

# Fujifilm Named Top Company in Nikkei Quality Management Level Research Initiative

Fujifilm captured first place in the 2008 4th Nikkei Quality Management Level Research initiative hosted by the Union of Japanese Scientists and Engineers (JUSE) and sponsored by Nikkei Inc. Spotlighting “quality” and “management,” this initiative quantitatively evaluates corporations’ quality management levels based on their in-house systems and practices. Overall ranking is compiled after analyzing six factors, including “employee education and training” and “across-the-board participation and standardization.”

Fujifilm has participated in this initiative from its inception and has improved its position gradually. For this fourth event, 227 out of 530 corporations responded to the questionnaire used for evaluation. We were ranked top tier in terms of the aforementioned two factors. The winning of first place is testimony to our superior product quality and environmental contributions, as well as our effective employee education and training.

## Fujifilm’s Roots: Quality Enhancement and Environmental Protection

Quality has been an exceptional focus of Fujifilm since its founding in 1934. This focus on quality is due primarily to the Company having started its business by realizing the domestic production of photographic film. At that time, the global photo industry was completely dominated by European and U.S. manufacturers. Their overwhelming presence made it difficult to import equipment from those regions and to adopt technologies developed overseas. Consequently, Fujifilm had to develop everything from scratch. Therefore, at the very beginning, the Company could not manufacture products of a quality on par with those manufactured overseas and accordingly, it continued to face severe operating conditions. The greatest challenge was to improve product quality.

Also, the manufacture of films—sensitive products—requires clean air and water. In view of environmental concerns, Fujifilm has always adhered to its founding philosophy of returning clean air and water to the environment by purifying the air and water used in manufacturing.

Through its business reconstruction in the post-WWII period, Fujifilm, ahead of other Japanese companies, introduced in its corporate management the “statistical quality control” concept that originated in the United States. Activities based on this concept led the Company to win the Deming Application Prize in 1956. In 1992, Fujifilm’s production division acquired the ISO9001 certification—first within the Fujifilm Group. In 2003, all Group organizations, which include the Company’s sales and corporate divisions and affiliates, completed ISO14001 certification acquisitions.

## Upgrading Quality Management toward a Second Foundation

With the aim of adjusting to dynamic changes in its business environment attributable to advances in digital technologies since 2000, Fujifilm formulated and began implementing the VISION75 medium-term management plan in 2004. The Company has since promoted the establishment of an integrated management system (IMS) that focuses on both quality enhancement and environmental protection. In order to accomplish growth strategies in VISION75’s five priority business fields, Fujifilm had to shift from the previous production-centric management system while implementing a Companywide management system that comprehensively covers development, production, quality assurance and sales at individual divisions. These efforts bore fruit, enabling our corporate and sales divisions and affiliates to acquire IMS certifications relating to quality and the environment in 2006. From 2007 to 2009, we have steadily expanded the scope of IMS certifications to cover all sales divisions, including sales subsidiaries, production divisions and R&D divisions. Fujifilm believes that winning the leading position at the Nikkei Quality Management Level Research initiative also represents solid recognition of the Company’s measures aimed at building an IMS.

Concerning the education and training of human resources that will drive it toward its Second Foundation through the promotion of growth strategies, Fujifilm introduced a training program entitled “Change Management Program” (CMP) in 2007 for managerial personnel on the frontline of operations. In addition, we launched the F-POWER Project in 2006, under which we have effectively supported female employees’ active contribution to our business.

Amid drastic changes in its business environment due to the worldwide recession, the entire Fujifilm Group will continue to promote improvements in the awareness of innovation and change and develop human resources, while further enhancing the capabilities that underpin the constant creation of new products and values. These activities will enable us to reinforce our quality management.



Deming Application Prize Medal

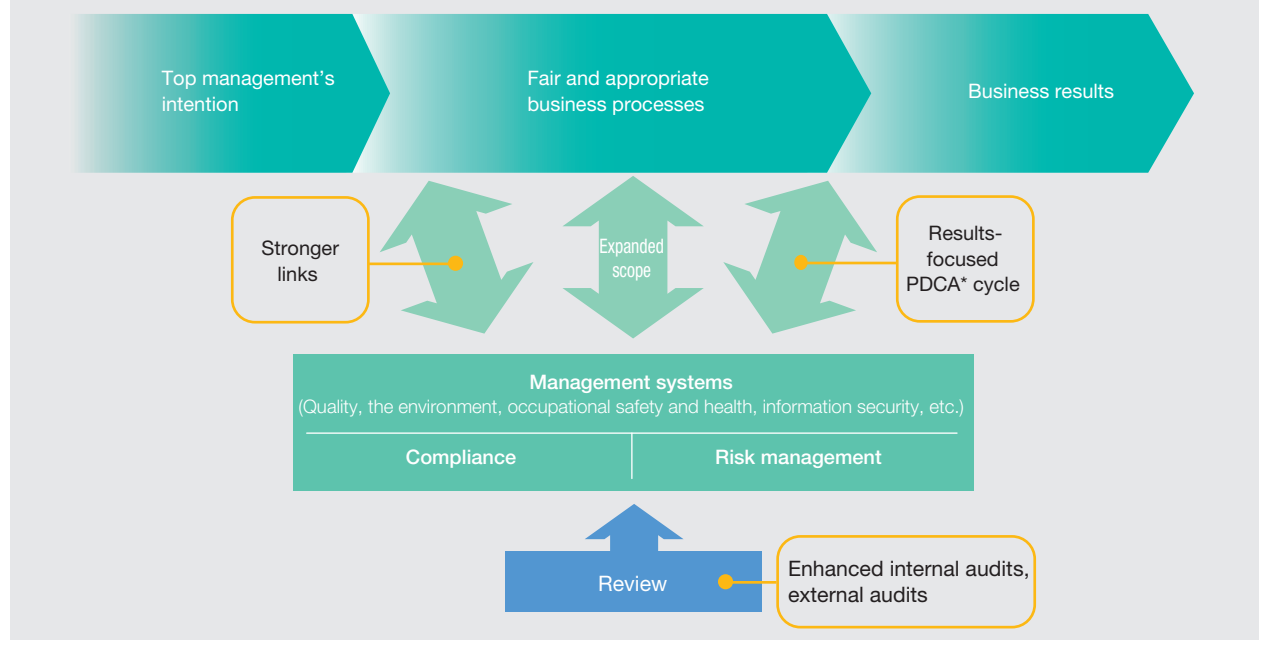
### Manufacturing-Focused Quality Assurance System Evolving into Integrated Management System

#### Quality Assurance in Manufacturing Processes



Expanding and Deepening as an Integrated Management System that Covers Sales and Marketing Operations

#### Integrated Management System (IMS)



\* Plan-do-check-act

### Third-Party Evaluation of the Fujifilm Group's CSR Activities

The Fujifilm Group has received the following evaluations by external organizations as a corporate group that proactively promotes sustainable-development-oriented CSR activities.



- Included in the FTSE4Good Global Index
- Included in the Dow Jones Sustainability Indexes 2009
- Ranked in the "SAM Gold Class" in the SAM Sustainability Yearbook 2009, compiled by Sustainable Asset Management AG
- Fuji Xerox color multifunction devices and color printers won the ANRE Director-General's Award at the 19th Energy Conservation Prize for the tenth consecutive year