

Human Resource Development



FY2019 Materiality Targets and Results

○: As planned △: Delayed

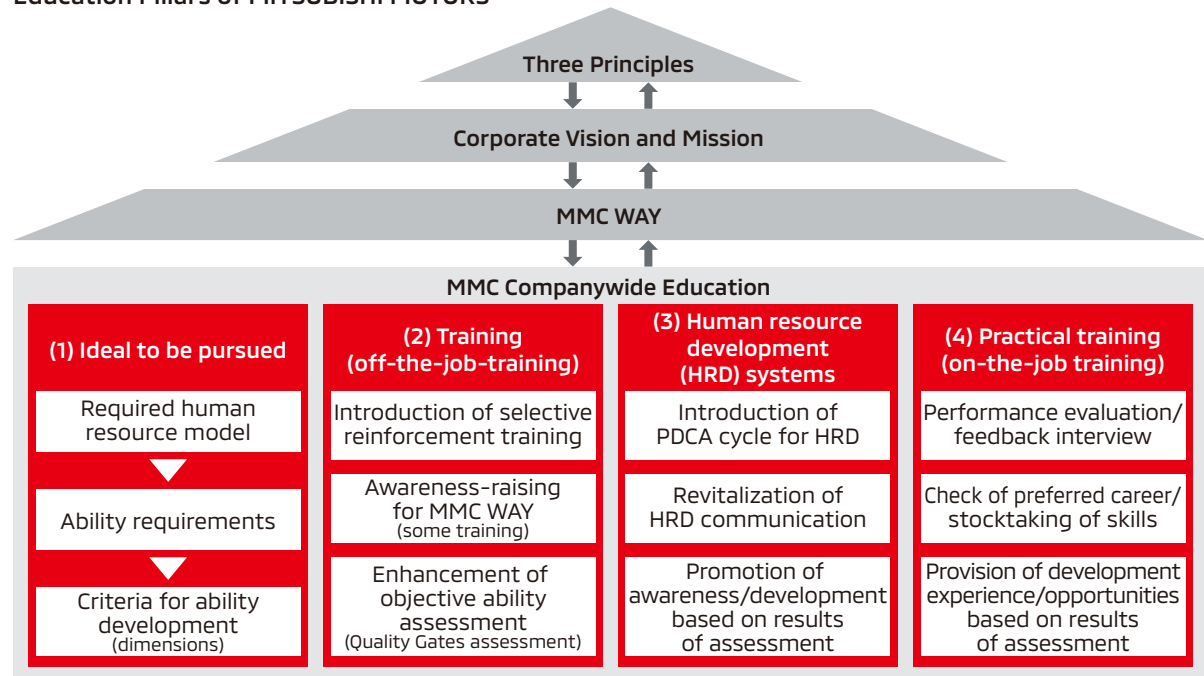
Details of Main Initiatives	Ideal Image	FY2019 Targets	Indicators	FY2019 Results	Self-Evaluation
Expansion of human resource development program	Promote development of human resources who practice the MMC WAY	Introduction of reinforcement training for middle management	Education program	Introduced e-learning platform for managers and general managers to promote learning on daily-basis	○

Basic Approach

MITSUBISHI MOTORS' educational system is supported by three pillars: the Three Principles, a statement of the Mitsubishi Group's management principles; our Corporate Vision and Mission; and the MMC WAY, guidelines for daily behavior. We have clarified the abilities and skills necessary to put these principles or behavior into practice. We also specified the ideal model for each job classification and introduced respective curricula based on both.

Employees also discuss their personal vision for the future during annual interviews with their superiors. Sharing such visions between superiors and subordinates leads to achievement of human resource development with deeper understanding.

Education Pillars of MITSUBISHI MOTORS





Management Organization

Based on the education pillars, sections in charge of education with the Human Resources Division have put in place a training program for the systematic development of human resources, from entry-level employees to general managers.

In addition to training curricula tailored to employee job classifications, we have mapped out an introduced various other training programs for employees, including e-learning training for all employees and selective training that allows employees to select the programs they want to participate in.

Organizational Framework of MITSUBISHI MOTORS' Human Resource Development

■: Newly implemented

Job Classification (required human resource model)	Training for each job rank				Training across all job ranks	Global	
	Training for newly promoted employees	Reinforcement training	Training for candidates for promotion	Institutional training		Mindset/ Skills	English
General managers (M1) (innovation leader)	Training for newly Promoted M1	Selective reinforcement training (e-Learning)		Feedback interview training Follow-up training on commitment and target & MMC WAY	Training for mid-career employees Engineer training	Selective training (OCD** program, etc.) Training for expats to be dispatched to foreign affiliates	TOEIC score range from 300 to 695 Measures for improving TOEIC score
Section managers (M2) (management professional)	Training for newly promoted M2	Leadership training for organizational transformation Selective reinforcement training (e-Learning)	Training for M1 candidates (assessment)				
Assistant Manager (a leader of practical work)	Training for newly promoted Assistant Manager	Training for M2 candidates (preparatory training for assessment)	Training for M2 candidates (assessment)		Training for mentors of new graduates		
Main Staff (a key player in the execution of work)	Training for newly promoted Main Staff	Training for Assistant Manager candidates (advance training)					
Staff (a professional in the operational work)	Entry-level employee training	Third year training*1 Second year training			Global communications training*2 Global mindset training*3		
Clerical Staff (efficiently carries out operations)	Entry-level employee training	Third year training*1 Second year training			Global communications training*2 Global mindset training*3		

*1 Mid-career employees undergo fundamental business skills follow-up training corresponding to third year training.

*2, 3 To be conducted within third year training and entry-level employee training program, respectively.

*4 OCD: Overseas Career Development



Training and Education

Strengthening of Middle Management

The role of middle managers acting as a bridge between management and the work floor is becoming increasingly important for responding to environmental change and enhancing organizational capability. MITSUBISHI MOTORS has a training program for the systematic development of human resources from entry-level employees to general managers, and is particularly focused on enhancing programs that strengthen middle management.

Specifically, in the training for section manager (M2) and general manager (M1) candidates, which is designed to improve management capability, opportunities are provided for them to learn the skills and abilities required at each level for identifying and resolving issues, and to also learn about characteristics of their own thinking and behavior, as well as points for improvement, through feedback provided by external assessors.

In fiscal 2019, we held elective e-learning courses for section managers and division general managers, providing opportunities to learn on a routine basis. We are currently operating in an environment that is difficult to forecast, and individual capabilities are being tested. We will continue to consider and implement frameworks that help nurture employees' abilities to adapt to a changing environment and create frameworks that support individual growth.

Fostering Global-Minded Human Resources

In line with increases in both overseas production and sales volumes, MITSUBISHI MOTORS is placing empha-

sis on developing human resources who are capable of adopting a global perspective and performing in the global business field.

English language skills are essential when working with people outside Japan, so we offer employees training designed to systematically improve their English skills, including beginner and intermediate courses aimed at improving basic skills. We also offer local language courses for employees who will be stationed in non-English-speaking countries.

In addition to language training, we run a program in which younger employees are dispatched to non-English-speaking emerging countries for three years (one year of language training + two years of work experience at a local affiliate). Plans are also in place for training programs at overseas subsidiaries.

Supporting Lifelong Education

In keeping with the Revised Act for Stabilization of Employment of Older Persons, MITSUBISHI MOTORS is encouraging the reemployment of retirees aged 60 and over to steadily hand down the techniques, knowledge and experience of skilled workers.

We are also working to support the lifelong career development of our employees. For instance, we regularly hold Good Life Seminars, a joint undertaking with the labor union geared toward employees aged 50 and over, where we give post-retirement life planning advice.

Fiscal 2019 Seminars for Future Good Life

Number of seminars	4 in total across the company
The number of participants	90

Career formation and evaluation

Personnel System

Regarding career formation, we have put in place a system which enables employees to proactively set their own goals based on their achievements, capabilities, and life plans, while elevating their capacity to achieve these goals.

As a specific career development method, employees participate in interviews with their superiors every year. The interviews are held based on their Career Development Plans in which employees describe a future career course they hope to take and their medium- to long-term career design by reflecting on their past career. The aim of this process is to have employees build an objective picture of their challenges and then proceed along a career path they have formed for themselves with conviction and a high degree of motivation.

We have introduced management-enhancing tools aimed at section managers and general managers with the objective of revitalizing the organization. In doing so, we aim to: (1) Share organizational objectives and foster a sense of responsibility for achieving these objectives, (2) Enhance incentives for achieving objectives, (3) Enforce mindset and behavior expected from employees, and (4) Make appointments and promotions according to merit.

For non-management personnel, our aims are (1) Sharing organizational objectives and instilling a sense of responsibility for achieving them, (2) Raising



transparency and employee approval of evaluations and employee treatment, and (3) Promoting the establishment of shared values.

Evaluation Standards: MMC WAY

We have created six, simple keywords that capture the minimum necessary preparation and behavior required as MITSUBISHI MOTORS employees.

MMC WAY	
Mindset	Actions
◇ Cross-functional Work beyond organizational boundaries	◇ Commit Achieve quantifiable goals
◇ Transparent Candid and accountable	◇ Challenge Take proactive action for value creation
◇ Look outward Go out and learn	◇ Perform Results with sense of speed

Fair Compensation System

MITSUBISHI MOTORS introduced a remuneration system that allows for appropriate compensation based on the roles, degree of contribution, and weight of the roles and responsibilities of each employee. We provide the system to enhance each employee's career and motivation. In conjunction with raises given annually based on individual performance, raises are also given according to advances in career.

We comply with local laws and regulations regarding wage levels and set wage levels according to job classifications, taking into consideration industry levels. There are no discrepancies in wages based on race, nationality, sex, or other such reasons.

▶ DATA (P105): Wage levels