-soluble, and at the same time to be safe, curable,

and stable. One of these monomers, FOM-03006, is a compound with a high solubility of over 50 wt% in ethanol, and is safer than typical monomers (see table). Wider usage of our water-soluble monomers with low environmental impact are expected to contribute to continuing VOC reduction.

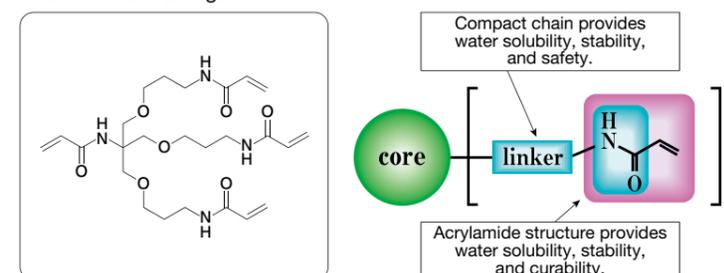
\*1 Mandatory national standards on VOCs issued by the Standardization Administration of the People's Republic of China (SAC).

<http://std.sacinfo.org.cn/gnoc/queryInfo?id=DBFEEDF05290B415CFBBEAA40EA24D78> (in Chinese only)

\*2 Water-soluble monomers:

[https://specchem-wako-jp.fujifilm.com/whm/methacrylamide\\_monomers.htm](https://specchem-wako-jp.fujifilm.com/whm/methacrylamide_monomers.htm) (in Japanese only)

#### FOM-03006 Water-Soluble Monomer Structural Formula and Molecular Design



#### Safety Evaluation of FOM-03006 Water-Soluble Monomer

Testing item	Result
Skin irritation/corrosion	PII = 0
	No irritation
Skin sensitization	Negative
Mutagenicity (Ames)	Negative

#### Development of Production Methods to Reduce Environmental Impact—Flow Synthesis Process

In 2012, the Fujifilm Group started manufacturing chemical products using the flow synthesis method. We have been accumulating production experience and knowhow since then, as well as developing various technologies that can be applied from small lot production to mass production. We also started a contracted manufacture chemicals service in 2018 using the flow synthesis method within the Group's manufacturing facilities.

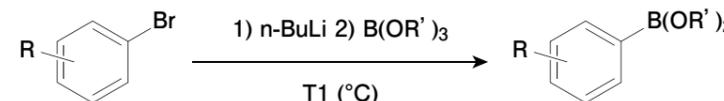
Flow synthesis is a method to mix or react material chemicals continuously flowed into a fine column with a diameter of between several hundred microns to a few millimeters. Compared to batch synthesis, in which large amounts of raw materials are mixed and reacted at once in a large reaction vessel, flow synthesis is suitable for various manufacturing scales. Further, because reaction conditions

can be precisely controlled using this method, it can reduce risks when synthesizing toxic or explosive substances, or working with high pressures or high temperatures.

Also, the batch synthesis method may require a large facility to keep the entire reactor vessel cool to prevent rapid reactions occurred in some part of the vessel, while the flow synthesis method can utilize a standard cooling system thanks to its precise reaction control. The following flow synthesis example shows a higher yield than the batch synthesis method and under moderate conditions.

The Fujifilm Group continues to develop and provide high quality and highly pure specialty chemicals utilizing flow synthesis, which can also contribute to reducing environmental impact.

#### Flow Synthesis Example



	T <sub>1</sub> (°C)	Yield (%)
batch	-100	89
flow	0	95

Address Climate Change

Introducing Renewable Energy

We have installed a roof-top photovoltaic power facility at the FUJIFILM Techno Products Co., Ltd. (FFTP) Sano Site contributing to the reduction of CO2 emissions by 67 tons per year.

Also, in Belgium, FUJIFILM Electronic Materials (Europe) N.V. and FUJIFILM Belgium NV together changed their electricity purchasing to that derived from 100% renewable energy.



Photovoltaic power facility in FFTP Sano Site

+3 Sites

Sites introducing renewable energy-derived power

- FUJIFILM Techno Products Co., Ltd. Sano Site
- FUJIFILM Electronic Materials (Europe) N.V.
- FUJIFILM Belgium NV

Commendation for CO2 Emissions Reduction Efforts

FUJIFILM Kyushu Co., Ltd. has progressed its reduction of energy usage and CO2 emissions under the banners of "Improve productivity," "Improve production conditions," and "Reduce waste energy," which were raised as energy-saving priority issues. We have achieved 9,040 tons reduction of CO2 emissions per year through continuous energy-saving measures, including a reduction of product drying vapor and improving the efficiency of solvent recovery, and a reduction in the number of freezers. In recognition of this effort, we received the FY2019 Commendation for Factories with excellent energy management from the Kyushu Bureau of Economy, Trade and Industry.



FUJIFILM Kyushu Co., Ltd. received the FY2019 Commendation for Factories with excellent energy management.

Conversion to City Gas

FUJIFILM Wako Pure Chemical Corporation Tokyo Plant converted its fuel for boilers from heavy oil to city gas, resulting in a 300-ton reduction in CO2 emissions per year. Since 2003, the Fujifilm Group has been proactively converting the fuel for in-house cogeneration systems and boilers from heavy oil to city gas. Now, 90% of the fuel we are currently using is derived from natural gas, which has lower CO2 emissions.

90%

Natural gas-derived fuel  
Fujifilm Group

The Second Fujifilm Group Energy Saving Workshop

The Fujifilm Group holds energy saving workshops in Group companies led by energy engineers to disseminate our energy-saving technologies across the Group. In July 2019, the workshop was held in Toyama Center, Fuji Xerox Manufacturing Co., Ltd. Participants sought new energy-saving ideas by presentations of energy-saving measures operating in Group companies and walk-through in the production process together. Later, demonstration experiments of the ideas suggested in the Workshop implemented in Toyama. This eventually led to the installation of a highly efficient vapor trap which lowered emissions. We also optimized the workload of the exhaust-driven combustion facility and improved the heat recovery ratio. These changes resulted in a 596-ton reduction of CO2 emissions per year. The knowhow acquired through this improvement is now being disseminated throughout the Fujifilm Group as a good energy-saving practice.



Participants: FUJIFILM Corporation, Fuji Xerox Co., Ltd., Fuji Xerox Manufacturing Co., Ltd., FUJIFILM Engineering Co., Ltd., FUJIFILM Shizuoka Co., Ltd., and FUJIFILM Toyama Chemical Co., Ltd.

Promote Recycling of Resources

Response to Water Risk

FUJIFILM Wako Chemical Corporation Hiratsuka Plant has reduced water usage by 30,000 tons per year by installing a wastewater purification system to recycle used water to cool the facility. Also, FUJIFILM do Brasil Ltda. Aruja Factory started rainwater recycling in 2019 to reduce water input. We converted two unused tanks on the premises of Aruja Factory into rainwater tanks. The collected rainwater



Rainwater storage facility (FUJIFILM do Brasil Ltda.)

is then purified and chemically processed to be used in manufacturing processes. We used 60 tons of rainwater for production in FY2019. Sao Paulo experienced serious water shortages in 2014 and 2018, and we aim to contribute to alleviating such water shortages in the city by efficiently utilizing our valuable water resources.

60 tons

Utilizing rain water as industrial water  
FUJIFILM do Brasil Ltda.

Reducing Waste

30% reduction

Cardboard usage amount  
FUJIFILM Manufacturing U.S.A., Inc.

We have previously used cardboard as packaging to protect PS plates from scratching in manufacturing sites and customers' sites. FUJIFILM Manufacturing U.S.A., Inc. restructured the facility and workflow, as well as the positioning of cardboard, after identifying the causes of scratches incurred during processing from manufacturing to finish. As a result of this revision, usage of cardboard



Reduction of PS plate protective cardboard

was reduced by 30% while maintaining the same protective performance. This effort leads to both resource conservation and waste reduction at customers' sites.

OPINION Third-Party Opinion on "Environment"



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.

Achieving your major SVP 2030 targets ahead of plan and the subsequent upward revision of the target figures demonstrate the excellence of the Fujifilm Group's corporate culture. I respect the constant efforts by the management and all members of the Group.

Global trends are now driving net-zero emissions to expand from a corporate-basis to cover the entire supply chain, making the net-zero commitment a trading condition. Further, the carbon-minus scheme, which can offset past emissions, has also appeared. Society is demanding, more than ever before, that companies show a clear sense of social contribution through their businesses, such as by taking initiatives in supporting environmental measures outside the company.

The pursuit of green recovery that should go beyond stopgap measures, generated by the sense of crisis about worsening climate change, is the means of survival for nations and corporations in the 21st century. In the post-COVID-19 era, it will be essential to make drastic changes to the industrial structure and business portfolio toward building a sustainable society.

I look forward to seeing just how the Fujifilm Group, which already implements world-class environmental measures, will navigate through this global turning point to attain new heights.

Response to the third-party opinion

We are grateful for your high evaluation of our continuing efforts for environment, including our activities to address climate change and promote resource recycling.

Even when the global economy is significantly affected by the COVID-19 pandemic, we must accelerate our efforts to build a sustainable society based on the idea of green recovery as a countermeasure to the worsening climate crisis. This time marks a significant turning point as we improve our technologies and push forward open innovation. We aim to build a sustainable society through creating and disseminating our Green Value Products, the products and services that are contributing to resolving the world's environmental issues.

(ESG Division, FUJIFILM Holdings)

## Environmental Initiatives in Each Fujifilm Group Site



### FUJIFILM Diosynth Biotechnologies

Major businesses: Contract service for biotherapeutics manufacturing and sales, and drug substances manufacturing.

Utilizing production and quality control technologies gained through our photographic film business, the Fujifilm Group is expanding the CDMO\* business of biotherapeutics to support our customers to create new drugs. The driving force of this business, FUJIFILM Diosynth Biotechnologies (FDB) meets a wide range of customer needs thanks to the advanced production technologies and state-of-the-art facility owned by the company.

The company is also keen on addressing environmental issues uniting the focus of all employees, actively working toward achieving the environmental targets of Sustainable Value Plan 2030 (SVP 2030).

\* CDMO: Contract Development and Manufacturing Organization. The company offers wide-ranging services to pharmaceutical companies, from cell culture development at an early stage of therapeutic development, production process development, stability testing, development and production of investigational drugs, and production of over-the-counter drugs.

#### 1 FUJIFILM Diosynth Biotechnologies Texas, LLC (Texas, U.S.A.)

In 2019, as a part of proactive recycling efforts, FUJIFILM Diosynth Biotechnologies Texas, LLC started cleaning and recycling used protectors (disposable laboratory coats, gloves, and shoe covers), which had previously been discarded. This led to a 400-kg reduction in landfill waste.



Recycle flow for used protectors

#### 2 FUJIFILM Diosynth Biotechnologies U.S.A., Inc. (North Carolina, U.S.A.)

FUJIFILM Diosynth Biotechnologies U.S.A., Inc. is currently upgrading boilers to higher efficiency models and converting its lighting equipment to LEDs. They are also considering other CO<sub>2</sub> emissions reduction measures, including replacing their equipment in research and manufacturing

building into more energy-efficient models and pursuing renewable energy credits from wind power in Texas.

#### 3 FUJIFILM Diosynth Biotechnologies UK Limited (U.K.)

FUJIFILM Diosynth Biotechnologies UK Limited is promoting activities to reduce the environmental impact from commuting and business trips, including encouraging bicycle commuting, introducing a carpool system using dedicated software and utilizing local public transport links.



Employees keen on cleaning and other environmental activities in the community

#### 4 Biogen (Denmark) Manufacturing ApS (Denmark)

Biogen (Denmark) Manufacturing ApS is working to improve the efficiency of energy usage in the city of Hillerød, where the company is located. Together with neighboring corporations and the local authority, the company participated in building a communal steam power plant to share the steam and hot water generated by the plant. Future projects include a shared solid and liquid waste processing facility to further reduce the environmental impact from businesses in the area. The company's keen promotion of environmental awareness among employees resulted in several voluntary energy-saving activities inside the company, such as turning off the coffee machine during non-use and green planting within the premises.



Voluntary planting activities by employees

#### 5 FUJIFILM Corporation Fujinomiya Factory (Shizuoka Prefecture, Japan)

Major businesses: Production of X-ray film, functional films for displays etc., anti-bacterial materials, and printing support materials.



FUJIFILM Corporation Fujinomiya Factory is located to the southwest of a World Heritage Site —Mount Fuji— where it enjoys clean air and abundant spring water. To preserve this rich nature, we clean the neighborhood of the site and local water

sources. We are also working to minimize environmental risks in the area by eliminating potential dangers that may cause accidents within the premises. The factory is equipped with high efficient in-house cogeneration systems, and the excess electricity generated is distributed to other Group sites. This is a leading-edge practice addressing a social environmental issue by contributing to power shortages in the region and across the country.

#### Energy Saving and CO<sub>2</sub> Emissions Reduction

Fujinomiya Factory has been constantly reducing CO<sub>2</sub> emissions by making the best use of its energy-saving technologies and facilities. These efforts include energy-saving practices such as power control using inverters, and utilization of waste heat, as well as flexible adoption of different energy supplies when production lots vary for

highly efficient energy usage. In 2019, as a further energy-saving effort, the site incorporated an energy-saving design into the production facilities through the joint efforts of the technical, manufacturing, and quality assurance divisions. One example is achieving a reduction of environmental impact from drying in the X-ray film manufacturing process by revising the film coating method. The improved energy usage resulted in a reduction of 1,000-ton CO<sub>2</sub> emissions per year.



Members of the X-ray film process improvement team

#### Resource Recycling

The major product of Fujinomiya Factory is PET film products. The factory collects offcuts from these products and reuses high-quality pieces as a production material. The lower-class offcuts are collected and recycled as pellets by an external recycler. We endeavor to utilize the PET film material as much as possible to minimize waste.

We are aiming to establish a new recycling technology toward 2021 to improve the collection and recycling rates.

#### 6 Fuji Xerox of Shenzhen Ltd. (Shenzhen, China)

Major businesses: Production of laser printers, multifunction devices, and consumables.



Fuji Xerox of Shenzhen, established in 1995, takes "reduction of environmental impact" as a corporate social responsibility and is vigorously progressing with resource recycling and continuous reductions of CO<sub>2</sub> emissions and hazardous chemical usage.

#### Energy Saving and CO<sub>2</sub> Emissions Reduction

Some examples of environmental efforts by Fuji Xerox of Shenzhen include utilization of a solar panel to supply hot water to the employee dormitory, real-time electricity usage control by the energy management center, and an energy-saving patrol in the night time. As a result, they have achieved the corporate CO<sub>2</sub> emissions reduction target designated by Shenzhen City for five consecutive years. Not only that, but the actual figure is significantly lower than the given allowance.

#### Resource Recycling

Fuji Xerox of Shenzhen is conducting various 3R activities, such as separation of recyclable wastes, including metal, plastic, and paper, thermal power generation from daily waste incineration, water recycling, usage of recycled paper, and a shift to a paperless office.

These efforts over the years have led the company to be certified as a Green Factory in 2019, compliant with the Chinese National Recommended Standards. This was the first of its kind among Japanese companies in Shenzhen. The company's environmental efforts are highly rated and trusted as can be seen by receiving the Green Model Award at the China Charity Festival 2019 (January 2019) and being invited by a government-accredited body to participate in creating the Green Factory standards for the printing device industry (since 2020).



Green Factory Certificate

Initiatives on Employees

The Fujifilm Group regards human resources as assets that are the foundations of sustainable growth for the Group. As a total healthcare company working across the areas of prevention, diagnosis and treatment, we are contributing to further improving health for the public at large as well as promoting initiatives for the mental and physical wellness of our Group employees.

To contribute to society broadly, we must create an environment in which employees accept the differences in personal attributes and perspectives, inspire each other

and generate new values. In addition to work environments that offer comfort and safety for such a diverse group of employees, we respect diversity in our employees by offering versatility and options in work style suited to the life stage of each employee and ensure them exerting their abilities to the fullest extent. In addition, we are focusing on the development of strong professionals and employees who can be proactive in initiating their own reforms by sensitively detecting and responding to social changes from a broad perspective.

**Frameworks and Workplaces to Drive Diversity and Inclusion**

Promoting Talented Employees Worldwide

- Percentage of international employees (i.e. non-Japanese) in major positions in the Fujifilm Group  
FY2030 target: **35%**, FY2019 results: **26%**

To promote competent employees capable of leading our business activities in their respective fields, we specified key management posts at the Fujifilm Group and defined them as either Global Executive Position or Regional Executive Position. For each position, candidates are selected regardless of nationality for organized, systematic development.

In the Global Leadership Seminar for those in Global Executive Positions, participants from around the world gather at the Fujifilm Group Head Office to refine their perspectives as executive position candidates and strengthen their capabilities for the setting of agenda on a global basis. The Seminar has been held six times since 2011, with a total attendance of 52 participants. One of such promotions took place in 2020 when Mr. Martin Meeson, an alumnus of 2017 class, was appointed CEO of FUJIFILM Diosynth Biotechnologies U.S.A., Inc., the Group's contract development and manufacturing organization for biotherapeutics.



Presentation in front of the executives at the Global Leadership Seminar (left); Mr. Martin Meeson, CEO of FUJIFILM Diosynth Biotechnologies U.S.A., Inc. giving a presentation at the Seminar (right)

Promoting Women in Leadership

The Fujifilm Group is promoting talented women to managerial positions and providing assistance to women

- Percentage of women in managerial positions in the Fujifilm Group  
FY2030 target: **25%**, FY2019 results: **14.5%**
- Percentage of women in managerial positions in the Fujifilm Group Japan  
FY2030 target: **15%**, FY2019 results: **5.4%**

in career development and various forms of support necessary for respective stages of life such as maternity care and childcare.

In FY2019 again, we organized a cross-industry forum for female sales representatives jointly with four companies outside the Group to share issues and discuss corrective measures and held a workshop dedicated to female customer engineers. These are among the various programs aimed at supporting career development of our female employees whose workplaces are typically dominated by male employees. Furthermore, from July through September 2020, we held work balance support seminars four times. These seminars were attended by 52 employees in total including 27 returners from maternity or childcare leave as well as their immediate managers, to make their return to work smooth and to support career development.

In October 2019 in Tokyo and Yokohama, Japan, we organized a seminar titled "Women's Health In the Age of 100-Year Life" designed to educate female employees, their colleagues and managers how females can maintain their physical and mental wellness while being active members of the workplace. A total of 174 men and women attended. In



Returners from maternity/childcare leave and their managers at a work balance support seminar (left); Head of HR at the seminar on women's health (right)

addition to a lecture by a female doctor, our Head of Human Resources shared her personal experiences and urged the audience to work on maintaining wellness together to enjoy working and lead enriched life.

Continuing to Exceed the Legally-Stipulated Rate of Employment of People with Disabilities

- Percentage of employees with disabilities according to the group-wide calculation (in Japan)  
FY2030 target: **2.35%\***, FY2019 results: **2.42%**

\* The target being reviewed vis-a-vis anticipated change in the legally-stipulated rate of employment of people with disabilities

The Fujifilm Group Japan has fulfilled the legally-stipulated rate of employees with disabilities since FY2016. Although the legal rate is anticipated to be raised to 2.3% by April 2021, the Group plans to maintain the employment rate higher than the legal rate even after the raise.

To create jobs and works for people with disabilities, we have set up new workplaces chiefly for people with intellectual or mental disabilities at three worksites. We are providing assistive communication support for employees with auditory impairment with sign language interpreters and the use of voice recognition software. We also established a counseling office with guidance counselors for issues related to work and everyday living to create work environments where people with disabilities are able to work safely and energetically.

Besides employment concerns, we work with special needs schools and community support organizations to help people with disabilities accomplish social independence. In FY2019, we provided internships to seven trainees and organized other activities such as offering on-site venues to sell bread and snacks made by people with disabilities.

Achieve Zero Retirement of Employees Caused by Childcare and Nursing Care

- Job retention rate three years after returning from childcare leave (in Japan)  
FY2030 target: **100%**, FY2019 results: **92.0%\***
- Job retention rate three years after returning from nursing care leave (in Japan)  
FY2030 target: **100%**, FY2019 results: **100.0%\***

\* FUJIFILM Corporation

In the area of childcare, a seminar was organized for employees who returned from childcare leave and their managers to promote and support their smooth return to work. We encourage not only female but also male employees to take childcare leave. Concretely, paid leave for each employee usually expires after two years, but male employees can utilize those unused paid leaves to take childcare leave for a span of several weeks to several months in the period when childcare for their spouse reaches a peak. Through such efforts, the number of employees who took childcare leave in FY2019 reached 348 in total for Fujifilm and Fuji Xerox, which was 89 more than the previous year.

In the area of nursing care, a seminar was organized with an external specialist invited to give a lecture on preventing the retirement of employees due to nursing care commitments. We also enhanced nursing care counseling. Additionally, the Working from Home system has been made available for expectant mothers and employees with childcare or nursing care needs to enable them to fulfill home commitments alongside work.



Male employee taking childcare leave (left); On-leave caring for children (right)

Work Styles for Customer Engineers Amid Advances in ICT

Greater work efficiency with predictive diagnosis and failure prediction employing AI and big data

Advances in remote diagnostics and failure prediction, employed through the use of AI and big data, are allowing Fuji Xerox to realize greatly improved work efficiency for day-to-day tasks. The use and analysis of inbound machine data, collected through remote services, has reformed the work styles of customer engineers (CE) servicing and supporting Fuji Xerox devices.

Regular inspection visits by CEs to customer sites have been replaced by daily remote diagnosis of devices and their current operational state. This means that a CE only visits the customer when necessary. Under this arrangement, a CE is able to assess the status of the device, in detail, and identify when support is necessary and what parts are required prior to the visit. This process dramatically improves both maintenance accuracy and effectiveness. The use of big data has started to expand beyond maintenance and support into optimization of supply-demand balance of replacement parts and supplies and their distribution.

For commercial-use production printers, that frequently require advanced technologies for maintenance, a solution utilizing

smart glasses was started in Japan in FY2019. This system enables sharing of expert know how when carrying out highly complex work by sharing visual data from the smart glass device and the voice of the CE on-site. This level of remote servicing delivers a support experience comparable to receiving instructions from a technical specialist face-to-face with the initiative resulting in a 30% reduction in service time. The introduction of these advanced solutions has led to many customers commenting that they feel the Fuji Xerox passion for reducing customer downtime resulting from printing device maintenance.

We plan to utilize advanced AI and other cutting-edge technologies for both work style reform and to bring further improvements in customer satisfaction.



CE at work with remote assistance from a technical specialist

## Employee Wellness

Centered around our healthcare business, the Fujifilm Group is contributing to resolving social issues, but of course we also pay much attention to the wellness of our own employees, who are the driving force of our businesses.

We understand that employees' deeper engagement with their jobs leads to the further development of the Group. To realize this, we must provide a working environment which can enhance employees' wellness—both mentally and physically—so that employees feel motivated and satisfied in their jobs. This is one of the priority issues of our business management as a corporation, along with human resource development.

The Fujifilm Group formulated the "Fujifilm Group Employee Wellness Declaration" in September 2019 to commit ourselves to supporting wellness of our employees across the Group. In the declaration, we set up group-wide KPIs and medium-term targets toward FY2022 in the five priority areas of behavior-related diseases, smoking, cancer, mental health, and long working hours. By running the PDCA cycle on practice and assessment, we aim to improve our employees' wellness levels. We plan to expand this promotion of employee wellness across the Group globally.

**\* Reference: Mid-term Targets for Wellness Issues for FY2022**  
Sustainability Report 2020 Management Performance 4.3.4-3 Setting the mid-term target for wellness issues

### Appropriate Treatment by Early Cancer Detection for Employees

To maintain the health of our employees and their families, as well as those who have retired, the Fujifilm Group has been offering health checkups and treatment at the Fujifilm Health Management Center (in the Kanagawa Factory), in Kanagawa Prefecture, where our business was founded. In 2014, we opened the Fujifilm Nishi-Azabu Medical Center within our HQ building in Tokyo. Nishi-Azabu Medical Center offers employees health checkups and other medical services, and is equipped with an endoscopic system that incorporates our unique advanced technologies, a mammography, and breast ultrasound equipment.

Detecting cancer at an early stage can lead to prompt treatment. Under this concept, we strongly encourage all our employees to take an endoscopy toward completely eliminating cancer deaths among our employees during employment

Endoscopy cancer screening takes place in Nishi-Azabu Medical Center



period. As a result, the percentage of employees who took stomach cancer screening in FY2019 reached 80%, higher than FY2018 by six points.

In Japan, we aim to increase the percentage of Group employees who take each of cancer screening (stomach, colon, breast, and cervical) to higher than 90% by FY2022. We continue our initiatives to achieve the target.

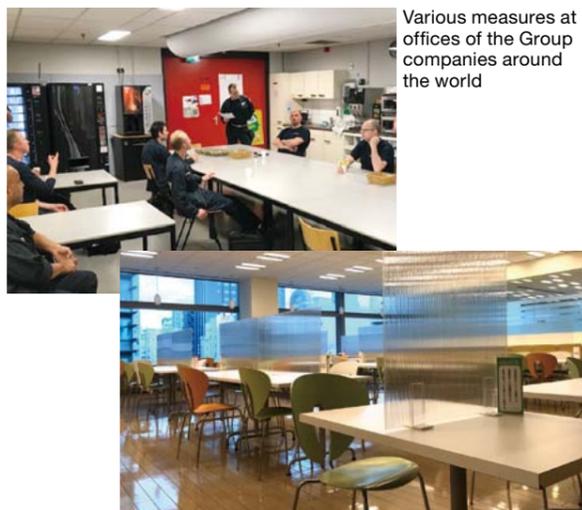
### Protecting Employees from COVID-19

Amid the wide spread of COVID-19 pandemic, the Fujifilm Group has implemented various measures according to the infection status in different regions and office environments to protect our employees from infection.

We established the COVID-19 Control Office within FUJIFILM Holdings in January 2020 and implemented a range of anti-infection measures such as distributing masks and disinfectants as well as sharing information on infection control, working with overseas Group companies. In Japan, we created Infection Control Guidelines to be applied in offices, incorporating the major control practices recommended by the Ministry of Health, Labour and Welfare. All Group employees in Japan are now strictly following these guidelines. As Fujifilm has occupational health physicians who are specialists in infectious diseases and are actually treating COVID-19 patients, we organized office visits by those physicians so that employees can understand COVID-19 correctly and take appropriate actions to avoid infection.

In resuming business at our offices and manufacturing sites after temporary closure, we implemented measures for the "new normal" according to the seriousness of infection in different regions as well as the national/regional guidelines given in each country or region where our office or site was located. We also provided a COVID-19 seminar, displayed posters to encourage employees to take their temperature before first entering the

Various measures at offices of the Group companies around the world



office, and set out rules to maintain social distance during meetings.

The Fujifilm Group maintains infection control measures to protect our employees, and at the same time we are implementing new ways to improve the wellness of each and every employee.

## 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 right. Also listed below are evaluations of FUJIFILM Holdings in domestic and international ranking surveys. (As of October 2020)

Survey	Evaluation for FUJIFILM Holdings
14th CSR Corporate Ranking (2020, Toyo Keizai, Inc.)	5th out of 1,593 companies (563.7 points)
22nd Nikkei Environmental Management Survey (sponsored by Nikkei Inc.)	35th out of 360 manufacturers; (1st in the petrochemical field for the 12th consecutive year)
10th JUSE Quality Management Level Research (Union of Japanese Scientists and Engineers) *11th research will be certified in FY2021	18th out of 193 companies; 1st in the chemical, textile and pharmaceutical industry
CDP	Climate Change A Water A- Supply Chain A (Supplier Engagement Leader)
1st ESG Finance Awards Environmentally Sustainable Corporations section (Ministry of the Environment)	Minister of the Environment Silver Award

FTSE4Good	• FTSE4Good Global Index	FTSE Blossom Japan	• FTSE Blossom Japan Index
2020 CONSTITUENT MSCI日本株主責任指数 (ESG)	• MSCI Japan Empowering Women (WIN) Select Index	S&P/JPX Carbon Efficient Index	• S&P/JPX Carbon Efficient Index
CDP A LIST 2019 CLIMATE	• CDP CLIMATE CHANGE	CDP SUPPLIER ENGAGEMENT	• CDP SUPPLIER ENGAGEMENT
DX銘柄2020 Digital Transformation	• DX Digital Transformation	Sampo Sustainability Index	• Sampo Sustainability Index
2020 ESG FINANCE AWARDS JAPAN SILVER	• The 1st ESG Finance Awards Japan Silver Award in Environmental and Sustainable Company Category	環境コミュニケーション賞	• The 23rd Environmental Communication Awards Excellence Award in the Climate Change Report Category
健康経営優良法人 ホワイト500	• Health and Productivity 2020		

Please refer to the following website for each index.  
<https://holdings.fujifilm.com/en/sustainability/evaluation>

### Appraisals and Awards in FY2019

See pages: 26, 28 and 31

Recipient	Name and description of the award	Awarding entity
FUJIFILM Corporation	The SUPERIA ZN-II process-less CTP plates for newspaper printing received the following awards: the Minister of Economy, Trade and Industry Prize under the 2nd EcoPro Awards; the 19th the Minister of Economy, Trade and Industry Prize under the Green and Sustainable Chemistry Awards; and the 19th KCS Environmental Technology Award by the Kinka Chemical Society (KCS) Japan, Special Prize under the Technological Development Encouragement Awards, and the Research Presentation Encouragement Award.	Sustainable Management Promotion Organization, Japan Association for Chemical Innovation, Kinka Chemical Society, Japan Newspaper Publishers & Editors Association, and Japanese Society of Printing Science and Technology
FUJIFILM Corporation	TIPA Awards 2019 (GFX 50R, X-T30)	TIPA (Technical Image Press Association)
FUJIFILM Corporation	2019 The Prize of the Minister of Education, Culture, Science and Technology "Invention of digital imaging device using color filter array with low periodicity" and Encouragement Prize of Invention (Kenji Sukeno)	Japan Institute of Invention and Innovation
FUJIFILM Corporation	EISA CAMERA INNOVATION 2019-2020 (FUJIFILM GFX100), EISA ADVANCED CAMERA 2019-2020 (FUJIFILM X-T3)	EISA (Expert Imaging and Sound Association)
FUJIFILM Corporation	Good Design Award 2019, Good Design Grand Award (Diagnostic Kit [Rapid Diagnostic Kit for Tuberculosis]), and four other products won the Good Design Gold Award	Japan Institute of Design Promotion
FUJIFILM Corporation	Red Dot Design Award: Brands & Communication Design 2019 (Medication Verification System PROOFIT 1D)	Design Zentrum Nordrhein Westfalen
FUJIFILM Corporation	Red Dot Design Award: Product Design 2019 (23 major products). FUJIFILM High-Resolution Lenticular Film OPERAPATH won the "Innovative Product Award."	Design Zentrum Nordrhein Westfalen
FUJIFILM Corporation	iF DESIGN AWARD 2020 (Mirrorless Digital Camera FUJIFILM GFX100 ranked the Gold Award and other 10 major products won the Awards)	iF International Forum Design
FUJIFILM Corporation	"Excellence Award in Production Goods & Industry Category," 68th Nikkei Advertising Awards (NEVER STOP newspaper ad series)	Nihon Keizai Shimbun, Inc.
FUJIFILM Kyushu Co., Ltd.	"Director-General of Kyushu Bureau of Economy, Trade and Industry Award," FY2019 Commendation for Factories with excellent energy management	Kyushu Bureau of Economy, Trade and Industry
FUJIFILM Toyama Chemical Co., Ltd.	The Person of Merit for the Pharmaceutical Industry, Toyama City	Toyama City
Fuji Xerox Co., Ltd.	Director-General of Industrial Science and Technology Policy and Environment Bureau Award, FY2019 Awards for Resources Circulation Technologies and Systems (Expanding the amount of reused parts taking advantage of use-history data of multi-function devices)	Japan Environmental Management Association for Industry
Fuji Xerox Shikoku Co., Ltd.	Excellence Award, 2019 Kagawa Work Style Reform Promotion Award (Activities in work style reform)	Kagawa Prefectural Government
Fuji Xerox Fukushima Co., Ltd.	Highest award in office/store category, Fukushima Protocol FY2019 Existing Version (Reduction of CO2 emission in business activities)	Fukushima Prefectural Government, Fukushima Citizens' Council, Fukushima Prefecture Center for Promoting Global Warming Prevention Activities
FUJIFILM Electronic Materials U.S.A., Inc.	TSMC Award (Award to the supplier who made significant contribution to supply of highly functional materials and manufacturing devices used in the semiconductor production process)	TSMC
Fuji Xerox (China) Limited	Innovative Enterprise with Responsibility Value-The Best Progress Award Top 50 Enterprises on CSR Governance in ICT Industry	China Electronics Standardization Association
Fuji Xerox (China) Limited	Top15 Excellent CSR Programs	Shanghai Municipal Committee of the Communist Youth League of China
Fuji Xerox of Shenzhen Ltd.	Green Factory (Certified environmentally conscious factory by the Chinese Government)	China Bureau of Industry and Information Technology
Fuji Xerox (Hong Kong) Limited	Green Office Awards Labelling Scheme—Eco-Healthy Workplace Label Green Office Awards Labelling Scheme—Green Office Awards Label	World Green Organisation
Fuji Xerox Korea Company Limited	2019 KCSI (Korean Customer Satisfaction Index) Customer Satisfaction No.1	Korea Management Association Consulting (KMCA)

# Social Contribution Activities \*All activities, excluding Assistance with COVID-19 Prevention Measures, took place in FY2019.

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. Utilizing the unique characteristics of our business operations, the Fujifilm Group implements distinctive activities that include creating archives of cultural assets and artistic works (record storage), reproducing historical documents, providing medical devices for use at disaster sites and by emerging nations and support through photography. In addition to these activities, we participate in various other activities to support education and foster coexistence with communities. Continued involvement in these activities makes up an important foundation for the Group's business activities and for achieving the goals of SVP 2030.

Fujifilm Group Social Contribution Policy  
<https://holdings.fujifilm.com/en/sustainability/vision/policy/society>

\*Related Data and Information:  
**Management Performance 4.6 Corporate Citizenship**

## U.K.

Photo exhibition in cooperation with the international NGO WaterAid  
 Spotlight on the impact of clean water and sanitation in Madagascar



FUJIFILM UK Ltd. and WaterAid jointly organized a photo exhibition featuring Madagascar, showing the impact of water and sanitation on everyday living.

## Germany

Participation in B2Run, a charity marathon to support activities aimed at climate change



Seventy runners from group companies in Europe participated in the event. In addition, FUJIFILM Europe GmbH provided support for the event as a Silver Sponsor.

## Spain

Portrait exhibition for collecting funds to support research and treatment of diseases found in the ethnic minority



The Spain branch of FUJIFILM Europe GmbH cooperated with the Catalan Federation of Minority Diseases and organized a portrait exhibition featuring the Catalan people and fund collection drive in aid of victims of rare diseases afflicting the ethnic minority.

## China

Tree planting activities in Horqin Desert now in its 22nd year  
 Cumulative total of 42,010 trees have been planted, covering 19 hectares.



FUJIFILM (China) Investment Co., Ltd. (FFCN) organized its volunteer tree planting program for the 22nd time. This year, 48 members planted 300 trees with the support of Green China, a welfare project certified by the Chinese government.

## Thailand

FUJIFILM Junior Photographer, a CSR project encouraging children to express themselves through photography



FUJIFILM (Thailand) Ltd. organized a workshop and photoshoot trip for children aged 10 to 16, to stimulate creativity, IQ and EQ (emotional intelligence) among children.

## The Philippines, Myanmar, Thailand, Vietnam, Indonesia, Malaysia

Offering learning materials in emerging countries to contribute to narrowing education gaps



Since FY2014, Fuji Xerox has contributed to narrowing educational gaps among children in the emerging countries of the Asia-Pacific by offering learning materials in cooperation with group companies, NGOs and businesses. (To date, assistance has been provided to some 95 thousand children and the number of employees participating in the activity now exceeds 600.)

## U.S.A., Canada

The Fujifilm Group in North America united to support the fight against breast cancer and to foster better mental health for veterans



In the employee fund drive organized each year by Group companies in North America, the amount collected reached an all-time high for donations by our local employees, with US\$24,670 for a breast cancer charity and US\$13,644 for veterans.

## India

Instax photo campaign to prevent sexual abuse of children



To prevent the sexual abuse of children, FUJIFILM India Private Limited held a campaign to promote greater awareness of the issue, in cooperation with an NGO working in the area of welfare for women and children.

## Indonesia

Visit to an orphanage in Jakarta to encourage children who suffered from flood damage



PT. FUJIFILM INDONESIA is providing assistance to victims of floods that occurred in Jakarta and visited an orphanage as part of the program. Cookies were given away to children as encouragement gifts.

## Assistance with COVID-19 Prevention Measures



Italy  
 FUJIFILM Italia S.p.A. donated 15 highly-functional beds for COVID-19 patients.



U.S.A.  
 FUJIFILM Dimatix, Inc., donated face shields manufactured with its own technology.



China  
 Fuji Xerox (China) Limited donated 245 printers and other equipment to 22 hospitals and government offices in six cities.



Japan  
 Fuji Xerox Fukushima Co., Ltd. provided the data of posters and POP tools for free to increase infection prevention awareness.



Thailand  
 FUJIFILM (Thailand) Ltd. organized a project to introduce the activities of medical doctors and other medical staff with photos, etc.



India  
 Fujifilm India Private Limited and Indian Radiological and Imaging Association supplied essential sanitary commodity kits to protect female across India.

## Supporting Recovery from the Disasters



Japan

● Aid to typhoon-struck areas and disaster victims

Fujifilm and Fuji Xerox donated a total of ¥15 million as relief money for victims of the typhoons Faxai and Hagibis. 4,000 bottles of *Hydro Ag+ Alcohol Spray* to prevent infections at evacuation centers were also donated. Roughly ¥1.5 million was received through the employee donation website as well.

● Disaster recovery support through merchandise purchasing

FUJIFILM Holdings held its annual mail order sales and food tasting event, organized under a labor-management cooperation project across Fujifilm Group companies in Japan (supported by FUJIFILM COOP), for the sale of local products from the Tohoku and Kumamoto regions to Fujifilm Group employees nationwide. The tasting events held at various worksites were a tremendous success again in FY2019.



Tohoku & Kumamoto food tasting event

## ◎ About the art work on the front cover

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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 Tokyo Metropolitan Central Library, we are presenting works owned by the Library on the front cover of this report.



### Japanese woodblock prints “Primrose at Todahara in Tokyo, from the series Thirty-six Selected Flowers” No. 10 in the series.

Utagawa Hiroshige II, Edo period  
Special Collection Room, Tokyo Metropolitan Central Library

### Tokyo Metropolitan Central Library

5-7-13 Minami-Azabu, Minato-ku, Tokyo 106-8575 Japan Tel: +81-3-3442-8451  
[https://www.library.metro.tokyo.lg.jp/english/central\\_library/](https://www.library.metro.tokyo.lg.jp/english/central_library/)

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