

4.4 Human Resource Development for Employees/Talent Attraction and Retention

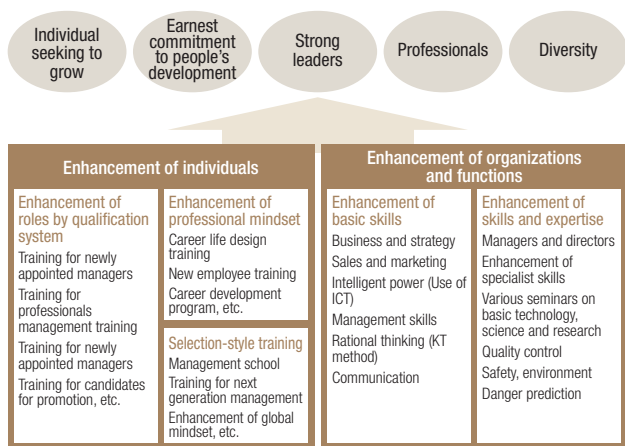
4.4.1 Basic Approach

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

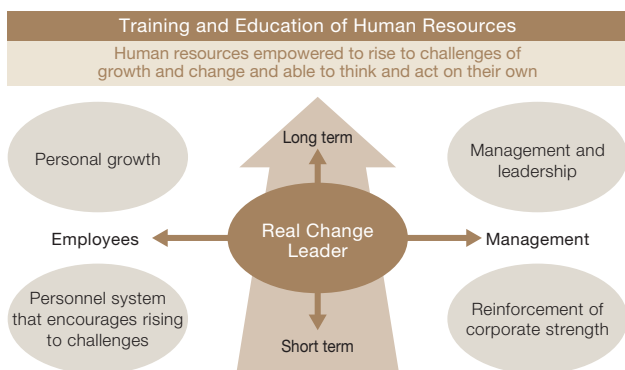
Fujifilm's Human Resource Development



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

4.4.3 Performance Appraisal

	Employee percentage of the individual performance appraisals by the target management
Fujifilm Group	100%
Fujifilm	100%
Fuji Xerox	100%

4.4.4 Employee Engagement

Fujifilm Group Employee Awareness Survey

In December 2017, we conducted a survey of all 93,000 Group employees to study their understanding of company policies and awareness of compliance (response rate: 97%). The survey found that 84% of employees felt proud to be working in the Fujifilm Group.

Fuji Xerox Employee Engagement Survey

In addition to the Fujifilm Group Employee Awareness Survey, Fuji Xerox has conducted its own employee motivation survey based on the group-wide index Core Morale*¹ at its affiliated companies and sales companies in Japan and overseas. In conducting this survey, they have arranged it in accordance with the conditions in each region and country. In FY2018, they revised the questionnaires in Japan and renamed this survey to “Engagement Survey.” This enabled them to maintain continuity with their past results and measure the self contribution awareness to the company and the performance of expected contribution for companies both inside and outside Japan. In FY2018, 30,283 people (94.8% of target employees) responded to the survey.

	Coverage	FY2015	FY2016	FY2017	FY2018
Scores of Core Morale,* ² employee awareness indices	Fuji Xerox (non-consolidated)	3.36	3.38	3.33	3.37
	Japanese sales companies	3.43	3.40	3.35	3.34
	Japanese affiliate companies (excluding sales companies)	3.23	3.26	3.26	3.27
	Overseas affiliate companies (marketing and administration)	-	3.55	3.56	3.53

*¹ Core Morale is a set of five indices Fuji Xerox regards as important to understand employees' morale. The five indices are: Job fulfillment, Workplace fulfillment, Trust in supervisors, HR operation satisfaction, Organization operation satisfaction.

*² The average score of Core Morale (5.00 points max.) in the ES awareness survey conducted on employees of Fuji Xerox and its affiliated and sales companies inside and outside Japan.