

# Sustainability Report 2013

Create...Connect...Into the Future



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Create...Connect...Into the Future

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## CSR Communication Policy

### Our Approach to Disclosure of Non-Financial Information

Fuji Xerox and its affiliates are closely observing the current trends in legal regulations that encompass the disclosure of non-financial information, with European countries leading the way, and we are preparing a system as well as ways of using the system to properly disclose non-financial information. This includes not only our results, but also the transparency of our decisionmaking processes and the soundness of our Plan-Do-Check-Act (PDCA) cycle, while also increasing our compliance with international reporting standards such as those in the Global Reporting Initiative.

The primary medium that we use to report our non-financial information is through this annual Sustainability Report.

We have put the task of communicating with our internal and external stakeholders into practice through this Report as well as through disclosing comprehensive and detailed information on our website.

Although Fuji Xerox is not a listed company, we advance the disclosure of information, to reflect the interests of investors, given that we are a consolidated affiliate of FUJIFILM Holdings (listed on the First Section of the Tokyo Stock Exchange).

Further, since our stakeholders are increasingly interested in CSR, as well as the fact that we expect stronger demand for the disclosure of non-financial information that meets a variety of different needs, we are also looking at ways of expanding our information disclosure practices, opening up more opportunities to receive questions, responding to them, and creating opportunities for dialogue.

### Our Approach to What Information to Disclose

Corporations and organizations need to disclose requisite CSR information in an accurate, timely and accountable manner. However, if each organization is given too much discretion on what to disclose, there are concerns that only arbitrary information will be disclosed. Accordingly, Fuji Xerox and its consolidated affiliates take the following approach to reporting CSR information:

- Information on sustainability for Fuji Xerox and its consolidated affiliates is reported in this Report and on our website.
- Our affiliates in each country or region will prepare and issue separate sustainability reports where they are required to do so under local legislation or needs from the local market.

### Our Approach to Ensuring the Accuracy of the Information We Disclose

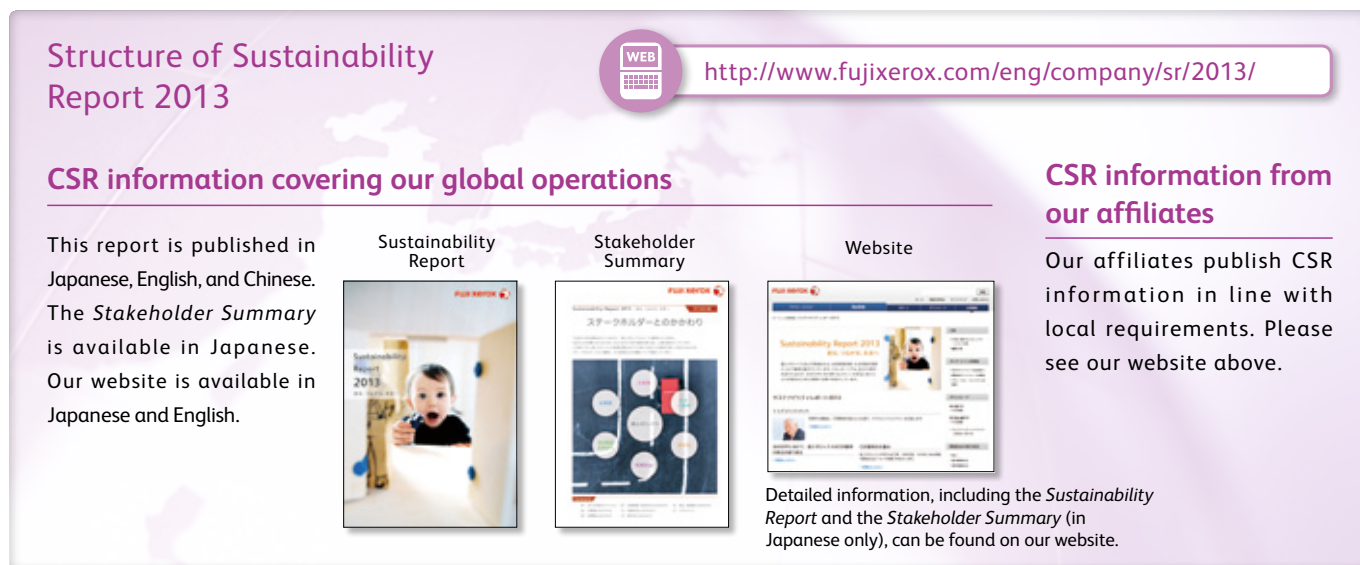
We need to do our utmost to ensure the accuracy of the information we disclose in view of the fact that CSR-related information disclosures can have a significant impact on the interests of our stakeholders. Fuji Xerox discloses information only after checking it three times: by the department responsible for the information, the department responsible for editing the information and the Corporate Communications Department.

While Fuji Xerox is examining the possibility of having third party providers ensure the accuracy of the disclosed information or applying relevant international standards, we have been unable to find anyone, to date, that sufficiently provides services suited to the purpose, as well as that are comprehensive, complete and objective. However, we have incorporated an expert Third Party Opinion, to demonstrate our willingness to listen to third party comments.



## Editorial Policy

This report describes to our stakeholders Fuji Xerox's initiatives to realize a future where people join hands to create value in society; it is also a tool for gathering opinions that can be used to make improvements. We have prepared three communications media to target the interests of different readers (see the diagram below): this *Sustainability Report*, the *Stakeholder Summary*, and the corporate website.



Our fiscal 2013 report has the following features:

1. We have paid particular attention to making this an integrated report, from "Top Commitment," which resolves to speed up the process of transforming Fuji Xerox into a company cherished by its customers, to the CSR indicators and reports of initiatives at the workplace-level.
2. In "Our CSR Management System," we state our intention to strengthen the CSR Committee as a process reform to give CSR management an even more concrete form.
3. Under "Ongoing Initiatives," we have added sections focusing on customer and employee satisfaction to provide broad coverage of our stakeholders. We have also included a page of reports on our activities in support of reconstruction after the March 2011 earthquake.
4. The list of main CSR indicators has been narrowed down to items that represent clear targets set at the departmental or workplace level in response to company-wide priority issues, and that, moreover, are continuously monitored to assess progress toward their achievement.

## Other Information Relevant to CSR Management

- Corporate Profile [http://www.fujixerox.com/eng/company/company\\_profile/pdf/t01\\_e01.pdf](http://www.fujixerox.com/eng/company/company_profile/pdf/t01_e01.pdf)
- Financial Data <http://www.fujixerox.com/eng/company/profile/finance/>
- Information Security Report <http://www.fujixerox.co.jp/eng/company/public/security.html>
- CSR Approach by FUJIFILM Holdings <http://www.fujifilmholdings.com/en/sustainability/index.html>

## Features of Sustainability Report 2013

### ● Reporting Period

*Sustainability Report 2013* focuses on Fuji Xerox's CSR efforts during fiscal 2012 (April 2012 to March 2013) and also covers some policies and activities for fiscal 2013.

### ● Organizations Covered

*Sustainability Report 2013* covers Fuji Xerox and its domestic and overseas affiliates. When we report on matters restricted to specific regions or corporations, we specify that in the Report.

### ● Guidelines Consulted

We followed the third edition of the *Global Reporting Initiative's Sustainability Reporting Guidelines* (G3), while also taking into account the approach of the fourth edition (G4), which was issued in 2013. We also consulted the 2012 edition of the Japanese Ministry of the Environment's *Environmental Reporting Guidelines*.

### ● Report to the Global Compact

In our capacity as a corporate signatory to the Global Compact, we have submitted this Report to the United Nations as our *Global Compact Communication on Progress* in the four areas and 10 principles of the Compact. Please see page 30 for our activities regarding the Global Compact.

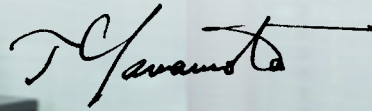


- Next Release of our Sustainability Report  
September 2014

Top Commitment

## Accelerating Our Transformation: Becoming a Company Cherished by Customers

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



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## 1. CSR Environment

Corporate activities are becoming increasingly global. At the same time, business operations are becoming more deeply rooted in the individual countries and regions where they take place. In this environment, the stakeholder expectations and requirements that must be taken into consideration are becoming increasingly diverse and complex. Discussions at the United Nations Conference on Sustainable Development (Rio+20) held last year in Rio de Janeiro went beyond global environmental challenges to include such issues as large-scale natural disasters and the elimination of poverty and economic disparity, underscoring the importance of the role to be played by businesses in the resolution of these problems. There is no doubt that the social sentiment calling for the integration of business activities and CSR is steadily gaining momentum. This requires businesses to adopt the perspective of customers and society and to take a closer look at their *raison d'être* as contributors to the realization of a sustainable society.

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## 2. CSR Management at Fuji Xerox

In its essence, CSR requires a business to constantly examine the totality of its corporate activities with an awareness that all companies function as instruments of society. With this in mind, I have frequently repeated the phrase “CSR is synonymous with corporate management” since taking office as president. A sound company is a company cherished by its stakeholders. Therefore, a key principle in corporate management is that all members of the company consider and respond to the expectations and requirements of stakeholders in the course of conducting core business within the framework of QCD (quality, cost, delivery) plus CSR.

Every business has its own *raison d'être* and its own approach to contributing to society. At Fuji Xerox, we find our calling in document services and communication, and our Mission Statement commits us to “Build an environment for the creation and effective utilization of knowledge,” “Contribute to the advancement of the global community by continuously fostering mutual trust and enriching diverse cultures,” and “Achieve growth and fulfillment in both our professional and personal lives.” Our basic reason for existence at Fuji Xerox is found in the outstanding means of document management and communication that we provide, and in our contributions to the value creation of customers and the development of a better society.

After taking office, I announced Fuji Xerox's graduation from copiers. Since then, we have been steadily transforming our company from a mere seller of equipment to a provider of solutions and services. It is our aim to transform into a true solutions and services provider and a partner to our customers in solving business challenges,

thereby making Fuji Xerox into an Excellent Company cherished by its customers and society, capable of maintaining high rates of growth and profitability, and providing employees with a fulfilling work environment. This is our fundamental approach to furthering our CSR management and realizing the aspirations in our Mission Statement. By pursuing these management goals, we will endeavor to achieve high levels in our CSR triple bottom line: economic value, social value and human value.

To firmly establish CSR in all our workplaces, it is necessary to share this philosophy throughout the company and to fortify processes for promoting CSR management. To achieve this purpose, Fuji Xerox has strengthened our CSR Committee comprising directors and corporate officers responsible for all functions of the value chain, such as R&D, procurement, manufacturing, sales, and head office functions. Convened no less than once a month, the CSR Committee examines our vision for CSR management, discusses various challenges and initiatives by stakeholder groups, identifies CSR indicators for the company to commit to and reviews the progress made.

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## 3. Overall Assessment of Fiscal 2012 Operations

With “Challenge for Excellent Company” as our corporate direction, and led by the two core strategies of “Value with Services” and “Volume with Technology,” we tirelessly pursued the creation of new value in fiscal 2012.

The strategy of “Value with Services” focuses on the rapid shift in customer and social needs from goods to services, and is aimed at achieving growth through the development of new solutions and services. Under this strategy, we have been building the infrastructure needed for speedy response to customer expectations. For example, in October 2012, we established Fuji Xerox Document Management Solutions Pty. Limited by acquiring the business process outsourcing division of Salmat Limited, a company holding the top share in the Australian market. The value of the new company will be leveraged to accelerate the global expansion of our solutions and services businesses.

“Volume with Technology” is aimed at winning new customers by combining advanced technologies with optimal quality and cost performance to introduce attractive products that contribute to improving the customer's operational performance. A firm commitment was made to introducing products that incorporate the best mix of technology, quality, and cost to match local market needs as exemplified by the DocuCentre S Series, one of the success stories of fiscal 2012. Planned and developed based on customer comments collected extensively from the China market, the DocuCentre S Series achieved sales volumes far exceeding previous trends to grab the top market share in its domain.

**We will accelerate the transformation of our businesses to become a true partner to our customers—a solutions and services provider to whom customers can go with any problem.**





## 4. Assessment of Fiscal 2012 Performance by Stakeholder Group

Next, our performance in fiscal 2012 is examined in line with the expectations and requirements of various stakeholder groups.

### Customers

Customer satisfaction is our top priority in all business activities, and we make our best effort to identify and understand the comments, expectations, and requirements of our customers. Some outstanding examples come from the Customer Collaboration Laboratory and the Customer Value Innovation Center located in Yokohama where sales and development teams come together to create concrete solutions to challenges customers face. Customers are then presented with an opportunity to see, feel, and experience these solutions. As a result of such activities, once again in fiscal 2012, Fuji Xerox achieved a high ranking in customer satisfaction surveys conducted by external organizations.

However, we are aware that we have not been able to fully respond to customer expectations in domains other than multifunction products, the foundation of our business. To address this, we are pursuing further improvements to transform Fuji Xerox into a best partner to our customer offering one-stop solutions to their management challenges of customers in all countries and regions where we operate.

### Employees

To provide outstanding value to our customers, at Fuji Xerox, we urge all employees to aim for a high level of professionalism in the presentation and implementation of solutions to fundamental challenges based on accurate analysis of facts and data. In pursuit of this objective and to train and educate human resources able to “think and act on their own,” we introduced a new personnel assessment system in fiscal 2012. The system is designed to encourage employees to look beyond short-term results and to take on the challenges of innovation and process reform that will ensure outstanding medium- to long-term performance.

Needless to say, employee satisfaction (ES) is the foundation of corporate management. We have established clear goals for

developing human resources capable of acting on the global stage, promoting greater employee diversity, and achieving new working styles conducive to achieving a sound work-life balance. Acting on these goals, we will actively pursue a working environment filled with vitality in which employees from diverse backgrounds are able to make maximum use of their expertise and abilities.

### Global Environment

Because we are a manufacturer, issues related to the global environment are an important theme that is closely related to our interactions with suppliers, employees, customers, and other stakeholders. With this awareness, Fuji Xerox is engaged in a wide range of activities based on the concept of “RealGreen” for realizing a sustainable global environment. Initiatives cover such fields as manufacturing, logistics, and recycling as well as the development of products that are both convenient for customers to use and environmentally friendly. We are promoting these objectives through broadly based environmental management, including the development of power-saving and energy-efficient technologies, conservation and effective use of resources, reduction of risks associated with chemical materials, and preservation of the ecosystems and biodiversity.

As a result of these efforts, Fuji Xerox was awarded the Ministry of Economy, Trade and Industry’s Grand Prize for Excellence in Energy Efficiency and Conservation in fiscal 2012 for our mainline digital multifunction devices. This is the twelfth time we have won this award, making us unmatched by any other companies in the industry.

### Suppliers

Suppliers that are committed to ongoing CSR activities perform well in QCD. Mindful of this relationship, we will continue to share our CSR goals with suppliers and engage in face-to-face communication with them. Through our Premier Partner Program, Fuji Xerox draws on and incorporates the ideas and technologies of suppliers beginning in the product planning and development stages.

To further strengthen ethical procurement, in fiscal 2012 we launched on-site visits and checking of ethical procurement at all suppliers in China by our procurement personnel. Through these activities, we seek to gain a more detailed picture of the challenges facing our suppliers as well as their needs and expectations for Fuji Xerox. We will strengthen our relations by working jointly to solve these challenges. We will also strive to build mutually beneficial relations with suppliers by enhancing competitiveness while minimizing the CSR risks of our entire supply chain, including appropriate response to conflict minerals and other emerging requirements.

### Local Communities

Fuji Xerox and our domestic and overseas affiliates are committed to contributing to the solution of challenges facing nations and local communities. To this end, we undertake a broad range of social contribution activities using the products and human resources of the company. These include supporting the education and sports activities of vulnerable members of society, engaging in volunteer activities to protect the environment, bolstering the recovery and reconstruction of areas affected by natural disasters, and supporting research activities through the Fuji Xerox Setsutaro Kobayashi Memorial Fund.

In fiscal 2012, we established “Education for future generations” and “Conservation of diminishing cultures” as pivotal points in social contribution activities aligned to our Mission Statement. Both themes

are closely related to our principal business of communication and, we believe, will afford us many opportunities for using our core competencies to engage in social contribution activities for promoting mutual understanding and cultural development throughout the world.

### Shareholders and Investors

Thanks to growth in the Fuji Xerox Global Services business as well as the Asia and China markets, revenue in fiscal 2012 exceeded the 1 trillion yen mark for the first time in four years. However, income was down due to severe economic conditions, including the European economic slowdown, and intensified competition. No risk- or compliance-related issues affecting the performance of the company occurred during this period.

To meet the expectations of shareholders, we will endeavor to increase corporate value by investing in growth areas, strengthening cost performance, improving risk management, and increasing management transparency.

## 5. Fiscal 2013 Challenges and Goals

The goal of CSR management at Fuji Xerox is to further empower our company and to ensure the long-term future of our business operations by accomplishing the following key objectives: providing value that meets the expectations of customers and society, strengthening the quality of our value chain, and enhancing our ties with society. During fiscal 2013, we will endeavor to gain greater speed and to steadily harvest the fruits of our efforts under the slogan, “Commit, Speed, Win.” Moreover, we will seek to further strengthen our relations with stakeholders in our core operations and to continue the process of transformation that will carry us to the goal of becoming an Excellent Company.

### Accelerating the Transformation of Our Business Structure

Our customers everywhere are struggling to survive and accelerating their pace of transformation. In this environment of rapid change, we are committed to transforming our businesses in order to gain wider recognition as a solutions and services provider and to accelerating the pace of our reforms in order to make ourselves a true partner to our customers—a partner to whom customers can go with any problem. We will develop solutions with an eye to improving customer productivity and offering new work styles that will help transform the whole of society, and we will build business structures that are environmentally friendly and geared to recycling resources. And we will take on the challenge of “unity of words and deeds” (*Genko-Icchi*). In all of these endeavors, our aim will be to create and provide new value that will contribute to the realization of a sustainable society.

### Toward Companywide CSR Management

Every business activity is related to CSR, and the responsibility of implementing CSR management lies with each individual

employee in each workplace. Of key importance in this setting are management systems that support and maintain CSR management by ensuring that goals and objectives are shared by all employees and the plan-do-check-act (PDCA) cycle is implemented with consistency.

With this in mind, during fiscal 2013, we will assign even greater importance to the CSR Committee in the course of CSR management and will deepen our discussion of environmental management, employee satisfaction, and other high-priority subjects. At the same time, having clarified our commitment to stakeholders, we will engage in periodic review of our accomplishments and will aim to steadily improve our CSR indicators.

## 6. Pledge of Responsible Management

The corporate management environment is undergoing very rapid change as seen in such developments as the globalization of management, business activities designed to achieve power and energy conservation, and new work styles made possible by information and communication technologies (ICT). We are fully aware that it is the responsibility of management to respond quickly to these developments and to take the lead in launching new changes for the realization of a better society.

Fuji Xerox seeks to accelerate its transformation into a company that responds to customer expectations and continues to provide innovative products and services. At the same time, to ensure that we do not betray the trust and expectations of society, we pledge to firmly uphold high ethics in all our operations and to continue to press ever forward in CSR management.



**With our clear commitment to stakeholders, we will engage in periodic review of our accomplishments to steadily promote a company-wide awareness that “CSR is synonymous with corporate management.”**

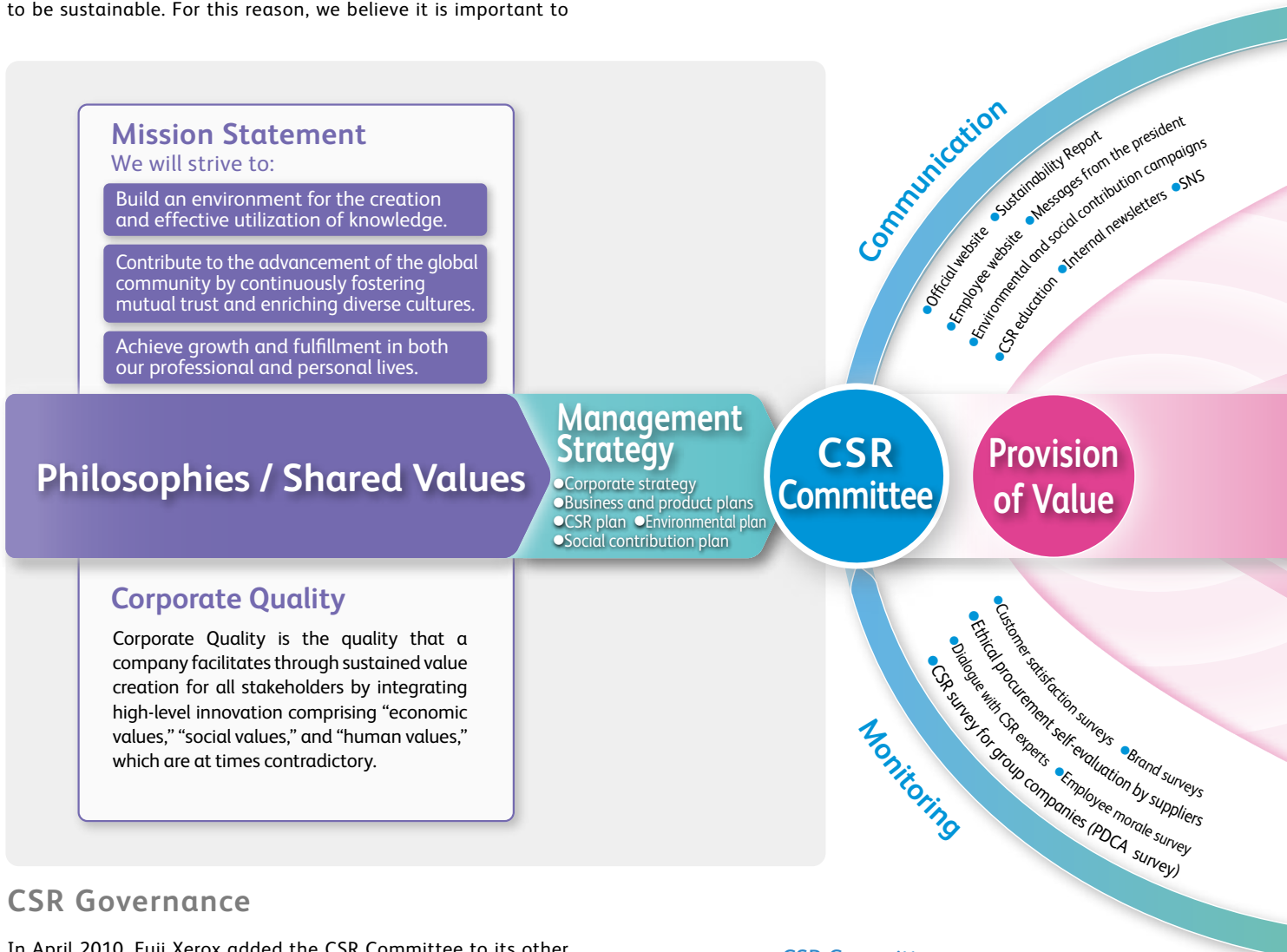
# Our CSR Management System

## In Pursuit of Sustainability

The aim of our work at Fuji Xerox is enhancing mutual understanding and helping our stakeholders, our society, and our planet as a whole achieve sustainability through evolutionary advances in communications technology. The Good Company Concept unveiled in 1992 laid the foundation for this approach, with its emphasis on building a strong, kind, and interesting corporation, and it shapes our CSR management system even today.

We understand that society must be sustainable for companies to be sustainable. For this reason, we believe it is important to

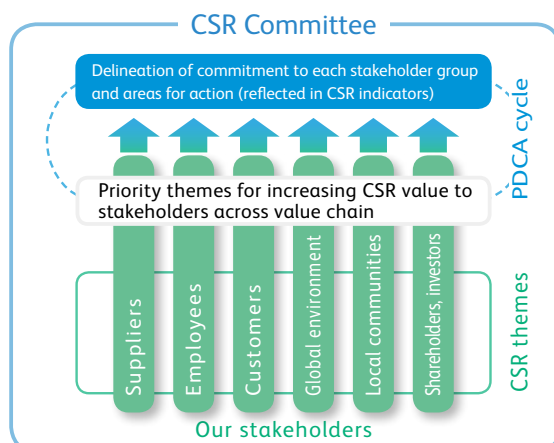
incorporate stakeholders' expectations and demands into our management practices and decisions and provide ever-evolving value. Operating on the principle that "CSR is synonymous with corporate management," we remain committed to boosting our competitiveness by changing the way we do business, while developing new attractions for our stakeholders and contributing to the betterment of society.



## CSR Governance

In April 2010, Fuji Xerox added the CSR Committee to its other companywide steering committees as part of its effort to fully integrate CSR into its business management. The CSR Committee brings Fuji Xerox executives together to discuss best practices for CSR management from the standpoint of various stakeholder groups, with the aim of forging a link between long-term competitiveness and the sustainable development of society and the company.

In July 2012, to further strengthen the CSR promotion process, Fuji Xerox began holding CSR Committee meetings at least once a month to identify CSR issues in each of our stakeholder groups, hammer out corporate commitments for improvement (CSR indicators), and deliberate future directions and concrete policy measures for CSR management at the executive level.





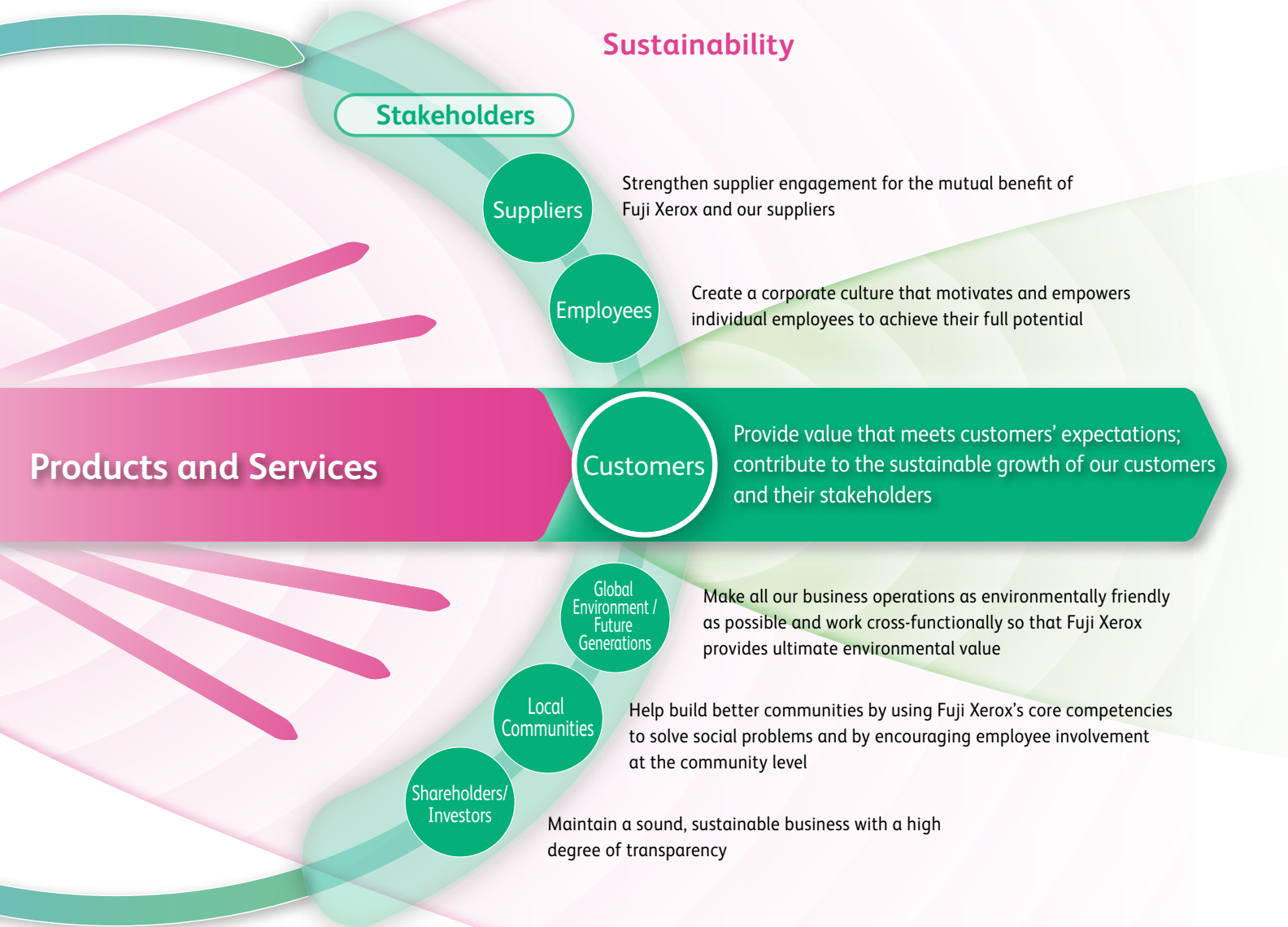
## CSR Management Framework

The Fuji Xerox CSR policy places strong emphasis on communication and monitoring that help management incorporate CSR assessment and feedback into its policies and decisions, while assisting it in meeting changes in the market and business operations.

**1. Communication:** At Fuji Xerox we work to promote dialogue with stakeholders by providing access to CSR information via our Sustainability Report, our website, and other channels. We view the Sustainability Report as a particularly important communication tool for customers and employees alike. As we see it, the process of actively explaining company policies and activities to customers puts our employees in closer touch with the rest of society and

heightens their awareness of conditions and issues on the ground. From this awareness come ideas that can help us provide better value to our stakeholders.

**2. Monitoring:** We understand the importance of quantitatively measuring our progress in meeting the expectations and demands of our various stakeholders, and of building such feedback into our management decisions and our PDCA process. For this purpose we conduct a variety of stakeholder satisfaction surveys, along with an internal CSR questionnaire designed to assess the state of CSR management at Fuji Xerox affiliates in Japan and overseas.

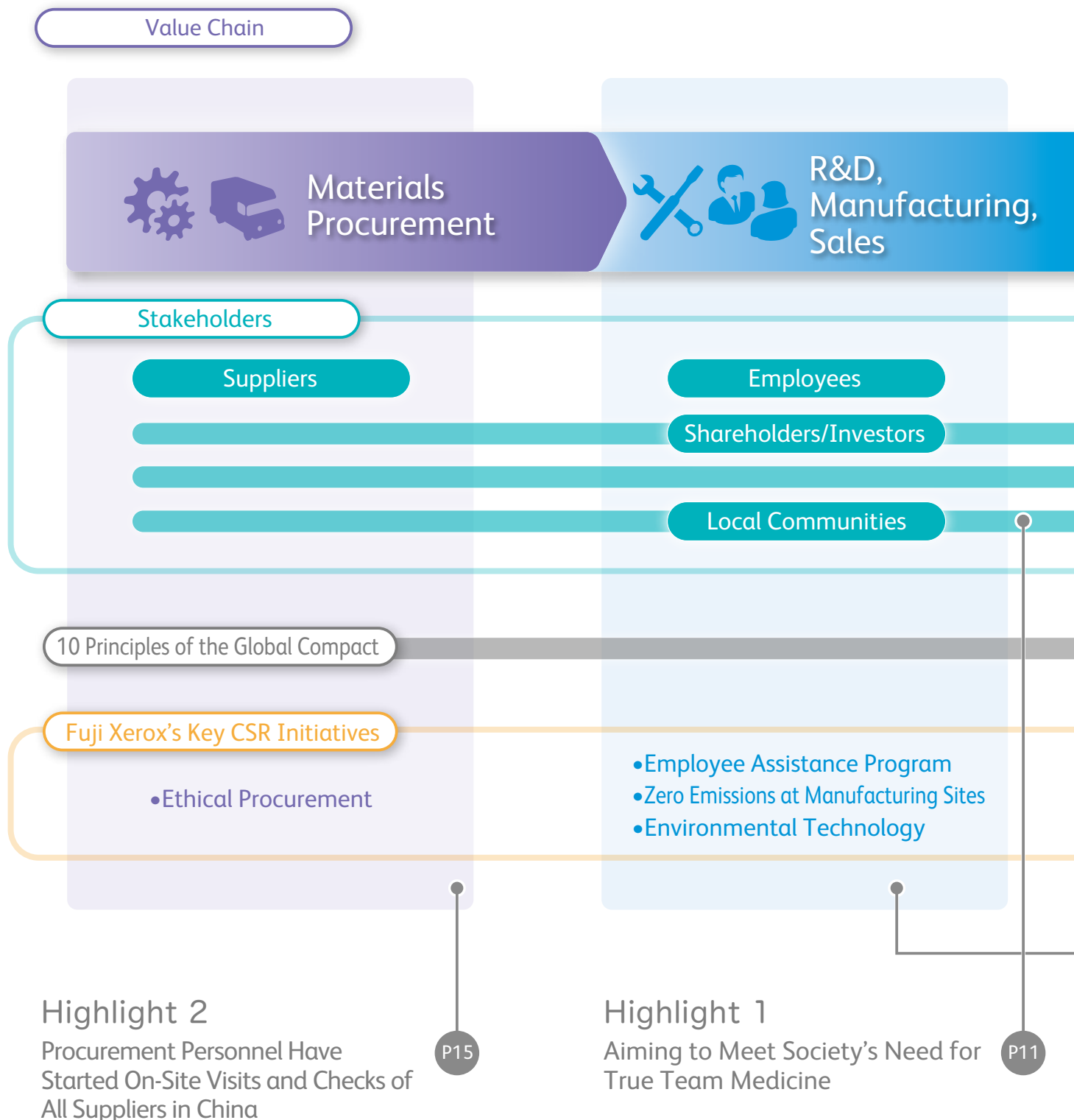


CSR management at Fuji Xerox has its origins in the business philosophy of Joseph C. Wilson, founder of Xerox Corporation. Wilson's philosophy, which anticipated today's concept of corporate social responsibility, is the foundation on which Fuji Xerox built its Good Company Concept and Mission Statement.

*"Our business goal is to achieve better understanding among men through better communications." Joseph C. Wilson*

# CSR Initiatives Permeate the Entire Value Chain

This diagram sets out Fuji Xerox's key CSR initiatives in relation to all processes in our value chain, from materials procurement to 3Rs (Reduce, Reuse, Recycle) and disposal. Going forward, we will continue to see our corporate social responsibility as extending to the value chain as a whole. We are committed to helping promote sustainability, both at Fuji Xerox and in the broader society, by making CSR an integral part of all business strategies and decisions, policy directions, and workplace-level management.





Use by  
the Customer



Reduce, Reuse,  
Recycle, Disposal

Customers

Global Environment/Future Generations

•CO<sub>2</sub> Reduction  
(Energy Efficient Products/  
Environmental Solutions)

•Integrated Recycling System  
(Parts-reuse/Materials Recycling)

Highlight 3

P19

Develop Local Leaders





Highlight 1

# Aiming to Meet Society’s Need for True Team Medicine

## Medical Record Archiving and Communication System Jointly Developed with Frontline Healthcare Providers



The challenge: to guarantee an environment in which an individual’s medical records can, over the course of several decades, be stored, accessed, and added to as necessary by the medical staff involved in his or her treatment. If the records of a patient’s lifetime interactions with healthcare can be shared among medical institutions, continuity can be ensured and the most appropriate care provided. Currently, however, medical records are created and stored separately at each hospital or clinic the patient visits, and even within the same hospital, different departments or specialties may maintain their records separately. The introduction of electronic records has not led to a definitive solution as electronic and paper-based records continue to coexist, and there are many remaining barriers to sharing information among medical staff. The Document Archiving and Communication System (DACS) jointly developed by Osaka University Hospital and Fuji Xerox set out, first, to overcome those barriers and solve the problems that existed at an internal level in the hospital. We then mapped out a path to future healthcare services that provide continuity by sharing information on a regional scale.

- Total number of medical facilities in Japan ..... **177,262**  
(Of which, total number of hospitals: 8,558)
- Number of beds at medical facilities in Japan ..... **1,700,339**  
(Of which, total number of hospital beds: 1,576,598)  
\*Source: Ministry of Health, Labour and Welfare, “Dynamic Survey of Medical Institutions”  
[estimates as of March 31, 2013]
- Number of medical records and related documents created  
at the 1,000-bed Osaka University Hospital ..... **8,000** per day
- Example of efficiency gains from record-sharing via DACS  
at Osaka University Hospital:  
Number of times a patient’s records accessed via DACS  
on the day of admission ..... **60**  
(Before the introduction of DACS, it was difficult to share information, on paper or digitally.)



## Greater Information Sharing through the Digitization of Medical Records

At Osaka University Hospital, which has about 1,000 beds, some 8,000 medical records are generated daily. Before the transition to electronic record-keeping, the entire mass of records was created and stored on paper. Japan today has approximately 1.7 million hospital beds. Thus, a quick calculation shows that in-patient facilities alone generate about 13 million documents daily.

This ever-expanding volume of paper-based records takes up space and is cumbersome to manage. To solve these problems, the government has recommended electronic record-keeping since 1999, but the tendency to mix paper and electronic records within the same system persists. Prof. Yasushi Matsumura, head of the Department of Medical Informatics at Osaka University Hospital, stresses that, although on the face of it that might appear to be a realistic approach, the whole point of digitizing is lost when paper and digital records are used together.

“Storage space is not the main issue. Digitization of medical records is essentially a step toward sharing information,” says Prof. Matsumura. “In modern medicine, a patient is seen by many specialized professionals, including his or her attending physician, nurses, anesthesiologists, physiotherapists, a nutrition support team, and certified clinical psychologists. It is important for all of them to record their observations and any procedures performed and to share this information. If there is just a single



A nurses' station after the introduction of DACS

paper record, a tug-of-war ensues and information sharing quickly reaches its limit.” Thus, to facilitate a team-based approach leading to better care, it was essential to create an environment in which each staff member could access the patient's records, obtain information when needed, and enter notes on necessary matters.

## The Background to Our Approach to Healthcare

Isao Yamaguchi of the Knowledge Research Institute, part of Fuji Xerox's Corporate Research Laboratory, had contacts with the medical world because he was studying the mechanisms of the brain. In 2003, he was surprised by the state of doctors' offices. Why the reams of paper, he wondered, when they could be keeping digital records? Fuji Xerox should be able to eliminate those towering stacks. Yamaguchi set about tackling the problem and took up the healthcare theme as part of an internal corporate climate reform campaign.

Convinced that digitizing documents with DocuWorks\* would be effective in allowing medical facilities to go paperless, he approached a number of hospitals but met with a cool reception. Eventually, with the cooperation of Toshihiko Hatanaka, who was then general manager of Marketing of Fuji Xerox's Office Services Business Group, he met with Prof. Hiroshi Takeda (currently professor emeritus), Prof. Matsumura, and their colleagues at Osaka University Hospital. In 2007 they embarked on joint research.

\* DocuWorks is Fuji Xerox's document handling software that merges and manages paper and digital documents on the user's computers, enabling the seamless integration of native-digital documents and scanned paper-based documents.

## The Road that Led to DACS

Says Prof. Matsumura: “We must be able to view the patient's records and know what treatments and tests he or she has received and when, even if the records were created by multiple systems in different departments. And the important thing is sustainability, that is, the records must be readable 20 or 30 years from now.”

In a large hospital, electronic medical records are generated

by a multivendor system. Patient information may appear to be integrated as it is possible to access data from any of the component systems via a patient's record screen. But each system has its own read-out screen, and until you open it you do not know whether there is any information in there. It is difficult to gain an overall view of a patient's condition with this kind of access. And each time a system is renewed, every five or six years, past records must be moved. If they cannot be moved because of compatibility problems, they become unreadable. Prof. Matsumura also noted the problem of how to capture and import records originally based on paper (such as interview sheets and referral letters from other hospitals) and documents that require a signature or seal (such as consent forms), among other issues.

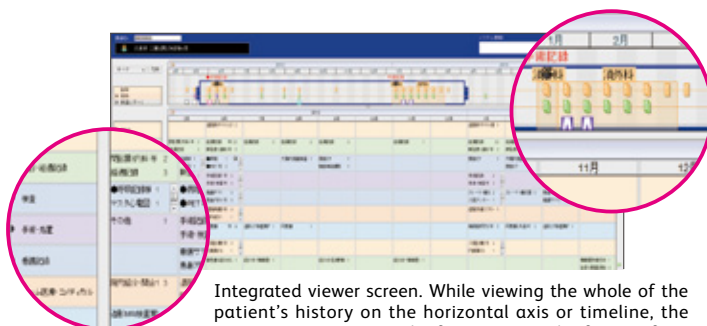
Through trial and error, the research team came to the realization that it would be possible both to share medical records and to go paperless if all the records in each system, plus paper-based information, were stored in a universal digital document format. This would require not only digitization of paper records, but also a structure enabling records scattered through different departments to be digitally managed and accessed on equal terms.

The team went to work to develop a system in which paper documents (such as interview sheets and consent forms) could be entered and digitized using the ApeosPort series of multifunction devices (conversion to DocuWorks format), and electronic documents (new-patient records, nurses' records, and so on) created in various systems could be converted into PDF files. To facilitate information retrieval, they made sure information from both sources could be tagged with meta-data, such as patient ID, document type, hospital department, and date, and then it is imported and finally accessed on the same screen. They also ensured that the authenticity of each document could be guaranteed so that all medical records would comply with government guidelines by satisfying the conditions for electronic storage, namely, maintenance of authenticity, readability, and storability.

They went on to develop an integrated viewer which enables



Prof. Yasushi Matsumura  
Head of the Department of  
Medical Informatics, Osaka  
University Hospital



Integrated viewer screen. While viewing the whole of the patient's history on the horizontal axis or timeline, the user can access required information on the first try from documents sorted by type along the vertical axis.



the user, while viewing the main patient information on the horizontal axis or timeline, to access the documents he or she requires on the first try. The result was DACS, which Osaka University Hospital is now encouraging other healthcare providers to adopt.

## The Value Generated by DACS: The Beginnings of Team Medicine

DACS came online at Osaka University Hospital in 2010. All documents created, no matter the system format, are entered into the archiving and communication system. Thus, an overview of the patient's medical history can be obtained by using an integrated viewer to review not only native-digital consultation records, lab results, records of surgery, and so on, but also documents scanned from paper.

Prof. Matsumura comments: "Thanks to DACS, in addition to an overview of the patient's history, we can ensure lifelong readability lasting 20 or 30 years. This provides a firm foundation for team medicine, without having to worry about system renewals. We're very glad to have made the acquaintance of Fuji Xerox."

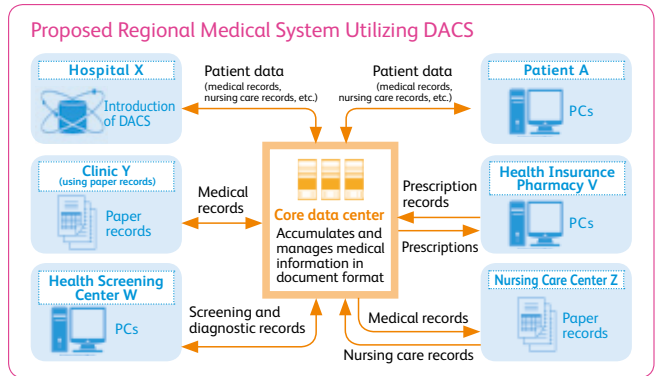
DACS has done away with time-consuming record searches. Prior to its introduction, 850 times of searches per ward were carried out each day, taking up 4 hours and 20 minutes. An even more telling statistic is the fact that, on the day of a patient's admission, doctors, nurses, and other medical staff access his or her records an average of 60 times. Prof. Matsumura notes with enthusiasm, "There used to be a tug-of-war for the one and only paper record. Now, even personnel who seldom viewed a patient's full record in the past, such as the pathologists, access DACS. It has created a new environment for medical care."

In such an environment, liberated from paper, is to be found true team medicine, with the care providers efficiently sharing and understanding the patient's history.

## Toward the Development of Regional Healthcare Services

These changes in environment have also attracted the attention of providers seeking to improve healthcare quality, as the changes hold the promise of creating time for medical staff, facilitating team medicine, and reducing the risk of information being overlooked. DACS has now been adopted by a dozen or so hospitals around Japan, including Takeda General Hospital, a regional core hospital in Aizuwakamatsu City, Fukushima Prefecture.

As Prof. Matsumura says, "For example, a patient may be diagnosed with cancer at a municipal hospital, have surgery at a university hospital, receive chemotherapy at another hospital, and then undergo follow-up at a local hospital or clinic. Pediatric cancers can now be cured, but the patients need to be followed carefully into adulthood.



And there are diseases such as diabetes which, once they develop, require lifelong treatment. For all these reasons, we need to create a healthcare system in which all the medical institutions of a region can cooperate in following the patient over a lifetime." To achieve the kind of team medicine that Prof. Matsumura envisages at the regional level, a mechanism for the exchange and sharing of medical information in a network among all the hospitals and clinics in a city will be essential. To help make this a reality, the Osaka University Hospital–Fuji Xerox research team has also launched an experiment in communicating medical information among different hospitals.

The introduction of DACS has made it possible to discuss creating a regional medical system in concrete terms. This discussion promises to lead to many benefits for society, including the provision of healthcare services from the viewpoint of individual lifetime care, stronger preventive medicine, and elimination of doctor shortages and disparities in access to care. On the frontlines of healthcare, we are starting to see new value being created by drawing on the potential of Fuji Xerox's document and communications technologies.



**Hiroshi Takeda**

Dean and Professor, Course of Safety Management in Health Care Sciences, Graduate School of Health Care Sciences, Jikei Institute, and Professor Emeritus (Medical Informatics), Osaka University

Medical case files are the only legal record of medical treatments, and they are a record of the patient's life. Given that they carry this weight, it is inappropriate to write them up in one's own personal style, much less destroy or falsify them. At Osaka University Hospital, we believe that it is important both to patient-centered healthcare and to a true evaluation of treatments that all parties be able to see and understand the records—not only the attending physician, but other doctors and nurses, and the patient him- or herself. Accordingly, we have created a system with a single case file for each patient through digitization. The aim in developing these electronic

health records (EHRs) is to make the records of an individual's healthcare, from birth to death, available to providers and to family members. In addition to keeping records along the time axis, we also need to utilize patient data effectively in developing comprehensive regional medical care. If we are to achieve these two goals, we need a system that draws on the best features of both digital and paper-based models to take in information efficiently, in a form readily understandable to all parties. Fuji Xerox knows documents, and I look forward to the innovations they will have to offer as they work with healthcare providers to develop and further enhance DACS.



**Toshihiko Hatanaka**

General Manager of Health Care Business Department, Major Account Sales, Fuji Xerox

A well-developed healthcare system is essential if we are to lead healthy and rewarding lives. With our document technology, we at Fuji Xerox are committed to helping enhance the quality of medical care by organizing and integrating the vast quantities of records produced by the healthcare system, in all their complexity, and by facilitating their active use. In our joint research with Osaka University Hospital, we have learned much from Prof. Emeritus Takeda, Prof. Matsumura, and the others who work in frontline medicine, and it is thanks to them that DACS has taken concrete form. In the future, we will continue developing DACS with the aim of proposing solutions that link together the whole healthcare industry, including hospitals, pharmaceutical companies, and nursing care providers.





Highlight 2

# Procurement Personnel Have Started On-Site Visits and Checks of All Suppliers in China

CSR Links Directly to QCD\*



Efforts to develop shared values with suppliers have started with procurement departments in China taking the lead. Since June 2012, all procurement personnel have received basic CSR education and training in conducting checks using a 10-point checklist. Armed with this, procurement personnel are now visiting the front lines of ethical procurement at all suppliers operating in China. This initiative is in addition to the CSR self-checklist and the visits by expert teams.

Presented in this report are the challenges facing individual suppliers and the sense of mission that drives the procurement personnel involved in Fuji Xerox’s new initiative.

- Year in which Fuji Xerox launched ethical procurement ..... 2007
- Items in the expert team checklist ..... 132
- Number of companies visited by an expert team per month ..... About 2
- Items in the procurement personnel basic checklist ..... 10
- Number of companies visited by procurement personnel per month ..... About 17  
(Average for July-December 2012)

\*QCD: Quality, cost, and delivery



## What Is Supplier Engagement?

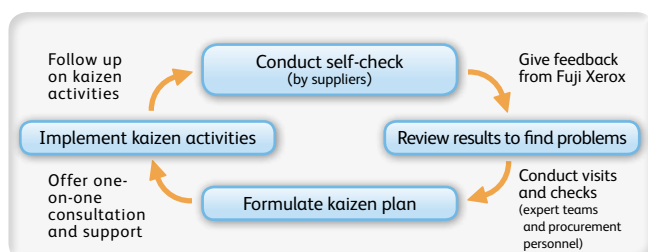
Ethical procurement generally refers to presenting suppliers with set procurement standards that incorporate CSR themes and then having suppliers undertake compliance activities. At Fuji Xerox, we take a different approach: we share goals and develop shared values with suppliers by deepening mutual understanding. We call this approach “supplier engagement.” When the action plan was proposed in 2007, President Yamamoto (then executive vice president) said that the basic approach must be to pursue win-win relations with suppliers and that implementation of the program must not be dictated by the convenience of Fuji Xerox. To achieve the required QCD, reliable supply, and flexible adjustment of manufacturing systems, it is absolutely essential that supplier capacity be raised and cooperative relations developed. There is no benefit for Fuji Xerox if we fail to develop shared values that strengthen both Fuji Xerox and its suppliers. Supplier engagement is based on this philosophy.

## Past Activities and Challenges

In 2007, Fuji Xerox held a series of informational meetings for suppliers. These started in Tokyo and were later taken to overseas manufacturing centers in Incheon (South Korea), Shanghai (China), and Shenzhen (China). Beginning with the collection and analysis of self-checklists from primary suppliers, the program was expanded in 2008 to include on-site visits by expert teams of four or five staff members from the department of procurement, personnel, general affairs, legal affairs, and CSR departments. Aiming to implement necessary frontline improvements, the expert teams formulated the following three-point policy: (1) Involve the managers at suppliers, (2) Conduct on-site visits to confirm the responses contained in self-checklists, and (3) Help suppliers understand that they benefit by achieving improvements through dialogue.

Expert team visits revealed two challenges in particular. First, it became clear that the CSR activities needed to be integrated into daily procurement processes. When ethical procurement is viewed as something separate from daily business operations, confirmation and elimination of gaps between the real situation and report result of self-check are delayed. This problem is especially evident in China, which accounts for about 90 percent of our total manufacturing output. The creation of shared values becomes difficult without mutual understanding and trust, realistic plans, and a real sense of accomplishment. The second challenge relates to our own human resource constraints. The number of sites that expert teams could visit during a given period of time was limited, and this created a problem of speed.

### Kaizen (Improvement) Process in Fuji Xerox Ethical Procurement Activities



## Expansion into an All-FX Program: Mobilizing Procurement Personnel

Faced with these two challenges, we eventually concluded that procurement personnel had to be mobilized. Initially, we also considered strengthening the expert teams, but Tomoyuki Matsuura, general manager of the Centralized Materials Management Department in Japan, had a different idea. “Procurement personnel have an important responsibility as the



Tomoyuki Matsuura  
General Manager of Centralized  
Materials Management Department,  
Procurement Group, Fuji Xerox

‘face’ of Fuji Xerox to our suppliers. Instead of taking a narrow approach to the scope of their responsibilities, they should lead the entire process of procurement by taking a bird’s-eye view of suppliers and the entire industry. Their vision should include CSR in addition to QCD. Procurement personnel have the most information on the current conditions and challenges at our suppliers. In light of this fact, they must be charged with new responsibilities: to create stronger ties with suppliers to spot problems quickly and report them to the company. This will set us on a very sound course.”

This is how the decision was made to send procurement personnel to perform on-site visits and checks (basic visits) of all supplier facilities in China. It would take expert teams more than ten years to perform such visit, but we calculated that procurement personnel could complete the process within two years.

## Boiling Down the Checklist to 10 Points: “One Fact Tells Much”

Using procurement personnel to enhance supplier engagement is not a simple task as they cannot be expected to review all 132 points contained in the expert team checklist in the course of daily operations. On the other hand, oversimplifying the checklist could compromise the whole purpose of the initiative—to go after discrepancies between the real situation and what has been reported. Time and again, expert teams in China consulted with the Centralized Materials Management Department in Japan on the criteria to be assigned to procurement personnel. What emerged was a 10-point checklist that allows an objective, fact-based assessment of the current status of CSR. Armed with this 10-point checklist, procurement personnel would be tasked to dig deeper during on-site visits with the aim of gaining a fuller understanding of the current situation. Procurement personnel would not be expected to conduct rigorous on-site investigations. Rather, they would convey their impressions and concerns to the team of experts who would then use the input to work toward necessary improvements.

In June 2012, meetings for all procurement personnel were held in Shanghai and Shenzhen where Japan’s Centralized Materials Management Department and expert teams for China worked together to provide basic education on such subjects as the importance of CSR, the background and significance of the on-site visits and checks by procurement personnel, and their role and responsibilities in ethical procurement. With the completion of basic training, the program was ready to launch.

### 10-Point Checklist for Basic Visit by Procurement Personnel

1. Waste management: Are the waste collection areas clean?
2. Are toilets clean?
3. Are opinion boxes in place?
4. Environmental certification (ISO 14001): Is the site certified?
5. Fire extinguishers (check minimum of three places): Check validity period and operation
6. Are maps of emergency exit routes displayed?
7. Emergency exits: Are emergency exits free of obstacles?
8. Are workers equipped with protective gear (earplugs, gloves, goggles)?
9. Are Safety Data Sheets available for chemicals in use?
10. Dormitory emergency exits: Are emergency exits free of obstacles?



Procurement personnel practice checking the 10 points in a basic visit at a Fuji Xerox plant

## Raising the Awareness of Procurement Personnel

The start of basic on-site visits witnessed a marked change in the awareness of procurement personnel, leading them to appreciate that CSR was directly linked to QCD. It quickly became clear to them that achieving QCD required the development of close relations with suppliers and the willingness to work together to achieve necessary improvements. This required procurement personnel to gain better knowledge of a supplier's management philosophy, employee working conditions, and safety measures, and to ensure that accurate operational information and appropriate control were in place. Investigating the heart of procurement offered many opportunities for personal growth. Liao Bixiang, procurement officer at Fuji Xerox China Procurement Service, explains the advantages of the program saying, "Supplier CEOs listen intently to what we have to say. Our job is to ensure a reliable flow of high-quality products from suppliers. This means we have to really understand the management philosophy of the supplier CEOs."

This initiative has also uncovered new challenges. With an simplified checklist, some procurement personnel could not get to the root of potential problems that later emerged as real problems. Matsuura explains, "We are not expecting everything to change overnight. When we see differences in performance among procurement personnel, though, we want to know why. Procurement personnel have to ask themselves, 'What issues were uncovered in a basic on-site visit?' They also have to develop to the point where they can say, 'This is the challenge this supplier faces.' Until they get to that point, procurement personnel will have to do a lot of thinking on their own while also consulting and cooperating with the expert teams."

Some suppliers fear that revealing internal problems will have a negative effect on future business. This means procurement personnel have to gain experience and develop skills to be able to give appropriate advice to suppliers. It is only by achieving mutually beneficial improvements that suppliers' trust can be gained.

## Reconsidering the Significance of the Initiative

Basic on-site visits carried out by procurement personnel are just one of several trial-and-error programs being pursued.

Ethical procurement poses some fundamental questions about our corporate stance. Hisatoshi Nabeta, director of Fuji Corp. Precision Products (Shenzhen), a supplier of Fuji Xerox of Shenzhen, says, "A visit and check conducted by an expert team from Fuji Xerox is completely different from so-called audits by other companies. In the case of Fuji Xerox, there is a very strong feeling that they want to work with us to make improvements. We always welcome their expert advice on how to make improvements that will strengthen our competitive position." The real issue is how to share the expertise of the expert teams and how to strengthen the cooperative relation between procurement personnel and expert teams. By drawing on the talents of all employees, it becomes possible to achieve fundamental improvements in operational processes and thereby to realize supplier engagement in its ideal form.

While there are many challenges, Fuji Xerox will continue to work with suppliers to reach the goal of ethical procurement.



**Zheng Jiaqing**

Procurement Group I, Fuji Xerox  
China Procurement Service

To gain a deeper understanding of suppliers, we probably need to add more items to the checklist and consider going beyond a basic check. As procurement personnel, we need to receive training, become aware of the significance of CSR, and convey this new awareness to suppliers. It is also necessary to create various systems, such as incentives for suppliers to make improvements.



**Liu Meihua**

Team Manager of Corporate  
Social Responsibility Department,  
Fuji Xerox of Shenzhen

Our expert team was working hard, but there was a question how many suppliers we could visit and how we could follow up on kaizen (improvement) plans. To address this, we introduced a new requirement in 2013 for a follow-up visit to be made within one year of the on-site visit. Going forward, we will review how tasks are divided between expert teams and procurement personnel and implement measures to strengthen our cooperation with them.



**Katsuhiko Naruse**

Team Manager of Centralized Materials  
Management Department,  
Procurement Group, Fuji Xerox

Ethical procurement has developed through a process of trial and error, and we take pride and joy in the fact that it has come to be properly recognized throughout the company, both in Japan and overseas. Further mobilizing our procurement personnel does present challenges, but we are committed to working with the China side and seeing this program through.







Highlight 3

# Develop Local Leaders

## Fuji Xerox New Zealand’s Endeavour to Shape the Future Generation



At Fuji Xerox New Zealand, we have developed a program that contributes to society by supporting young future leaders. Since starting in 2012, we have supported 54 young participants, deepening our ties with the community. Fuji Xerox New Zealand members report about the activities of the “Next Generation Leaders Program”, which leverages the company’s human resources and experience.

- Number of youth (aged 15 to 24) not employed  
or enrolled in any form of education .....About **95,100\***  
(14.9 % of the New Zealanders aged 15 to 24)
- New Zealand’s economic losses  
from the youth unemployment issue ..... About NZ\$ **2.6** billion
- Number of students who will have graduated  
from the Next Generation Leaders Program ..... **54**  
(A total of graduates from 2012 to 2013)
- Number of corporate partners involved in the program ..... **10**
- Number of speakers for the periodic events each year ..... **25**

\* The data as of March 2012, based on “New Zealand Work Research Institute” by An Institute of Aut University.

## Youth Unemployment Rate in New Zealand

I am Steven Caunce, Corporate Affairs manager of Fuji Xerox New Zealand. I will be reporting from New Zealand about the Next Generation Leaders Program, one of the most rewarding parts in my career.



Steven Caunce  
Corporate Affairs Manager  
Fuji Xerox New Zealand

New Zealand's geographic position means its people need to think smarter, not just work harder, in order to increase productivity and grow the New Zealand economy.

New Zealand's can-do attitude is a driving force behind many international successes, however it has high youth unemployment rates that holds the country back – approximately 95,100 New Zealanders

aged 15 to 24 aren't in any form of education, employment or training.

This wasted talent equates to a NZ\$ 2.6 billion cost to the New Zealand economy. On top of this, many young New Zealanders move overseas early in their careers, creating a brain drain that deprives New Zealand of many of its brightest minds.

## How Fuji Xerox New Zealand Started the Project

At Fuji Xerox New Zealand, we're committed to being a strong, kind and interesting company. We're driven to help our country succeed and understand that the business community needs to take action to decrease youth unemployment and increase productivity.

In partnership with the Sir Peter Blake Trust, Fuji Xerox New Zealand developed the Next Generation Leaders program in 2012. The program is designed for high-potential secondary school students who demonstrate strong leadership skills, with each student nominated by one of our partner schools. We have been already seeing significant achievements, such as the growth of participants and the deepening ties between participating organizations.

The aim of the Sir Peter Blake Trust is to inspire visionary leadership qualities in all New Zealanders and they run a number of programs to fulfil this vision. We identified the last two years of high school as a vital life-phase that we could add to their initiatives by upskilling them and teaching them skills that will be useful in a business environment. We also wanted to find new and innovative ways to deepen our ties with accomplished key players in the education sector, and to leverage off these contacts into business and community organizations. It has also opened up new schools to us as schools vie to have students on the program, and given us access to boards of trustees comprising business and community leaders. We wanted to do this in an authentic way,

### Next Generation Leaders Program

The program features four main events throughout the year, and students communicate with each other and Fuji Xerox staff through a social networking service.

#### Inspire Me

The first event is run in Auckland and participants learn about the fun of taking leadership, and the tips to be a successful leader. Including the captain of the All Blacks Tana Umaga, we've had sports and business leaders gather to discuss about the importance of having dreams, many forms of leadership, as well as interacting with and asking questions to many different leaders.



#### Careers Day

The second stage has a strong focus on understanding career opportunities and what skills are required to succeed in any chosen field. Many of our business partners participate, including publishing, IT and airline companies, so the students can learn about their day to day operations.



#### World Class New Zealanders

Stage Three takes participants to World Class New Zealander presentations for further networking opportunities.



#### Graduation Ceremony

whilst raising the profile of Fuji Xerox New Zealand's commitment to some of our nation's biggest agendas.

Neil Whittaker, Managing Director of Fuji Xerox New Zealand says, "Fuji Xerox is committed to investing in New Zealand's greatest asset, its youth. We see developing New Zealand's future leaders of industry as the responsibility of today's businesses."



Neil Whittaker  
Managing Director  
Fuji Xerox New Zealand

## Using Our Existing Assets to Create Something Bigger

The Next Generation Leaders program is one of our initiatives directly involved in supporting the sustainable development of human resources, and leads the way for New Zealand corporates. On a day-to-day basis, the program is organized by Fuji Xerox New Zealand staff. We regularly source speakers for the periodic events from the "Sir Peter Blake Trust family" as well as from our corporate partners.

Throughout the year, students attend a series of one-day events designed to inspire, motivate and educate them about the pathways open to them as they move onto the next stage of their lives. Our intent is for all the students to come away with a sense of their own leadership potential and a passion for developing it. By participating in this program, they are given an opportunity to flourish in society and a corporate environment, and we do not doubt that their life opportunities will be broadened. This is how much this program offers remarkable contents and involves passionate people.

At the end of 2013, 54 students will have graduated from the program and another 30 will start their inspiring journey. One of this year's participants said, "The first stage in Auckland was fantastic. The speakers and activities really helped expand my beliefs as to what is possible and what we can achieve this year,





Graduation Ceremony

both in leadership positions at school and in the future.”

Apart from this program, Fuji Xerox New Zealand is a long time supporter of Team New Zealand, who participates in the international yacht race America’s Cup. Sir Peter Blake Trust Chief Executive Shelley Campbell says the program is a natural fit with Fuji Xerox’s long-time support of Team New Zealand and the Sir Peter Blake Trust.

“Values like backing Kiwis, loyalty, being proud of New Zealand, and punching above our weight are the same values Sir Peter had. Fuji Xerox does a lot of really good work in the school space around how we can improve education and inspire people who teach and lead in schools. This investment in youth potential is another really good example of that. I think this kind of work will actually produce a legacy and a long-term commitment to the country,” says Campbell.

A parent of one of our 2012 graduates wrote, “Thank you so much for everything, my son has had the best time ever and is already talking about going back to Auckland. This has been the trip of a life time for Jordan, one he’ll be talking about for a long time. Your kindness and generosity has meant the world to us, we cannot thank you enough.”

## Staff Engagement

It is not just our students that are changed by the program. Staff at Fuji Xerox New Zealand all benefit from the program. Lana Sokolnikova, one of the program managers who organize the events from logistics, speaker management to school recruitment, says, “The Next Generation Leaders program has been a true inspiration for me personally as I had a chance to meet and work with some of the brightest students of New Zealand who will be leading the next generation of our country in the future.”

## To Be Stronger, More Kind, and More Interesting

Neil Whittaker regularly showcases the Next Generation Leaders Program. Our staff always comment on how positively this is received and how thrilled they are that their employer takes these issues so seriously. Including those that are not directly involved with the program operations,

there is no mistake that all of our employees are proud of their company.

Neil Whittaker says, “Fuji Xerox is committed to investing in New Zealand’s greatest asset, its youth. We see developing New Zealand’s future leaders of industry as the responsibility of today’s businesses. We wanted to lead the way in this area as part of our wider involvement in youth potential and skills development in New Zealand.”

It is challenging and meaningful to support New Zealanders and their career pathways so that they are empowered to chart an exciting course of their own that supports the country’s economic growth. Fuji Xerox New Zealand believes that it is an imperative social responsibility for companies to get involved with the support of young people. Being kind to society is the foundation of what makes a company stronger and more interesting. We are very proud of working in a company that promotes these activities.



Shannon Redstall  
2012 graduate

I want to thank you so much for giving me such an amazing opportunity. I have learned so much from the different speakers, they all talked about things that were very relevant to our lives and I have benefited hugely from that. The experiences helped me deliver a leadership seminar to prefects of a high school, which was an honour.



Emily Gardner  
Fuji Xerox, Marketing

I feel honoured to be involved with this program. As a recent university graduate I can relate to the students as I understand the challenges they are currently facing. I feel very privileged to be working on a program like this in order to help the next generation reach their full potential and prepare them for the future.

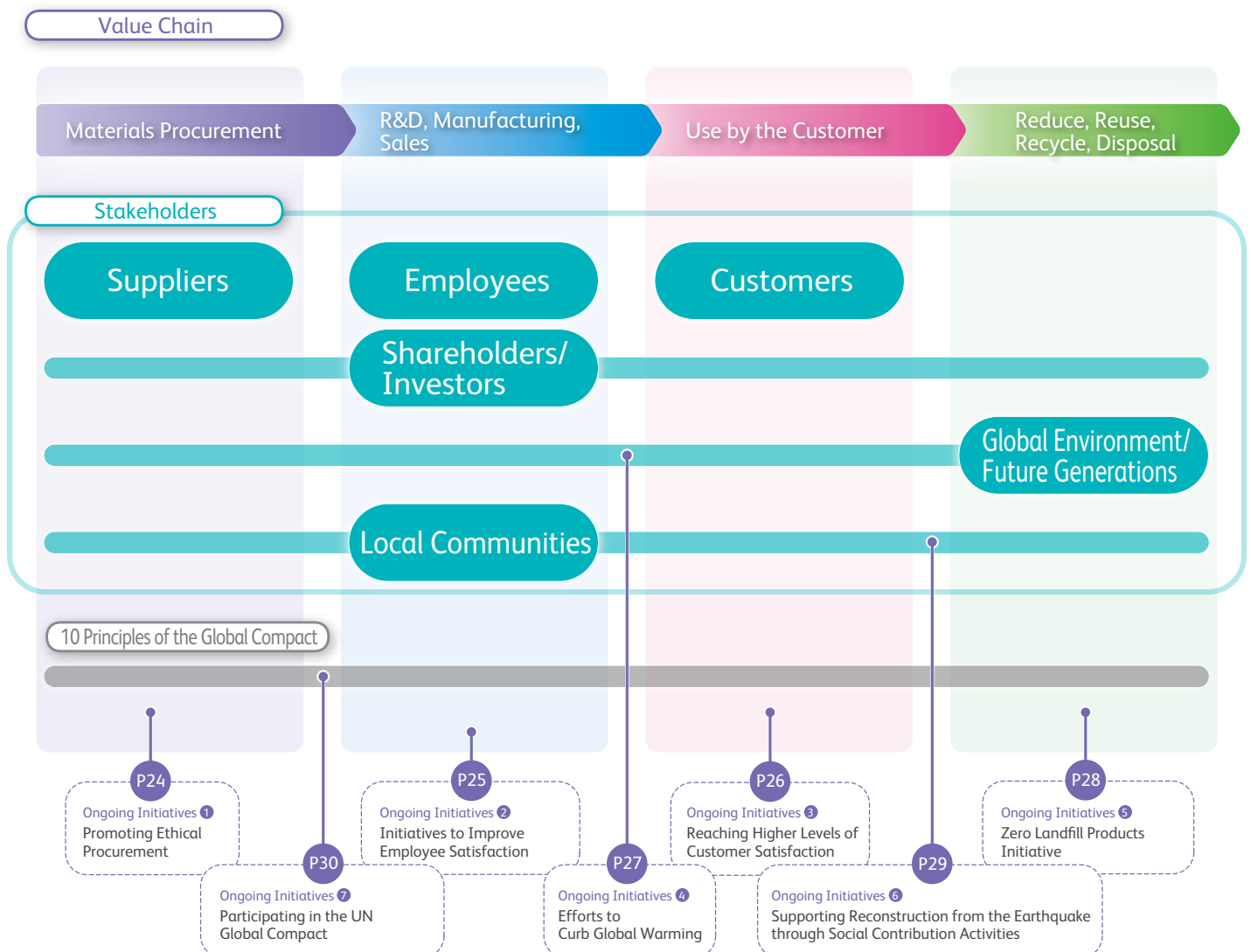


Jamie Clarke  
Fuji Xerox, Sales

It has been inspirational to be involved with New Zealand’s Next Generation of business, cultural and sporting Leaders. The NGL program has added real value to our customers and continues to make Fuji Xerox New Zealand a strong, kind and interesting place to work.

To offer true value to society through its business activities, Fuji Xerox is dedicated to CSR as it engages with its diverse range of stakeholders and continuously addresses changes in the environment.

Our CSR initiatives involve various stakeholders throughout every stage of our value chain: (1) materials procurement, (2) R&D, manufacturing, and marketing, (3) customer use, and (4) 3Rs (Reduce, Reuse, Recycle) and disposal. The diagram below offers a compact outline of Fuji Xerox's key ongoing CSR initiatives.





## Ongoing Initiatives ①

# Promoting Ethical Procurement

### Special Features

At Fuji Xerox, we view our suppliers as business partners who share our philosophy and policies, and we promote ethical procurement globally with the aim of building mutually beneficial relations with them based on trust. We engage in ongoing study together of CSR-related values and objectives, and discuss the environment, human rights, labor, and corporate ethics with an aim to minimize related risks.

To promote ethical procurement, we organize informational

meetings and executive seminars. We also provide management guidelines and a CSR self-checklist to our suppliers so that they can engage independently in CSR activities. To top off the program, our teams of experts make on-site visits to check the actual status of ethical procurement, and we support suppliers in their efforts to make effective and well-informed improvements through face-to-face consultation.

### History

#### Commencement

2007

- Holds special CSR seminars
- Releases commencement declaration and holds informational meetings
- Distributes self-checklists
- Supports individual suppliers implementing CSR improvements

#### Continued support for improvements

2008

- Commences on-site visits by teams of experts (China)
- Starts CSR actions in logistics (Japan)

#### Strengthened support for logistics

2010

- Commences on-site visits by teams of experts (Japan)
- Strengthens support for CSR actions in logistics (Japan)

#### Continued on-site visits and tailored support

2011~2012

- Continues on-site visits by teams of experts (Japan and China)
- Launches on-site visits to all places of business by procurement personnel (China)
- Strengthens support for CSR actions in overseas logistics
- Prepares for dealing with conflict minerals regulations

### Fiscal 2012 Performance

In the procurement of production materials, our suppliers have steadily exceeded the target of achieving compliance on at least 90 percent of key items on the self-checklist. Therefore, we have moved beyond the self-checklist and now require suppliers to submit improvement plans for items that did not meet the standard in the previous year. In China, procurement personnel with basic CSR training have started on-site visits of all places of business of our suppliers.<sup>1</sup>

With regard to “conflict minerals,”<sup>2</sup> minerals whose mining may be the cause of conflict and human rights abuses, we are preparing to investigate the origin of minerals to respond to customer requirements for filing reports pursuant to the US Dodd-Frank Wall Street Reform and Consumer Protection Act.

In logistics, thanks to follow-up visits and sharing of best practices, all 81 domestic suppliers subject to ethical procurement targets have exceeded the 90 percent compliance goal. We requested first-tier freight companies responsible for logistic hubs in the Asia-Pacific region to implement self-checking, and followed this up with discussion of challenges through individual consultations as well as support for

improvement activities. As a result, 75 percent of places of business covered have achieved a compliance rate of at least 90 percent.

<sup>1</sup> For details, see Highlight 2 on page 15 of this Sustainability Report.

<sup>2</sup> Minerals mined in conditions of human rights abuses and whose profits are used for inhumane purposes.



Informational meeting on conflict minerals (April 2013)

### Fiscal 2013 Initiatives

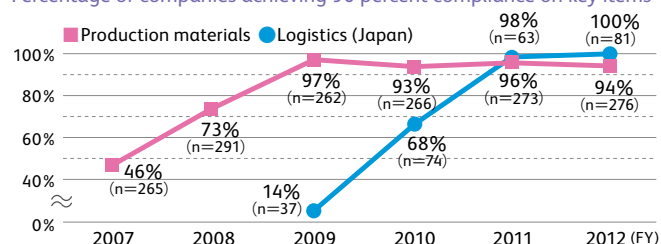
In the procurement of production materials, we will endeavor to minimize procurement risks in China by reviewing the results of on-site visits by procurement personnel with basic CSR training and using the findings to identify and promote fundamental improvements. At a new plant in Vietnam scheduled to go into operation in the current fiscal year, preparations will be made for implementing self-checking by designated suppliers.

Regarding the issue of conflict minerals, we have stated our basic policy in our Basic Procurement Policy and are promoting traceability audits of minerals in procured items. Any transaction partner found in the audits to have used conflict minerals will be asked to rectify their practices.

In logistics, while maintaining our domestic programs, we plan to gradually extend self-checking to areas beyond the logistic hubs in the Asia-Pacific region.

Finally, by expanding the scope of ethical procurement to include general products, we will seek to develop supply chains that are well governed and achieve high levels of QCD (quality, cost, and delivery) and CSR.

#### Percentage of companies achieving 90 percent compliance on key items



- Articles in Previous Sustainability Reports <http://www.fujixerox.com/eng/company/sr/2013/backnumber.html>
- Learning about CSR Hand-in-Hand with Business Partners (2007)
- Synergetic Exchanges beyond National and Corporate Borders: The Evolution of Ethical Procurement (2008)

## Initiatives to Improve Employee Satisfaction

### Special Features

Fuji Xerox aims to create an environment filled with vitality in which individual employees are able to exercise their full potential. As part of these efforts, we think it is important to ascertain how our employees regard the company and their own work, both to improve employee satisfaction (ES) and to allow us to reflect these views in the achievement of management goals and the development of policies. Accordingly, since 1978 we have been conducting employee morale surveys, first at Fuji Xerox and now Group-wide.

The Fuji Xerox survey consists of 65 questions, mainly addressing five areas referred to collectively as “Core Morale”: work satisfaction, workplace satisfaction, satisfaction with superiors, satisfaction with personnel management, and satisfaction with organizational

management (as of fiscal 2012). Further, since 2008, we have been taking steps to standardize survey items among Fuji Xerox and our affiliates and sales companies in Japan. The questionnaires at these companies now consist of common Core Morale items together with questions specific to the individual companies’ characteristics.

At our overseas sales companies, we have been conducting an Employee Motivation and Satisfaction Survey (EMSS) with the same objectives since 2001. The employees are asked to rank items such as “Direction,” “Communication,” and “Teamwork” according to their personal priorities, as well as to indicate their level of satisfaction under each heading.

### History

#### Start of surveys

1978

- “Morale survey” starts
- Improvement initiatives in each organizational unit and workplace draw on the survey results

#### Expansion of survey coverage

2001

Employee Motivation and Satisfaction Survey (EMSS) starts at overseas affiliates

2008

Steps are taken to conduct morale surveys from the perspective of the consolidated group by standardizing items among Fuji Xerox and our affiliates and sales companies in Japan

#### Toward even greater employee satisfaction

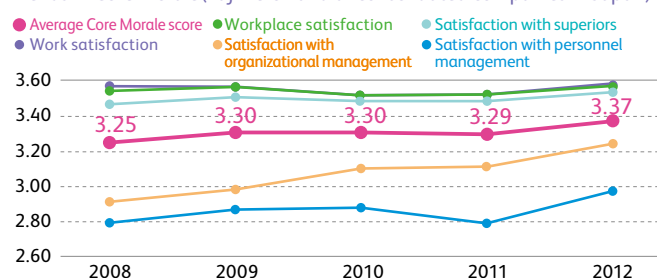
2012

Under our commitment to become an excellent company, as part of our corporate climate reform campaign, more detailed analyses are provided as feedback to each organizational unit and actively utilized in departmental-level dialogue to improve morale

### Fiscal 2012 Performance

The percentage of companies among Fuji Xerox and our affiliates in Japan that conducted employee morale surveys was 100 percent, as in the previous year, while the implementation rate among our overseas affiliates was 90.5 percent. An upward trend was seen in the Core Morale score, both at Fuji Xerox and at affiliates in Japan. The average Core Morale score for Fuji Xerox rose 0.08 points year on year, reaching 3.37 (out of 5). In specific areas of Core Morale, the scores for work satisfaction, workplace satisfaction, and satisfaction with superiors continued to significantly exceed the average, as in fiscal 2011. The satisfaction with organizational management also cleared the 3.00-point threshold, as in the previous survey. However, the satisfaction with personnel management had the lowest score among the five Core Morale items, and we recognize the need for ongoing efforts to improve satisfaction in this area.

Trends in Core Morale (Fuji Xerox and unconsolidated companies in Japan)



In the EMSS at our overseas sales companies, the areas on which employees placed the highest priority were, in descending order of priority: (1) direction/communication, (2) valuing people, and (3) trust.

### Fiscal 2013 Initiatives

Both within the company and in our dealings with all stakeholders, we will make known a “Top Commitment” reaffirming that employee satisfaction, together with CSR and customer satisfaction, is pivotal to realizing sustained growth at Fuji Xerox. As part of the corporate climate reform campaign designed to achieve sustained growth, we will pursue more in-depth discussion and dialogue in each workplace, drawing on the results of the morale surveys. Specifically, after management and employees have first reached a shared awareness of the strengths and weaknesses of their own organizational unit in light of the survey findings, a series of frank discussions will go forward in each workplace, sharing the ideas on what each should do to further enhance employee motivation to take on new challenges and work toward goals.

Further, in an initiative geared to improving ES companywide, we will convene executive-level discussions based on the inputs received from workplaces, in order to further improve the organization and operation of the company as a whole. At the same time, we will take steps to standardize the survey throughout the Group, including overseas companies, in order to gain more meaningful survey results to realize greater employee satisfaction from the perspective of the consolidated group.



• Fuji Xerox's Official Website

• Relationship with Employees <http://www.fujixerox.com/eng/company/sr/2013/stakeholder/employee/>



# Reaching Higher Levels of Customer Satisfaction

## Special Features

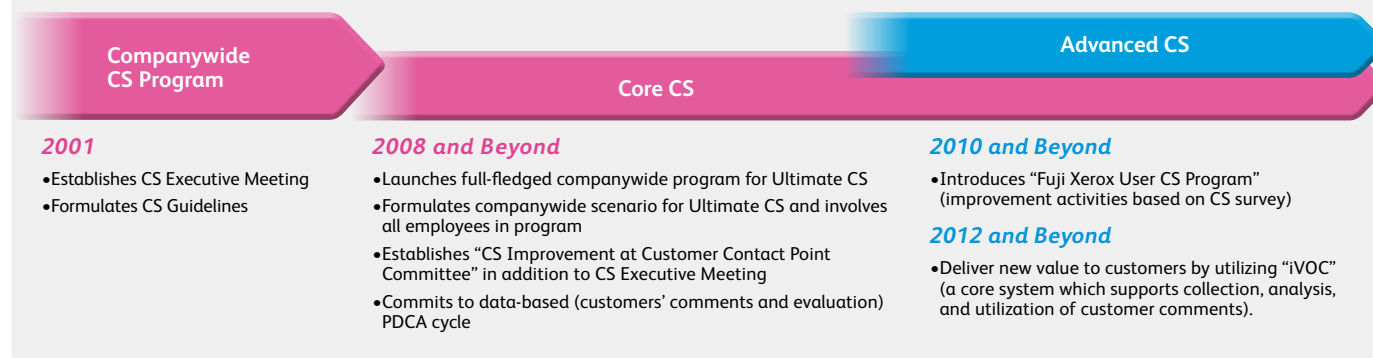
We believe customer satisfaction (CS) is the starting point of all corporate activities, and that it is essential to know what the customer expects and wants in order for us to reach higher levels of CS. Guided by this philosophy, Fuji Xerox places special value on communicating with customers, both in Japan and overseas, and we seek to develop long-term relations of trust with customers by engaging in companywide efforts to match customer expectations and needs.

In 2001, Fuji Xerox established CS Guidelines that apply not only to sales and service staff at customer contact points but to all employees, including back-office staff engaged in development and head office functions. Our purpose is to make employees aware of CS at all times.

### CS Guidelines for Fuji Xerox and its affiliates

1. Listening to the "**Customer's Voice**" is the beginning of our job.
2. Thinking of the "**Customer's Viewpoint**" is the basis of our job.
3. Meeting the "**Customer's Expectation**" is the responsibility of our job.
4. Earning the "**Customer's Deep Trust**" is the joy of our job.
5. Receiving the "**Customer's Evaluation**" is the measurement of our job.

## History



## Fiscal 2012 Performance

With earning the customer's trust as our goal, Fuji Xerox pursued a series of activities that included strengthening relations with individual customers, reducing complaints and claims to nearly zero, and improving business processes and enhancing product planning capabilities based on customer views and requests. These efforts received the high praise of customers as evidenced by Fuji Xerox's top ranking in the following CS surveys conducted by leading external organizations.

### <August 2012>

- 17th Nikkei Computer Customer Satisfaction Survey (August 16, 2012 edition), Multifunction Devices Category (top ranking for third consecutive year)
- J.D. Power Asia Pacific the 2012 Japan Color Copier Customer Satisfaction Index Study<sup>SM</sup> (top ranking for third consecutive year)
- J.D. Power Asia Pacific the 2012 Japan Color Printer Customer Satisfaction Index Study<sup>SM</sup> (top ranking for third consecutive year)

### <September 2012>

- J.D. Power Asia Pacific the 2012 Japan IT Solution Provider Customer Satisfaction Index Study<sup>SM</sup>, Document Equipment Service Provider Segment

## Fiscal 2013 Initiatives

By speedily improving CS, we will work to establish ourselves as the customer's best partner (a partner that can be consulted on all matters) not only in the multifunction devices domain that forms the basis of our business but also in the solution and services domain.

Specifically, we will adopt a core system for integrated management of feedback from customers received by employees working at customer contact points, of customer comments received through our website, and customer views and requests collected in CS surveys conducted by Fuji Xerox and by external organizations. Information gathered in this system will be reflected in product development, marketing, and sales activities.

Through our training and education as well as our corporate culture reform campaign, we will encourage and support our employees in transforming their interactions with customers, and will contribute to the business growth of customers as their best partners both in Japan and abroad.



New employees in training discuss customer comments



- Fuji Xerox's Official Website <http://www.fujixerox.com/eng/company/cs/>
- Aiming to enhance Customer Satisfaction

## Ongoing Initiatives 4

# Efforts to Curb Global Warming

### Special Features

Measures to help curb global warming are at the heart of environmental management at Fuji Xerox. In fiscal 2009, we announced our 2020 Greenhouse Gas Emissions Reduction Targets, and we have been pursuing measures to achieve those goals ever since. The targets are divided into two groups: one for reducing whole-life-cycle emissions for Fuji Xerox products and the other for helping our customers and society as a whole reduce CO<sub>2</sub> emissions by facilitating new work styles that will create a low-carbon society.

Fuji Xerox views the attainment of these targets as a way of contributing to the welfare of our customers and of society while ensuring the growth of our business.

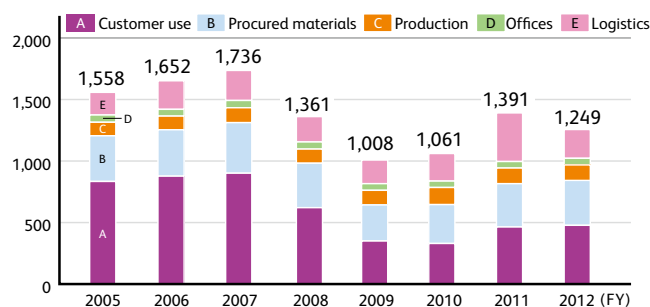
#### 2020 Greenhouse Gas Emissions Reduction Targets

- By fiscal 2020, reduce whole-life-cycle CO<sub>2</sub> emissions of our products by 30 percent from fiscal 2005 level.
- By fiscal 2020, reduce CO<sub>2</sub> emissions by our customers by 7 million tons per annum.

#### Priority Measures

1. Develop and mainstream products that minimize environmental burden from customer use
2. Build a low-carbon production system that includes the entire supply chain
3. Offer integrated solutions to reduce the environmental burden caused by our customers' offices
4. Develop communication technologies that enable new work styles for a low-carbon society

Whole-Life-Cycle CO<sub>2</sub> Emissions for Fuji Xerox Products (kt-CO<sub>2</sub>)



### History

#### Energy conservation

##### 1995~2002

- Long-term targets for product energy efficiency
- Launch of ISO 14001 certification process
- First receipt of Energy Conservation Grand Prize

#### Environmental efficiency

##### 2002

Environmental efficiency targets<sup>\*1</sup>

<sup>\*1</sup> Targets for maximizing social value (sales) while minimizing environmental burden (CO<sub>2</sub> emissions)

#### Toward total emissions reduction

##### 2008

Carbon balance targets<sup>\*2</sup>

<sup>\*2</sup> Targets based on balance between CO<sub>2</sub> emissions from our business activities and offsetting CO<sub>2</sub> emissions reductions achieved by use of our products at customer sites.

##### 2009

2020 Greenhouse Gas Emissions Reduction Targets

##### 2011~

Electricity-saving measures

### Fiscal 2012 Performance

Whole-life-cycle CO<sub>2</sub> emissions for Fuji Xerox products fell by 10 percent from the previous year to 1,249 kt-CO<sub>2</sub> (a 19.7 percent decrease from fiscal 2005), owing mainly to improvements in logistics.

#### •Customer Use

In fiscal 2012, we introduced printers and multifunction devices with improved energy efficiency, winning the Grand Prize for Energy Saving Product (Eco-Products Category) at the Ninth Eco-Products Awards for our digital color multifunction devices. At the same time, overall CO<sub>2</sub> emissions from the use of our products at customer sites increased slightly owing to a shift in the composition of sales and place of sales.

#### •Procured Materials

Resource input per unit declined as a result of the ongoing shift toward smaller machines. However, overall CO<sub>2</sub> emissions from procured materials rose slightly from the previous year owing to a shift in the composition of sales.

#### •Production

Electricity-saving measures adopted in the wake of the 2011 earthquake, combined with initiatives to improve productivity,

helped offset production increases to hold CO<sub>2</sub> emissions from our production bases to roughly the same level as the previous year.

#### •Offices

Emissions from our domestic offices decreased thanks to electricity-saving measures implemented since 2011, but with the number of overseas locations rising, combined emissions from domestic and overseas offices increased slightly from fiscal 2011.

#### •Logistics

Emissions from logistics dropped more than 40 percent from fiscal 2011 (when air transport jumped as a result of flooding in Thailand), falling to about the same level as in fiscal 2010, thanks to a return to normal conditions, as well as corporate efforts to cut back on air transport and improve efficiency of logistics globally.

### Fiscal 2013 Initiatives

In fiscal 2013, we plan to review our strategy for meeting the 2020 Greenhouse Gas Emissions Reduction Targets on a function-by-function basis in order to enhance the focus and efficacy of our long-term efforts to curb global warming, while continuing to bolstering current initiatives for CO<sub>2</sub> emissions reduction in each function.



- Newsroom <http://news.fujixerox.com/>
- Digital Color Multifunction Devices Receive Grand Prize for Energy Saving Product at Ninth Eco-Products Awards (December 13, 2012)
- Articles in Previous Sustainability Reports <http://www.fujixerox.com/eng/company/sr/2013/backnumber.html>
- Achieving RealGreen for Our Customers (2011)



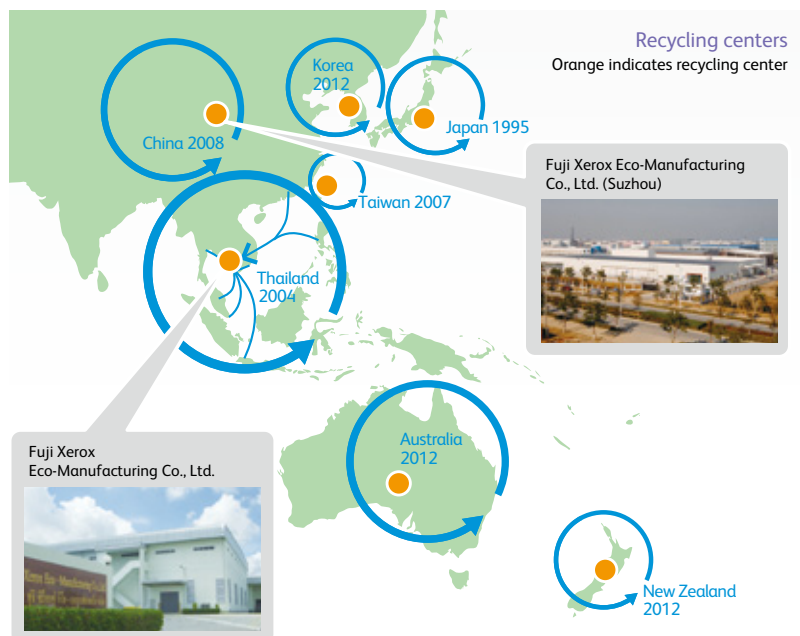
## Ongoing Initiatives 5

# Zero Landfill Products Initiative

### Special Features

Fuji Xerox believes that used products are not waste but rather valuable resources, and we have been promoting our Recycling System based on this principle. By collecting our customers' used products and reusing or recycling them, this system aims to effectively utilize resources with the goal of achieving zero landfill.\* In step with the expansion of our business overseas, we opened a recycling center in Thailand in fiscal 2004 to handle the processing needs of East Asian and Pacific nations. We then went on to set up such centers in Taiwan in fiscal 2007 and in Suzhou, China, in fiscal 2008. From fiscal 2012, Fuji Xerox has changed its system so that it can perform recycling processes locally—waste produced in Australia, New Zealand, and South Korea had been processed in the Thailand facility, but since then it has been processed in those countries. Fuji Xerox has launched and enhanced Recycling Systems for these countries. In this way, we are setting up the same outstanding Recycling System in all regions where we do business.

\* Fuji Xerox defines "zero landfill" as simple incineration and simple landfill that is 0.5 percent or less of the total weight of the waste produced.



### History

#### Creation of Fuji Xerox zero landfill system

- 1991** Establishes All-FX Basic Environmental Policy
- 1995** Issues All-FX Product Recycling Policy  
Introduces products containing recycled parts to Japanese market
- 2000** Commences zero landfill system across Japan for used products collected
- 2003** Designated as wide-area recycling-designated industrial waste processor

#### Expansion of regions in which zero landfill system operates

- 2004** Starts operation of Recycling System in Asia-Pacific region (Thailand)
- 2007** Launches Recycling System in Taiwan
- 2008** Launches Recycling System in China

#### Optimization of zero landfill system

- 2009** Achieves zero landfill in Asia-Pacific region (Thailand) thanks to Recycling System
- 2010** Achieves zero landfill in China thanks to Recycling System
- 2012**
  - Starts official operation of Recycling System in South Korea, Australia, and New Zealand
  - Holds first recycling workshop in Japan, inviting representatives of Fuji Xerox's seven recycling centers (see map)

### Fiscal 2012 Performance

We set the target for resource recycling for used products collected at 99.9 percent for Japan, the Asia-Pacific region (Thailand), China, and Taiwan, and we met the criteria for zero landfill in all cases. In China, we achieved a 99.7 percent rate by changing our processors and processes for handling fan motors and other motors. We also met the criteria for zero landfill in the three countries which shifted to in-country recycling in fiscal 2012, with South Korea at 99.9 percent, Australia at 99.5 percent, and New Zealand at 99.7 percent.

We set the goal of reducing new resource use by 2,245 tons by incorporating more reused parts. We exceeded this goal, managing to decrease the use of new resources by 2,361 tons. The main driver of this achievement is the increase in both products containing

reused parts and the amount of resources recycled from consumable cartridges.

### Fiscal 2013 Initiatives

We will continue efforts to achieve zero landfill, no pollution, and no illegal disposal in all countries where we operate, including Japan, the Asia-Pacific region (Thailand), China, Taiwan, South Korea, Australia, and New Zealand. Moreover, we will improve the work environment at disassembly and processing centers, as an activity to raise the quality of the zero landfill initiative.

We will also work to increase the incorporation of reused parts in new product models, to expand the recycling of materials, including the reuse of plastics, and to reduce new resource use.



•Articles in Previous Sustainability Reports <http://www.fujixerox.com/eng/company/sr/2013/backnumber.html>

- Resource Depletion Has No National Boundaries (2005)
- The Long Road to a Recycling-Based Production System (2006)

- Integrated Recycling System Contributes to the Creation of a Truly Affluent China (2009)

## Ongoing Initiatives 6

# Supporting Reconstruction from the Earthquake through Social Contribution Activities

### Special Features

Fuji Xerox has undertaken various initiatives in support of the areas devastated by the March 2011 earthquake and tsunami, taking part in each step—emergency aid, recovery, and reconstruction—while valuing the dialogue and bonds we have established with local community members. For the new hires and employees who have participated through training programs or volunteering, the work has prompted them to re-examine their own priorities from an altered perspective,

as reflected in such comments as “I realized that I didn’t know a thing before I went to the disaster area,” “Witnessing the scene changed my outlook on life,” and “It made me think about what I should do.”

With a renewed awareness that the disaster is far from over, we will think about what Fuji Xerox can do. Moreover, by engaging with issues that are not always addressed in the media, we will continue to provide the support that the affected areas really need.

### History



### Fiscal 2012 Performance

As part of their training program, 260 newly hired employees were faced with the task of helping to wash, dry, and restore 4,500 mudcovered important official documents from schools and other institutions in Ishinomaki City, Miyagi Prefecture. In this work, which draws on Fuji Xerox’s core expertise in document preservation, they were joined by the volunteer groups. Volunteers among our employees are continuing these efforts, utilizing a manual on washing methods compiled by the newly hired employees.

On Oshima Island in Kesennuma City, Miyagi Prefecture, employee volunteers were involved in ongoing support efforts, including beach cleanups, after the disaster, and the island’s beach that opened for swimming in the 2012 summer season was the only one in the Tohoku disaster area to do so. We supported this event, which is so symbolic of recovery, by offering visitors a photo calendar service. In addition, employee volunteers generated content about Oshima Island’s tourist attractions in order to make Fuji Xerox’s location-based

audio tour service available on the island. Noting this service’s value as a new kind of travel aid that lets visitors enjoy the sights at their own pace, without following a tour guide, Miyagi Prefecture has since developed a tourism app of its own, “Kikiaruki Miyagi.”

For further information (in Japanese):  
Miyagi Tourism Federation, “Kikiaruki Miyagi” <http://miyagi-kankou.or.jp/kikiaruki/>

### Fiscal 2013 Initiatives

We will provide ongoing support for employees’ involvement in these kinds of volunteer activities, while cooperating with NGOs engaged in assistance work in the affected areas in order to help us understand the constantly changing needs of the local communities.

In the reconstruction stage, community development arouses lively debate in the affected areas. Drawing on our experiences of localities, both on the coast, such as Iwate Prefecture’s Kamaishi City and Otsuchi Town, and in nearby inland areas, such as Tono City, we will provide training programs for new hires consisting of dialogues with local governments, NGOs, educational institutions, and local residents, concerning how to build the future of their communities after the disaster. We will continue the dialogues beyond this point, joining with the communities to think about what kind of value can be created.

In addition to our social contribution activities in the affected areas, we will continue to apply the lessons of the earthquake as we provide disaster preparedness support services to our customers and review our own business continuity plan (BCP).



Newly hired employees wash documents



Employee volunteers clean a beach the day before the start of swimming season



#### Articles in Previous Reports

- Recovery Efforts by the Fujifilm Group after the Great East Japan Earthquake (FUJIFILM Holdings)  
[http://www.fujifilmholdings.com/cgi-bin/en/prtpreview/print.cgi/en/sustainability/quake\\_revival/activity.html](http://www.fujifilmholdings.com/cgi-bin/en/prtpreview/print.cgi/en/sustainability/quake_revival/activity.html)

#### Articles in Previous Sustainability Reports

- Thinking about Corporate Disaster Preparedness (2012) <http://www.fujixerox.com/eng/company/sr/2013/backnumber.html>

## Ongoing Initiatives 7

# Participating in the UN Global Compact

### Special Features

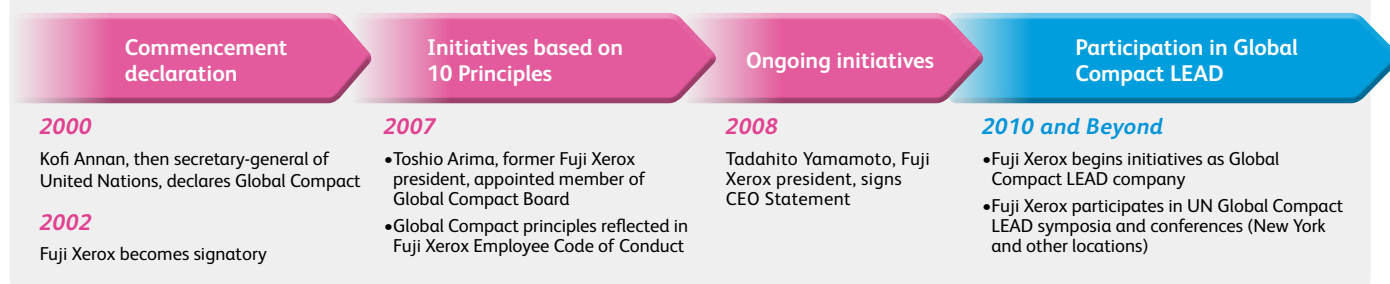
Fuji Xerox supports the United Nations Global Compact\* and became a signatory in fiscal 2002. We and our affiliates view the principles of the UN Global Compact as fundamental to our own CSR values and applied these principles in the fiscal 2007 revision of our Code of Conduct. We also present the principles to our suppliers as a key requirement for ethical procurement.

In fiscal 2008, Fuji Xerox became a signatory to the Global Compact CEO Statement, thus announcing, "We also reiterate our own commitment to respect and support human rights within our sphere of influence. Human rights are universal and are an important business concern all over the globe."

In recognition of the commitment of Fuji Xerox top management and the company's proactive measures in relation to the Global Compact, in fiscal 2010 Fuji Xerox was invited to participate in Global Compact LEAD, currently comprised of 55 leading sustainability companies worldwide. Fuji Xerox was also invited to be a member of the UN Global Compact LEAD Steering Committee, in which position we are contributing to the spread of the Global Compact principles worldwide.

\* The UN Global Compact details 10 universally accepted core principles for CSR in the areas of human rights, labor, environment, and anti-corruption with signatories required to take proactive steps toward achieving these goals.

### History



### Fiscal 2012 Performance

The following are the main activities Fuji Xerox conducted in fiscal 2012 as a UN Global Compact LEAD company.

- Toshio Arima, former Fuji Xerox president, participated in the UN Global Compact as board member and managed the Global Compact Japan Network (GC-JN) as its chairman of the board.
- Supported the UN Global Compact Office in New York and the GC-JN by seconding employees.
- Chaired the Working Group Steering Committee that steers the eleven subcommittees (Supply Chain Working Group, Human Rights Working Group, and others) of GC-JN member companies (currently some 170 companies).
- Participated in discussions on human rights initiatives and production of corporate education materials as the lead company for the GC-JN Human Rights Working Group.



UN Global Compact LEAD Symposium (New York)



Mr. Arima speaking at the GC-JN Learning Forum

### Fiscal 2013 Initiatives

Fuji Xerox will participate in and contribute to the spread and expansion of the UN Global Compact as a platform for learning about best practices in CSR worldwide and developing partnerships with multi-stakeholders. We will join hands with other UN Global Compact LEAD companies to drive CSR forward internationally and will aim to provide global leadership in implementing the UN Global Compact's 10 principles.

#### 10 Principles of the UN Global Compact

	Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
		Principle 2: make sure that they are not complicit in human rights abuses.
	Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
		Principle 4: the elimination of all forms of forced and compulsory labour;
		Principle 5: the effective abolition of child labour; and
		Principle 6: the elimination of discrimination in respect of employment and occupation.
	Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges;
		Principle 8: undertake initiatives to promote greater environmental responsibility; and
		Principle 9: encourage the development and diffusion of environmentally friendly technologies.
	Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.



• 10 Principles of the UN Global Compact <http://www.unglobalcompact.org/AboutTheGC/TheTenPrinciples/index.html>



## Fuji Xerox Gives Us Opportunities to Connect with Society

Fuji Xerox is composed of 64 companies with 45,040 employees (as of March 2013; consolidated) in Japan and the Asia-Pacific region. Executives and employees at each of our companies share Fuji Xerox's fundamental values; they identify issues in their local communities and implement CSR initiatives that meet those needs. Here, we introduce some key initiatives on which our affiliates and related organizations are focusing their energies.

### Fuji Xerox Malaysia

Sales company in Malaysia:  
729 employees

Making a difference at child welfare facilities: "Make My Home Beautiful" project

Fuji Xerox Malaysia supports the activities of a volunteer organization called SHELTER. In 2011 it launched the "Make My Home Beautiful" project, whereby volunteers redecorated the exterior of children's homes to make them more attractive.

The initiative was launched in partnership with SHELTER, an organization that provides accommodations, counseling, and therapy for children who have been abused or who have been orphaned for whatever reason. SHELTER also educates the public about the skills necessary to detect signs of child abuse and address it appropriately.

In fiscal 2011, 27 Fuji Xerox Malaysia employees took part in painting the children's homes, with 43 participating in fiscal 2012. The company also encouraged its subcontractors to join in. The volunteers painted the buildings in secret so that the children would be surprised, and the children were delighted when they saw their beautifully decorated homes. Fuji Xerox Malaysia also called on volunteers to donate food, resulting in a large volume of food being collected, including 1 ton of rice and 100 kg of cooking oil. Staff at the company intend to continue implementing this project, also calling on local university students and customers to take part.



### Fuji Xerox Taiwan

Sales company in Taiwan:  
1,127 employees

Transforming the office into an "eco showroom"

Fuji Xerox Taiwan launched an initiative whereby the office space in which employees work was itself turned into an "eco showroom" for customers.

A project team comprising representatives from each department took just three months to create a welcoming environment complete with meeting spaces by halving the area used for regular office purposes.

Reduction targets were set in such areas as the number of office printing devices, CO<sub>2</sub> emissions, and paper usage, and all employees committed themselves to reaching these targets. Thanks to their efforts in addition to our regular streamlining measures, the office cut costs by approximately 10 percent, reduced CO<sub>2</sub> emissions and paper usage, and improved upon earlier productivity gains as a result of rethinking document workflows.\*

We called this office the ECO Live Office, and employees are making the most of it as a venue for sales activities. As a result, the ECO Live Office has already contributed to the enhanced eco-awareness at many of our customers' offices. They tell us that the way it quantifies reductions is useful for them.

\* Since the end of 2009 we have been reducing the number of office printing devices used at Fuji Xerox in line with our commitment to ensuring unity of word and deed in our business operations. As a result, we managed to cut costs by approximately 20 percent in fiscal 2010.



### Fuji Xerox Miyagi

Sales company in Miyagi, Japan:  
282 employees

Training future leaders through internships in the post-earthquake era

Since the Great East Japan Earthquake, Miyagi Prefecture in Japan has struggled to train not only short term volunteers from outside, but also individuals with the necessary skills who stay in the area and contribute to its reconstruction over the long term. In response to a request from Tohoku Fukushi University, Fuji Xerox Miyagi has an internship to train future leaders since 2011.

The students can experience a series of lectures and discussions through internship. At the end of the program, they present the results of their research on community building to Fuji Xerox management and representatives of the university, earning them credits for their university course. Fuji Xerox Miyagi also accepts students for short term internships that bring together students from a number of different universities. So far approximately 20 students from six Universities have participated.

Representatives of the universities tell us that the internships have proven effective in developing the interns' awareness of the issues Tohoku faces as well as their sense of personal involvement. The internships have also helped us forge new partnerships with the universities, while our customers appreciate our contribution to the reconstruction from the earthquake.





Initiatives at other affiliates can also be found on our website.

CSR Initiatives by Our Affiliates around the World:

<http://www.fujixerox.com/eng/company/sr/2013/stakeholder/community/activity.html>

## Fuji Xerox Hiroshima

Sales company in Hiroshima:  
270 employees

### Providing the Fuji Xerox Hiroshima Tourist Information Center

Hiroshima plays host to a great many tourists from overseas. However, the city was not as convenient for foreign visitors as it could have been, because until recently tourist information in multiple languages was hard to come by, as were venues offering Internet access.

In light of this situation, Fuji Xerox Hiroshima marked its 30th anniversary by opening its own tourist information center for overseas visitors inside the company showroom. The center is staffed by the company's employees, who bring in resources such as tourist pamphlets, photographs of Hiroshima, and origami handicrafts, providing a warm welcome to visitors from overseas.

To date over 800 people have made use of the center, including overseas tourists from more than 40 countries and regions, as well as Japanese travelers. Since the center's launch, representatives of local governments have also visited to observe how it is run. In 2012, the center was officially certified by the city of Hiroshima as one of its TRAVELPAL International tourist information centers.

In addition to helping tourists, this project offers the extra advantage of encouraging employees to develop hospitality skills and exercise their personal initiative. By building a network with the public sector and providing warm hospitality, we intend to help make Hiroshima city even prouder.



## Fuji Xerox Printer Channel Operations (Thailand)\*

194 employees

### Extending the Large-Font program to Thailand

In Thailand, children with visual impairments often fail to receive adequate education. Under the strong leadership of President James Henderson, Fuji Xerox Printer Channel Operations in Thailand addressed this issue by launching the Large Fonts CSR program in 2011. The initiative followed the original Fuji Xerox Large-Font textbook program to make and distribute free teaching materials for children with visual impairments.

Printer Channel Operations collaborated with Thailand Association of the Blind, Low Vision Association (Thailand), book authors, and universities, and the initiative was well received by customers. As the program has been widely reported in the media, our activities have also led to society at large becoming better informed about the need to ensure educational opportunities for people with visual impairments.

In 2012, Printer Channel Operations started collaborating with university students to publish a Large-Font quarterly magazine, and is working to improve the general public's understanding of the need for educational opportunities for university students with visual impairments. We remain committed to playing a part in resolving educational disparities for the generations to come.

\* The Thai base of operations for the organization that sells Fuji Xerox printers in the Asia-Pacific region (excluding Japan).



## Fuji Xerox Thailand

Sales company in Thailand:  
1,347 employees

### Targeting flood-free rivers

In 2011 Thailand's Chao Phraya and Mekong River Basins flooded. Many of the waterways have now been restored to their former state, but issues related to disposal of garbage and debris still remain.

In May 2012, the Thai government and stock exchange launched the Community Canal Care project, calling on corporations to participate in voluntary activities to tackle the issue of river basin garbage disposal.

Fuji Xerox Thailand responded to the request, collaborating with a Thai NGO in voluntary work taking place along the river basin, which is a place for more than 50 families, as well as a temple and an elementary school.

In July, Fuji Xerox Thailand held talks with local community to establish a shared understanding of current issues. Subsequently some 20 employees participated in activities to learn about water-level surveying and methods for keeping rivers clean. They also worked with the residents to organize a river cleanup and a children's parade to raise awareness of the issues, as well as providing financial assistance. Fuji Xerox Thailand received an award from the Thai prime minister in recognition of its efforts.

Fuji Xerox Thailand intends to continue meeting its responsibilities with regard to the river basin, in addition to contributing in other ways through a range of initiatives.





At Fuji Xerox, we monitor and review our CSR performance to identify issues and ensure continuous improvement.

### CSR Survey—Overview

Since May 2009, we have used an annual CSR survey to help assess the CSR programs and activities of Fuji Xerox and its domestic and overseas affiliates and evaluate their progress. CSR self-evaluation questionnaires are sent out to all target companies (64 in fiscal year 2013), completed, and returned for review. Our survey questions are aligned to internationally recognized surveys and global CSR guidelines, particularly the following: for CSR philosophy and principles, the UN Global Compact's 10 Principles and the ILO

(International Labour Organization) Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy; for management standards, the Keizai Doyukai (Japan Association of Corporate Executives) New Corporate Evaluation Standard, the OECD Guidelines for Multinational Enterprises, ISO 26000, and the EICC (Electronic Industry Citizenship Coalition) Code of Conduct; and, for disclosure of nonfinancial information, the GRI (Global Reporting Initiative) Guidelines.



**Lawrence A. Rowe**

President  
FX Palo Alto Laboratory, Inc.

The annual CSR survey is extremely valuable to all employees in FX Palo Alto Laboratory. First, it is always important to learn about other parts of Fuji Xerox. Second, the CSR survey provides a benchmark to measure our progress relative to other organizations inside and outside Fuji Xerox. For example, learning from the activities

of other organizations, we are considering investment in our programs that reduce energy use and cost. The survey provides information about initiatives taken by other parts of the company from which we can learn important information.

### CSR Indicators

Fuji Xerox has formulated multiple CSR indicators for use in the ongoing evaluation and improvement of our CSR programs and activities. Here we report on a selection of indicators of special public interest or of particular relevance to our CSR management and our relationship with the community. The following tables provide annual data on monitor results for

each of these indicators, together with the corresponding GRI Guidelines ([GRI](#)) and/or UN Global Compact ([GC](#)) principles.



## Customers

### Number of Serious Product Incidents

GRI PR1-PR2

**Definition** Number of product incidents during the fiscal year that were brought to the attention of Fuji Xerox, as the manufacturer, and which caused or had the potential to cause major consequences, such as death, serious illness or injury, aftereffects, or fire, and which were not deemed isolated incidents.

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Fuji Xerox and affiliates (including OEM sales)	0	0	0 / 0	0

**Fiscal 2012 Performance** Thanks to continuous product safety initiatives, no serious product incident involving a Fuji Xerox product has occurred since the adoption of the new accident reporting system under the revised Consumer Product Safety Act of 2006. To further enhance product safety, we will step up our efforts to ensure safety under special installation conditions and to prevent product incidents during difficult maintenance work.

**Goals/Challenges** Our goal going forward is to maintain our record of zero product incidents through further improvement of our product safety management system by not only observing all product safety laws and regulations, but also developing new safety and evaluation technologies to meet society's diverse needs.

### Contribution to CO<sub>2</sub> Reductions at Our Customers' Offices

GRI EN6, EN26 GC Principle 7-9

**Definition** Reduction in electricity consumption by Fuji Xerox products in operation at customer offices from fiscal 2000 levels, converted to CO<sub>2</sub> emissions.

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Fuji Xerox and affiliates	1,107kt-CO <sub>2</sub>	1,547kt-CO <sub>2</sub>	1,992kt-CO <sub>2</sub> / 1,519kt-CO <sub>2</sub>	–

**Fiscal 2012 Performance** Despite progress in improving the energy efficiency of our products, performance in fiscal 2012 fell short of our goal, owing to lower-than-expected shipment volumes and a change in our product mix.

**Goals/Challenges** Henceforth annual goals for this indicator will be replaced by the fiscal 2020 target of reducing annual CO<sub>2</sub> emissions from Fuji Xerox products in the market by 7 million tons. In fiscal 2013, our efforts will focus on calculating the environmental benefit from our entire range of solutions and charting various roadmaps for achievement of our 2020 target.

## Employees

### Percentage of Women in Executive and Managerial Positions

GRI LA13 GC Principle 6

**Definition** Percentage of executive and managerial positions occupied by women at Fuji Xerox and our affiliates. "Managerial positions" here includes specialist positions deemed to be managerial at Fuji Xerox.

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Fuji Xerox (unconsolidated)	3.3 % <sup>*1</sup>	3.3 % <sup>*1</sup>	– / 4.1 % <sup>*1</sup>	5.2 % <sup>*1</sup>
Affiliates in Japan	2.2 %	1.9 %	– / 2.7 %	–
Overseas affiliates	25.0 %	25.5 %	– / 28.1 %	–

**Fiscal 2012 Performance** At Fuji Xerox (unconsolidated), the percentage of managerial positions occupied by women rose 0.8 points to 4.1 % as a result of efforts to encourage the appointment of women to managerial positions under our workforce diversity program. The ratio also increased at our affiliates, rising to 2.7 % at affiliates in Japan and 28.1 % at overseas affiliates.

**Goals/Challenges** At Fuji Xerox (unconsolidated), we will continue our policy of "promoting personnel who can lead transformation" by evaluating all employees fairly with an emphasis on performance, competency, and motivation, aiming to boost the ratio of managerial positions occupied by women to 7 % by fiscal 2015.

<sup>\*1</sup> With respect to Fuji Xerox (unconsolidated), in fiscal 2012, the basis of this ratio was retroactively changed from "staff with direct employment agreements" to "employees not on leave."

### Percentage of Companies Attaining the Legally Stipulated Rate of Employment of People with Disabilities (Japan Only)

GRI LA13 GC Principle 6

**Definition** Percentage of companies among Fuji Xerox and our affiliates in Japan that have attained the legally stipulated rate of employment of people with disabilities under the Act on Employment Promotion etc. of Persons with Disabilities (1.8 %).

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Fuji Xerox (unconsolidated)	100 % (employment rate:1.89 %)	100 % (employment rate:2.19 %)	100 % / 100 % (employment rate:2.08 %)	100 %
Affiliates in Japan (excluding sales companies)	28.6 % (2 of 7 companies)	28.6 % (2 of 7 companies)	100 % / 75.0 % (6 of 8 companies)	100 %
Sales companies in Japan	71.0 % (24 of 34 companies)	62.0 % (21 of 34 companies)	100 % / 74.2 % (23 of 31 companies)	100 %

**Fiscal 2012 Performance** In fiscal 2012, Fuji Xerox took proactive measures to hire persons with disabilities in an effort to meet the new 2.0 % legally stipulated rate of employment under the revised Act on Employment Promotion etc. of Persons with Disabilities even before it went into effect on April 1, 2013. While the table above presents the numbers of companies exceeding the then legally stipulated rate of 1.8 %, 24 of our 39 affiliates and sales companies in Japan exceeded 2.0 % in fiscal 2012.

**Goals/Challenges** Our main goal going forward is to meet the new legally stipulated rate of 2.0 % through horizontal deployment of best practices among affiliates and sales companies that currently fall short. In addition, we will continue efforts at the workplace level to deepen awareness of diversity issues, expand job categories, and create a work environment conducive to full participation by persons with disabilities.

### Ratio of Companies Achieving Improvement in Employee Satisfaction Score

**Definition** Percentage of companies among Fuji Xerox and our affiliates that achieved a higher overall employee satisfaction score on their employee satisfaction surveys than in the previous fiscal year.

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Fuji Xerox and affiliates	–	–	– / 60.0 %	90 % +

**Fiscal 2012 Performance** Of the 55 companies carrying out employee satisfaction surveys, 33 improved their overall employee satisfaction scores. Ongoing initiatives for improvement based on the survey results are being carried out at each company with the aim of achieving even better outcomes.

**Goals/Challenges** In view of the survey results, we will work to advance dialogue and discussion at all our workplaces as part of our corporate climate reform campaign aimed at achieving sustainable growth.

## “Core Morale” Score as Employee Satisfaction Indicator

**Definition** Average score (using a five-point scale) on the five key “Core Morale” components<sup>1</sup> of the morale survey of employees conducted at Fuji Xerox and our affiliates and sales companies in Japan.

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Fuji Xerox (unconsolidated)	3.30	3.29	- / 3.37	-
Affiliates in Japan (excluding sales companies)	3.12	3.15	- / 3.16	-
Sales companies in Japan	3.53	3.56	- / 3.59	-

**Fiscal 2012 Performance** Average Core Morale scores rose at Fuji Xerox (unconsolidated), our Japanese affiliates, and our Japanese sales companies. The average Core Morale score at Fuji Xerox (unconsolidated) reached 3.37 on a five-point scale, an increase of 0.08 points from the previous fiscal year.

**Goals/Challenges** At Fuji Xerox (unconsolidated), each department utilizes the departmental results of the morale survey to gauge its own strengths and weaknesses. Armed with this knowledge, each department is holding forums at the workplace level to improve the work environment. The next step is to create opportunities for top management to consider the feedback from these workplace discussions and institute organizational and operational improvements at Fuji Xerox and our affiliates with a view to further improving employee satisfaction.

<sup>1</sup> The five Core Morale components relate to work satisfaction, workplace satisfaction, satisfaction with superiors, satisfaction with personnel management, and satisfaction with organizational management.

## Annual Work Hours per Employee

GRI LA7 GC Principle 1

**Definition** Annual work hours per employee at Fuji Xerox and our affiliates (excluding managerial staff).

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Fuji Xerox (unconsolidated)	1,961.0 hours	1,985.1 hours	- / 1,965.6 hours	1,896.4 hours
Affiliates in Japan (sales personnel, office staff, etc.)	2,014.6 hours	2,029.7 hours	- / 2,017.6 hours	-
Affiliates in Japan (manufacturing staff)	2,168.4 hours	2,093.1 hours	- / 2,029.4 hours	-
Overseas affiliates (sales personnel, office staff, etc.)	2,048.3 hours	2,034.2 hours	- / 2,003.6 hours	-
Overseas affiliates (manufacturing staff)	2,306.3 hours	2,315.4 hours	- / 2,219.2 hours	-

**Fiscal 2012 Performance** All managers at Fuji Xerox and our affiliates in Japan have been given workforce management training. The training, which cites regulatory trends and case studies, reemphasizes the fact that workforce management is one of managers' key responsibilities in business administration, while stressing the need for managers to monitor work hours on a daily basis and maintain good communication with their subordinates.

**Goals/Challenges** We will continue working to reduce annual work hours throughout Fuji Xerox and our affiliates by fostering a greater consciousness of overtime costs and a stronger emphasis on producing results within normal working hours while improving business systems and processes. In the future, we intend to expand the monitoring of actual working hours to managerial staff from the standpoint of health and safety and strive to prevent workplace accidents caused by overwork.

## Number of Workplace Accidents per 1,000 Employees

GRI LA7 GC Principle 1

**Definition** Frequency of work- or commuting-related accidents per company, calculated on the basis of the assumption that each company employs 1,000 employees.

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Fuji Xerox (unconsolidated)	3.03 cases <sup>2</sup> (2.73 cases) <sup>3</sup>	4.86 cases <sup>2</sup> (5.00 cases) <sup>3</sup>	- / 2.57 cases <sup>2</sup> (2.29 cases) <sup>3</sup>	-
Affiliates in Japan (excluding sales companies)	4.41 cases	1.74 cases	- / 4.31 cases	-
Sales companies in Japan	5.14 cases	5.17 cases	- / 5.27 cases	-
Overseas affiliates (excluding sales companies)	1.90 cases	1.69 cases	- / 2.19 cases	-
Overseas sales companies	6.77 cases	7.21 cases	- / 3.69 cases	-

**Fiscal 2012 Performance** Thanks to programs carried out by the occupational health and safety committee at each business site to shed light on the cause of workplace accidents, devise measures to prevent their recurrence, and educate all employees, the incidence of workplace accidents dropped especially at Fuji Xerox (unconsolidated), where the number fell to 2.57 including dispatched employees, and 2.29 excluding dispatched employees, approximately half the previous fiscal year's figure.

**Goals/Challenges** As in fiscal 2011, many of the work- and commuting-related accidents that occurred in fiscal 2012 were falls that resulted when an employee moved from one place to another without due attention to safety. With this in mind, we are issuing safety reminders through the occupational health and safety committees at each business site.

<sup>2</sup> Including dispatched employees. <sup>3</sup> Excluding dispatched employees.

## Suppliers

### Ratio of Production Materials Suppliers with Compliance Rate of 90% or higher on “Very Important” Items and “Important” Items (among Those Completing Ethical Procurement Self-Checklist)

GRI HR2 GC Principle 1-10

**Definition** Percentage of production materials suppliers completing the Ethical Procurement Self-Checklist that achieved a compliance rate of 90% or higher on “important” and “very important” items<sup>4</sup>.

Companies	Items	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Suppliers in Japan and overseas	Very Important Items	92.9 %	95.6 %	100 % / 93.8 %	100 %
	Important Items	82.3 %	83.1 %	100 % / 81.9 %	100 %

**Fiscal 2012 Performance** Fuji Xerox continued its efforts to heighten awareness of ethical issues at the management level of each supplier, providing support to suppliers for improvement in areas of noncompliance and sending our team of experts to selected suppliers to conduct on-site status checks. Despite these efforts, the percentage of companies achieving compliance rate of 90% or higher declined from the previous fiscal year, both on important and on very important items.

**Goals/Challenges** Sustained efforts are necessary to promote improvements among our new suppliers, which account for most of the decline in compliance from the previous fiscal year. In Japan, we will increase the number of on-site status checks by our expert teams, focusing on suppliers with less than 90% compliance on very important items. In China, our procurement personnel will carry out on-site status checks of all places of business of our suppliers.

<sup>4</sup> Existing suppliers include companies that achieved a compliance rate of 90% or higher by devising and implementing improvement plans for the items of noncompliance in the previous year (i.e., not for all important or very important items).

## Ratio of Logistics Partners with Compliance Rate of 90% or higher on “Very Important” Items (among Those Completing Ethical Procurement Self-Checklist)

GRI HR2 GC Principle 1-10

**Definition** Percentage of first-tier logistics partners and sites in Japan completing the Ethical Procurement Self-Checklist that achieved a compliance rate of 90% or higher on “very important” items.

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
First-tier logistics partners and sites in Japan	67.6 %	98.4 % *5	100 % / 100 %	100 %

**Fiscal 2012 Performance** Our goal was for all our first-tier logistics partners within Japan completing the Ethical Procurement Self-Checklist to achieve 90% or higher compliance on the list’s 100 “very important” items. Largely as a result of on-site follow-up visits to individual companies and sharing of best practices, we were able to achieve our goal of 100% (up from 98.4% \*5 in the previous fiscal year).

**Goals/Challenges** In fiscal 2013, we plan to begin incremental application of the Self-Checklist to our overseas logistics network beginning with our hub warehouses in the Asia-Pacific region, while promoting continuous improvement among our partners within Japan.

\*5 In Sustainability Report 2012, this was mistakenly reported as 98.5%.

## Local Content Ratio for Raw Materials and Parts at Overseas Manufacturing Bases (China)

GRI EC6

**Definition** Percentage of raw materials and parts procured by Fuji Xerox of Shenzhen, Ltd. and Fuji Xerox of Shanghai, Ltd. that are purchased from companies within China, by transaction value.

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Fuji Xerox of Shenzhen, Fuji Xerox of Shanghai	57.1 %	60.3 %	- / 60.6 %	-

**Fiscal 2012 Performance** Because we promoted responsible procurement, the local content ratio for our manufacturing operations in China reached 60.6% in fiscal 2012, a slight increase over the previous fiscal year.

**Goals/Challenges** We will continue to promote responsible local procurement practices at our overseas bases, including those in ASEAN, with a view to increasing local content and contributing to the development of the local economy.

## Global Environment and Future Generations

### Reduction of Whole-Life-Cycle CO<sub>2</sub> Emissions of Fuji Xerox Products

**Definition** Amount of CO<sub>2</sub> emitted across the life cycle of Fuji Xerox products, including procured materials, production, offices (development, sales, etc.), logistics, and customer use.

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Fuji Xerox and its affiliates	1,061 kt-CO <sub>2</sub>	1,391 kt-CO <sub>2</sub>	1,091 kt-CO <sub>2</sub> / 1,249 kt-CO <sub>2</sub> (Fiscal 2020 target)	1,091 kt-CO <sub>2</sub> (Fiscal 2020 target)

**Fiscal 2012 Performance** In fiscal 2012, CO<sub>2</sub> emissions across the life cycle of our products totaled 1,249 kt-CO<sub>2</sub>, a reduction of 10% from the previous fiscal year (down 19.7% from fiscal 2005). The decrease was primarily a result of improvements in the logistics function.

**Goals/Challenges** In fiscal 2013, we plan to review our strategy for meeting the 2020 targets on a function-by-function basis in order to intensify our long-term efforts, while continuing to bolster current initiatives for CO<sub>2</sub> emissions reduction at each function.

### CO<sub>2</sub> Emissions at Fuji Xerox Business Facilities

GRI EN3, EN4, EN16 GC Principle 7-9

**Definition** Energy from electricity and other sources consumed at the factories and offices of Fuji Xerox and our affiliates, converted to CO<sub>2</sub> emissions.

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Development and manufacturing facilities in Japan and overseas	139 kt-CO <sub>2</sub>	128 kt-CO <sub>2</sub>	135 kt-CO <sub>2</sub> / 130 kt-CO <sub>2</sub> (fiscal 2005 level)	135 kt-CO <sub>2</sub> (fiscal 2005 level)
Offices in Japan and overseas	52 kt-CO <sub>2</sub>	53 kt-CO <sub>2</sub>	56 kt-CO <sub>2</sub> / 53 kt-CO <sub>2</sub> (5% reduction from fiscal 2007 level)	55 kt-CO <sub>2</sub> (6% reduction from fiscal 2007 level)

**Fiscal 2012 Performance** CO<sub>2</sub> emissions rose slightly from the previous fiscal year owing to increased production, which offset gains from our ongoing efforts to cut electric power use by at least 15% annually in the wake of the Great East Japan Earthquake, our consolidation of business sites in Japan, and our installation of new energy-efficient equipment at our manufacturing sites (primarily our Ebina Center).

**Goals/Challenges** In fiscal 2013, we plan to implement additional short-term measures, including the installation of energy-efficient equipment at our development sites and a review of our production processes, with the aim of reducing CO<sub>2</sub> emissions to a level no higher than that of fiscal 2005. We also plan to intensify our medium- to long-term efforts by developing energy-efficient production technologies and examining the possibility of incorporating such technologies into manufacturing processes.

### Reduction of New Resource Input at Manufacturing Stage by Reusing Parts

GRI EN2 GC Principle 7-9

**Definition** Amount of new resource inputs avoided through incorporation of reused parts in the manufacturing process at Fuji Xerox and our affiliates.

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Fuji Xerox and affiliates	2,000 t	2,272 t	2,245 t / 2,361 t	2,537 t

**Fiscal 2012 Performance** In fiscal 2012, we were able to exceed our goal thanks to the increase in the number of recycled cartridges and products incorporating reused parts.

**Goals/Challenges** We will continue developing new models of products that incorporate reused parts while stepping up our reuse of plastics and recycling of other materials.



## Resource Recycling Rate for Recovered End-of-Life Products

GRI EN27 GC Principle 7-9

**Definition** Percentage of those end-of-life multifunction devices and printers recovered in Japan and overseas (excluding consumables) that were recycled for reusable parts, materials, heat energy, etc.

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Japan	99.9 %	99.9 %	99.9 % / 99.9 %	99.9 %
Asia-Pacific region	99.9 %	99.9 %	99.9 % / 99.9 %	99.9 %
China	99.8 %	99.9 %	99.9 % / 99.7 %	99.7 %
Taiwan	99.9 %	99.9 %	99.9 % / 99.9 %	99.9 %
South Korea	—	99.8 %	99.8 % / 99.9 %	99.9 %
Australia	—	99.5 %	99.5 % / 99.5 %	99.5 %
New Zealand	—	99.7 %	99.7 % / 99.7 %	99.7 %

**Fiscal 2012 Performance** In fiscal 2012, Fuji Xerox achieved a recycling rate of 99.5 % or higher for end-of-life products—the standard for “zero landfill”—at all our business sites within Japan and overseas. Although the ratio dipped 0.2 points from the previous fiscal year in China, this was the result of changes in the recycling facilities and processes used for certain components and does not indicate an ongoing trend.

**Goals/Challenges** We plan to maintain the current high rate of resource recycling while working toward more effective and efficient utilization of resources.

## Water Usage in Manufacturing Processes

GRI EN8 GC Principle 7-8

**Definition** Amount of water Fuji Xerox and our affiliates in Japan and overseas use in manufacturing processes.

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Fuji Xerox and affiliates (Japan: 1.92 million t Overseas: 0.63 million t)	2.55 million t	2.46 million t (Japan: 1.86 million t Overseas: 0.60 million t)	2.78 million t (25 % reduction from fiscal 2005 level) / 2.29 million t (Japan: 1.77 million t Overseas: 0.52 million t)	2.59 million t (30 % reduction from fiscal 2005 level)

**Fiscal 2012 Performance** Since fiscal 2009, Fuji Xerox has focused on reducing water use at the manufacturing processes, which account for the greatest portion of our water consumption. In fiscal 2012, we reduced water use by 38 % from the fiscal 2005 level, thereby achieving not only our annual goal, but also the medium-term target, originally scheduled to be achieved by fiscal 2014, of a 30 % reduction from the fiscal 2005 level.

**Goals/Challenges** In fiscal 2013, we will strive to maintain our medium-term target level while formulating a response to new domestic and international water conservation standards, such as the “water footprint.”

## Local Communities

### Social Contribution Spending

GRI EC1, EC8

**Definition** Total spending by Fuji Xerox and our affiliates on social initiatives and activities that contribute to the community.

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Fuji Xerox (unconsolidated)	677.50 million yen	436.60 million yen	— / 378.00 million yen	Continue social contribution spending at a set level
Affiliates in Japan	123.80 million yen	91.00 million yen	— / 96.00 million yen	
Overseas affiliates	135.70 million yen	136.40 million yen	— / 194.00 million yen	

**Fiscal 2012 Performance** Social contribution outlays by Fuji Xerox and our affiliates totaled 668 million yen in fiscal 2012. While Fuji Xerox (unconsolidated) continued seconding new hires to the areas hit by the 2011 earthquake, donations for disaster relief and other outlays declined. Among our overseas affiliates, spending on education-related initiatives rose.

**Goals/Challenges** Hereafter we intend to strengthen our commitment to local communities across the globe, focusing on the areas of education and activities to conserve diminishing cultures.

### Ratio of Companies Engaged in Promoting Fuji Xerox Programs that Leverage Our Business Strengths to Support Underprivileged Persons

GRI EC8 GC Principle 1

**Definition** Percentage of companies among Fuji Xerox and our affiliates engaged in programs, such as the following, that take advantage of Fuji Xerox's core competencies to assist underprivileged persons: support for large-font textbooks,\*<sup>1</sup> support for the Special Olympics, and support for other initiatives assisting the underprivileged persons through use of printers and multifunction devices.

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Fuji Xerox (unconsolidated)	—	100 %	— / 100 %	Continue enhancing programs that leverage our core competencies to support the underprivileged
Affiliates in Japan	—	78.0 % * <sup>2</sup>	— / 78.6 % * <sup>2</sup>	
Overseas affiliates	—	28.6 % * <sup>2</sup>	— / 66.7 % * <sup>2</sup>	

**Fiscal 2012 Performance** Within Japan, although the number and scale of initiatives supporting large-font textbook production had been declining owing to the wider availability of standard large-font textbooks under a government program, our ratio of involvement in such initiatives rose slightly in fiscal 2012 as a result of restructuring among our affiliates. Overseas, our affiliates stepped up their involvement in programs that make use of our printing devices to aid society's vulnerable members, including the donation of printers to elementary schools, the loan of machines for use in special events, and the use of our devices to produce large-font books.

**Goals/Challenges** Within Japan, we will continue to help volunteers produce large-font textbooks by hand for children and students with visual impairments whose needs cannot be met by standard large-font textbooks. We also plan to step up our involvement in overseas programs that leverage Fuji Xerox's core competencies to assist the underprivileged.

<sup>1</sup> Support for large-font textbooks: A program under which Fuji Xerox and affiliates provide an environment enabling large-font textbook production by offering free use of color multifunction devices to volunteers and parents who produce such textbooks by hand for children and students with visual impairments.

<sup>2</sup> Figures for our affiliates from fiscal 2011 onward include printing assistance and other programs using printers and multifunction devices in addition to our two core programs—support for large-font textbooks and support for the Special Olympics.

## Ratio of Companies Supporting Volunteer Activities

GRI EC8

**Definition** Percentage of companies among Fuji Xerox and our affiliates that have instituted systems to encourage and support employee volunteerism, including HASU Clubs<sup>\*3</sup> and volunteer leave.

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Fuji Xerox (unconsolidated)	100 %	100 %	- / 100 %	Strengthen mechanisms to encourage volunteerism among employees
Affiliates in Japan	94.6 %	97.6 %	- / 100 %	
Overseas affiliates	71.4 %	76.2 %	- / 81.0 %	

**Fiscal 2012 Performance** As of the end of fiscal 2012, all our affiliates in Japan have instituted systems to encourage volunteerism. Overseas, the percentage of our affiliates with such systems rose from the previous year.

**Goals/Challenges** Within Japan, we are aiming to create an umbrella organization that comprises the HASU Clubs and other employee volunteer groups operating independently at our sales companies. Overseas, to create more opportunities for community involvement among employees in our affiliates, we will examine new systems such as volunteer leave, taking into account local systems and attitudes with respect to volunteerism.

<sup>\*3</sup> HASU Clubs: Volunteer organizations run by Fuji Xerox employees. These clubs raise funds from members, who voluntarily contribute the fractional remainders from their monthly salaries and scheduled bonuses via automatic withdrawal, and use the contributions to support their own social contribution activities or other NPOs/NGOs.

## Enrollment in Fuji Xerox HASU Club

**Definition** Number of employees and retirees who are members of the Fuji Xerox HASU Club, a volunteer organization.

Companies	Items	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Fuji Xerox (unconsolidated) Fuji Xerox Advanced Technology Co., Ltd. Fuji Xerox Manufacturing Co., Ltd. and Fuji Xerox Service Creative Co., Ltd.	Number of HASU Club members	3,843	3,750	- / 3,773	Strengthen the organizational base through partnership among Fuji Xerox and our affiliates

**Fiscal 2012 Performance** In fiscal 2012, three of our affiliates in Japan newly joined the Fuji Xerox HASU Club. At Fuji Xerox (unconsolidated), 41 % of our employees were enrolled.

**Goals/Challenges** Our next goal is to strengthen collaboration among the employee volunteer organizations currently operating independently at our sales companies.

## Number of Grants from Setsutaro Kobayashi Memorial Fund to Promote Mutual Understanding in Asia-Pacific Region

GRI EC1, EC8

**Definition** Number of research grants received by Japanese and foreign researchers, primarily at the doctoral level, as part of our ongoing efforts to promote mutual understanding through academic exchange between Japan and other Asia-Pacific countries and areas.

Companies	Items	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Fuji Xerox (unconsolidated)	Recipients of grants for foreign doctoral candidates in Japan <sup>*4</sup> (Total recipients to date) <sup>*5</sup>	32 (980)	32 (1,012)	Continue grant giving / 30 at a set level (1,044)	Continue grant giving at a set level
	Recipients of Kobayashi Fellowship <sup>*6</sup> (Total recipients to date)	8 (149)	8 (157)	Continue grant giving / 8 at a set level (165)	

**Fiscal 2012 Performance** In fiscal 2012, research grants were awarded to 30 foreign researchers hailing from eight countries and studying at 19 Japanese universities under our Research Grant Program for Foreign Doctoral Candidates in Japan. Grants were also given to eight Japanese researchers at five universities under the Kobayashi Fellowship Program. In addition, research papers submitted by grant recipients were published in book form and distributed to educational institutions and previous grant recipients.

**Goals/Challenges** Thus far, distribution and publicizing of the annual Setsutaro Kobayashi Memorial Fund Report and of published research papers have been the focus of our efforts to maintain communication with program alumni, but we are now working to expand opportunities for direct contact and communication among previous grant recipients, in keeping with the fund's original purpose of promoting mutual understanding in the Asia-Pacific region.

<sup>\*4</sup> Grants to support research by young scholars from other countries and areas in the Asia-Pacific region who are enrolled in doctoral programs in the humanities or social sciences at Japanese graduate schools.

<sup>\*5</sup> Includes those who returned a grant after receiving it.

<sup>\*6</sup> Fellowships to support young Japanese researchers who are enrolled in doctoral programs in the humanities or social sciences and are pursuing research concerning other parts of the Asia-Pacific region.

## Shareholders and Investors

### Number of Serious Corporate Governance and/or Compliance Issues

GRI SO8 GC Principle10

**Definition** Number of corporate governance and/or compliance issues warranting disclosure that emerged during the fiscal year.

Companies	Fiscal 2010 performance	Fiscal 2011 performance	Fiscal 2012 goal/performance	Fiscal 2013 goal
Fuji Xerox and affiliates	0	0	0 / 0	0

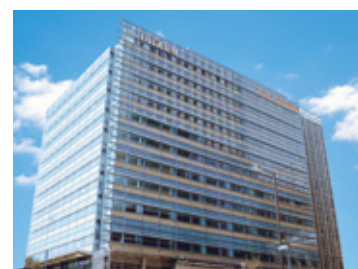
**Fiscal 2012 Performance** In fiscal 2012, there were no serious corporate governance or compliance issues warranting disclosure.

**Goals/Challenges** We will continue to enhance corporate governance and compliance at every level of Fuji Xerox and our affiliates.

# Fuji Xerox Corporate Overview

## Corporate Information

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<b>Telephone</b>	+81-3-6271-5111
<b>President and Representative Director</b>	Tadahito Yamamoto
<b>Date of establishment</b>	February 20, 1962 Established as a joint venture between the British company Rank Xerox Limited and Fuji Photo Film Co., Ltd. (Rank Xerox changed its name to Xerox Limited on October 31, 1997)
<b>Capital</b>	20 billion yen
<b>Shareholders</b>	FUJIFILM Holdings Corporation (75%) Xerox Limited (25%)
<b>Number of employees</b>	45,040 employees (consolidated, March 2013); 8,862 employees (March 2013 unconsolidated)



<b>Business summary</b>	<b>Office Products Business</b> Document services and solutions business centered on digital color/monochrome multifunction office devices	<b>Office Printers Business</b> Color and monochrome laser printer business based on Xerography technology; covering as a manufacturer technology development through to sales	<b>Production Services Business</b> Business focusing primarily on on-demand printing systems and workflow support services for the digital printing market, as well as continuous-feed and cut-sheet printers for data output for mission-critical systems	<b>Global Services Business</b> Outsourcing services for customers who are taking their business onto the global stage, with a focus on the management of printing environments and business processes
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## Business sites

**Headquarters:** Tokyo

**Research laboratories:** Yokohama (Kanagawa), Nakai-machi (Kanagawa), Palo Alto (California, USA)

**Development /manufacturing sites:**

**Japan:** Yokohama (Kanagawa), Ebina (Kanagawa), Takematsu (Kanagawa), Suzuka (Mie), Namerikawa (Toyama)

**China and other locations:** Shanghai, Shenzhen and other cities

**Main sales and service offices in Japan:**

Approximately 300 cities including key locations such as Sapporo, Sendai, Tokyo, Yokohama, Nagoya, Kyoto, Osaka, Kobe, Hiroshima, Fukuoka and Okinawa

**Overseas bases (countries/regions):**

South Korea, China (including Hong Kong and Taiwan), the Philippines, Vietnam, Myanmar, Thailand, Malaysia, Singapore, Indonesia, Australia, New Zealand and the United States

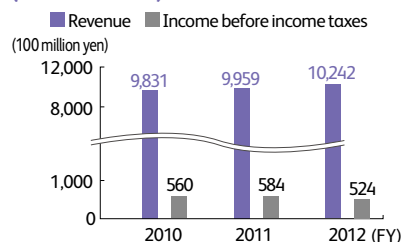
## Sales and Service Areas

Fuji Xerox's sales and service areas cover Japan, China and other countries and regions in the Asia-Pacific region. The Americas, Europe and other regions are handled by Xerox Corporation and Xerox Europe.

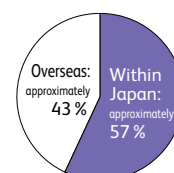


## Key Management Indexes

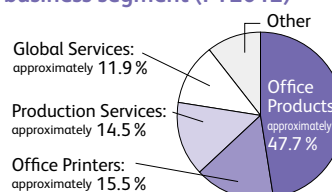
### Revenue/Income before income taxes (Consolidated)



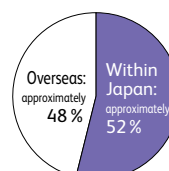
### Consolidated revenue by region (FY2012)



### Consolidated revenue by business segment (FY2012)



### Consolidated employee numbers by region (FY2012)

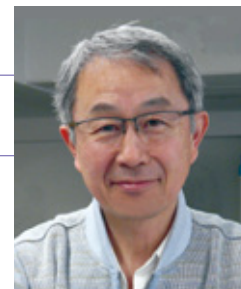




# Third Party Opinion

## Hideki Wakabayashi

Executive Director, Amnesty International Japan



In this era of fast-paced change brought by globalization, questions are being raised anew about the value and role of corporations in achieving a sustainable society. Managements are being urged to practice responsible corporate competitiveness in terms not only of sales, quality, and price, but also of solutions to a range of social issues, including human rights. Thus, I would like to acknowledge the quality of leadership that Fuji Xerox's top executives provide on the principle that "CSR is synonymous with corporate management," together with the company-wide commitment to CSR. At the same time, I would like to note several areas where improvements could be made.

### 1. System for the Promotion of CSR

First, the system for the promotion of CSR is centered on the CSR Committee. Although I can appreciate the role the Committee has been given within Fuji Xerox, if CSR is truly synonymous with corporate management, the Committee needs to have a status commensurate with that role. The Committee is currently made up of the directors and corporate officers responsible for the various functions in the value chain, and I trust that this means that its discussions are directly linked to and reflected in management. Also, as it has now been three years since it was established in 2010, in a future report I would like to see an evaluation of the Committee that would tell us how the attitudes of those involved and their departments have changed, and how those changes have been translated into action.

### 2. Ethical Procurement

In addition to asking suppliers to complete a CSR self-checklist, an important part of supplier engagement consists of visiting suppliers for the purpose of exchanging views and recognizing common concerns and goals based on a full mutual understanding, while also building trust. There is a limit to the number of places of business that specialized procurement or CSR expert teams can visit, however, and Fuji Xerox is thus to be commended for its move, in fiscal 2012, to have these visits conducted by local procurement personnel who have a thorough knowledge of day-to-day procurement activities. I would like to see these visits gradually made more effective by improving and expanding their coverage from the present 10 items for confirmation, and I hope they will include opportunities for dialogue with the suppliers' other stakeholders in the future.

In the area of ethical procurement, further efforts may be needed to minimize resource procurement risks, including efforts to ensure conflict minerals compliance, especially in relation to Chinese suppliers. In June, Amnesty International issued a new report on human rights issues in resource development by Chinese companies in the Democratic Republic of the Congo (DRC), which cited forced evictions and abusive working conditions. Chinese companies, with their government's backing, may be contravening international human rights standards in their resource development operations not only in the DRC but elsewhere in Africa and other regions, and companies that procure from these suppliers should exercise caution.

### 3. Hiring and Training with a View to Diversity

The percentage of women in managerial positions at Fuji Xerox rose from 3.3 percent in fiscal 2010 to 4.1 percent in fiscal 2012, on an unconsolidated basis. While this figure is still low in absolute terms, it is on the rise, and we must ask how quickly it can be brought up to the 25 percent level seen at the company's overseas affiliates. Fuji Xerox has stated that it is aiming for 7 percent on an unconsolidated basis in fiscal 2015, and I would like to see a proactive approach by management, together with the necessary process to achieve this goal.

Similarly, Fuji Xerox is an active employer of people with disabilities and has already achieved the revised minimum legal requirement in Japan of 2.0 percent of its workforce on a unconsolidated basis. In fiscal 2013, Fuji Xerox aims to achieve this target at all its domestic affiliates as well. Going forward, along with setting targets of its own, I hope to see the company shift toward emphasizing the qualitative aspects of employing people with disabilities. In my view, workplaces where employees with disabilities can live up to their full potential are essential to the realization of Fuji Xerox's aim to "achieve growth and fulfillment in both our professional and personal lives."

Furthermore, the company's approach to diversity should take into account the 48 percent of its workforce who are located in other countries. In this regard, I suggest that Fuji Xerox will have to completely shed the mindset that is common among Japanese managements. As examples of the challenges I would like to see the company address: how will it respond to LGBT (lesbian, gay, bisexual, and transgender) employees being open in the workplace about their sexual orientation? How will it handle the eligibility of same-sex partners of employees for workplace benefits? Can it ensure that there is no workplace discrimination against members of indigenous groups and disadvantaged minorities? Are there any factors that lead to exclusion of certain religious beliefs?

### 4. Expecting Still More of Fuji Xerox

The commitment to do business fairly, with integrity, and in compliance with the law is a fundamental value, but it is a means, not an end, of corporate social responsibility. I believe that the ultimate goal of CSR management is to constantly look ahead and think about how to guide and grow the company's business while fulfilling its social responsibilities, including compliance.

As a signatory to the United Nations Global Compact, Fuji Xerox must ensure that its CSR programs embody the Compact's 10 Principles at a practical level. In particular, with the signing in fiscal 2008, Fuji Xerox announced, "We also reiterate our own commitment to respect and support human rights within our sphere of influence. Human rights are universal and are an important business concern all over the globe." I am hopeful that Fuji Xerox will display still greater leadership in its role as one of the UN Global Compact LEAD companies. The intangible yet perceptible pride that employees take in the company behind the scenes is a value that I hope it will continue to hold dear.

## Editorial Postscript

The cover photo for this year's Sustainability Report depicts the wonder and excitement a child experiences upon opening a door for the first time and discovering the new realm that lies beyond. We selected it because it captures the spirit with which Fuji Xerox is moving forward to meet the challenges of meaningful change as it strives to attain the next level in CSR management.

CSR is not something carried out within the confines of a particular department. It involves a wide spectrum of policies and initiatives, embedded into all business activities at every level, throughout the company. This is why we wanted the fiscal 2013 Sustainability Report to be the product of company-wide collaboration. We assembled a cross-departmental editorial team and met repeatedly in CSR Committee meetings and a variety of other forums to hammer out the content and ensure that it accurately portrayed Fuji Xerox's CSR efforts and aspirations. For example, in our Highlights section, we tried to impart a sense of the Fuji Xerox spirit in action by selecting a representative cross-section from the numerous initiatives for change undertaken by Fuji Xerox and its affiliates in Japan and around the world. Under the three themes of "CSR through our core business," "CSR throughout our value chain," and "community involvement," we made a conscious effort to paint a direct, intimate portrait of each initiative and the people involved.

At Fuji Xerox, we will continue to embrace meaningful change to earn the loyalty and affection of our customers and the trust of the greater community. Only in this way can Fuji Xerox and all its stakeholders open the door and cross the threshold to a new and sustainable future.

We thank everyone who has taken the time to gain a better understanding of CSR management at Fuji Xerox by consulting this report.

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## **Sustainability Report 2013**

**Fuji Xerox Co., Ltd.**