

ESG Briefing

The Fujifilm Group's Human Resources Strategy

April 5, 2024

FUJIFILM Holdings Corporation



Today's speakers

1

Chisato Yoshizawa

Director and Corporate Vice President
General Manager, Corporate Communications Division
General Manager, ESG Division



2

Yasushi Zama

Corporate Vice President
General Manager, Human Resources Division



3

Tsuyoshi Nagano

Director (Outside)



Today's agenda


- 1 | The Fujifilm Group's Management Plan & Sustainability Policy**
- 2 | Today's Key Points about Our Human Resources Strategy**
- 3 | Sources of Strength for Transforming Our Human Resources**
- 4 | Encouraging Each and Every Employee to Play a More Active Role
(Health Management, Diversity, Equity & Inclusion, Employee Engagement)**
- 5 | Assessment by Outside Director**
- 6 | Q&A**



1. The Fujifilm Group's Management Plan & Sustainability Policy

Profile

Chisato Yoshizawa

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- July 1986 Secretary Div., Presidents Office
 - May 1992 Childcare leave
 - May 1994 Equipment Products Div. (sales and marketing of laboratory equipment)
 - Aug 1998 Childcare leave
 - Nov 1999 Corporate Public Relations Div. (external and internal communications)
 - Jun 2007 General Manager of Public Relations Group, Corporate Support Div., FUJIFILM Holdings Corporation
 - Jun 2014 General Manager of Corporate Communications Office (IR and PR), Corporate Planning Div. of the Company
 - Jun 2017 Corporate Vice President of the Company
 - Jun 2018 Corporate Vice President, General Manager of Corporate Communications Office, Corporate Planning Div. and General Manager of Human Resources Div. of the Company
 - July 2021 Corporate Vice President, General Manager of Corporate Communications Div. and General Manager of ESG Div. (responsible for Global Audit Div.) of the Company
 - Jun 2022 Director and Corporate Vice President of the Company

Fujifilm Group's Business Segments

Imaging

- Consumer imaging
- Professional imaging

¥410.3 billion 14.4%

¥266.9 billion 65%

¥143.4 billion 35%



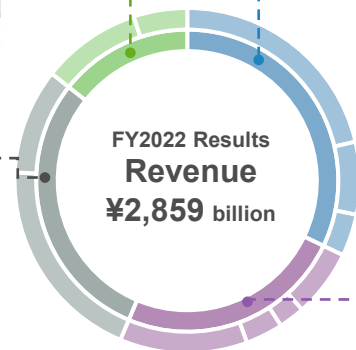
Business Innovation

- Office solutions
- Business solutions

¥838.1 billion 29.3%

¥555.5 billion 66%

¥282.6 billion 34%



Healthcare

- Medical systems
- Bio CDMO
- LS Solutions

¥917.9 billion 32.1%

¥611.1 billion 67%

¥194.2 billion 21%

¥112.6 billion 12%



Materials

- Electronic materials
- Display materials
- Other advanced materials (Industrial products & fine chemicals)
- Graphic communication

¥692.7 billion 24.2%

¥180.6 billion 26%

¥70.1 billion 10%

¥100 billion 14%

¥342 billion 49%



Our Future Vision

SVP2030*1

*1 Sustainable Value Plan 2030 is the CSR Plan targeting the year 2030.

Innovative technologies, products and services used to resolve social challenges
Contributing to the realization of a sustainable society

VISON2023*2

*2 Medium-Term Management Plan Targeting 2023 (detailed action plan for achieving SVP2030)

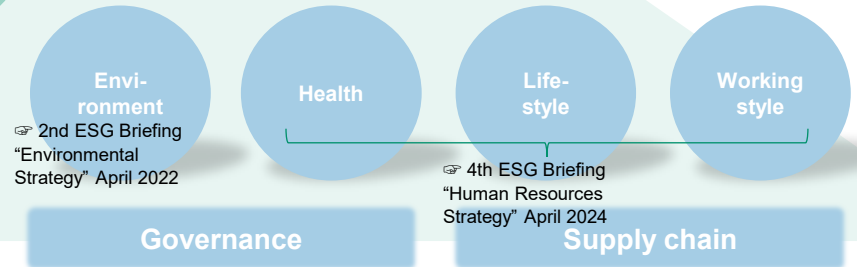
Constructing a business platform facilitating sustainable and **accelerated growth** in healthcare and advanced materials

Four segments ▶ Optimize business portfolio

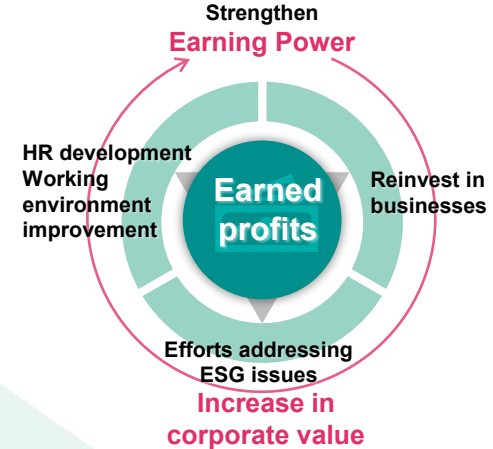


DX (Leverage digital) 3rd ESG Briefing "DX Strategy" March 2023

Priority areas ▶ Materiality & KPIs



New Medium-Term Management Plan (Announcement on April 17, 2024)



Sustainability Initiative Policy

Combining sources of the Fujifilm Group's innovation to offer innovative technologies, products and services, work to help resolve social issues, and contribute to realizing a sustainable society.

Environment	Social	Governance
<ul style="list-style-type: none">● Address climate change<ul style="list-style-type: none">✓ Promote GHG emission reductions✓ Improve carbon efficiency✓ Create Green Value Products● Promote recycling of resources<ul style="list-style-type: none">✓ Reduce new raw material inputs✓ Design product lifecycle to efficiently utilize resources● Preserve biodiversity● Ensure product and chemical safety	<ul style="list-style-type: none">● Contribute to improving accessibility to medical services by expanding products and services utilizing medical AI technology● Address unmet medical needs, such as cancer, rare diseases, and gene therapies, through bio CDMO and drug discovery support● Build a stable supply network providing advanced materials for semiconductors to contribute to people's lifestyles in the age of AI and IoT● Create an upward spiral for employee and organizational growth● Increase employee engagement	<ul style="list-style-type: none">● Pass down our corporate culture to the next generation● Board of Directors discusses results of employee engagement surveys● Increase opportunities for outside directors to dialogue with shareholders and investors● ESG Committee deliberates priority risks and responses, and reports these to the Board of Directors

Sources Generating the Fujifilm Group's Innovation

Technological capabilities

Corporate culture

Human resources

Brand

Global network

* Committee is chaired by the President & CEO and deliberates as well as makes decisions on important matters relating to the Fujifilm Group's ESG.

Progress on Key KPIs

Key Initiatives During Past Year

- New skill matrix disclosed
- Under auspices of the ESG Committee, GX Committee established and decarbonization efforts accelerated
- Announced adoption of PPA (Power Purchase Agreement) at sites in North America and Denmark
- DE&I Promotion Committee chaired by CEO established to promote diversity
- Self-development Assistance Program “+STORY” promoted, encouraging employees to take the initiative in addressing challenges
- Employee Engagement Surveys continued to be conducted toward realizing sustainable engagement
- NURA health screening centers focusing on cancer screening further expanded

Today's briefing



▲ Highest honor awarded in the Human Resource Department category at Nihon-no-Jinjibu HR Awards 2023

▼ Expansion of NURA health screening centers



■ Progress on Key KPIs (FY2022 results)

Environment	<p>Reduction in GHG emissions Scope 1 + 2 (Compared to FY 2019)</p> <p>FY2021 FY2022 FY2023 FY2030 3% ▶ 10% ▶ 11% ▶ 50%</p>	<p>Reduction in GHG emissions Product life cycle (Compared to FY 2019)*1</p> <p>FY2021 FY2022 FY2030 6.3% ▶ 9.2% ▶▶▶ 50%</p>
	<p>Improvement in accessibility to medical services Deployment of products & services using medical AI technology (Medical Systems)</p> <p>FY2021 FY2022 FY2023 FY2030 83 ▶ 93 ▶ 100 ▶ 196 (countries)</p>	<p>Enhancement of job satisfaction Access to workstyles that support improved productivity & creativity for workers (Business Solutions) *2</p> <p>FY2021 FY2022 FY2030 29.3 ▶ 25.33 ▶▶▶ 50 (million people)</p>

*1 Product life cycle refers to the procurement of raw materials as well as manufacturing, transportation, use and disposal of products. Figures restate those for FY2019 and thereafter based on a reassessment of products targeted during each stage.

*2 Calculation logic revised in FY2022.



2. Today's Key Points about Our Human Resources Strategy

Profile

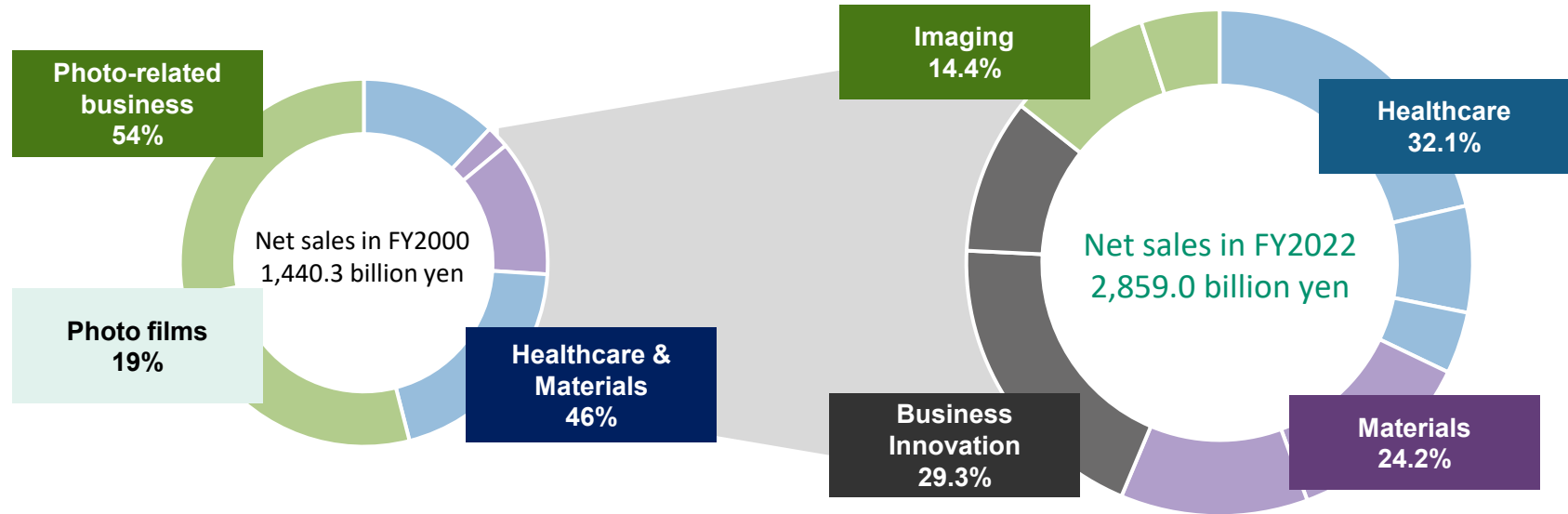
Yasushi Zama



Jul 1987	Photosensitive Materials Division, 1st Marketing Division, FUJIFILM Corporation (Imaging Business)
Nov 1991	1st Sales Division, Osaka Branch (Imaging Business)
Dec 1996	Human Resources Division
Aug 2010	FUJIFILM (China) Investment Co., Ltd. (Medical Business)
Jun 2012	Human Resources Division, FUJIFILM Corporation
Jun 2016	General Manager, Human Resources Division, FUJIFILM Corporation Human Resources Division, FUJIFILM Holdings Corporation
Jun 2019	Corporate Vice President and General Manager, Human Resources Division, FUJIFILM Corporation Human Resources Division, FUJIFILM Holdings Corporation
Jun 2021	Corporate Vice President and General Manager, Human Resources Division, FUJIFILM Corporation Corporate Vice President and General Manager, Human Resources Division, FUJIFILM Holdings Corporation
Jun 2022	Director, Corporate Vice President and General Manager, Human Resources Division, FUJIFILM Corporation Corporate Vice President and General Manager, Human Resources Division, FUJIFILM Holdings Corporation

Transformation of Business Structure: Expansion of New/Growth Driver Businesses (from FY2000 to FY2022)

Growth areas including Healthcare and Materials (advanced materials) grew and succeeded in transforming the business structure.



Dynamically restructuring various resources to meet the changing environment so that we continue to grow as a 'company creating change ourselves'



Fujifilm Group's Purpose

Giving our world more smiles

We bring diverse ideas, unique capabilities,
and extraordinary people together to change the world.

FUJIFILM
Value from Innovation

Position of Human Resources Strategy

Our employees are the driving force behind our business transformation since 2000s.

Starting from the Fujifilm Group's purpose, we will pass down and foster our corporate culture as well as implement the Three Pillars, which are comprised as our human resources strategy for realizing SVP2030 and business strategy.



Human Resources Strategy: Three Pillars & Four Enhancement Areas for Passing Down and Fostering Corporate Culture

We will promote our transformation so that we pass down our corporate culture, the driving force with which we have created change, and grow further.

Pass Down Corporate Culture

i Human Resources Development

Challenge

Rotate employees
Develop key personnel succession plans
Roll out + STORY/See-Think-Plan-Do (STPD) globally
Develop DX personnel

ii Health Management

Practice Seven Healthy Behaviours

Achieve KPIs in the five priority areas
Acquire Health & Productivity Stock certification
Enhance Mediterrace, employee health screening center

②

Create a highly-motivating work environment where diverse employees see change as opportunity and take on challenges

Create an environment where diverse employees are highly motivated to work

①

Create a human resources portfolio that will accomplish business strategy

Optimize the business portfolio comprising four segments

③

Strengthen recruiting capabilities

Ensure that a diverse personnel are hired in a timely manner through diverse channels

Foster Corporate Culture

iii Diversity

Each individual demonstrates their abilities

Promote DE&I
Promote Work Style Innovation-DX

iv Organizational Development

High level of engagement

Workplaces execute their action plans



3. Sources of Strength for Transforming Our Human Resources

The Fujifilm Group Employees' Strengths

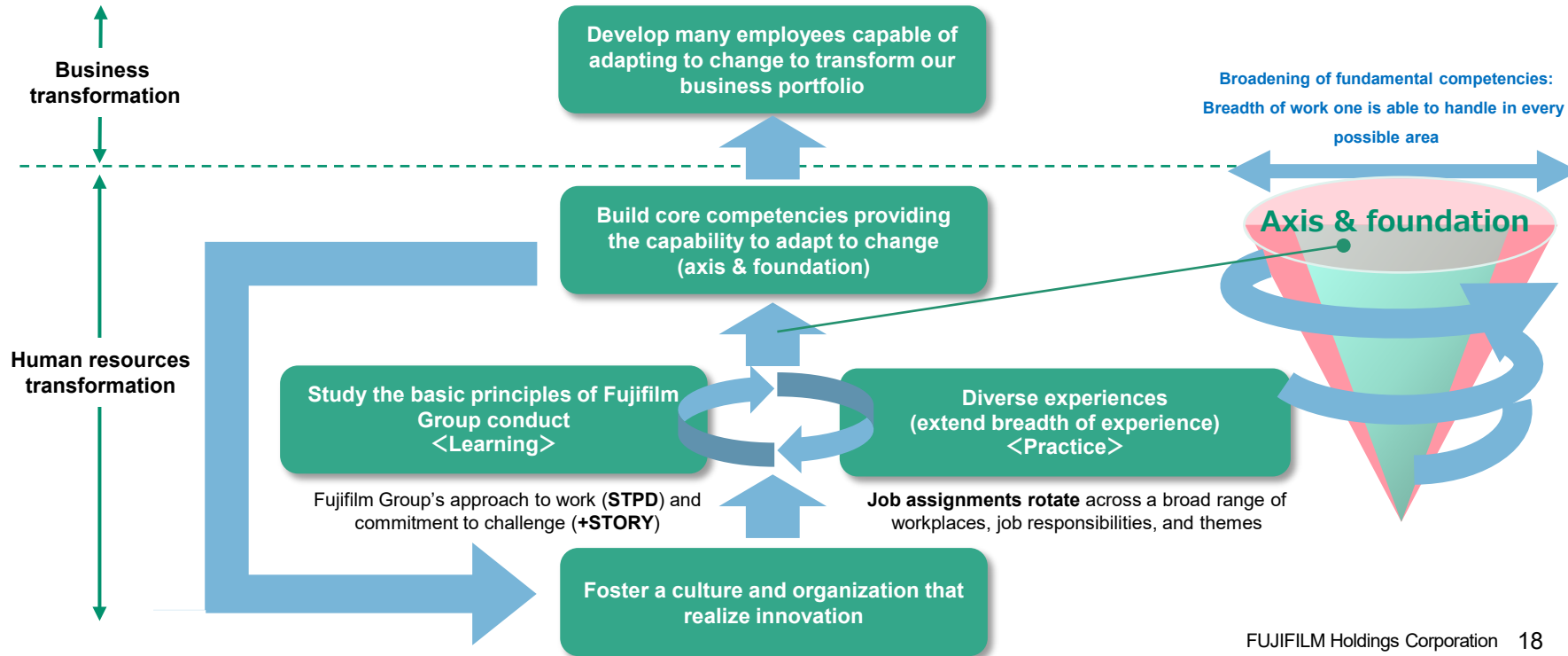
The foundation of Fujifilm Group's human resources transformation is our employees possessing the following three core competencies.

Fujifilm Group employee Core Competencies (Axis & Foundation)

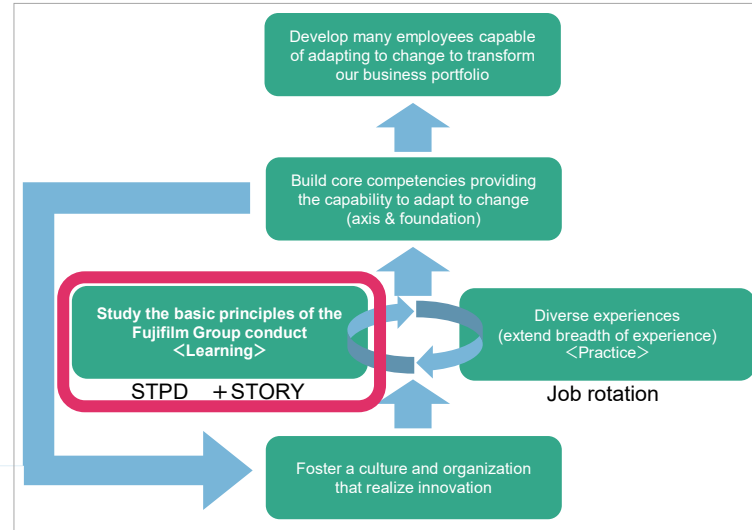
1. **Setting out essential issues** and working to address them regardless of role or age
2. **Taking the leading role** in carrying out projects, involving those around them even beyond their own division or group
3. **Seeing change as an opportunity for growth and taking up the challenges in every field of business or functional area**

Building Core Competencies

Employees are developed to possess the core competencies (axis & foundation) with which they are able to adapt to change as they rise up through 'practice' and 'learning.' That realizes the transformation of our human resources and businesses.



The Fujifilm Group's Basic Principles of Conduct-1: STPD **See-Think-Plan-Do**



STPD: Common Approach to Work (Fujifilm Method)

The “See-Think-Plan-Do” cycle is the common approach at Fujifilm to work in all segments and fields, and the process of repeating this cycle is fundamental to taking the initiative and setting essential issues.

In times of tremendous change, we face uncharted areas, so **See—Think—Plan—Do** rather than PDCA produces results in business and the concept coincides with Fujifilm’s foundation.

It is not resolving the problems that arise, but **the ability to set essential issues that we should truly take on, the insight to identify the essence of the problem**, draw a new map, and then move forward without all the answers

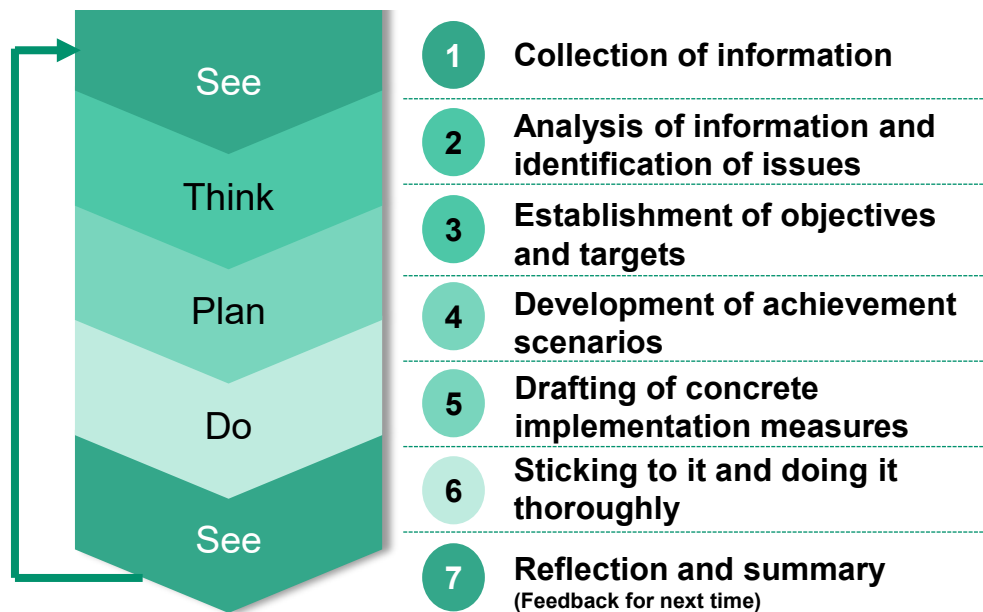
<Example of mechanism for thoroughly practicing STPD>

- Educate all personnel from new hires to employees of all nationalities
- Set review standards for qualification advancement and job promotion

Personnel will set their own yardstick by thoroughly practicing STPD step-by-step to acquire competency

STPD
Discover issues
Create something new
Precedent: None
Experienced employee: None
Empirical rules: None

Fujifilm’s Work Steps



Redefining Your Own Issues and Problems

The most important aspect of the STPD cycle is to be sure to understand higher-order objectives beyond your own issues. That is why we train to develop the ability to repeat the See-Think process to consider the background underlying the issues, see issues that you should address in that process, make that an issue you are firmly convinced of, and take action to address the issue hands-on.

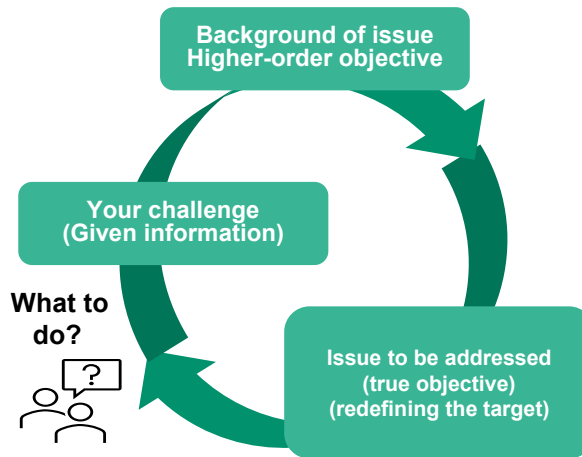
Ability to accurately your own challenges: Issue formulation ability

1

Ability to comprehend the **background & higher-order objectives** of a given issue (=your challenge)

2

Ability to redefine your challenge as an **issue you should address** that includes your own awareness of the issue and analysis of information



1. Collect information

- Something omitted or missing?



- How about 3C perspective?
- Deadline?

2. Analyze information and identify issues

- Has a broad perspective been adopted?
- What is the essence of the issue?



- What are Fujifilm's strengths & weaknesses?
- Relationship with other divisions?

3. Set objectives and targets

- What is the value of your own work?
- Is it satisfying?
- Is it challenging?



- What is the value to the customer, company, and yourself?

Issue that you are firmly convinced of.
The decision to truly take it on.



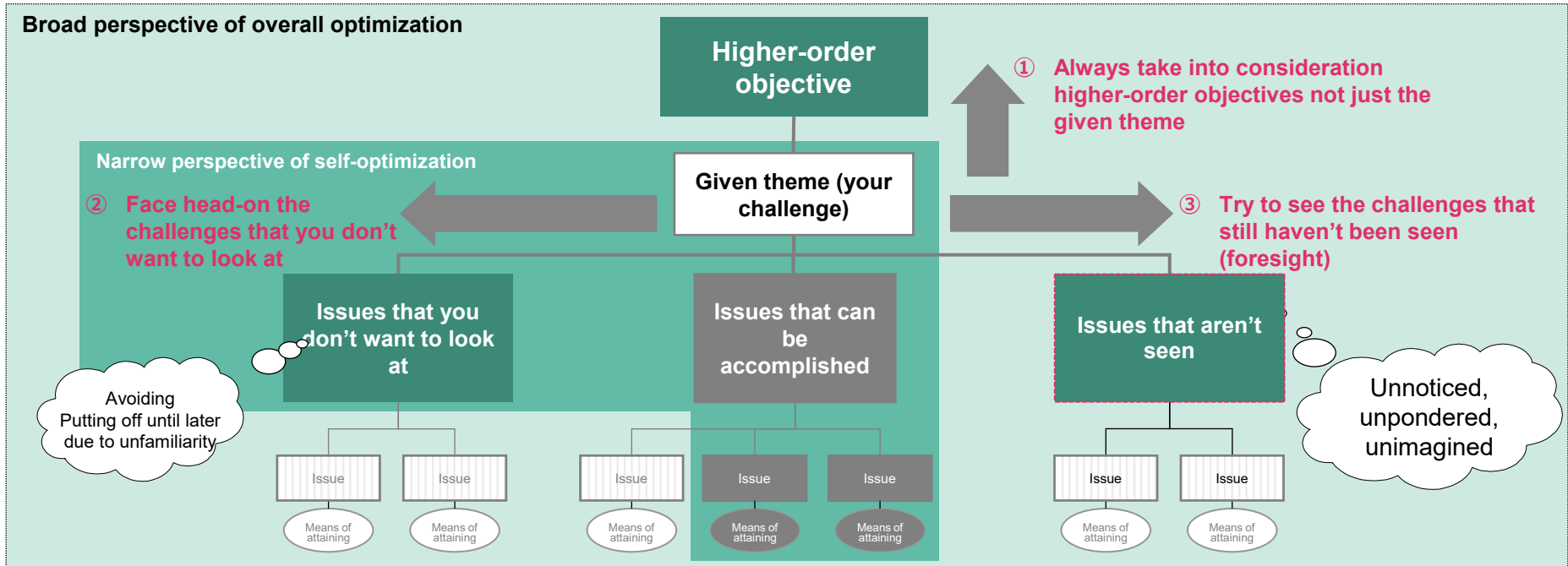
Improve yourself to take the initiative
(core competency)

Effect of Emphasizing See-Think-Plan-Do

When setting issues, don't fly to those "issues that can be accomplished," but rather confront the "issues that you don't want to look at." That will make you doubt common sense and stereotypes, and, in a new context/story, you will find 'challenges that still haven't been seen' and make those the essential issue.



Improve the core competency of setting essential issues



Instilling the See—Think—Plan—Do Cycle

The STPD approach is used globally, including in companies that we have merged with and acquired both inside and outside Japan.

[Degree of STPD Comprehension]

The scores listed at right are from the FY2023 Employee Engagement Survey and indicate Fujifilm's M&A companies in response to the following statement.

Survey statement

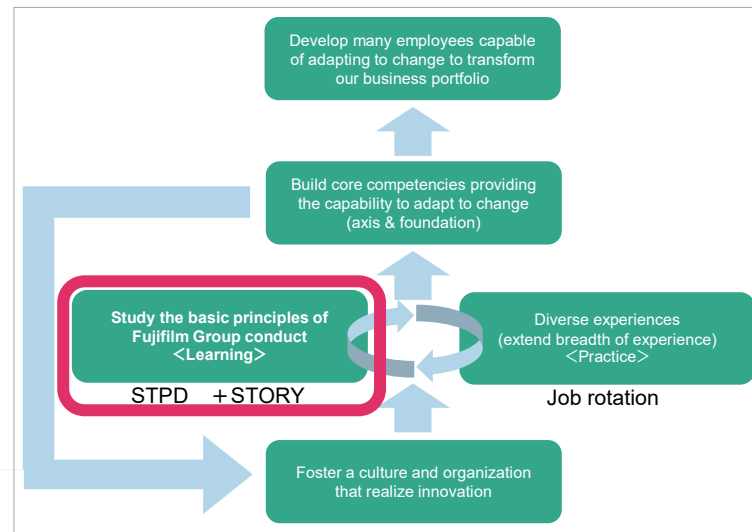
I understand the Fujifilm method (See-Think-Plan-Do cycle).

Fujifilm : 94.0%

Avg. of M&A companies at right : 88.9%

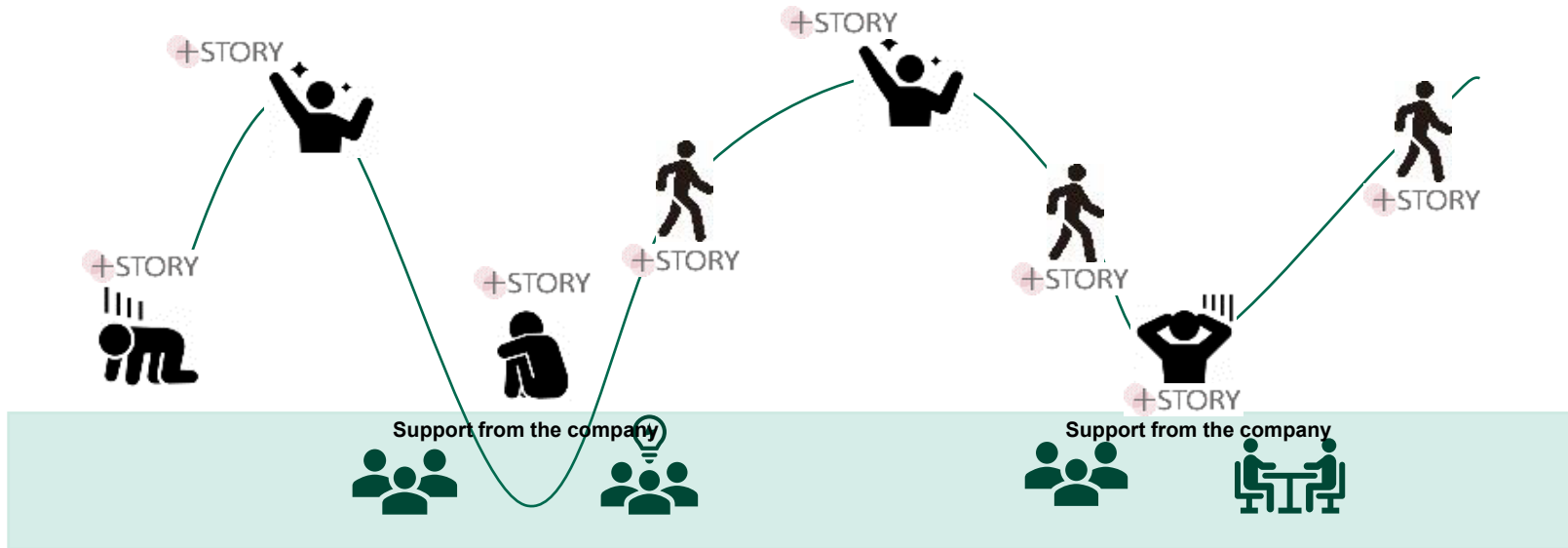
Region	Company	Score
Japan	FUJIFILM Business Innovation Corp.	87
	FUJIFILM Healthcare Corporation	88
	FUJIFILM Wako Pure Chemical Corporation	81
North America	FUJIFILM Diosynth Biotechnologies California (FDBC)	92
	FUJIFILM Diosynth Biotechnologies North Carolina (FDBN)	95
	FUJIFILM Diosynth Biotechnologies Texas, LLC (FDBT)	94
	FUJIFILM Diosynth Biotechnologies U.S.A., Inc. (FDBU)	93
	FUJIFILM Wako Chemicals U.S.A. Corporation (WKUS)	86
	FUJIFILM Healthcare Americas Corporation (HCUS)	97
Europe	FUJIFILM Irvine Scientific, Inc. (FISI)	97
	FUJIFILM Sonosite, Inc. (FFSS)	95
	FDBK Fujifilm Diosynth Biotechnologies UK Limited	76
	FUJIFILM Diosynth Biotechnologies Denmark (FDBD)	81
	FUJIFILM HEALTHCARE France - HCFR	89
	FUJIFILM Healthcare Germany GmbH (HCDE)	83
	HCBE FUJIFILM Healthcare Belgium	83
	HCME FUJIFILM Healthcare Middle East S.A.E.	100
	HCNL FUJIFILM Healthcare Nederland B.V.	83
	WKEU FUJIFILM Wako Chemicals Europe GmbH	89

Fujifilm Group's Basic Principles of Conduct②: +STORY



+ STORY (Seeing Changes as Opportunities for Growth & Taking on Challenges)

The Fujifilm Group uses the term '+STORY' in place of 'career.' It refers to each and every employee seeing changes as opportunities for growth and learning from experiences that they have accumulated. Plotting their next growth is called +STORY (Plus Story). The cycle of +STORY challenges forms the axis on which measures to develop personnel are based, and this facilitates challenges that generate change.



The **100 different +STORIES of 100 different people** woven in this way are the driving force that creates change within the Fujifilm Group. **Sharing and understanding +STORY in this way by all team members** leads to the creation of a **culture of challenge**.

Cycle of Challenge in +STORY

Learning the cycle of challenge through practice leads to growth and carrying out a concrete +STORY program that helps learn the cycle of challenge.

Train yourself to take on the challenge (core competency)

Acquire the knowledge, ability and expertise necessary for the next challenge. **Hone your abilities.** Learn from the experiences of others.

+STORY Academy
(Relearning Portal Site)
+STORY LIVE

The experience gained through work, including encounters with people and feelings of joy and regret, is given meaning and used as food for oneself.

Talk with supervisors and get their attention.

+STORY Dialogue
+STORY Design Program

Face the task at hand and be the one who takes initiative

With a **vision** of what you want to do and how you want to achieve results in light of your goals, **cultivate your passion, thoughts and courage for work.**

Self-improvement
Active learning

Capture the essence

To make your dreams come true, **seriously think through what you should do, repeat the reasons and grasp the essence of it.** (Ability to think with one's own head)

Learning
OFF-JT



Practice
OJT

Look back on
experience

Challenge, execute
and achieve
(Develop ability to
accomplish)

Take a panoramic view of the whole, face reality, and change without escaping, **actively involve people around you** without being caught up in the framework of roles, etc., and **work through to the end.**

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Face the task at hand and be the one who takes initiative

With a vision of what you want to do and how you want to achieve results in light of your goals, cultivate your passion, thoughts and courage for work.

STPD
(Problem Formulation Ability)

To make your dreams come true, seriously think through what you should do, repeat the reasons and grasp the essence of it. (Ability to think with one's own head)

Learning OFF-JT

Practice OJT

Challenge, execute and achieve
(Develop ability to accomplish)

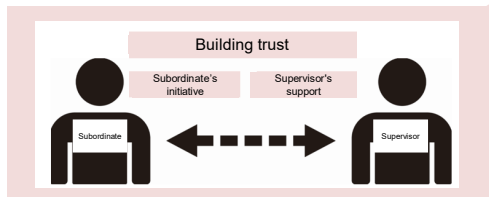
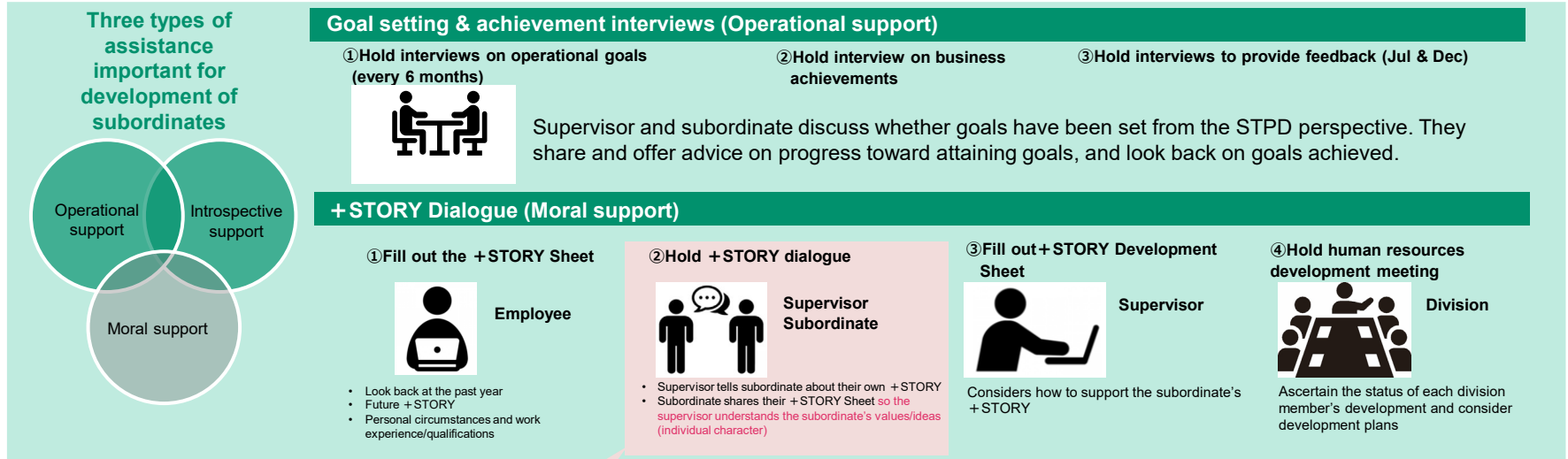
Take a panoramic view of the whole, face reality, and change without escaping, actively involve people around you without being caught up in the framework of roles, etc., and work through to the end.

+ STORY: Importance of Dialogue

+STORY Dialogue: Understand subordinates' values, ideas, and other aspects of their character and personality, give meaning to their experience, and discuss their future story (once annually)

Goal setting & achievement interviews: Hold a thorough interview about challenges based on STPD (every 6 months)

The motivation and desire to take on challenges are fostered by ensuring that the cycle of dialogue and interview is continuously carried out over the one-year period.



+STORY dialogue held to provide moral support

Strengthening +STORY dialogue enhances psychological security and increases engagement

- Create an environment where employees voluntarily and proactively state their own opinions
- Supervisors provide guidance, considering their subordinates' individual character

+STORY: Appraisals from External Organizations

+ STORY has been rated highly by multiple outside organizations.

+ STORY received the Award for Excellence in the Human Resources Development category at the Japan HR Challenge Awards 2023!

+ STORY awarded the Top Prize in the Corporate Personnel Division category at the Nihon-no-Jinjibu HR Award 2023!

Supported by the Ministry of Health, Labour and Welfare, the Japan HR Challenge Awards are sponsored by the HR Research Institute to promote the revitalization of Japanese society with an award program recognizing companies that are actively working on outstanding new initiatives in the field of human resources.

Supported by the Ministry of Health, Labour and Welfare, the HR Award is a program sponsored by Nihon-no-Jinjibu that recognizes initiatives relating to personnel and organizations.

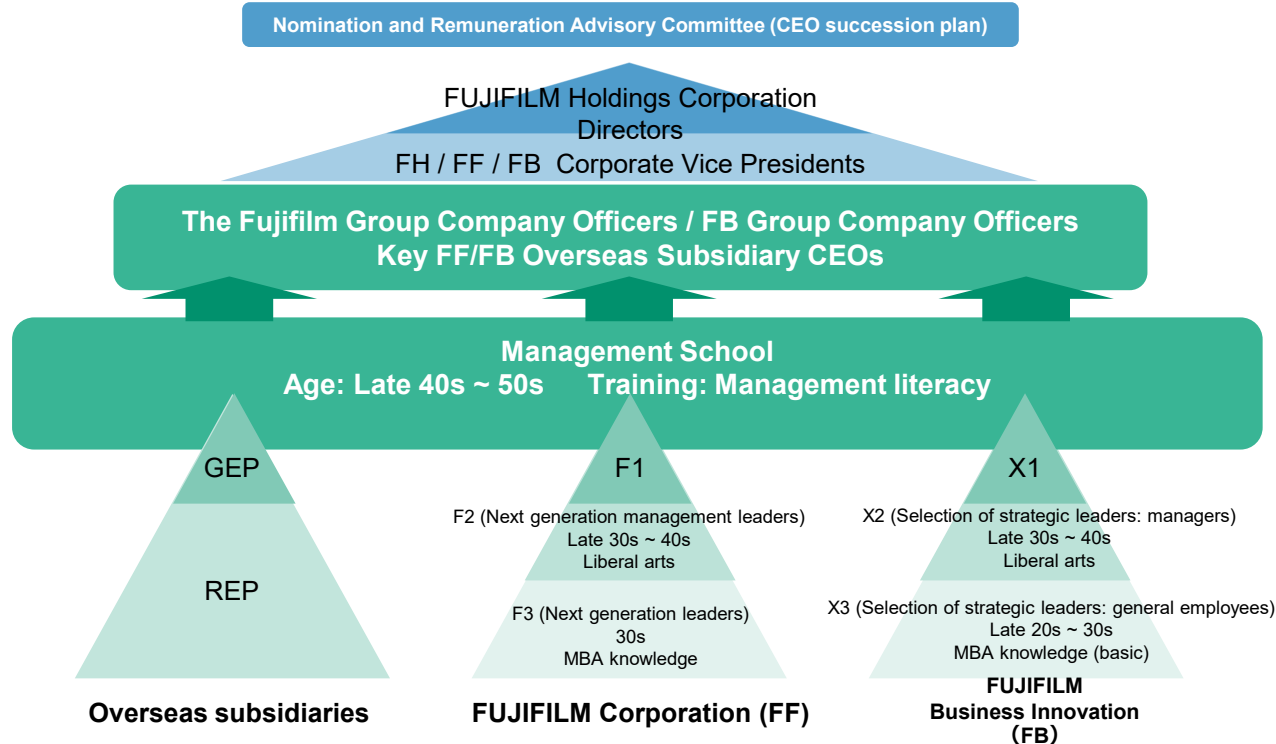
The purpose is to share new knowledge and know-how with human resources professionals that will help develop companies nationwide. This program is supported by many in the personnel field.


[HR Award Top Prize presented to Fujifilm Group in the Corporate Personnel Division category](#)



Succession of Key Personnel

Human Resources Division handles the succession of corporate officers, top positions in key divisions and group companies in Japan, as well as CEO succession of Global Executive Position (GEP). Overseas Regional HRs handle the succession of Regional Executive Position (REP) responsible for leading key businesses and functions in each region.





4. Encouraging Each and Every Employee to Play a More Active Role (Health Management, Diversity, Equity & Inclusion, Employee Engagement)

The Fujifilm Group Health Management

With adoption of the Fujifilm Group Employee Wellness Declaration in September 2019, the entire Fujifilm Group set about striving to improve health management based on the Health Management Strategy Map. These efforts have been rewarded with the Fujifilm Group's selection as a Health & Productivity Stock for four consecutive years and a Health and Productivity Management Outstanding Organization (White 500) for eight consecutive years.

Health & Productivity Management Strategy Map

Foundational activities to strongly promote the value creation process

Health Management

Increased productivity

Improved work engagement

Solid corporate structure

Highly motivated employees in good mental and physical health

Five priority areas Lifestyle-related diseases, smoking, cancer, mental health, long working hours

Encourage employees to adopt Seven Healthy Behaviors



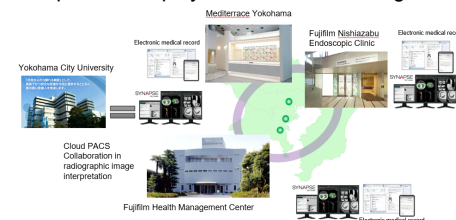
Established "Mediterrace Yokohama," a health screening center for the Fujifilm Group employees in 2022

- ✓ Medical devices are used that leverage the most advanced technology, such as Fujifilm's endoscopes, CT, and modalities.
- ✓ The facility provides high-quality health screening by occupational health physicians, endoscopists, nurses and other skilled staff employed by the Fujifilm Group Health Insurance Association.
- ✓ As circumstances warrant, the facility refers employees to appropriate medical institutions and provides guidance to employees about early retesting, treatment, and other follow-up (staff courteously follows up on patients after their health screening)

【Fujifilm Mediterrace Yokohama】



【Partnerships with Employees Health Screening Centers】



Global DE&I Vision Established

DE&I Vision

Celebrating the Power of Diverse Stories

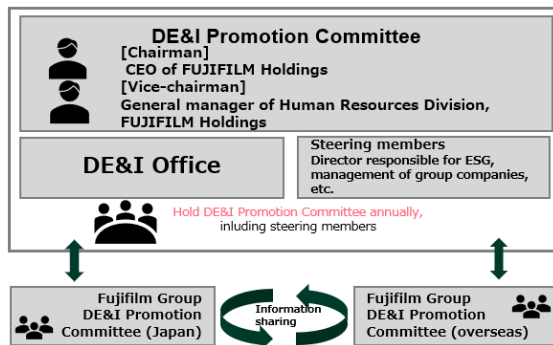
The Fujifilm group values an open, fair, and clear corporate culture that fosters innovation by respecting “stories,” such as individuality and the diversity of values and experiences of each employee.

Our diversity ensures a highly motivated work culture that celebrates differences and encourages collaboration towards “giving our world more smiles.”

This vision is based on the basic concept of "Respect for Human Rights" in the Fujifilm Group Code of Conduct.

FH DE&I Promotion Committee launched in October 2023

‘All-Fujifilm’ is the collective effort that we are making to promoting diversity



*At subsidiaries in Japan and regions overseas as well, DE&I Promotion Committees will be set up to be **headed by the subsidiary presidents** and this effort pursued **groupwide**.

DE&I KPIs

KPI	Focus	FY2022 Results	FY2030 Target
Ratio of a foreign national employees in key posts	Fujifilm Group	27.8%	35%
	Fujifilm Group ^{*1}	16.5%	25%
Ratio of women in management positions	Fujifilm Group in Japan	6.9%	15%
	Fujifilm Group in Japan	2.47%	2.7% ^{*2}
Percentage of employees with disabilities	Fujifilm Group in Japan	2.47%	2.7% ^{*2}
	Fujifilm Group in Japan	2.47%	2.7% ^{*2}
Retention rate 3 years after returning from childcare leave	Fujifilm	89.4%	100%
	FUJIFILM Business Innovation Corp.	70.3%	100%
Retention rate 3 years after returning from nursing care leave	Fujifilm	100.0%	100%
	FUJIFILM Business Innovation Corp.	100.0%	100%

*1 Based on the definition of managerial position set by each overseas subsidiary.

*2 Target is to exceed the statutory employment rate (2026: 2.7%)

—Dialogue with employees—

DE&I Roundtables held

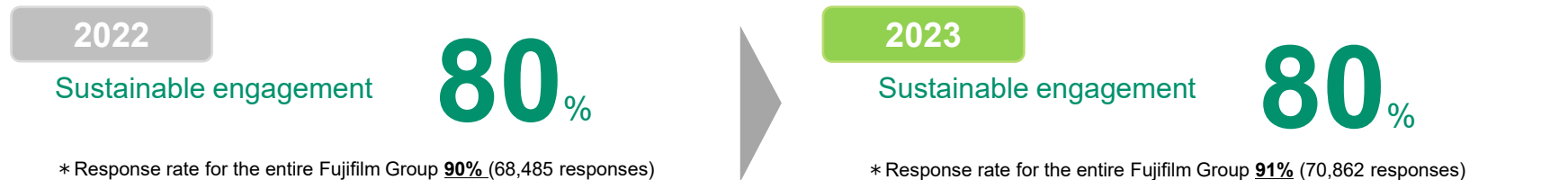


—Support for balancing work & family—

- Seminars held for employees returning from childcare leave
- +STORY Childcare Salon held
- Family days held etc.

Employee Engagement Survey

Just as in the previous year, the Fujifilm Group received an “overall good result” even when compared to other global and Japanese companies.



Score breakdown	Questions	Score*				
		2023 FH	2022 FH	Compared to last year (FH)	* Japan Manufacturing industry standard	Global manufacturing industry
Engaged	• I believe strongly in the goals and objectives of the Fujifilm Group.	88 %	87 %	1	11	2
	• I am proud to be associated with the Fujifilm Group.	87 %	86 %	1	14	1
	• I work/contribute beyond what is required to help this company succeed.	76 %	76 %	-0.3	15	-9
Enabled	• I have the equipment/tools I need to do my job effectively.	81 %	79 %	2	20	2
	• My team is able to meet our work challenges effectively.	78 %	78 %	0	9	-6
Energized	• My work gives me a sense of personal accomplishment.	76 %	75 %	0.6	9	-6
	• I am able to sustain the level of energy I need throughout the work day.	75 %	76 %	-1	9	-7

Sustainable engagement score **80%** 80% **12** **-3**

* Scores indicate the percentage of group employees who chose “affirmative responses” (1 or 2 on a 5-tier scale) from among the options available for each question.

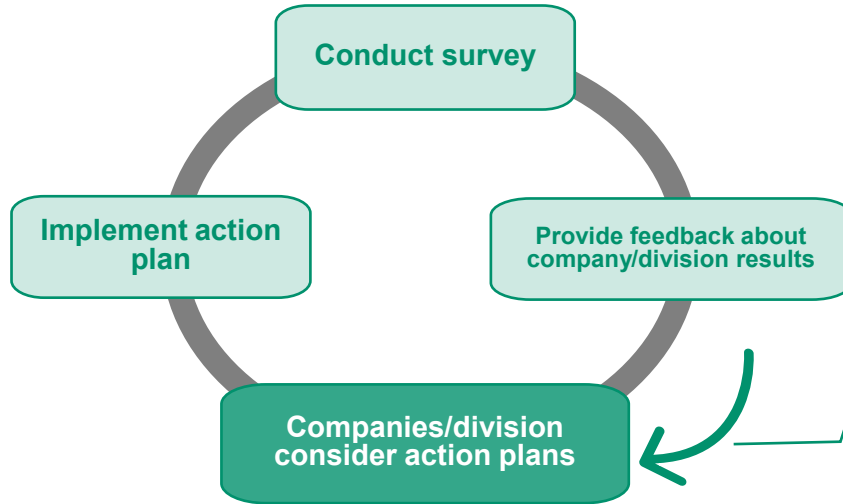
(1. Agree, 2. Agree somewhat, 3. Neither, 4. Disagree somewhat, 5. Disagree)

* Sustainable engagement is defined as a metric having a strong correlation with corporate performance by Willis Towers Watson (WTW), the partner firm that conducted the survey.

Realizing Companies/Workplaces with High Levels of Employee Engagement

We will instill the practice of holding workplace discussions from the first engagement survey as a customary practice and also create a link to the KPI for executives' medium-term performance-linked share remuneration that requires establishment of companies or workplaces with high employee engagement where employees take the lead and want to work at the Fujifilm Group.

Engagement Survey Cycle

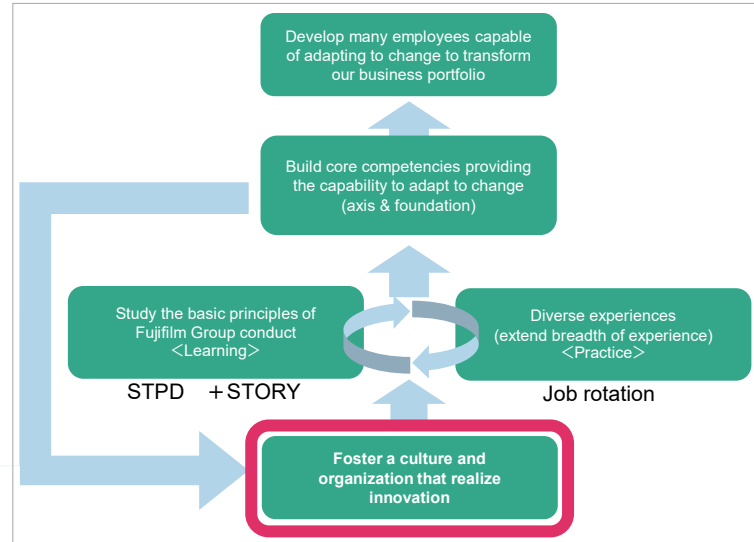


Feedback on company/division results What is important when considering an action plan

- It is important that each organization **recognize its strengths and areas for improvement as relates to challenges the organization faces**, as well as consider, among other things, what should be done to create an even stronger organization, and **tie that to communication between the company and employees**.
- It is fundamental that each company and organization consider and discuss with its employees what should be done to create an even stronger organization.

Improvements will be made while listening sincerely to comments and concerns of employees in each workplace

Culture and Organization for Innovation



Corporate Culture That Can & Will Be Passed Down

Fujifilm sought out human resources that tackle change without demanding stability, even in the heyday of photographic film.

1986 Recruiting Pamphlet ("Anti-employment declaration")



We think there are many university students who find it appealing that Fujifilm is a stable company....

We will be honest. Fujifilm also has problems....

We are also afraid that a powerful composite product will emerge in the future like an electronic steel camera.

This camera doesn't use film like previous cameras, but records images electrically on a small floppy disk.

If someday this camera is widely sold on the market, then it will be a big problem for Fujifilm.

We honestly wrote about the problems that Fujifilm is facing. What are your feelings about this?

Knowing this situation, **will you shy away from Fujifilm? If you do, then we will probably be disappointed in you....**

Because the company is seeking to deal with problems frankly and find solutions, that has produced a sense of urgency and energy in a good sense.

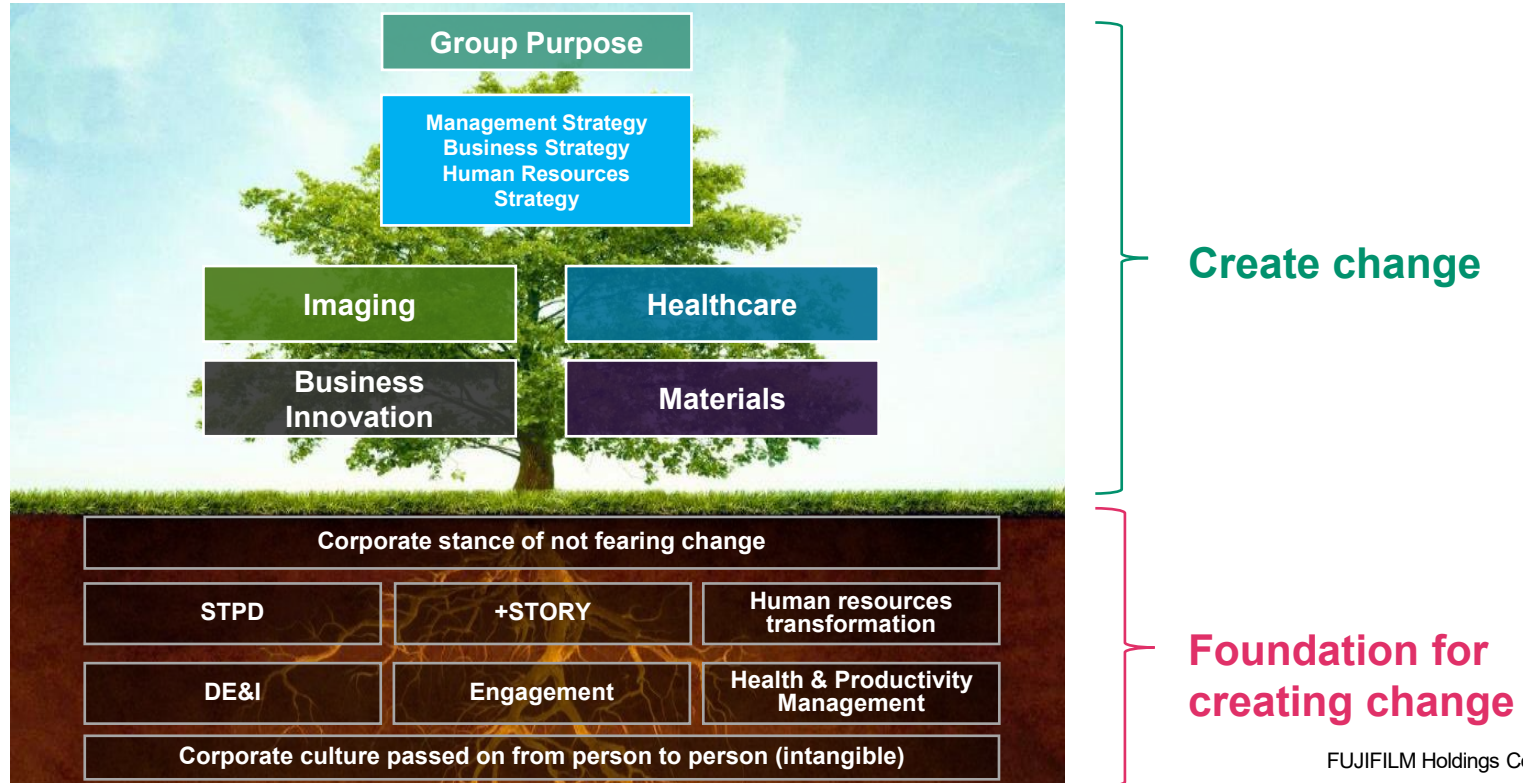
Since then, we are thinking about the company's path of development in the future in order to create an even better company....

That is why we want people who are really trying to change Fujifilm....

Steadfastly demanding from the time employees are hired through their training they acquire the core competencies that are Fujifilm's strength is something which has been passed down in its corporate culture.

Foundation for Creating Change

Our corporate culture and employees form the crucial foundation that enables the Fujifilm Group to generate change.





5. Assessment by Outside Director

Assessment by Outside Director

Tsuyoshi Nagano

Director (Outside)



Jun 2013	President & Chief Executive Officer (Representative Director) of Tokio Marine Holdings, Inc. President & Chief Executive Officer (Representative Director) of Tokio Marine & Nichido Fire Insurance Co., Ltd.
Apr 2016	Chairman (Representative Director) of Tokio Marine & Nichido Fire Insurance Co., Ltd.
Jun 2019	Chairman (Director) of Tokio Marine Holdings, Inc. (to present)
Jun 2022	Director (Outside Director) of the Company (to present)

-
- Director Nagano has been engaged in insurance sales, corporate planning, and product planning operations both in Japan and overseas for many years at a major insurance company, where he also has experience in supervising the overseas business. Moreover, he has demonstrated strong leadership in his management of the group as a whole.
 - Based on such ample experience and wide range of knowledge, Director Nagano has facilitated reasonable and adequate decision-making by the board of directors by giving useful suggestions and expressing opinions on many aspects of the Fujifilm Group's management at the board of directors meetings, while he proactively provided, from a medium- to long-term perspective, advice on the measures pertaining to the risk management system, instilling corporate culture, and dialogue with stakeholders at the Fujifilm Group.

1

Key to the Fujifilm Group's sustainable growth

- **Our corporate culture and human resources are elements intrinsic to our foundation**

2

Confidence and courage to take the initiative strengthen as we encounter experiences that raise our awareness

- **Practical experience is accumulated** through job rotations to a variety of divisions
- **STPD and +STORY thoroughly enhance fundamental capabilities**

3

Sharing and collaboration of resources as the four segments work together

- **Horizontal integration of human resources and technologies** further strengthens all businesses

FUJIFILM
Value from Innovation