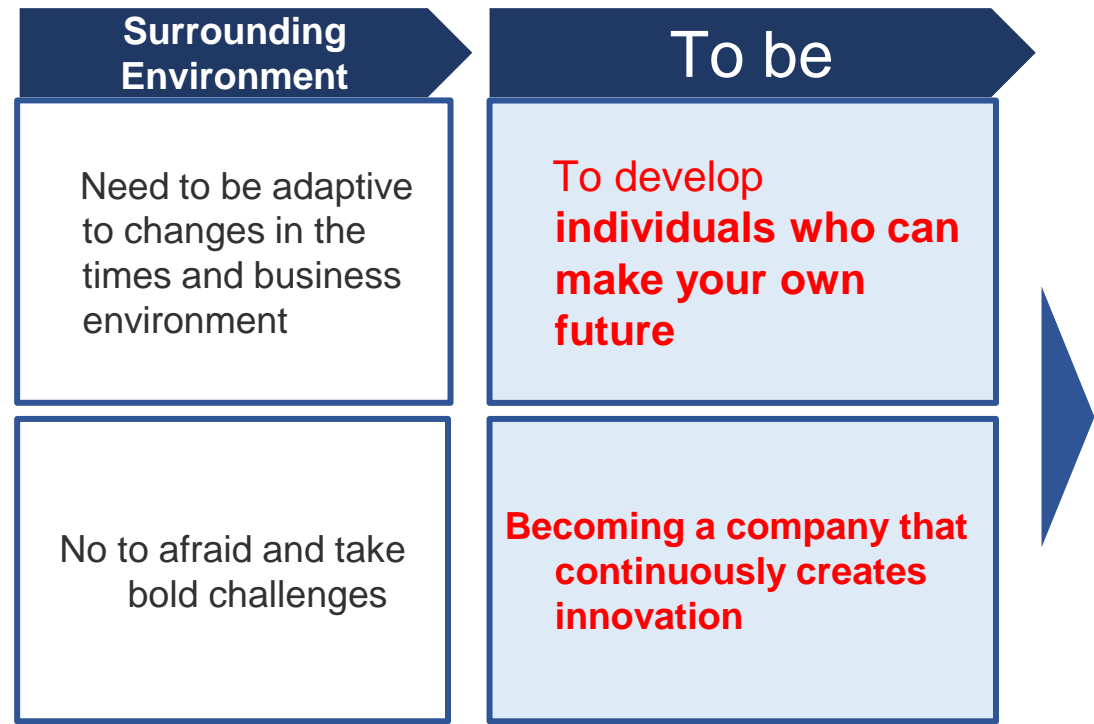


Musashi has set a new vision for 2038: “Go Far Beyond!” To meet this vision in accordance with the Musashi Philosophy, for “a world where the earth and people coexist in prosperity and harmony,” each one of us has become an adventurer and will create a path forward into the future. To adapt to the times and the changing business environment, and to create an organization that continues to innovate, Musashi aims to develop autonomous professional human resources, namely highly motivated talent who take on the challenge of change autonomously and constantly strive for self-improvement



We have declared a new HR development policy of “autonomous professional human resources,” and are working to foster an organizational culture in which individuals can develop their capabilities based on the concepts of independence and self-reliance, and have launched a number of initiatives to revamp our training systems to produce human resources who can properly understand and develop the Musashi Philosophy and management policies (vision). We position “Our Way,” which is part of the Musashi Philosophy, as a core competency that is at the core of our human resource development efforts. Additionally, as key development themes to achieve our vision, we are actively pursuing efforts to provide opportunities for skills development in the areas of innovation and digital technology, and to cultivate global leaders.

Education System

		Elective				Tiered		Company-selected			
Positioning	Tier	Competency Development	Theme-specific				Tier-specific / Job-specific				
			Philosophy	Innovation	DX	English					
Managers	CO										
	Middle management	Elective competency development training	Basic training on the Musashi Philosophy	Philosophy / innovation training for top management candidates	Innovation training	DX training	English instruction (self-development)	Newly appointed managers	Quality training	Manufacturing training (proficiency testing)	Compliance and confidentiality management
General	Senior staff			Philosophy / innovation training for middle management				Newly appointed chiefs			
	Staff			New business creation program				Career development			