

We have established three programs to instill our philosophy and vision in order to produce human resources who understand and practice the Musashi Philosophy to achieve the Musashi Philosophy to achieve our collective vision.

## BEYONDER training

Our philosophy training program is an inclusive, interactive initiative that invites employees from all backgrounds to voluntarily engage, deepen their understanding of our philosophy through meaningful dialogue, and ultimately commit to embodying our philosophy in practice. The content of this program is not only shared in Japan, but is tailored to regional contexts and implemented globally, ensuring a comprehensive and adaptable approach to our philosophical learning.

Through insights and personal engagement gained from dialogue, We discover one's own challenges.



completion record  
**1,036**  
individuals

as of the end of November 2024

## Go BEYONDER training

This selective training program for managers is a practical program in which teams plan and propose themes for change that transcend the framework of existing structures and ways of thinking, with the aim of producing top runners who will take up the challenge to “Go Far Beyond!”



Plan transformative themes as a team and propose them to management  
completion record  
**87**  
individuals

as of the end of November 2024

## Go Far BEYONDER training

Would change to: Designed for global leaders, this selective training program cultivates organizational evangelists who deeply understand and embody our philosophy, empowering them to strategically instill and establish our vision across the entire organization.



Cultivating regional management leaders who deeply understand and embody the philosophy, policies, and strategies  
completion record  
**42**  
individuals

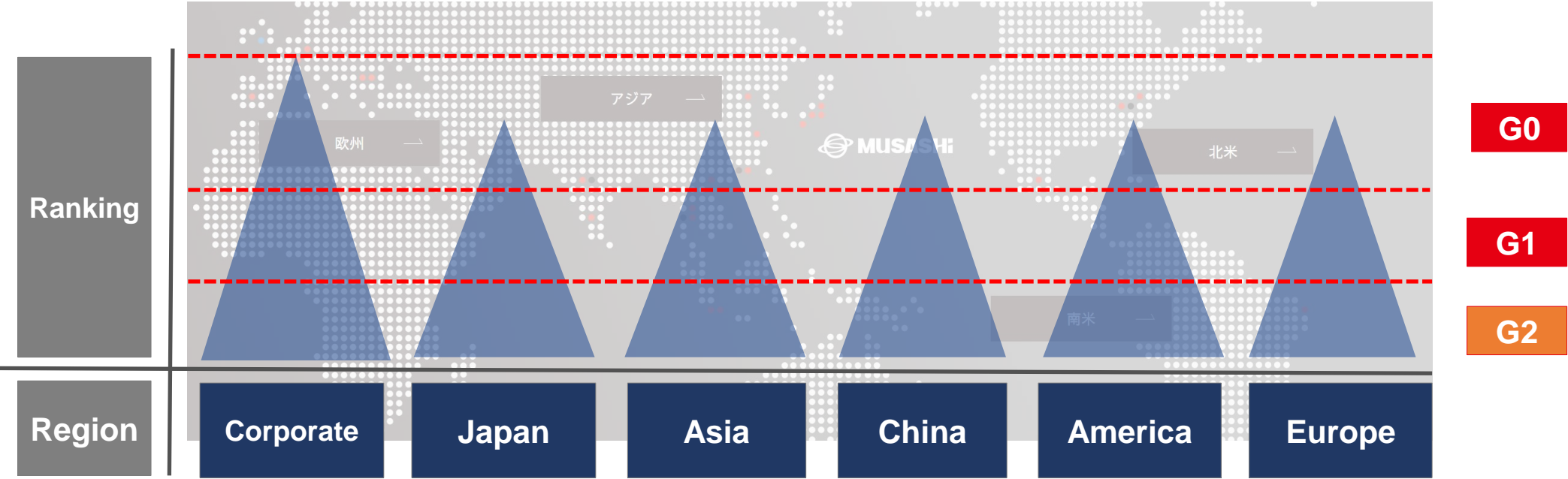
as of the end of November 2024

■ Planned development of global leaders

Musashi currently has a production network of 36 sites in 14 countries around the world. 85% of its sales come from overseas, and 85% of its employees are based at overseas locations. Musashi has been working to create an environment where diverse human resources can grow and flourish regardless of gender, age, nationality, disability, etc. In the future, however, we will continue our efforts to develop true global leaders who can exercise leadership not only in individual company operations but also in the entire region globally. At present, we have set the global management level competencies required of global leaders as our development goals and have formulated a succession plan for key global positions at the core of management, to develop human resources. Based on the training needs of potential successors, we provide training programs and implement resource allocation aimed at cultivation by bringing candidates together to discuss six approaches, including philosophy, innovation, and sustainability.



Participants who have completed their My Mission declarations



## ■ Innovation human resource development

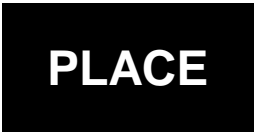
We believe that the creation of technology-based innovation is an important issue for realizing an affluent global society in which people and the environment are in harmony. The Musashi Innovation Lab CLUE, which opened in December 2018, has the mission of creating innovations from the East Mikawa region. CLUE has established the three elements necessary for innovation creation: Place (a space away from daily life), People (a group of people rich in diversity), and Process (innovation creation education, including design thinking). CLUE offers programs and workshops aimed at new business creation, business growth, and further business expansion through networking. In particular, the “East Mikawa Innovator’s Gate,” an innovation creation program held annually since 2019, is attended by a diverse set of Musashi employees selected from internal applications, employees from various companies and city offices, university professors and students, and others who are interested in innovation. Through lectures and fieldwork by experienced lecturers, participants propose new business plans to management. We also hold a “Business Creation Workshop” to challenge Musashi’s 100-year vision “Go Far Beyond!” This program is designed to help the next generation of leaders of our core/new businesses understand the basic concepts necessary for business creation and to foster a mindset of change. This program is led by Yoshie Munakata, an outside director of the Company. For local students, we offer creative workshops and internship programs in cooperation with local universities and city halls to foster future innovators. We have been commissioned by Toyohashi City in Aichi Prefecture for the “2022 Co-Creation Community Creation Support Project” to develop local innovative human resources and create an ecosystem that connects investors and partners. While deepening cooperation with industry, academia, and government, we are striving to develop human resources by leveraging the synergy between the local community and our company. Meanwhile, we have a corporate startup partner system that allows us to use CLUE on a daily basis for new business creation and to interact with other companies. The number of partner companies increased to 14 in FY2023. CLUE, as a networking base for the Ministry of Internal Affairs and Communications’ “Cross-cultural Collaboration” and as a member of the East Mikawa Startup Promotion Council, is building a pipeline of innovative human resources not only in Japan but around the world. And is also enhancing online and offline exchange opportunities with our employees and other local people.

## ■ Open innovation in practice

In our CVC activities, we collaborate with startups and tech companies from around the world, including Silicon Valley and Israel. By having our employees directly participate in these open innovation creation efforts, we aim to accelerate the creation of new businesses by learning methods such as agile development and lean startup. In particular, we aim to go beyond the boundaries of an automotive parts manufacturer by developing new businesses in the areas of Mobility and Industry 4.0 of the future, Energy Solution to support them in a carbon-neutral manner, and Well-being that leads to a healthy and happy life, which is our ultimate goal. In addition, through joint development with Nara Institute of Science and Technology (NAIST), we aim to develop new businesses and foster human resources in new fields.



Creating New Businesses to Solve Social Issues Using Technology



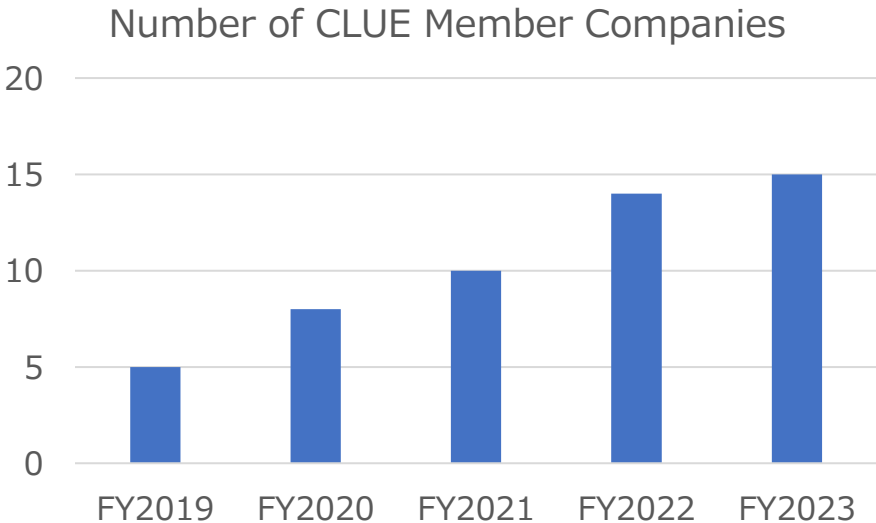
A Space Away from Everyday Life, Various Encounters



Chemical Reactions through Diversity



Design Thinking Pitch Event





## ■ Digital Talent Development

Musashi's core value is "Technology that leads the Era, " driven by the enthusiasm not only to improve business results and market value, but also to create the future through innovation. This passion is deeply reflected in our company's Digital Human Resources Development strategy, which is the foundation for sustainable competitiveness enhancement and medium - to long - term value creation through the use of cutting-edge technology.

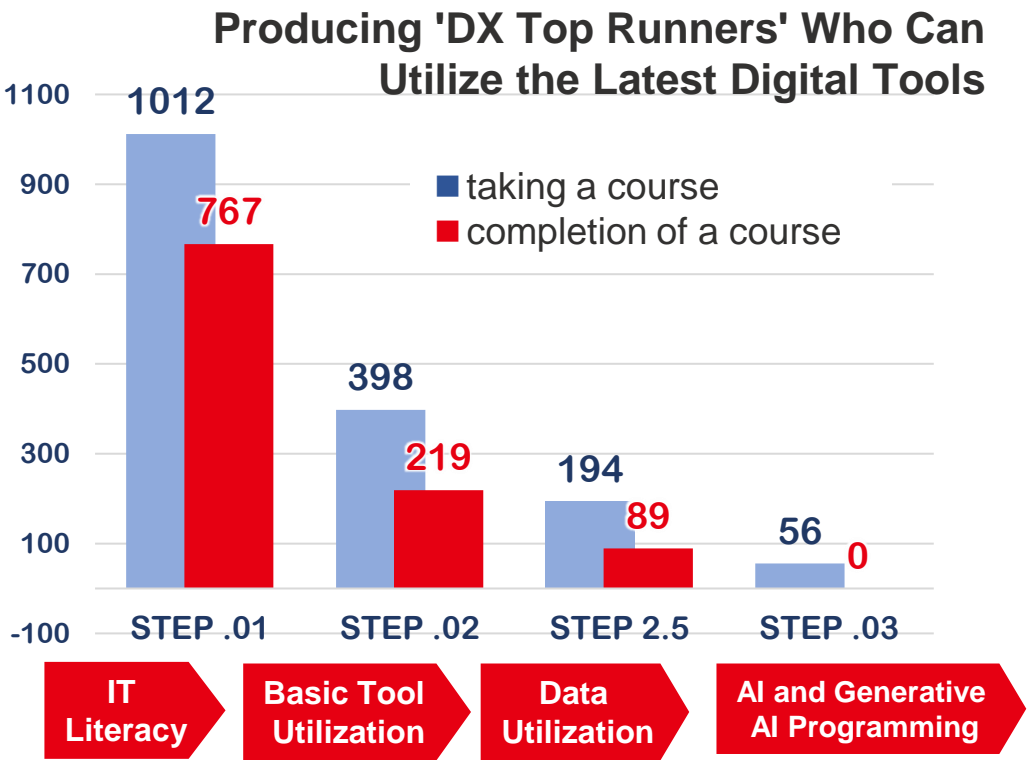
As digital transformation (DX) is becoming a standard across industries, our company sees it as a new growth opportunity and not just a trend. In addition to the use of IoT, AI, and robotics, in recent years we have actively adopted technologies directly linked to maximizing business value, such as cloud services, data science, programming skills, and generative AI. By establishing these digital technologies as infrastructure and creating an environment where human resources can freely demonstrate their knowledge and skills, our company is paving the way for increased operational efficiency, faster product development, and the creation of new businesses.

We have insourced many system constructions since 2014, and since 2021 we have accelerated the use of low-code tools. Digital technology is no longer a special right for particular divisions but it has become a common language across the entire company. As a result, each employee is using digital technology to solve issues, and many presentations using data visualization and automation tools have been delivered at company events such as the president's plant tour. A change of mindset has been fostered throughout the organization, and value creation is progressing through DX activities.

Musashi's Digital Human Resources Development Programs start with IT literacy education to strengthen analytical skills using business intelligence tools and foster a DX mindset by gradually expanding to mastering cutting-edge fields such as AI and data science. Through these programs, employees are learning to think beyond the boundaries of an automotive parts manufacturer and acquire skills to gain a competitive advantage and contribute to maximizing customer value.

Our company's goal is not merely to train engineers, but to strengthen its business portfolio and expand into new markets centering on digital technologies. To this end, we need a lab environment that enables the rapid introduction of the latest technologies and a community that encourages the creation of ideas. By providing opportunities for employees to learn, expand their networks, and put their vision into practice, we will establish ourselves as an evolving company that enables the entire organization to respond swiftly and flexibly to changes in the environment.

This comprehensive digital human resources strategy not only improves our competitiveness in existing fields, but also greatly expands the possibilities for new business development and service development. Through aggressive technology adoption and human resources investment, Musashi will create medium - to long-term corporate value and transform change into opportunity to meet expectations with passion.



As of December 13, 2024

	STEP.01	STEP.02	STEP2.5	STEP.03
Number of participants	1012	398	194	56
Number of completion	767	219	89	0