

Detailed Human Capital Data

Female Management Ratio (FY2025)

Female Management Ratio by Level

	Ratio of Women
Entry-level Managers	30.9%
Mid-level Managers	18.9%
Senior Managers	12.5%
Total Managers	25.5%

*Scope: Full-time employees of BELLSYSTEM24 Holdings, Inc. and BELLSYSTEM24, Inc.

Female Management Ratio in Revenue-Generating Divisions

	Ratio of Women
Managers in Revenue-Generating Divisions	25.0%

*Scope: Full-time employees of BELLSYSTEM24 Holdings, Inc. and BELLSYSTEM24, Inc.

Female Employees Ratio in STEM-Related Roles

	Ratio of Women
STEM-Related Roles	17.3%

*Scope: Full-time employees of BELLSYSTEM24 Holdings, Inc. and BELLSYSTEM24, Inc.

Employee Composition Ratio (FY2025)

Employee Composition by Age Group

	20s	30s	40s	50s	60 and Over
Employee Composition	9.9%	22.8%	42.0%	21.9%	3.5%

*Scope: Full-time employees of BELLSYSTEM24 Holdings, Inc. and BELLSYSTEM24, Inc.

Employee Composition by Age Gender

	Men	Women
Employee Composition	60.6%	39.4%

*Scope: Full-time employees of BELLSYSTEM24 Holdings, Inc. and BELLSYSTEM24, Inc.

Employee Composition by Level

	Ratio
Non-managerial Employees	72.9%
Entry-level Managers	17.4%
Mid-level Managers	4.9%
Senior Managers	4.8%

*Scope: Full-time employees of BELLSYSTEM24 Holdings, Inc. and BELLSYSTEM24, Inc.

Training Records (FY2025)

Major Training records by employee level

Target	Type of training	Number of Participants	Training Participation Rate
Division Managers	Newly Appointed Division Managers Training	15	100%
Management	New Evaluator Training	37	100%
Management	Newly Appointed Management Training	56	100%
Mid-level	Newly Appointed Manager Training	39	98%
Entry-level	Newly Appointed Expert Training	60	95%
Entry-level	Newly Appointed Associate Training	31	100%
All Employees	Information Protection Training Basic	22,417	100%
All Employees	Compliance Training Basic	22,411	100%

*Scope: All employees of BELLSYSTEM24 Holdings, Inc. and BELLSYSTEM24, Inc.

Training Records (FY2025)

Training records by type of training

Type of training	Number of Participants	Training Hours
Information Protection Training Basic	22,417	8,667
Compliance Training Basic	22,411	5,794
Onboarding Training for Contract Employees ①	5,812	11,624
Information Protection Training Operation	2,701	1,806
Code of Conduct Training	2,593	890
Diversity and Inclusion Training	1,943	2,734
Customer Harassment Response Guideline	1,732	368
Pharmaceutical Operations Training (GVP/GPSP)	1,694	1,694
Essential Guidelines for Procurement training	1,420	778
Onboarding Training for Contract Employees ②	1,193	14,316

*Scope: All employees of BELLSYSTEM24 Holdings, Inc. and BELLSYSTEM24, Inc.

Training Records (FY2025)

Average Training Hours by Gender

	Men (hours)	Women (hours)
Average Training Hours	15.8 hours	21.9 hours

*Scope: Full-time employees of BELLSYSTEM24 Holdings, Inc. and BELLSYSTEM24, Inc.