

4.4 Human Resource Development for Employees/Talent Attraction and Retention

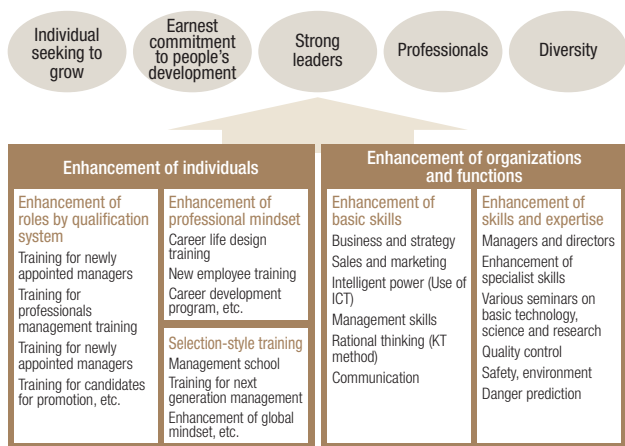
4.4.1 Basic Approach

The Fujifilm Group values human resource development as we believe that individual growth will lead to the company's growth. In order to accelerate the global development of a company in a rapidly changing business environment, it is indispensable that each employee initiates their own reforms by sensitively detecting and responding to social changes from a wide viewpoint while maintaining their own strengths as a professional. We are working to develop a corporate environment where individuals and organizations can enhance their capabilities and concentrate on their tasks through exerting their abilities to the fullest extent and thereby improve their careers.

4.4.2 Human Resource Development Programs

Human Resource Development Programs

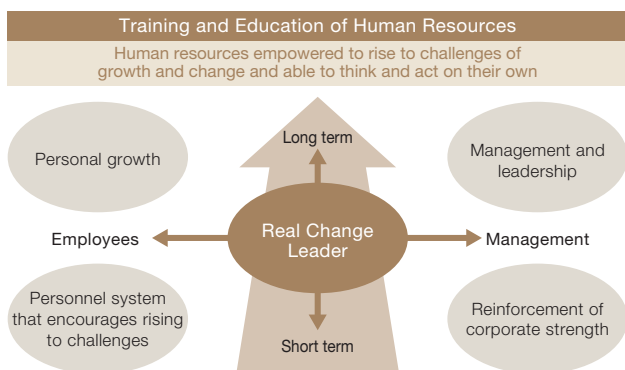
Fujifilm's Human Resource Development



Fujifilm's Training to Develop Global Human Resources

● For Japanese employees	
For employees appointed to overseas positions	Training prior to overseas appointment
	Training to develop overseas managers
Overseas onsite training	Short-term onsite training system
	Overseas trainee system
	Overseas study system
For interested employees	Language lessons, distance-learning (languages)
For technical position	MOT (technical management) training
● For employees of overseas subsidiaries	
Development of global leadership	FUJIFILM Global Leadership Seminar
	FUJIFILM Regional Leadership Seminar
Dissemination of corporate philosophy	FUJIFILM WAY Training

Fuji Xerox's Human Resources Development



Training and Development Inputs

As of March 31, 2019

	Number of total hours	Number of hours per each employee	Number of total cost	Number of cost per each employee
Fujifilm	26,752	11.25	169,756 thousand yen	71,386 yen
Fuji Xerox*	88,950	11.4	274,992 thousand yen	35,138 yen

*Including executive officers and employees on temporary assignment