

Strengthening Human Resource Development

Progress in FY2024 (MITSUBISHI MOTORS)

344,264 hours Total training hours per year*1
[FY2023: 128,254 hours*2]

3.08 days Yearly training time per employee*1
[FY2023: 1.16 days*2]

¥ 40,234 Yearly training cost per employee*1
[FY2023: ¥8,877*2]

- Introduction of management skill enhancement training for section manager-level employees
- Introduction of CDP career seminars
- Expansion of eligibility for external e-learning programs

*1 Training led by the Human Resources Division / Division-specific training (partial)

*2 Calculation method revised from FY2024

Basic Approach and Policy

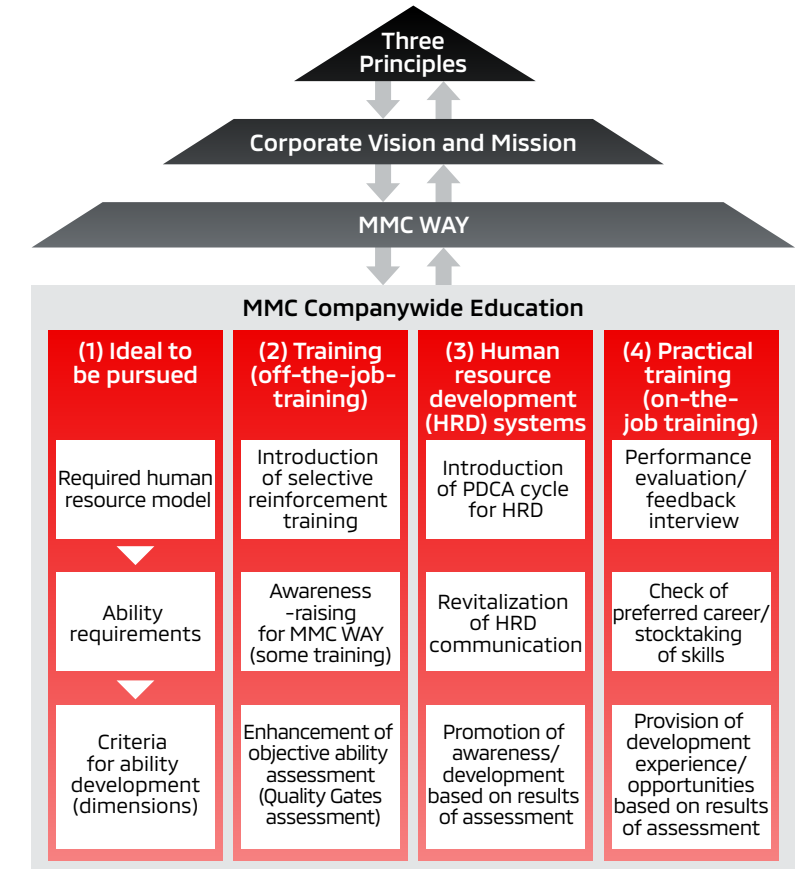
MITSUBISHI MOTORS' educational three pillars are the "Three Principles," a statement of the Mitsubishi Group's management principles; our Corporate Vision and Mission; and the "MMC WAY," guidelines for daily behavior. We also specified the abilities and skills necessary to put these principles or behavior into practice for each job classification.

Based on this, the Human Resources Division has developed a companywide education system. In order to promote systematic human resource development from entry-level employees to general manager level, we conduct a variety of training programs, including training curricula structured according to job grade and years of experience, selective training programs for next-generation leader development, training for all employees utilizing e-learning, and selective training programs in which employees can voluntarily choose to take.

In addition, each function and department implements education programs based on specialized skills defined for each division, aiming to develop personnel who can grow through their work and become more active in the workplace.

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



Education Program (MITSUBISHI MOTORS)

Job Classification (required human resource model)	Training for Each Job Rank			Training Across All Job Ranks	Global	
	Promotion	Role/Skill	System		Mindset/Skills	English
General managers (M1) (innovation leader)	Training for Newly Promoted M1	Management Skills Enhancement Training	Evaluator Training	Training for Mid-Career Employees	Selective Training (CCDP Program, etc.)	Measures for Improving TOEIC Score
Section managers (M2) (management professional)	Training for Newly Promoted M2					
Assistant Manager (a leader of practical work)	Training for Newly Promoted Assistant Manager					
Main Staff (a key player in the execution of work)	Training for Assistant Manager Candidates Training for Newly Promoted Main Staff					
Staff (a professional in the operational work)		Entry-Level Employee Training	Second Year Training	Third Year Training*1	Global Mindset Training*2	
Clerical Staff (efficiently carries out operations)						

*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.

Activities to Promote MMC WAY (MITSUBISHI MOTORS)

As part of our efforts to instill the MMC WAY among employees, we hold workplace workshops annually and publish interviews with top management on the company intranet. Through these articles, we communicate the intent behind the MMC WAY and how to put it into practice, providing guidance for employees.

In FY2024, we interviewed employees who joined the Company in 2017—the year the MMC WAY was first introduced. The MMC WAY was revised in 2022, and these employees, familiar with both the original and updated versions, shared how they currently perceive and implement it in their workplaces. By sharing perspectives from employees who are closer in position than top management, we aim to make the MMC WAY more relatable and easier to integrate into daily work.

Launching Digital Reskilling Programs to Support DX (MITSUBISHI MOTORS)
Follow-up Measures for Mid-career Hires

To help mid-career hires quickly adapt to the Company and demonstrate their abilities, we are strengthening workplace onboarding through measures such as assigning mentors and conducting one-on-one meetings. We also offer group training sessions to foster connections among employees who joined during the same period. These sessions include opportunities to visit plants and development facilities to deepen their understanding of on-site operations. Additionally, the training program includes a session titled “Learn from Past Mistakes,” aimed at deepening understanding of past scandals related to safety and quality, and preventing their recurrence.

Enhancing Management Skills

To provide opportunities for enhancing management skills such as workplace management, leadership, and employee development capabilities, we launched the “Management Skills Enhancement Training” program for section manager-level employees in the fourth quarter of FY2024. Approximately 100 employees completed the training within the fiscal year. We plan to complete training for current section manager-level employees by the end of FY2026 and continue the program as a permanent training course for newly appointed section manager-level employees from FY2027 onward.

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

In line with the expansion of production and sales volumes overseas, we are placing emphasis on developing the “next-generation leaders” who can perform in the global business field. 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 FY2024, a total of 13 employees were dispatched under the program—10 under the one-year program and three under the two-year program.

Since FY2022, we established an open call for applications, allowing any employee who meets the requirements to apply. In addition, since FY2023, we have launched a training dispatch program from affiliated companies to MITSUBISHI MOTORS, thereby promoting ongoing human resource development, including employees of overseas affiliates.

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. To adapt to these changes and strengthen our reach to a diverse global customer base, the promotion of digital transformation (DX) is essential. In particular, to meet the diverse needs of not only Generation Z, who are digital natives, but also customers of all generations and markets, and to deliver new value to more customers, it is vital to reinforce innovative approaches that leverage digital technologies.

Against this backdrop, all Board members have discussed our vision for the next 15 years in the IT/Digital area, and shared the recognition that it is essential 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. In “promotion of digitalization/expansion into new business areas,” which is one of the core initiatives of the mid-term business plan “Challenge 2025,” the development of digital talent is an extremely important theme.

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 Board members and employees. In FY2024, we began offering seminars to help employees acquire fundamental knowledge of generative AI, which is rapidly becoming more widespread, and how to apply it in business. We are also developing an environment in which employees can make effective use of AI. In addition, we are promoting the use of no-code and low-code tools to further streamline operations and are rolling out a phased educational program to support their use, thereby helping to improve employee productivity.

Going forward, we will continue to clearly define the types of IT and digital human resources required by the Group and steadily advance initiatives to develop personnel equipped with cutting-edge digital skills.

Embedding Technical Expertise into HR Systems and Processes

In our FY2022 revisions to the HR system, we newly established the category of “expertise” as a behavioral assessment item. Our intent is to drive individual performance and achievement by evaluating the degree to which employees have acquired the specialized knowledge and skills required in their respective organizations, as well as the degree to which they apply them in practice. Evaluation based on “expertise” is linked to a cycle of recognition and motivation, practice and feedback, and skill development and growth, and is connected to salary increases and promotions. By repeating this cycle through annual evaluations, we aim to foster career development and growth based on enhanced expertise, while also encouraging a willingness to take on new challenges.

When the system was first introduced in FY2022, evaluations were conducted based on provisional companywide standards. However, we have put in place department-specific evaluation standards throughout FY2023, and the system was officially introduced in January 2024. In FY2025, we will further refine the definition of “expertise” by developing job-specific skill maps and a structured training program, thereby promoting more effective skill development. Expertise is not something that can be cultivated through training alone—it is deepened through accumulated practice and experience. To this end, we will continue to prioritize the creation of growth opportunities centered on on-the-job training (OJT) in each department, while also combining this with off-the-job training (Off-JT) as needed

to strengthen expertise through actual work.

We will continue to view expertise as a source of competitive advantage and further evolve our systems and environment to support its enhancement.

Cultivating Next-Generation Leaders
(MITSUBISHI MOTORS)

To achieve sustainable corporate growth, we are systematically developing the next generation of leaders who will support the Company’s long-term development.

Starting in FY2024, we expanded the scope of the selective training program “Leadership Development Program” to include not only management-level employees but also Assistant Managers. 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 Representative Executive Officer, President & CEO, Representative Executive Officer, Executive 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 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.

In addition, beginning in FY2024, we have launched one-on-one meetings between executives and female leaders as part of our initiative to develop future female executive candidates.

Supporting Career Development
(MITSUBISHI MOTORS)

Career Development

Regarding career development, 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 (CDP) 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. To further promote the use of this initiative, in FY2024 we launched seminars for all employees to learn about the importance of career development and specific approaches to designing their careers.

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 dealers.

Supporting Lifelong Education

In accordance with the Revised Act for the Stabilization of Employment of Older Persons, which went into effect in April 2021, the Company promotes 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.

FY2024 Good Life Seminars

Number of seminars	Number of participants
4 in total across the Company	89