

## Top Management's Commitment and Highlights

### Highlights



#### Sustainability and society

Running a "good" or "sustainable" society requires subtle steering. The cost of short-term expansion can be environmental destruction and resource depletion, thereby ruining the possibilities for people in the future generations. Meanwhile, an overly cautious and reserved approach can eliminate opportunities for those living in the present. Balanced judgment, avoiding extremes, is thus required. Given this context, it is especially important for both enterprises and other elements of society to deepen their understanding of how enterprises should be, i.e., corporate societal responsibility or CSR. To do so, we need greater opportunities to directly and indirectly consider the issue of sustainability for our planet and society, healthy societal and economic growth, and the ideal stance of enterprises within these relations. I believe that an essential key to fostering the development of a good society, which is to say a sustainable society, is for society as a whole to adopt a more wide-ranging and committed approach to the encouragement of quality enterprises implementing CSR.

#### Sustainability supported by the spirit of "togetherness"

I recently came across some very interesting material presented from this perspective, a special feature on the "commons" philosophy contained in Vol.144 (2006) of the Fuji Xerox publicity magazine Graphication. This included a dialogue between economists Takeshi Murota and Masahiro Tabeta titled "Considering the Possibilities of Commons," which I found extremely thought provoking and stimulating. Tabeta referred to the 20th century as an era of "systems for all-out struggle" that operate through the interaction of scientific technology and bureaucratic structures, due to unrestrained market (private) expansionism and state (public) expansionism. He also noted that this stemmed from the breakdown of "togetherness" during the process of modernization, which had previously served to limit excess. As a result of this change, "private" and "public" sectors seem to be a bit out of control. My own, rather broad interpretation of the concept of "togetherness" is the mindset of emphasizing those things that everyone shares, which exists in various forms, and the collective spirit of striving to be of use to everyone. I think that future sustainability will be determined by the extent that we enlarge the aspect of "togetherness." In reading the dialogue, I was deeply impressed by how, instead of speaking in two-dimensional terms of markets (private sector) and government (public sector), "togetherness" played a pivotal role in maintaining a balance among the three aspects.

#### "Good company" concept and "togetherness"

The management of Fuji Xerox has been based on the ideal of being a "good company" that is simultaneously "strong," "kind," and "interesting." Our management philosophy has stressed the consciousness of striving to benefit society (a sense of togetherness) as something that safeguards "what is everybody's." Competition across national borders is becoming increasingly intense, and enterprises that cannot respond to this environment will not be able to survive. Despite this, however, I feel that Fuji Xerox must never lose the spirit of being an entity that is useful to society, and I believe that the management of the future will continue forward with this spirit of "togetherness."

#### Feeling "togetherness," building "togetherness"

For a private firm seeking to maintain a suitable level of tension between economic responsibility and "togetherness" as the requirements of the day continue to change, the most important thing is a strong internal commitment to the realization of ideals and values. Stated in opposite terms, real meaning first comes about when the people who make up an organization view the ideals and values as their own, feeling a strong sense of resonance and commonality. I think that at the core of an "interesting" firm is a situation where employees have this attitude. In order to keep our philosophy and values "interesting," I would urge everyone at our Company to consider the "togetherness" of Fuji Xerox, to take on a sense of ownership in this respect, and have their actions reflect this. The bulk of the efforts animated by the spirit of "togetherness" presented in this Sustainability Report were autonomously initiated by employees who have a clear sense of ownership and a wealth of interaction with society, and this is precisely the stance that I have sought to encourage in the management of the Company.

I sincerely hope that all the people who interact with Fuji Xerox in whatever capacity will offer their frank opinions on the extent to which the actions of our employees are in line with our ideals. These voices are what help us build Fuji Xerox "togetherness," and it would be most gratifying if this Sustainability Report were perused and utilized from that perspective.

