

# Strengthening Human Resource Development



## Progress in FY2023

Total training hours per year\* **128,254 hours**  
[FY2022: 117,845 hours]

Yearly training time per employee\* **1.16 days**  
[FY2022: 1.08 days]

Yearly training cost per employee\* **¥ 8,877**  
[FY2022: ¥9,414]

- Introduced a new learning platform to personalize employee training, centrally manage attendance history and trends, and provide employees with opportunities for autonomous career development.
- Implemented follow-up measures aimed at making mid-career hires more effective immediately
- Rolled out a DX reskilling program throughout the Company

\* Training led by the Human Resources Division (excluding division-specific training)

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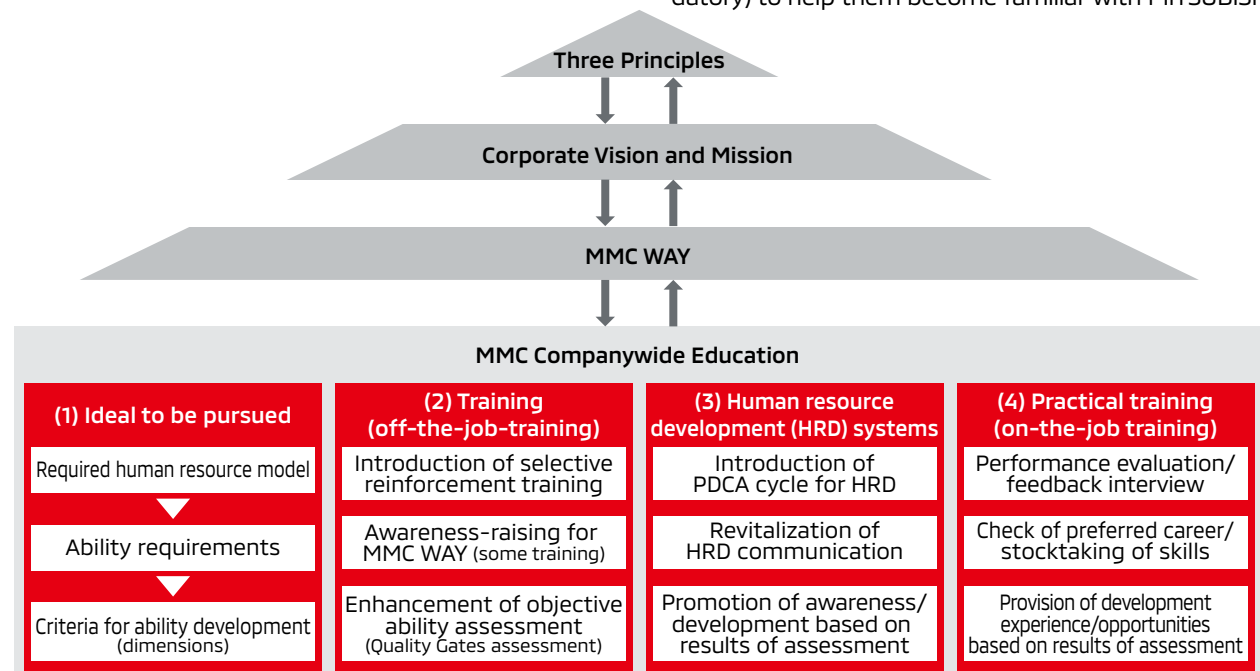
P122 Human Resources-Related Data

## Basic Approach and Policy

MITSUBISHI MOTORS' educational three pillars are 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.

We also provide opportunities for employees to discuss their personal vision for the future during annual interviews with their superiors. Doing so can help employees gain a better understanding of their future career, leading to their next stage of growth.

### The Pillars of Education



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.

We are striving to enhance our educational programs in order to produce people who will grow through their work and become more active in the workplace.

We plan and implement a variety of employee training programs, including not only training curriculum based on employee job classification, but also selective training for managers, training for all employees utilizing e-learning, and selective training in which employees voluntarily choose a program to attend. As the number of mid-career hires has expanded in recent years, in FY2023 we strengthened our workplace induction system (making mentoring and one-on-one training mandatory) to help them become familiar with MITSUBISHI

MOTORS and leverage their skills more quickly. We also implemented follow-up measures for mid-career hires, such as create opportunities for on-site understanding through plant and development facility tours, holding group training sessions to foster ties among employees who joined the Company at the same time. Furthermore, we introduced the DX reskilling program mentioned in our mid-term business plan for all employees.

### MITSUBISHI MOTORS' Education Program

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
<b>General managers (M1)</b> (innovation leader)	Training for newly Promoted M1	Selective reinforcement training (e-Learning)		Evaluator Training		Selective training (GCDP*3 program, etc.)	Measures for improving TOEIC score (TOEIC score range from 300 to 695)
<b>Section managers (M2)</b> (management professional)	Training for newly promoted M2	Leadership training for organizational transformation Selective reinforcement training (e-Learning)	Training for M1 candidates (assessment)			Training for expats to be dispatched to foreign affiliates	
<b>Assistant Manager</b> (a leader of practical work)	Training for newly promoted Assistant Manager	Training for M2 candidates	Training for M2 candidates (assessment)		Training for mid-career employees		
<b>Main Staff</b> (a key player in the execution of work)	Training for newly promoted Main Staff	Training for Assistant Manager candidates			Engineer training		
<b>Staff</b> (a professional in the operational work)	Entry-level employee training	Third year training*1 Second year training			Training for mentors of new graduates	Global mindset training*2	
<b>Clerical Staff</b> (efficiently carries out operations)	Entry-level employee training	Third year training*1 Second year training				Global mindset training*2	

\*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 GCDP: Global Career Development Program

## Enhancement of Education and Reskilling Programs

### Expanding Mutual Talent Exchanges between Japan and Overseas and Global Career Development Programs

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

ing human resources who are capable of adopting a transglobal perspective and performing in the global business field. English language skills are essential when working with stakeholders 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 run the Global Career Development Program (GCDP), which dispatches young employees, mainly to our mainstay ASEAN region, for one or two years (one year of work experience at a local affiliate or one year of language training plus one year of work experience at a local affiliate). In FY2022, we established a new open call for applications, allowing any employee who meets the requirements to apply.

We are also expanding this policy to our overseas affiliates to promote human resource development. In FY2023, we began dispatching employees from our affiliates to the Company for training.

### Launching Digital Reskilling Programs to Support DX

The automotive industry is undergoing a once-in-a-century transformation, and the business environment is changing dramatically on a daily basis due to advances in IT/digital technology. In addition, we believe we need to build a foundation to promote digital transformation in anticipation of the shift to Generation Z, the digital natives who will become the core of the car-buying and car-using population. Against this backdrop, all Board members have discussed our vision for the next 15 years in the IT/Digital area and consider it important for all employees to be literate in IT and digital technologies in order to make the most of the power of technology and move forward into the future. For this reason, we have made "digitalization/expansion into new business areas" a key activity theme and one of the main challenges of "Challenge 2025," our mid-term business plan. In FY2023, as the first step in developing digital human resources, we conducted "IT/



digital literacy improvement training" (six hours in total) for all executives and indirect employees to foster a change-oriented mindset among all employees. In the future, we will define the image of IT/Digital human resources required for MITSUBISHI MOTORS and implement the education necessary for the development of more advanced digital human resources in stages.

### Embedding Technical Expertise into HR Systems and Processes

In our FY2022 revisions to the HR system, we added the category of "expertise" as a behavioral assessment item. Our intent is to generate more results and improve the performance of each employee by evaluating the degree to which they have acquired the specialized knowledge and skills required by each organization and the degree to which they have put this expertise into practice. The system uses expertise to link recognition and motivation, practice and feedback, skill development and growth, and these are connected to salary increases and promotions in the form of evaluation results. By repeating this cycle through annual evaluations, we hope to create opportunities for career advancement and new challenges based on the growth of expertise.

When we first introduced the system in FY2022, we established Company-wide standards and conducted evaluations on a trial basis. However, we have put in place department-specific evaluation standards throughout FY2023, and we introduced the system officially in January 2024. Based on these standards, individual departments and the Company as a whole will work to enhance training measures, both on and off the job, to enhance expertise.

### Cultivating Next-Generation Leaders

To cultivate the next generation of leaders, we believe in a combination of systematic training and practical

experience. We have introduced a selective program (the Leadership Development Program) for managers and above to cultivate next-generation leaders.

The program, which lasts approximately seven months, defines the desired image of a leader for each position. It supports step-by-step growth through the acquisition of knowledge and training in thinking skills necessary for future management responsibilities.

In addition, we hold an "advance review meeting for personnel assignments to key positions" as part of our talent management efforts, through which we aim to systematically develop and assign management personnel. This meeting, which is attended by the president, vice president, and executive officers, discusses succession plans for people in "key positions," which include executive officers, presidents of affiliated companies, and general managers of internal divisions. Succession plans, which form the basis for discussion, are updated annually by the head of each division, and are prepared jointly with the human resources department by listing three tiers of personnel both within and outside the division in question: candidates for succession in one to two years, candidates for succession in three to five years, and people with the potential to become candidates at some point in the future.

Each division also prepares a general manager succession plan every year, and holds a personnel meeting with the general manager and the human resources department to discuss the assignment and training of candidates for the next fiscal year.

### Supporting Career Formation

#### Career Development

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 interview 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 created a "second assignment system," in which employees are rotated across departments three to five years after their initial assignment. This approach aims to develop new-graduate office workers into human resources with a broad range of knowledge and insight as well as a broad network of contacts within the Company and a perspective of overall optimization through experience in multiple departments.

We are also working to develop human resources with diverse experience and a high level of expertise through intradepartmental rotations, job rotations to other departments with which they have a business relationship, and by dispatching people from the sales department to sales companies.

### Supporting Lifelong Education

In accordance with the Revised Act for the Stabilization of Employment of Older Persons, which went into effect in April 2021, we are promoting the reemployment of retirees aged 60 and over to steadily pass on the skills, knowledge and experience of our 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.

#### FY2023 Good Life Seminars

Number of seminars	4 in total across the company
The number of participants	83