

RVC Competency Appraisal Regulation

Company Regulation No.: RVC-F022-02

Originating Department: Human Resources Department

Revision History

| Revision No. | Revised date | Creator's name | Examiner's name | Approver's name | Revised content |
|--------------|------------------|----------------|-----------------|-----------------|-----------------|
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RVC Competency Appraisal Regulation

1. Purpose

A competency appraisal is to assess an employee's skills and abilities to perform the job's specific tasks based on the employee's Job Description/ Competencies for following purposes:

- 1.1 Decide annual pay-raise and promotion
- 1.2 Reward high performers with higher compensation
- 1.3 Maximize payout to well performed employees over time
- 1.4 Improve productivity and performance by providing constructive feedback to employees regarding their competencies
- 1.5 Foster mutual understanding and commitment regarding expectations and goals while ensuring that the organization's strategic goals are carried through and clearly communicating what is expected of the employee
- 1.6 Identify training and development needs for continued growth and challenge
- 1.7 Encourage mobility of talent across regions based on global competency appraisal framework
- 1.8 Provide a documented performance and provide ongoing record of an employee's overall performance

2. Plan Period

2.1 The 1st competency appraisal

- 2.1.1 For new employees at entry level, 1st competency appraisal is completed after probation period (2 months) and 12 working months.
- 2.1.2 For new employees at experienced level, 1st competency appraisal is completed after probation period (2 months) and 12 working months or earlier at discretion of the company.
- 2.1.3 New salary of 1st competency appraisal is applied in the same month of 1st competency appraisal.

2.2 The 2nd competency appraisal

- 2.2.1 Completed after 12 working months from 1st appraisal
- 2.2.2 New salary of 2nd competency appraisal is applied in the same month of 2nd competency appraisal.

2.3 The 3rd competency appraisal onwards

- 2.3.1 Follow global competency appraisal schedule and RVC compensation regulation
- 2.3.2 If the time from 2nd to 3rd competency appraisal is more than 6 months, the company shall apply pay raise as normal pay raise policy above; if from 3 months to less than 6 months, the company shall apply pay raise on pro-rata basis; if less than 3 months, the company shall not apply competency appraisal, but for those whose evaluation result of 2nd competency appraisal at Level 5, the company might consider applying competency appraisal and pay raise from case to case. From eleven working days per month is considered as one full month.

3. Competency Appraisal Procedure

- 3.1 Competency appraisal is conducted globally using HRIS (Human Resource Information System) when the system is available.
- 3.2 The competency appraisal procedure is carried out following global competency appraisal schedule.
- 3.3 Each employee will do self-evaluation on HRIS when the system is available, then Solid Line Manager will do evaluation based on competency model and definition for each job grade at the Appendix in this regulation and propose evaluation level for each member.

| Score/Level | Qualitative Criteria |
|-------------|--|
| 5 | Far exceed (or exceptional) for level required |
| 4 | Exceeded for level required |
| 3 | Fully Successful for level required |
| 2 | Partially Met for level required |
| 1 | Improvement Required |

- 3.4 If an employee is transferred to another position or manager during the appraisal period, the related solid line managers shall work together to provide feedback and examples on the appraisal, and the current Solid line managers shall be main persons in charge.
- 3.5 Solid line managers have competency appraisal meeting with dotted line managers.
- 3.6 Solid line managers submit the proposed evaluation result to Senior Managers and Directors.
- 3.7 Directors and HR review with top management.
- 3.8 HR gets approval from top management for final evaluation and classifies employee evaluation and returns the result to Directors.
- 3.9 Directors will inform dotted line managers and solid line managers about the final results.
- 3.10 Solid line managers complete the competency appraisal evaluation on HRIS when the system is available based on final evaluation of top management and get signature.
- 3.11 Solid line managers organize appraisal meeting with employees to inform results and get feedback if any.

4. Effect of this regulation

- 4.1 This regulation takes effect from January 01, 2017.
- 4.2 This regulation might be changed at discretion of RVC President without prior notice.

Appendix

Renesas Competency Definition

I. Renesas Job Grade

| No. | Renesas Job Grade | RVC Job Title |
|-----|-------------------|--|
| 1 | Grade I | N/A |
| 2 | Grade H | N/A |
| 3 | Grade G | President, Senior Distinguished Engineer, Distinguished Engineer, Architect |
| 4 | Grade F | Vice President, Senior Principal + Job name |
| 5 | Grade E | Director, Senior Manager, Advisor, Principal + Job name |
| 6 | Grade D | Manager cum Assistant to Senior Manager, Manager, Senior Staff + Job name, Staff + Job name |
| 7 | Grade C | Group Leader, Associate Staff Engineer, Team Leader, Senior Engineer, Associate Senior Specialist, Senior Specialist |
| 8 | Grade B | Engineer, Specialist, Trainee |
| 9 | Grade A | N/A |

II. Renesas Competency Definition for Each Job Grade

1. Grade G

| No. | Competency | General Definition | Key Focus | Definition for Grade G (President, Senior Distinguished Engineer, Distinguished Engineer, Architect) |
|-----|---------------------------|--|---|---|
| 1 | Strategic Thinking | <ul style="list-style-type: none"> - Understands and processes complex information and exercises sound judgment, considering the situation, the issues, the key players, and the levels of authority involved. - Proposes courses of action that further the objectives, priorities, and vision of the organization. | <ul style="list-style-type: none"> - Big picture - Interlinkages - Relationships - Priorities - Vision | Formulate, develop, execute, and monitor mid to long-term strategies for your organization or area of responsibility based on the consolidated Renesas strategic vision or upper management's strategic vision. |

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| 2 | Planning, Decision Making, & Problem Solving | Able to identify problems and issues of varying complexities and find effective solutions with few guidelines; sets priorities and defines actions, time and resources needed to achieve predefined goals | <ul style="list-style-type: none"> - Problem identification - Effective solutions - Prioritize actions - SMART implementation - Achieve results | <ul style="list-style-type: none"> - Identify complex and difficult organizational issues. - Find solutions through solution roadmaps from a mid to long-term point of view in order to achieve the goals of the consolidated Renesas Group, upper management, and your organization or area of responsibility. |
| 3 | Ownership & Initiative | Able to be proactive and show perseverance in achieving concrete and tangible results; takes personal responsibility for getting optimum results and is ready to take action and show tenacity in the face of obstacles or resistance. | <ul style="list-style-type: none"> - Personal responsibility - Perseverance - Tenacious results - Overcome obstacles/resistance | <ul style="list-style-type: none"> - At the company and responsible organization/area level, always challenge and take responsibility for the most prioritized issues and work towards establishing a solid profit system. - Develop the foundation for mid and long-term strategies. - In order to achieve optimum results, be proactive and demonstrate perseverance when faced with resistance and objections from others. |
| 4 | Global Mindset | <ul style="list-style-type: none"> - Thinks, acts, judges, and makes decisions with the consolidated Renesas in mind. - Able to understand and interpret global situations; able to influence diverse cultural groups and systems to achieve strategic goals and objectives | <ul style="list-style-type: none"> - Company impact - Diversity - Inclusion - Influence - Renesas first, always | <ul style="list-style-type: none"> - Always consider the market/customers from a global perspective. - Work towards realizing the strategies of your company or area of responsibility, and make decisions considering present conditions while determining and evaluating mid and long term perspectives. - Actively utilize each region's resources and connect them across borders in making decisions and taking actions. - Create and instill a global culture and mindset which respects diversity and values all employees by developing the systems which encourage these values. |
| 5 | Innovation | Applies/encourages team to apply original thinking in approach to job responsibilities; not bound by conventional thought and experience; flexible and consistently identifies new ideas and approaches for problem solving; encourages new ventures or new lines of business. | <ul style="list-style-type: none"> - Originality - New ideas - New approaches - New ventures/business opportunities | <ul style="list-style-type: none"> - By identifying innovative concepts for the industry, create new ideas which will increase the value of your organization or area of responsibility or profitability. - Encourage and support your subordinate's creativity. |

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| 6 | Openness to Change | <ul style="list-style-type: none"> - Adapts positively to the changing environment; implements changes in strategy and work methods. - Demonstrates flexibility in responding to work demands | <ul style="list-style-type: none"> - Adapt to environments (internal/ external) - Implement changes - Flexibility - Agility | <ul style="list-style-type: none"> - Analyze and understand the major internal and external environmental changes which are affecting the company. - Make timely and appropriate decisions considering what is optimal for the company, mid to long term, and other various perspectives. - Based on these decisions take initiatives to develop important business policies within the responsible organization. - Proactively anticipate environmental changes. |
| 7 | Leadership & Teamwork | <ul style="list-style-type: none"> - Achieves results through people by successful objective setting, performance management, motivation, delegation, teambuilding, commitment gains, and empowerment. - Able to work as a productive and influential member of a cohesive group toward a common goal while contributing to team development and effective team dynamics. | <ul style="list-style-type: none"> - Leadership: Gain commitment and engagement - Teamwork: Influence team members & cohesiveness development - Teamwork: Common goals | <ul style="list-style-type: none"> - Make major contributions to the company wide organization and human resource management from an optimal company perspective by management methods such as placing the right employee in the right position, appropriate empowerment, and encouraging the leadership and motivation of employees. - Develop potential successors for yourself and team members by taking responsibility for companywide talent development. - Take a leadership role in creating, developing and enhancing the development system. |

2. Grade F

| No. | Competency | General Definition | Key Focus | Definition for Grade F (Vice President, Senior Principal + Job name) |
|-----|---|--|--|--|
| 1 | Strategic Thinking | <ul style="list-style-type: none"> - Understands and processes complex information and exercises sound judgment, considering the situation, the issues, the key players, and the levels of authority involved. - Proposes courses of action that further the objectives, priorities, and vision of the organization. | <ul style="list-style-type: none"> - Big picture - Interlinkages - Relationships - Priorities - Vision | Based on upper management's mid to long-term strategies, take the lead to formulate and execute short, mid and long-term strategies for your organization or area of responsibility. |
| 2 | Planning, Decision Making, & Problem Solving | Able to identify problems and issues of varying complexities and find effective solutions with few guidelines; sets priorities and defines actions, time and resources needed to achieve predefined goals | <ul style="list-style-type: none"> - Problem identification - Effective solutions - Prioritize actions - SMART implementation - Achieve results | <ul style="list-style-type: none"> - Define the short, mid and long-term complex and difficult organizational issues. - Take the lead in developing solutions in order to achieve the goals of upper management and your organization or area of responsibility. |

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| 3 | Ownership & Initiative | Able to be proactive and show perseverance in achieving concrete and tangible results; takes personal responsibility for getting optimum results and is ready to take action and show tenacity in the face of obstacles or resistance. | <ul style="list-style-type: none"> - Personal responsibility - Perseverance - Tenacious results - Overcome obstacles/resistance | <ul style="list-style-type: none"> - At the upper management and your responsible organization level, always challenge and take responsibility for the most prioritized issues and work towards establishing a solid profit system. - Develop the foundation for mid and long-term strategies. - In order to achieve optimum results, be proactive and demonstrate perseverance when faced with resistance and objections from others. |
| 4 | Global Mindset | <ul style="list-style-type: none"> - Thinks, acts, judges, and makes decisions with the consolidated Renesas in mind. - Able to understand and interpret global situations; able to influence diverse cultural groups and systems to achieve strategic goals and objectives | <ul style="list-style-type: none"> - Company impact - Diversity - Inclusion - Influence - Renesas first, always | <ul style="list-style-type: none"> - Work towards executing the strategies of upper management and your area of responsibility, and make decisions considering present conditions while determining and evaluating mid and long term perspectives. - Maintain awareness of the impact expected to the company or various regions. Interact and communicate with each region's resources across borders in making decisions and taking action. - Instill a global culture and mindset which respects diversity and values all employees by explaining the rational of your decisions and actions in your organization. |
| 5 | Innovation | Applies/encourages team to apply original thinking in approach to job responsibilities; not bound by conventional thought and experience; flexible and consistently identifies new ideas and approaches for problem solving; encourages new ventures or new lines of business. | <ul style="list-style-type: none"> - Originality - New ideas - New approaches - New ventures/business opportunities | <ul style="list-style-type: none"> - By identifying innovative concepts to the company, create new ideas which will increase the value of your organization or area of responsibility, or profitability. - Encourage and support your subordinate's creativity. |
| 6 | Openness to Change | <ul style="list-style-type: none"> - Adapts positively to the changing environment; implements changes in strategy and work methods. - Demonstrates flexibility in responding to work demands | <ul style="list-style-type: none"> - Adapt to environments (internal/external) - Implement changes - Flexibility - Agility | <ul style="list-style-type: none"> - Analyze and understand the major internal and external environmental changes which are affecting the responsible organization. - Make timely and appropriate decisions considering what is optimal for the company, mid to long term, and other various perspectives. Based on these decisions, take initiative to develop important policies within the responsible organization. |

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| 7 | Leadership & Teamwork | <ul style="list-style-type: none"> - Achieves results through people by successful objective setting, performance management, motivation, delegation, teambuilding, commitment gains, and empowerment. - Able to work as a productive and influential member of a cohesive group toward a common goal while contributing to team development and effective team dynamics. | <ul style="list-style-type: none"> - Leadership: Gain commitment and engagement - Teamwork: Influence team members & cohesiveness development - Teamwork: Common goals | <ul style="list-style-type: none"> - Manage stakeholders such as internal and/or external parties and decision-makers who have conflicts of interest. - Develop potential successors for yourself and team members by creating capability development plans for the members of your organization with a long term perspective and by establishing systematic education and training. |
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3. Grade E

| No. | Competency | General Definition | Key Focus | Definition for Grade E (Director, Senior Manager, Advisor, Principal + Job name) |
|-----|---|--|--|---|
| 1 | Strategic Thinking | <ul style="list-style-type: none"> - Understands and processes complex information and exercises sound judgment, considering the situation, the issues, the key players, and the levels of authority involved. - Proposes courses of action that further the objectives, priorities, and vision of the organization. | <ul style="list-style-type: none"> - Big picture - Interlinkages - Relationships - Priorities - Vision | Based on upper management's mid to long-term strategies, focus on formulating, developing and executing short-term strategies for your organization or area of responsibility. |
| 2 | Planning, Decision Making, & Problem Solving | Able to identify problems and issues of varying complexities and find effective solutions with few guidelines; sets priorities and defines actions, time and resources needed to achieve predefined goals | <ul style="list-style-type: none"> - Problem identification - Effective solutions - Prioritize actions - SMART implementation - Achieve results | Define the short, mid and long-term organizational issues; focus on devising plans and resolutions in order to achieve the goals of upper management and your area of responsibility. |
| 3 | Ownership & Initiative | Able to be proactive and show perseverance in achieving concrete and tangible results; takes personal responsibility for getting optimum results and is ready to take action and show tenacity in the face of obstacles or resistance. | <ul style="list-style-type: none"> - Personal responsibility - Perseverance - Tenacious results - Overcome obstacles/ resistance | <ul style="list-style-type: none"> - At the upper management and your responsible organization level, always challenge and take responsibility for the most prioritized issues and work towards establishing a solid profit system. - Develop the foundation for mid and long-term strategies. - In order to achieve optimum results, be proactive and demonstrate perseverance when faced with resistance and objections from others. |

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| 4 | Global Mindset | <ul style="list-style-type: none"> - Thinks, acts, judges, and makes decisions with the consolidated Renesas in mind. - Able to understand and interpret global situations; able to influence diverse cultural groups and systems to achieve strategic goals and objectives | <ul style="list-style-type: none"> - Company impact - Diversity - Inclusion - Influence - Renesas first, always | <ul style="list-style-type: none"> - Work towards executing strategies of upper management and your responsible organization, and make decisions considering present conditions while determining and evaluating mid and long term perspectives. - Maintain awareness of the impact expected to the company or various regions. - Interact and communicate with each region's resources across the borders in making decisions and taking actions. - Instill a global culture and mindset which respects diversity and values all employees by explaining the rationale of your decisions and actions in your organization. |
| 5 | Innovation | <p>Applies/encourages team to apply original thinking in approach to job responsibilities; not bound by conventional thought and experience; flexible and consistently identifies new ideas and approaches for problem solving; encourages new ventures or new lines of business.</p> | <ul style="list-style-type: none"> - Originality - New ideas - New approaches - New ventures/ business opportunities | <ul style="list-style-type: none"> - By identifying innovative concepts to the company, create new ideas which will increase the value of your organization or area of responsibility with sufficient impact. - Encourage and support your subordinate's creativity |
| 6 | Openness to Change | <ul style="list-style-type: none"> - Adapts positively to the changing environment; implements changes in strategy and work methods. - Demonstrates flexibility in responding to work demands | <ul style="list-style-type: none"> - Adapt to environments (internal/ external) - Implement changes - Flexibility - Agility | <ul style="list-style-type: none"> - Analyze and understand the internal and external environmental changes which are affecting the responsible organization. - Make timely and appropriate decisions considering what is optimal for the company, mid to long term, and other various perspectives. - Based on these decisions, take initiatives to develop important policies within the responsible organization. |
| 7 | Leadership & Teamwork | <ul style="list-style-type: none"> - Achieves results through people by successful objective setting, performance management, motivation, delegation, teambuilding, commitment gains, and empowerment. - Able to work as a productive and influential member of a cohesive group toward a common goal while contributing to team development and effective team dynamics. | <ul style="list-style-type: none"> - Leadership: Gain commitment and engagement - Teamwork: Influence team members & cohesiveness development - Teamwork: Common goals | <ul style="list-style-type: none"> - Manage stakeholders such as internal and/or external parties and decision-makers. - Support team member's development by creating capability development plans for the members in your organization with a long term perspective and by establishing systematic education and training. |

4. Grade D

| No. | Competency | General Definition | Key Focus | Definition for Grade D (Manager cum Assistant to Senior Manager, Manager, Senior Staff + Job name, Staff + Job name) |
|-----|---|--|--|---|
| 1 | Strategic Thinking | <ul style="list-style-type: none"> - Understands and processes complex information and exercises sound judgment, considering the situation, the issues, the key players, and the levels of authority involved. - Proposes courses of action that further the objectives, priorities, and vision of the organization. | <ul style="list-style-type: none"> - Big picture - Interlinkages - Relationships - Priorities - Vision | <ul style="list-style-type: none"> - Understand the short and mid-term strategies of upper management and your group; formulate short-term policies based on your assigned position. - Focus on planning, proposing suggestions and executing the strategy. |
| 2 | Planning, Decision Making, & Problem Solving | Able to identify problems and issues of varying complexities and find effective solutions with few guidelines; sets priorities and defines actions, time and resources needed to achieve predefined goals | <ul style="list-style-type: none"> - Problem identification - Effective solutions - Prioritize actions - SMART implementation - Achieve results | <ul style="list-style-type: none"> - Understand the problems of your group and related area. - Propose and communicate improvement plans to concerned parties. - Facing complex and challenging issues in your area of responsibility, take initiative to devise solutions and communicate them to others, repeatedly gathering and analyzing data and formulating and verifying hypotheses. |
| 3 | Ownership & Initiative | Able to be proactive and show perseverance in achieving concrete and tangible results; takes personal responsibility for getting optimum results and is ready to take action and show tenacity in the face of obstacles or resistance. | <ul style="list-style-type: none"> - Personal responsibility - Perseverance - Tenacious results - Overcome obstacles/ resistance | <ul style="list-style-type: none"> - Always challenge and take responsibility for the most prioritized issues and work towards improving the profitability in your group and related area. - In order to achieve optimum results, be proactive and demonstrate perseverance when faced with resistance and objections from others. |
| 4 | Global Mindset | <ul style="list-style-type: none"> - Thinks, acts, judges, and makes decisions with the consolidated Renesas in mind. - Able to understand and interpret global situations; able to influence diverse cultural groups and systems to achieve strategic goals and objectives | <ul style="list-style-type: none"> - Company impact - Diversity - Inclusion - Influence - Renesas first, always | <ul style="list-style-type: none"> - Make decisions and take actions towards executing strategies of your group or area of responsibility, while considering what should be done at present and each step of the process, and the impact on the company or various regions. - Respect the various views of other employees. |

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| 5 | Innovation | Applies/encourages team to apply original thinking in approach to job responsibilities; not bound by conventional thought and experience; flexible and consistently identifies new ideas and approaches for problem solving; encourages new ventures or new lines of business. | <ul style="list-style-type: none"> - Originality - New ideas - New approaches - New ventures/ business opportunities | <ul style="list-style-type: none"> - Not bound by conventional thought and experience, identify new ideas which will increase the value of your group or related group. - Propose ideas to your manager and colleagues. |
| 6 | Openness to Change | <ul style="list-style-type: none"> - Adapts positively to the changing environment; implements changes in strategy and work methods. - Demonstrates flexibility in responding to work demands | <ul style="list-style-type: none"> - Adapt to environments (internal/ external) - Implement changes - Flexibility - Agility | <ul style="list-style-type: none"> - Understand and be constantly aware of the internal and external environmental changes which are affecting your area of responsibility and related business. - After identifying opportunities for changes, take the lead to plan, propose and implement necessary countermeasures for your group and related assignments. |
| 7 | Leadership & Teamwork | <ul style="list-style-type: none"> - Achieves results through people by successful objective setting, performance management, motivation, delegation, teambuilding, commitment gains, and empowerment. - Able to work as a productive and influential member of a cohesive group toward a common goal while contributing to team development and effective team dynamics. | <ul style="list-style-type: none"> - Leadership: Gain commitment and engagement - Teamwork: Influence team members & cohesiveness development - Teamwork: Common goals | <ul style="list-style-type: none"> - Take initiative in accomplishing work and problem solving with clear and timely communication and respect for individuals and opinions, while involving internal and/or external parties and decision-makers. - Systematically plan and encourage team member's growth and capability development. |

5. Grade C

| No. | Competency | General Definition | Key Focus | Definition for Grade C (Group Leader, Associate Staff Engineer, Team Leader, Senior Engineer, Associate Senior Specialist, Senior Specialist) |
|-----|---------------------------|--|---|--|
| 1 | Strategic Thinking | <ul style="list-style-type: none"> - Understands and processes complex information and exercises sound judgment, considering the situation, the issues, the key players, and the levels of authority involved. - Proposes courses of action that further the objectives, priorities, and vision of the organization. | <ul style="list-style-type: none"> - Big picture - Interlinkages - Relationships - Priorities - Vision | <ul style="list-style-type: none"> - Understand the short and mid-term strategies of upper management and your group; formulate short-term policies based on your assigned position. - Focus on planning, proposing suggestions, and executing the strategy. |

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| 2 | Planning, Decision Making, & Problem Solving | Able to identify problems and issues of varying complexities and find effective solutions with few guidelines; sets priorities and defines actions, time and resources needed to achieve predefined goals | <ul style="list-style-type: none"> - Problem identification - Effective solutions - Prioritize actions - SMART implementation - Achieve results | <ul style="list-style-type: none"> - Understand the problems of your group and assignment, and take the necessary measures to resolve them. - Facing complex and issues in your assignment, take initiative to devise solutions and communicate them to others, repeatedly gathering and analyzing data and formulating and verifying hypotheses. |
| 3 | Ownership & Initiative | Able to be proactive and show perseverance in achieving concrete and tangible results; takes personal responsibility for getting optimum results and is ready to take action and show tenacity in the face of obstacles or resistance. | <ul style="list-style-type: none"> - Personal responsibility - Perseverance - Tenacious results - Overcome obstacles/ resistance | <ul style="list-style-type: none"> - Always challenge and take responsibility for the most prioritized issues and work towards improving the profitability in your group and assignment. - In order to achieve optimum results be positive and proactive when faced with resistance and objections from others. |
| 4 | Global Mindset | <ul style="list-style-type: none"> - Thinks, acts, judges, and makes decisions with the consolidated Renesas in mind. - Able to understand and interpret global situations; able to influence diverse cultural groups and systems to achieve strategic goals and objectives | <ul style="list-style-type: none"> - Company impact - Diversity - Inclusion - Influence - Renesas first, always | <ul style="list-style-type: none"> - Make decisions and take actions towards executing strategies of your group or assignment, while considering what should be done at present and each step of the process, and the impact on the company. - Respect the various views of other employees. |
| 5 | Innovation | Applies/encourages team to apply original thinking in approach to job responsibilities; not bound by conventional thought and experience; flexible and consistently identifies new ideas and approaches for problem solving; encourages new ventures or new lines of business. | <ul style="list-style-type: none"> - Originality - New ideas - New approaches - New ventures/ business opportunities | <ul style="list-style-type: none"> - Not bound by conventional thought and experience, find ways to improve on your tasks in order to increase the value of your group or related group. - Propose ideas to your supervisor and colleagues. |
| 6 | Openness to Change | <ul style="list-style-type: none"> - Adapts positively to the changing environment; implements changes in strategy and work methods. - Demonstrates flexibility in responding to work demands | <ul style="list-style-type: none"> - Adapt to environments (internal/ external) - Implement changes - Flexibility - Agility | <ul style="list-style-type: none"> - Understand and be constantly aware of internal and external environmental changes which are affecting your area of responsibility. - After identifying needed changes, play a major role in planning, proposing and implementing necessary countermeasures for your group and your assignments. |

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| 7 | Leadership & Teamwork | <ul style="list-style-type: none"> - Achieves results through people by successful objective setting, performance management, motivation, delegation, teambuilding, commitment gains, and empowerment. - Able to work as a productive and influential member of a cohesive group toward a common goal while contributing to team development and effective team dynamics. | <ul style="list-style-type: none"> - Leadership: Gain commitment and engagement - Teamwork: Influence team members & cohesiveness development - Teamwork: Common goals | <ul style="list-style-type: none"> - Accomplish work and solve problems with clear communication and respect for others' opinions, while involving internal and/or external parties and decision-makers. - Encourage team member's growth and capability development. |
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6. Grade B

| No. | Competency | General Definition | Key Focus | Definition for Grade B (Engineer, Specialist, Trainee) |
|-----|---|--|--|---|
| 1 | Strategic Thinking | <ul style="list-style-type: none"> - Understands and processes complex information and exercises sound judgment, considering the situation, the issues, the key players, and the levels of authority involved. - Proposes courses of action that further the objectives, priorities, and vision of the organization. | <ul style="list-style-type: none"> - Big picture - Interlinkages - Relationships - Priorities - Vision | <ul style="list-style-type: none"> - Understand the short and mid-term strategies of your group. - With guidance from your supervisor, devise plans based on your position. - Focus on planning and executing the strategy. |
| 2 | Planning, Decision Making, & Problem Solving | Able to identify problems and issues of varying complexities and find effective solutions with few guidelines; sets priorities and defines actions, time and resources needed to achieve predefined goals | <ul style="list-style-type: none"> - Problem identification - Effective solutions - Prioritize actions - SMART implementation - Achieve results | <ul style="list-style-type: none"> - Identify problems based on your assignment and area of responsibility and take the necessary measures to resolve them. - Under guidance, devise and suggest solutions after gathering and analyzing data related to your assignment. |
| 3 | Ownership & Initiative | Able to be proactive and show perseverance in achieving concrete and tangible results; takes personal responsibility for getting optimum results and is ready to take action and show tenacity in the face of obstacles or resistance. | <ul style="list-style-type: none"> - Personal responsibility - Perseverance - Tenacious results - Overcome obstacles/ resistance | <ul style="list-style-type: none"> - Always challenge and take responsibility for the most prioritized issues and work towards improving profitability in your assignment and area of responsibility. - Be positive and proactive, even when faced with difficulties. |

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| 4 | Global Mindset | <ul style="list-style-type: none"> - Thinks, acts, judges, and makes decisions with the consolidated Renesas in mind. - Able to understand and interpret global situations; able to influence diverse cultural groups and systems to achieve strategic goals and objectives | <ul style="list-style-type: none"> - Company impact - Diversity - Inclusion - Influence - Renesas first, always | <ul style="list-style-type: none"> - Make decisions and take actions towards executing strategies of your assignment or area of responsibility, while considering what should be done at present and each step of the process, and the impact on the company. - Respect the various views of other employees. |
| 5 | Innovation | <p>Applies/encourages team to apply original thinking in approach to job responsibilities; not bound by conventional thought and experience; flexible and consistently identifies new ideas and approaches for problem solving; encourages new ventures or new lines of business.</p> | <ul style="list-style-type: none"> - Originality - New ideas - New approaches - New ventures/ business opportunities | <ul style="list-style-type: none"> - Not bound by conventional thought and experience, find ways to improve on your tasks in order to increase the value of your assignment. - Propose ideas to your supervisor and colleagues. |
| 6 | Openness to Change | <ul style="list-style-type: none"> - Adapts positively to the changing environment; implements changes in strategy and work methods. - Demonstrates flexibility in responding to work demands | <ul style="list-style-type: none"> - Adapt to environments (internal/ external) - Implement changes - Flexibility - Agility | <ul style="list-style-type: none"> - Understand the internal and external environment and how change affects your area of responsibility - Proactively create countermeasures in your assignment and related area and propose them to your supervisor and colleagues. |
| 7 | Leadership & Teamwork | <ul style="list-style-type: none"> - Achieves results through people by successful objective setting, performance management, motivation, delegation, teambuilding, commitment gains, and empowerment. - Able to work as a productive and influential member of a cohesive group toward a common goal while contributing to team development and effective team dynamics. | <ul style="list-style-type: none"> - Leadership: Gain commitment and engagement - Teamwork: Influence team members & cohesiveness development - Teamwork: Common goals | <ul style="list-style-type: none"> - Accomplish work through clear communication with others while respecting others' opinions and expressing your opinions clearly. - Work proactively for the team's success and accomplish goals by defining your own contribution. |