

Human Resources Development

We at Nissha Group believe our employees are our most important management resources. We work to develop human resources based on our Human Resources Development Policy.

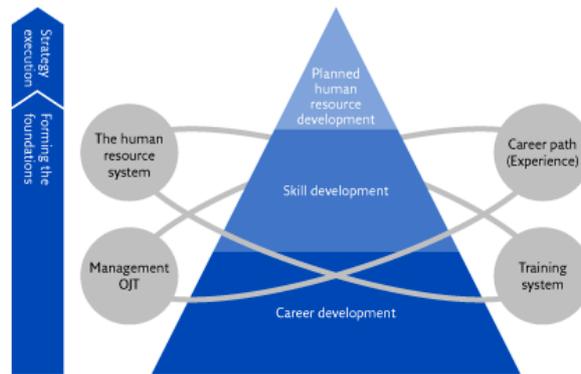
Human Resources Development Policy

We implement a planned development of human resources needed for the company to grow and actively support our employees in the voluntary development of their skills with the aim of achieving growth for both the company and our employees.

Approach to Human Resources Development

We at Nissha Group approach human resources development from the three areas of planned human resource development, skill development, and career development. For each area, we aim to promote comprehensive education incorporating the perspectives of training system, on-the-job training (OJT), medium- to long-term career path development, and human resource systems to support these programs.

Human Resources Development Model



Planned human resource development

Implement planned development to foster and secure the human resources needed to achieve the management vision. (e.g., growth strategy, business continuity, creation of corporate culture)

Skill development

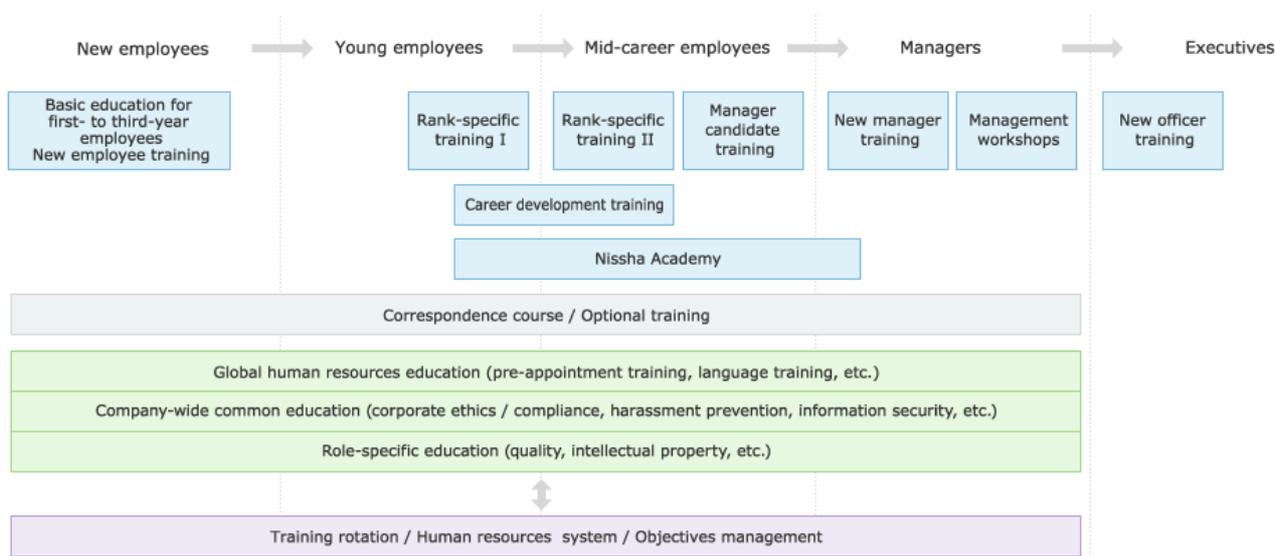
Individual employees voluntarily develop their skills and increase their market value.
→The company supports this and thereby enhances the quality of its human resources.

Career development

Support medium- to long-term career development and promote growth toward employees' ideals. (Provide opportunities to recognize the importance of and pursue career development.)

Training System (Major Programs by Area)

Area	Training
Planned human resource development	Nissha Academy (selective training for next-generation management candidates), rank-specific training, manager training, overseas appointee training, etc.
Skill development	Theme-specific training (leadership, logical thinking, presentation, etc.), foreign language training, accounting education, in-house TOEIC testing, correspondence course, etc.
Career development	Education for young employees (first, second, and third years of joining Nissha Group), career development training, etc.



Selective Human Resource Development

In 2013, we established Nissha Academy, an in-house institute for fostering human resources with more advanced, specialized knowledge. While we continue to expand on our rank-specific and theme or function-specific training, global human resource education, and career development, Nissha Academy employs a selective system to provide training.

As part of Nissha Academy, we operate a Business School which provides knowledge and skills in the proposal and execution of management strategies including accounting, finance, marketing, and human resources to foster leaders capable of company and business oversight. Graduates are actively provided with opportunities to practice what they have learned through involvement in projects, the drafting of medium-term business plans, and so on, which helps with their medium-term career development as well.

As a gateway to Nissha Academy, in fiscal year ended March 2016, we launched business literacy training, a short-term intensive selective program covering the basics of themes such as management, accounting, and marketing. This program also goes beyond inputting knowledge to featuring practical contents, where participants apply what they have learned to analyze the current situation of their company and discuss its challenges through group work and the creation of individual reports.

Programs to Support Employees' Will to Learn and Grow

The Nissha Group offers many open-call training courses which employees may sign up for in line with their choice of personal development theme. Examples are courses designed to foster universal business skills such as logical thinking, problem-solving, communication skills, and so on. In the fiscal year ended December 2017, we organized an open-call management workshop for experienced managers designed to allow them to draw out the determination and capabilities of the people in their departments, and in the fiscal year ended December 2018, we started a new open-call training course for management. These are some of the ways we are enhancing our training for managers to respond to their will to learn and grow. In addition, our correspondence courses and self-learning programs via Skype support voluntary learning by covering half the price of subsequent courses for graduates.

We brought in an e-learning system in-house in the fiscal year ended December 2018, which, along with enhancing common training for all employees, provides a wide range of learning opportunities. This training covers five key themes and content which all Nissha Group employees should know. These include Corporate Ethics and Compliance, Harassment Prevention, and Information Security. We also convert e-learning into video-based teaching materials for employees who mainly work in factories and cannot use their own computers. In this way, we are working to uniformly raise and standardize the knowledge of all employees of the Nissha Group in Japan.

Training Records

The total number of hours dedicated to major training programs in the Nissha Group in Japan and training hours per employee (by gender) are given in the table below.

		Fiscal year ended March 2017	Fiscal year ended December 2017	Fiscal year ended December 2018
Annual training hours	Male	17,605	14,204	15,117 (19,573)
	Female	7,609	5,561	6,330 (7,277)
	Total	25,214	19,765	21,446 (26,850)
Training hours per employee	Male	9.3	7.4	7.9 (10.2)
	Female	17.9	13.1	14.6 (16.8)
	Total	10.8	8.4	9.1 (11.4)

* Training hours per employee are calculated based on the number of full-time employees of the Nissha Group in Japan.

* Figures in parenthesis are the results including e-learning.

* With the change in fiscal year end date from March 31 to December 31, the fiscal year ended December 2017 covers a nine-month period (from April to December).