

# Develop and Utilize Diverse Human Resources

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| <p>Target for 2030</p>                 | <p>■ Create frameworks and workplaces so that the Fujifilm Group's diverse may exert their capabilities and creativity to the fullest extent.</p>   |
|  | <p>To create and develop a high-growth business and accelerate the global expansion in an ever-changing business environment, it is important for a company to develop human resources who support such business by creating an environment where diverse employees can exert their capabilities to the fullest extent. The Fujifilm Group has been creating frameworks to find, foster, and utilize human resources from a global group-wide viewpoint. Fujifilm Group also provides necessary training to develop human resources worldwide who can proactively create innovation to adjust to social changes. We are also working to develop a corporate culture in which each member of our diverse employees can exert their capabilities, embracing differences of gender, nationality, disability, and age.</p>  |
| <p>Outline of Activities in FY2017</p> | <p>■ <b>[Target] Increase the rate of international employees (i.e., non-Japanese) in major positions.</b></p> <ul style="list-style-type: none"> <li>● Enhanced collaboration and discussion with HR officers in the US, Europe, China and the Asia Pacific region to achieve optimum HR allocation and appointments globally. (FF)</li> <li>● Five overseas subsidiary employees were accepted on the On the Job Training program in Japan. (FX)</li> </ul> <p><b>[Target] Improve the rate of women in managerial positions.</b></p> <ul style="list-style-type: none"> <li>● Percentage of women in executive and managerial positions increased from 3.4% in 2011 to 7.5% in FY2017. (FX)</li> </ul> <p><b>[Target] Keep exceeding the legally stipulated rate of employment of people with disabilities.</b></p> <ul style="list-style-type: none"> <li>● The rate of employment of people with disabilities in June 2018 was 2.3% (by the group-wide calculation method under FUJIFILM Holdings).</li> </ul> <p><b>[Target] Achieve zero retirement of employees caused by nursing care, childbirth, and childcare.</b></p> <ul style="list-style-type: none"> <li>● Number of employees permitted to work-at-home for childcare and nursing care increased by 2.7 times compared to FY2014. (FX)</li> <li>● Introduced the Paid Leave by the Hour system in Fuji Xerox in addition to Fujifilm in April 2018.</li> <li>● Held seminars for employees returning from childcare leave and their managers to raise awareness on how to make their return to work smooth. (FF)</li> <li>● Held specialist seminars to prevent employees quitting their job for nursing care; increased support offices for nursing care. (FF)</li> </ul> <p><b>[Other major activities]</b></p> <ul style="list-style-type: none"> <li>● Held Global Highly Specialized Engineer Meeting for the first time to invite engineers from across the world. (FF)</li> <li>● Started the Future Leaders Challenge Program for young employees in Jan 2018. (FX)</li> <li>● Fuji Xerox Tokyo received the Excellence Prize under the Minister of Health, Labour and Welfare's awards for enterprises that promote telework (Shiny Telework Prize) in FY2017.</li> </ul> <p><b>Related Data and Information:</b> Personnel and Labor Page 58, 60      FH: FUJIFILM Holdings    FF: Fujifilm    FX: Fuji Xerox</p> |
| <p>Future Activities and Targets</p>   | <ul style="list-style-type: none"> <li>● Enhancement of human resources training on compliance awareness, management skills, customer-oriented problem solving skills, and globally applicable skills.</li> <li>● Further dissemination and acceleration of Work Style Innovation to realize diverse work styles with high productivity. (FF)</li> <li>● Work style reform focusing on thorough business streamlining, work environment to exert employees' capabilities, and thorough labor compliance. (FX)</li> </ul>  |



## ● Human Resource Development

### Fujifilm

Fujifilm offers training programs for employees—from new graduates to managements—to enhance their individual roles and to create a corporate culture where employees and

managers are closely involved in their staff development. We aim to develop professionals who improve their capabilities on their own initiative and acquire highly marketable strengths, and exert their diverse personalities. To this end, as well as conducting career training to develop the strengths of our employees at each stage, we are providing systematic and