

Understanding Sustainability

Characteristics of sustainable finance

**Yotaro Kobayashi
Fuji Xerox Co., Ltd.**

Fuji Xerox's Corporate Vision

Customers

- High Quality and High Value Products
- Good Service
- Long-term Trust

Strong Company

Economic Viewpoint

• Customer Satisfaction

• Pay-out Ratio
• Return on Equity (ROE)

Shareholders

- Stable and High Return on Investment
- Larger Share of Profits
- Watch Over and Participate in Management Decisions

Good Company

Employees

- Place for Self-realization
- Decrease of Working Hours
- High Salary
- Fair Evaluation
- A Sense of Security

• Employee Satisfaction
• Working Hours

Individuals' Viewpoint

• Percentage of Social Contribution Cost

Societal Viewpoint

Society

- Creation of Employment
- Promotion of Community Activities
- Harmonization with Environment
- Contribution to Culture

Interesting Company

Kind Company

Triple Bottom Line

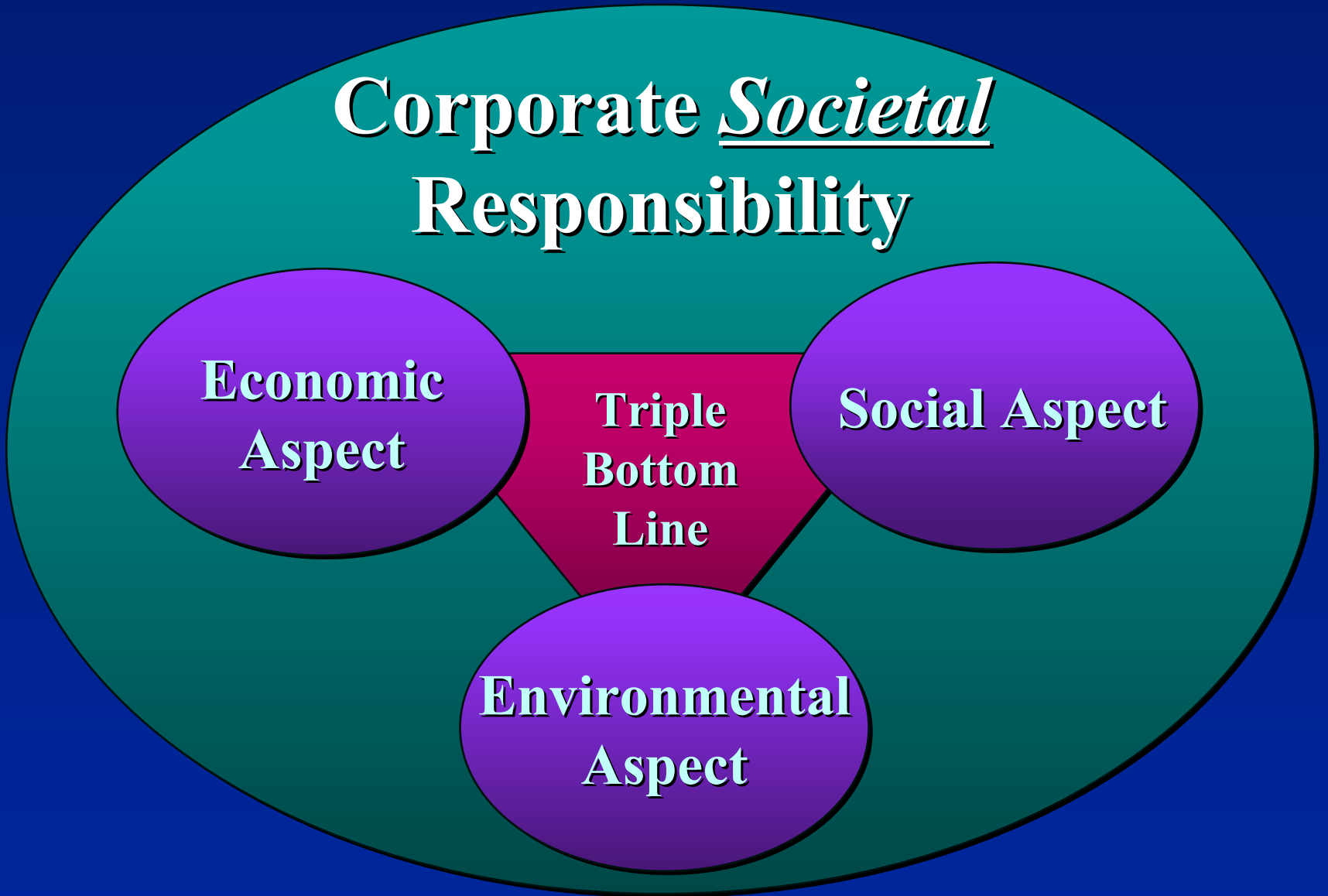
Corporate Societal Responsibility

Economic
Aspect

Triple
Bottom
Line

Social Aspect

Environmental
Aspect



Expectations for Financial Institutions

“Innovation of Management Philosophy”

Have a philosophy to carry out societal (economic + social + environmental) responsibilities.

+

“Innovation based on the corporate executive’s power of imagination”

Attain results in both social and environmental aspects with sustainable economic values through business.



Contribution for Sustainability