Legend: Mandatory training (dark blue) · Recommended by managers (orange) · Self-recommended/Recommended by others (green) · Training introduced in FY2023 (dashed border)

Training System Chart

Row categories (left axis):
- Managers: General Managers, Managers
- General employees: Grade VI, Grade V, Grade IV, Grade III, Grade II, Grade I

Position-specific
- Training for Newly Appointed General Managers (Mandatory)
- Training for Newly Appointed Managers (Mandatory)
- Upper-Level Problem-Solving Training (Mandatory)
- Entry-Level Problem-Solving Training (Mandatory)
- Training for New Employees (Mandatory)
- Business Training (Follow-up training that lasts for the first two years) (Mandatory)

Purpose-specific
- Training for Mid-Career Hires (Mandatory)
- Training for New OJT Trainers (Mandatory)
- Training for Educational Interviewers (Recommended by managers)
- Training for Promotion Examiners (Recommended by managers)
- Career Training for Fifth-Year Employees (Fifth-year employees and their managers) Additional half-day training for women among these employees (Mandatory)
- Next Career Training (for 50-year-old employees) (Mandatory)
- Second Life Seminar (for employees who will retire within one year) (Mandatory)
- Video Learning (Udemy) (for operational support and career development) (Self-recommended/Recommended by others)
- Training on Educational Skills for Managers (Mandatory, introduced in FY2023)
- Diversity Training for Managers (Mandatory, introduced in FY2023)

Technical training (to increase IT literacy)
- Training on Excel (Intermediate) (Self-recommended/Recommended by others)
- Training on Excel VBA (Basic) (Self-recommended/Recommended by others)
- Training on Excel VBA (Applied) (Self-recommended/Recommended by others)
- Training on How to Use Excel for Data Analysis (Self-recommended/Recommended by others, introduced in FY2023)
- Basic DX Training (for managers, general managers and those in senior positions and for general employees) (Self-recommended/Recommended by others, introduced in FY2023)
- Applied DX Training (Self-recommended/Recommended by others)

Selective
- MAP Training (Recommended by managers)
- MBP Training (Recommended by managers)

Global — Intercultural awareness
- Pre-Overseas Posting Training (Mandatory)
- Overseas Training (Mandatory)
- Multicultural Symbiosis Program (Mandatory, introduced in FY2023)
- Overseas business schools (Recommended by managers)
- Overseas trainees (Recommended by managers)

Global — Language
- English Presentation Training (Self-recommended/Recommended by others)
- English Writing Training (Self-recommended/Recommended by others)
- English Meeting Skills Training (Self-recommended/Recommended by others)
- Online English Conversation/German/Chinese/Italian (Self-recommended/Recommended by others, introduced in FY2023)

Self-development
- Distance learning courses (Self-recommended/Recommended by others)