

4.1 Employee Overview

* In regard to the numerical data in the section 4.1-4.4, when we use "Fujifilm Group", it refers to Fujifilm non-consolidated + Fuji Xerox non-consolidated unless otherwise specified

4.1.1 Basic Approach on Activities for Employees

Under our corporate slogan, "Value from Innovation," we are proactively reforming our business regardless of the quickly changing environment, aiming at generating value in society. To realize this aim, we value that each of our diverse employees has their own strengths and exerts their abilities to the fullest extent. We are establishing an environment to enable employees to create results through efficient manners of working, while collaborating with various stakeholders, both inside and outside the company.

4.1.2 Basic Data

Composition of Employees

As of March 31, 2019

Fujifilm Group (Fujifilm + Fuji Xerox)

	Total	Male	Female
Executive officer	31	31	0
Regular employees	11,815	9,835	1,980
Non-regular employees	1,333		

Fujifilm

	Total	Male	Female	
Executive officer (exc. Directors)	14	14	0	
Regular employees (Total: 4,710)	General employees	3,361	2,624	737
	Managerial personnel	1,160	1,110	50
	Senior expert	189	189	0
Non-regular employees (Total: 284)	Temporary employees	105		
	Part-timers	28		
	Employees re-employed after retirement	109		
	Other (Contract employees, etc.)	42		
Rate of female manager personnel (Target)	6% by the end of FY2020			

Fuji Xerox

	Total	Male	Female	
Regular employees (Total: 7,122)	Executive officer	17	17	0
	General employees	4,925	3,901	1,024
	Managerial personnel	2,094	1,955	139
Non-regular employees (Total: 1,049)	Contracted employees	86	56	30
	Temporary employees	412		
	Employees re-employed after retirement	637		
Rate of female manager personnel (Target)	14% by the end of FY2020			

Status of Regular Employees

As of March 31, 2019

Fujifilm

	Total	Male	Female
Average age	42.50	42.88	40.61
Average length of employment (years)	17.74	17.82	17.37
Average number of dependents	1.42	—	—
Average annual salary* ¹	8.9 million yen	—	—
Utilization of paid leave* ²	70.0%	—	—
Turnover rate* ³	2.63%	2.73%	2.18%
Returning rate from childcare leave* ⁴	100%	—	100%
Retention rate after 3 years from reinstatement (childcare)* ⁵	96.0%	100%	95.6%
Retention rate after 3 years from reinstatement (nursing care)* ⁶	100%	—	100%

*1 Average annual salary is calculated for the period from January 1, 2018 to December 31, 2018. (excluding mid-career recruitment)

*2 Data on utilization of paid leave is calculated based on data for the period from April 1, 2018 to March 31, 2019.

*3 Turnover rate =
$$\frac{\text{Attrition} + \text{Retirement} + \text{Voluntary} + \text{New start for senior employees program}}{\text{Annual average number of employees at FUJIFILM Corporation (non-consolidated)}}$$

*4 Returning rate from childcare leave is calculated with the expiration date falls on April 1, 2018 to March 31, 2019.

*5 Retention rate after 3 years from reinstatement (childcare)

$$= \frac{\text{Number of employees as of the end of March 2019 among those returning to work after childcare leave in FY2016}}{\text{Number of employees reinstated after childcare leave in FY2016}}$$

*6 Using the same methods as *5

Fuji Xerox

	Total	Male	Female
Average age	45.5	46.5	40.7
Average length of employment (years)	20.2	21	16.4
Average number of dependents* ¹	1.16	—	—
Average annual salary* ²	9 million yen	—	—
Utilization of paid leave* ³	72.3%	—	—
Turnover rate* ⁴	4.1%	4.0%	4.6%
Returning rate from childcare leave* ⁵	96.3%	100%	93.9%
Retention rate after 3 years from reinstatement (childcare)* ⁶	91.5%	91.7%	91.5%
Retention rate after 3 years from reinstatement (nursing care)* ⁷	50.0%	50.0%	50.0%

*1 Average number of dependents

$$= \frac{\text{Number of dependents who have health insurance}}{\text{Number of employees who have health insurance}}$$

*2 Average annual salary is calculated for the period from January 1, 2018 to December 31, 2018.

*3 Data on utilization of paid leave is calculated based on data for the period from January 1, 2018 to December 31, 2018.

*4 Turnover rate =
$$\frac{\text{Attrition} + \text{Retirement}}{\text{Number of employees in Fuji Xerox at the end of preceding fiscal year (non-consolidated) + number of assigned employees}}$$

Calculation methods for turnover rate by gender
 Male: Male turnover/Number of male employees
 Female: Female turnover/Number of female employees

*5 Returning rate from childcare leave is calculated with the expiration date falls on April 1, 2018 to March 31, 2019.

*6 Retention rate after 3 years from reinstatement

$$= \frac{\text{Number of employees as of the end of the current fiscal year among those returning to work after childcare leave in the second preceding fiscal year}}{\text{Number of employees reinstated after childcare leave in the second preceding fiscal year}}$$

*7 Using the same methods as *6

Employment

Fujifilm

	Total	Male	Female	
New graduate recruitment* ¹	Technical positions	48	35	13
	Administrative positions	56	41	15
	Factory recruitment	2	0	2
Mid-career recruitment* ²	46	34	12	

*1 Number of new graduates recruited for the fiscal year is confirmed at the beginning of April, 2019. (including graduates from university & graduate school)

*2 Number of mid-career recruitment represents those from April 2018 to March 2019.

Fuji Xerox

	Total	Male	Female
New graduate recruitment* ¹	Technical positions	37	14
	Administrative positions	22	14
Mid-career recruitment* ²	87	80	7

*1 Number of new graduates recruited for the fiscal year is confirmed at the beginning of April, 2019.

*2 Number of mid-career recruitment represents those from April 2018 to March 2019.

Re-employment

Fujifilm

FY2014	FY2015	FY2016	FY2017	FY2018
13	19	37	45	65

* Employees re-employed after retirement during the relevant fiscal year (April 1 to March 31).

Fuji Xerox

FY2014	FY2015	FY2016	FY2017	FY2018
506	554	554	173	215

* Employees re-employed during fiscal 2018