



NOF promotes a talent development system including support for “correspondence courses,” in which each employee is allowed to choose his/her own training menu, “training at the organizational level,” which is made to suit employees with different issues in different hierarchy, as well as “training regarding specific issues,” which is suited to enhance the employees’ expertise and is made in accordance with specific issues that arise in execution of duties.

This system effectively promotes talent development suited to each individual and his/her work, while at the same time making work more rewarding, invigorating the organization, establishing a sustainable business foundation, and enabling stable employment.

### Promoting training at the organizational level and regarding specific issues

In an effort to provide a more effective training program, NOF has set up an education system that combines training at the organizational level and training regarding specific issues. The relatively junior employees mainly undergo training at the organizational level, while management-level employees undergo training regarding specific issues. Each organizational unit and division also plans and carries out, as necessary, training suited to their respective business operations.

In fiscal 2022, a total of 729 employees took part in the training programs.

Training program participants

FY2022 **729** people

### Content of training at the organizational level and regarding specific issues

	Executive positions	Career-track positions			Core positions			
		Management-level positions	Instructor positions	Full-time positions	Management-level positions	Instructor positions	Full-time positions	
Training at the organizational level		Employees promoted to chief positions	Employees promoted to manager			Employees who perform personnel evaluations (Employees who perform first-stage evaluations for new employees)		
		Employees who perform personnel evaluations	Employees who perform first-stage evaluations for new employees			Employees promoted to manager		
				Employees who instruct new employees		Supervisors (foremen)		
				Before the study report conference for career-track employees		Supervisors (team leaders)		
				Study report conference for career-track employees			Employees promoted to elementary instructor positions	
					Acceptance of new employees	Strengthening of capabilities in the field		
					Follow-up for new employees			Acceptance of new employees
Training regarding specific issues	Management and administration	NOF Management School		Course for candidates for promotion to chief, manager, and upper instructor positions		Course for candidates for promotion to manager and upper instructor positions		
		Outside BS*						
	Accounting		Finance	Accounting				
	Global			Short-term overseas language study				
				Practical English skills				
				Global training				
				Training prior to overseas assignments				
	R&D		Business R&D for researchers	Business R&D for researchers				
			Research theme evaluators					
	Practices			New sales staff				
			Sales practices (contracts and claims management)					
Diversity			Promotion of the active participation of women					
Mental health			Mental health					

\*Participation in outside business schools