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Mitsubishi Electric to Strengthen Global Human Resources Allocation and Development with Talent Mobility and G-OJT Systems

Aiming to transform into an innovative company through diverse knowledge and expertise

TOKYO, January 15, 2026 – [Mitsubishi Electric Corporation](https://www.mitsubishielectric.com/en/) (TOKYO: 6503) announced today that it will launch the Talent Mobility System to match employees with jobs in the company's global group in order to develop, mobilize and engage top talent. It will also revise the Global- On the Job Training (G-OJT) System to provide young employees with deeper overseas work experiences compared to those of conventional overseas temporary-training programs.

Mitsubishi Electric, which employs approximately 150,000 people at more than 200 Group companies around the world, is promoting initiatives that maximize the development, sharing and utilization of knowledge and abilities in its diverse and versatile workforce, as well as the allocation, utilization and development of employees across countries, regions and business sites. The company expects the newly announced systems to accelerate efforts to assign, develop, and utilize employees with diverse knowledge and abilities throughout the Group, with the goal of transforming Mitsubishi Electric into an “innovative company” that creates value with new ideas without fear of risk.

About Talent Mobility System

Mitsubishi Electric promotes the allocation and utilization of employees across countries, regions and business sites, particularly management candidates from overseas Group companies. In many cases, mid-level and young employees of overseas Group companies are only utilized within their respective offices. Through the Talent Mobility System, the company will quickly grasp and share information on top talent throughout the Group, accelerating their development and motivation by creating opportunities for borderless career expansion.

For job matching, the company will select candidates from overseas Group companies and match them optimally with available jobs across countries, regions and sites. Mitsubishi Electric's Global Human Resources Div. and Regional HR offices, which handle human resources strategies and measures tailored to the characteristics of each

region in the Americas, EMEA,* China, Asia and other regions, serve as the hub for candidate matching. By the fiscal year ending in March 2027, Mitsubishi Electric aims to fill 80% of open key positions with internal candidates.

About the G-OJT System

For about 50 years, Mitsubishi Electric has been running an overseas training program to develop global human resources by dispatching mainly young Japanese employees to overseas Group companies for one-year periods. Previously, emphasis was placed on cross-cultural experiences and language acquisition, but the revised G-OJT System will clarify the mission at each host company and focus on providing deeper work experiences through work overseas, which will strengthen the development of human resources who can play active roles globally.

The company plans to dispatch approximately 80 employees annually, each of whom will be responsible for engineering, sales, or other work at Group companies in more than 20 countries, including the United States, India, Thailand and China.

Other Key Global Human Resources Management Policies and Systems

To continue growing globally, the Mitsubishi Electric Group is shifting from individual optimization at each business division and units in Japan to the optimization of the entire global Group. To this end, the company is building a Group-wide human resources management foundation and system, which include the following measures and systems:

1) L.E.A.D** System (management candidate development system)

- A Top Talent Review Committee was established to decide succession and development plans for the company's top 500 future executive candidates (L.E.A.D 500) globally.
- Human resources capable of leading the Group on a global scale are being developed through a cycle of "open personnel selection," "provision of appropriate opportunities (placement and training)," and "assessment and monitoring."
- As for non-Japanese nationals, individual assignment and training plans are formulated and personnel assessments are then conducted through interviews of selected top talent. The company expects to strengthen its identification and development of top talent through the Talent Mobility System and the P-Group System (see below). By the end of the fiscal year ending in March 2028, at least 20% of the candidates for executive officer positions and higher at Mitsubishi Electric's head office in Japan are expected to be non-Japanese.

2) P-Group System (talent development system for executive management candidates overseas)

- To date, approximately 170 non-Japanese management candidates from overseas Group companies have been identified and developed, complementing the L.E.A.D System by selecting applicants for the L.E.A.D 500 group.

3) Virtual Assignment

- Introduced in the fiscal year ended in March 2024, this remote work system transcends countries and sites, promoting diverse working styles and the borderless utilization and development of Group employees.

* Europe, Middle East and Africa.

** Leadership Enhancement And Development

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About Mitsubishi Electric Corporation

With more than 100 years of experience in providing reliable, high-quality products, Mitsubishi Electric Corporation (TOKYO: 6503) is a recognized world leader in the manufacture, marketing and sales of electrical and electronic equipment used in information processing and communications, space development and satellite communications, consumer electronics, industrial technology, energy, transportation and building equipment. Mitsubishi Electric enriches society with technology in the spirit of its “Changes for the Better.” The company recorded a revenue of 5,521.7 billion yen (U.S.\$ 36.8 billion*) in the fiscal year ended March 31, 2025. For more information, please visit www.MitsubishiElectric.com

*U.S. dollar amounts are translated from yen at the rate of ¥150=U.S.\$1, the approximate rate on the Tokyo Foreign Exchange Market on March 31, 2025