

Stepping up Human Resource Development



Progress in FY2022

Total training hours per year*1
[FY2021: 96,770 hours] **117,845 hours**

Training time per employee*1
[FY2021: 0.87 days] **1.08 days**

Training cost per employee*1
[FY2021: ¥6,171] **¥9,414**

[FY2021: Degree of penetration and practical implementation: 66%*2] **Degree of penetration*2 77%**

Level of practical implementation*2 68%

- Company-wide, rolled out on-site workshops and other awareness measures in conjunction with the update to the employee behavior guideline (MMC WAY)
- Created an original e-learning program to improve the skills of evaluators in accordance with changes to the personnel system, and encouraged all evaluators to take part in the program
- Phased the introduction of DX-related courses into training programs by level

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

*2 MMC WAY penetration and practical implementation based on employee engagement survey results

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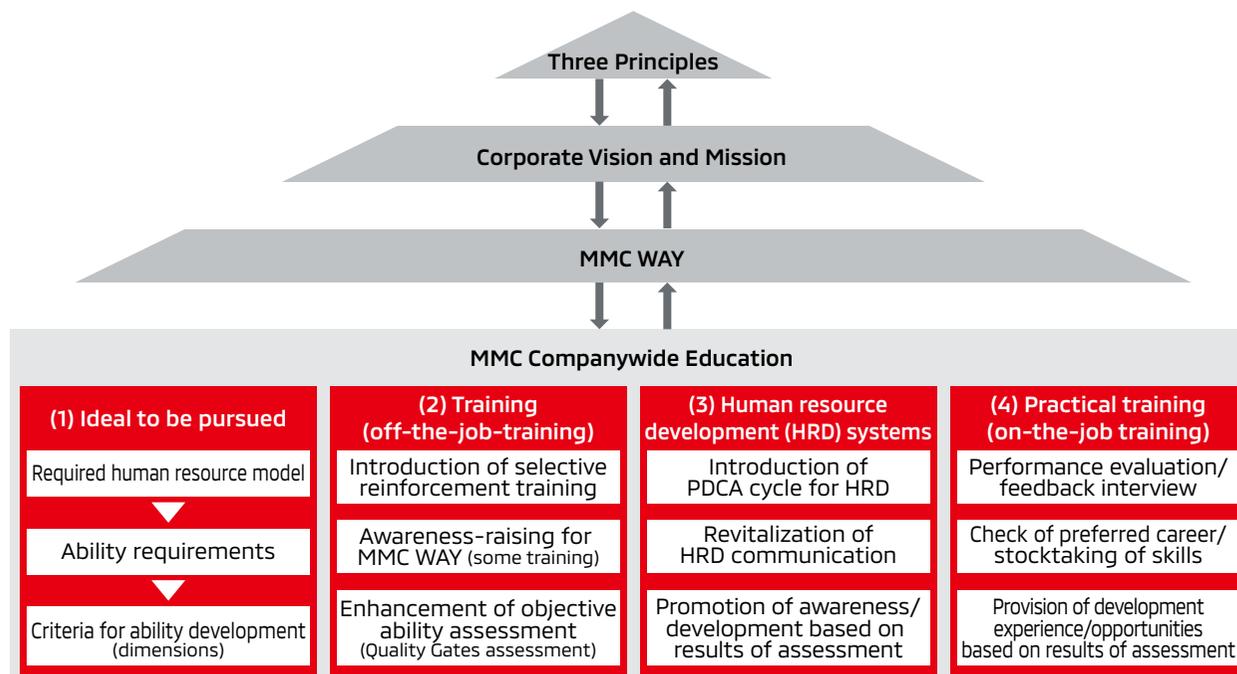
P122 Human Resources-Related Data

Basic Approach

MITSUBISHI MOTORS' educational structure 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





Training and Education

MITSUBISHI MOTORS' Education Program

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 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 employ-

ees utilizing e-learning, and selective training in which employees voluntarily choose a program to attend.

Consideration for Training Methods in Response to a Changing Environment

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

As in FY2021, in FY2022 we provided interactive online training with a focus on group work, shifting away from traditional lecture-based training. However, we also conducted some hierarchical training programs, such as training for newly appointed division managers, in a face-to-face format as we look to the post-COVID era, and worked to incorporate both online and in-person training methods.

The ability of each individual is the key to corporate growth in a situation where the future is difficult to predict. Recognizing this, we will continue to study and implement mechanisms that help employees cope with changes in the environment and support their personal growth.

▶ Data (p. P124): FY2022 training results

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)			Evaluator Training	Training for mid-career employees	Training for expats to be dispatched to foreign affiliates	Measures for improving TOEIC score (TOEIC score range from 300 to 695)
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	Training for M2 candidates (assessment)		Training for mentors of new graduates	Engineer training	Selective training (GCCP** program, etc.)	
Main Staff (a key player in the execution of work)	Training for newly promoted Main Staff	Training for Assistant Manager candidates						
Staff (a professional in the operational work)	Entry-level employee training	Third year training*1					Global mindset training*2	
Clerical Staff (efficiently carries out operations)		Second year training						
	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 GCCP: Global Career Development Program



Fostering Global-Minded Human Resources

In line with increases in both overseas production and sales volumes, MITSUBISHI MOTORS is placing emphasis on developing 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 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 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.

FY2022 Seminars for Future Good Life

Number of seminars	4 in total across the company
The number of participants	55

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 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.