

Stepping up Human Resource Development



Medium- to Long-Term Vision for Material Issues

	Risks	Opportunities	Direction of Responses
Long Term	<ul style="list-style-type: none"> Remote working could lead to a decrease in operational or HR management, causing productivity to fall and weakening the organization. A delayed response to social or environmental changes could reduce competitiveness. 	<ul style="list-style-type: none"> Higher productivity, a more resilient organization Enhanced competitiveness due to an increase in highly specialized personnel 	<ul style="list-style-type: none"> Enact measures to enhance managers' ability to manage Augment the skills needed to respond flexibly to changes in the environment
Medium Term	External Environment <ul style="list-style-type: none"> Remote working leading to a lack of communication and growing sense of isolation A rapidly changing environment surrounding the auto industry (CASE, MaaS) 	Stakeholders' Needs and Expectations <ul style="list-style-type: none"> Secure personnel who have strong management capabilities Provide training that matches the environment and the times 	Medium-Term Targets <ul style="list-style-type: none"> Increase managers' management and HR development skills Improve training methods to match the environment and the times

FY2020 Materiality Targets and Results

○: As planned △: Delayed

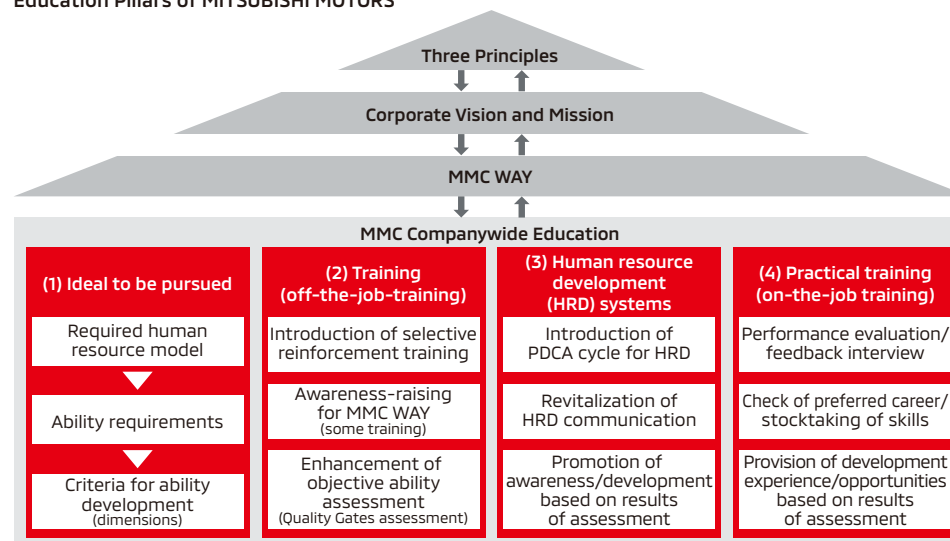
Details of Main Initiatives	FY2020 Targets	Indicators	FY2020 Results	Self-Evaluation
Conduct training online and ensure online training gains a foothold	Ensure that all training for administrative and engineering staff can be done online	Education program	The COVID-19 pandemic made it difficult to conduct face-to-face training, so all training for administrative and engineering staff was moved online.	○

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, MITSUBISHI MOTORS has 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.

MITSUBISHI MOTORS' Organizational Framework for Education

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 Training for mentors of new graduates	Selective training (GCCDP*3 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)				
Main Staff (a key player in the execution of work)	Training for newly promoted Main Staff	Training for Assistant Manager candidates (advance training) Good communicator development training					
Staff (a professional in the operational work)	Entry-level employee training	Third year training*1 Second year training					
Clerical Staff (efficiently carries out operations)	Entry-level employee training	Third year training*1 Second year training					

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

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

*3 GCCDP: Global Career Development Program



Training and Education

Conducting Training Online and Ensuring Online Training Gains a Foothold

To respond to the changing environment and boost its organizational capabilities, MITSUBISHI MOTORS has put in place a training system that cultivates personnel in a systematic manner, from entry-level employees to general managers.

In FY2020, the COVID-19 pandemic made it difficult to create opportunities for in-person group education at training centers. With many employees moving to a remote working environment, we set up an environment that also allowed employees to undergo training online and provided learning opportunities during remote working. We will continue to enhance our training system in the aim of cultivating personnel who can respond flexibly and autonomously to a changing environment.

The future is currently difficult to predict, and each person's strength will be tested. We will continue to consider and implement measures that foster employees' abilities to respond to a changing environment and create an organization that supports individual growth.

▶Data (p. P121): FY2020 training results

Fostering Global-Minded Human Resources

In line with increases in both overseas production and sales volumes, we are placing emphasis 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, we are 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.

FY2020 Seminars for Future Good Life

Number of seminars	2 in total across the company
The number of participants	58

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 trans-



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

Evaluation Standards: MMC WAY

MITSUBISHI MOTORS has 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

We 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 (p.121): Wage levels