

## In-house Education and Training System

Support for "Ability of the individual to be nurtured"

| Type                                | Content  | Specific examples  |
|-------------------------------------|--|--|
| <b>Level-based Training</b>         | Learn the mindset, knowledge, and skills required for each job class and level | Group training for new employees, plant training, second-year training, fourth-year training, mid-level employee training, on-the-job (OJT) leader training, evaluator training  |
| <b>Executive-sponsored Training</b> | Workshops in small groups taught by the executives themselves                  | Executives directly communicate and discuss with employees on a variety of topics such as management philosophy, human resource development, organizational culture reform, diversity, and medium- to long-term visions. |
| <b>Selective Training</b>           | Intensive training of future leadership candidates                             | Various selective leadership programs (implemented at managerial and mid-level, in addition to programs held globally, including domestic and international)   |
| <b>Training by Function</b>         | Acquire the expertise and skills required for each job type                    | Implemented in each functional area (quality assurance, technology, equipment maintenance, IE, health and safety, supervisor training, etc.)   |
| <b>Self-help Support</b>            | Proactively enhance their own abilities  | Distance learning, e-learning, assisting in acquiring certifications   |
| <b>workplaces</b>                   | Enables employees to voluntarily upgrade their own skills                      | Communication education, e-learning, assistance in acquisition of qualifications   |

Support for "Ability of superiors and the work environment to nurture"

| Type                                   | Content  | Specific examples   |
|--|--|---|
| <b>Management Enhancement Training</b> | Learning the "grow" mindset and mutual awareness | Murata management basic training, leadership training, new department manager training, new senior manager training, new manager training |
| <b>Workshops</b>                       | Learning the "grow" mindset and mutual awareness | On-the-job experience (OJE) workshop  |