

# Mid-Term Management Plan 2022

**“Build Tomorrow with Your Voices”**

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Materials for the Management Conference  
on September 28, 2020

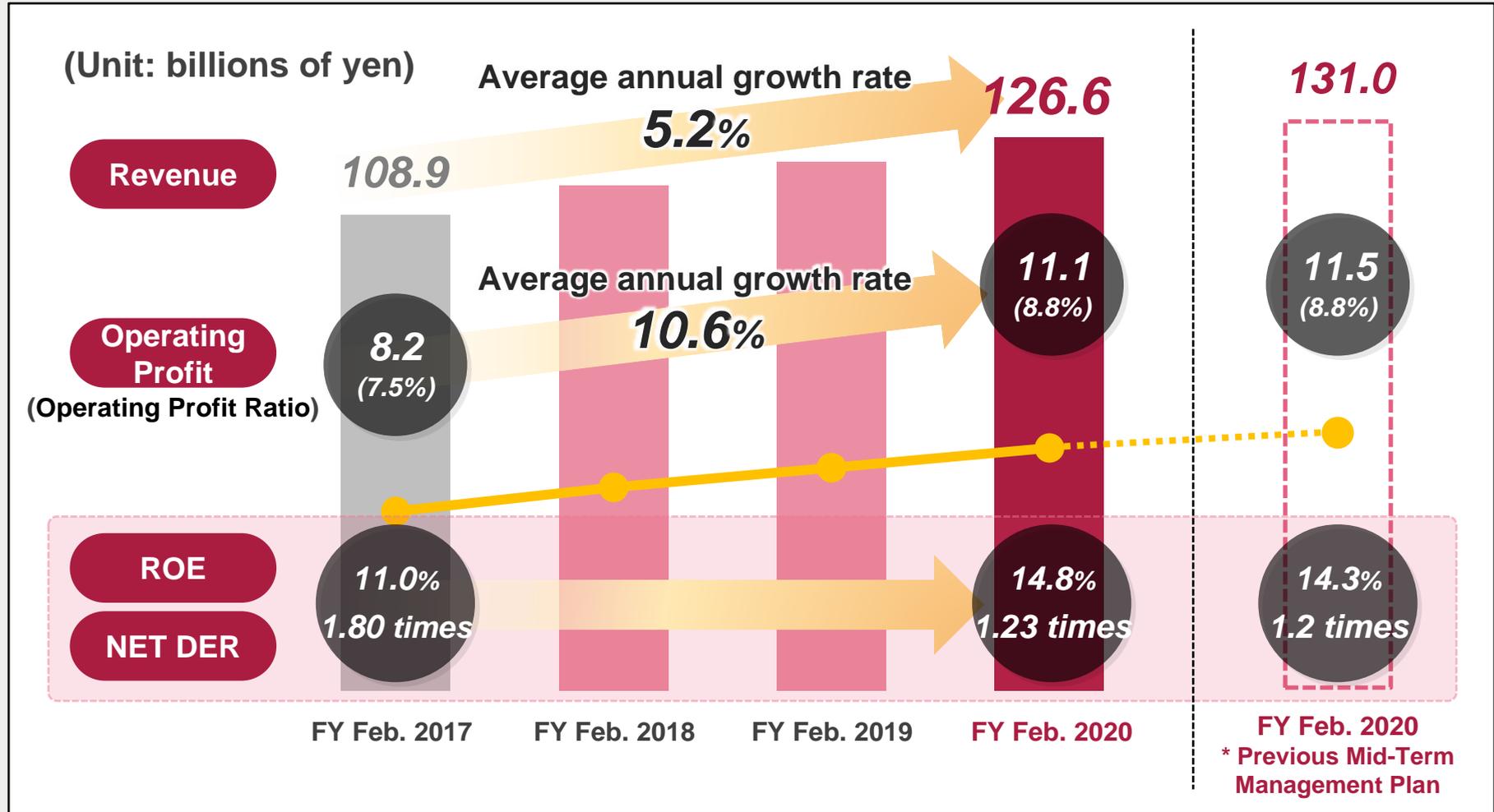
Materials for the Board of Directors Meeting  
on September 30, 2020

**BELSYSTEM24** 

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Theme	Summary
Revenue and business expansion	<ul style="list-style-type: none"> <li>• Change in the policy direction from focusing on sales to profits (improvement in the operating profit ratio)</li> <li>• Improvement in business efficiency (ROE) and financial soundness (Net DER)</li> <li>• Capital and business alliance with Toppan Printing and conversion of CTC First Contact Corporation into a subsidiary</li> <li>• New overseas expansion (Vietnam, Thailand and Taiwan)</li> </ul>
Human resources	<ul style="list-style-type: none"> <li>• Realization of securing human resources with new initiatives</li> <li>• Strengthening of child-rearing support by establishing in-house nursery school</li> <li>• Improvement in the retention rate by introducing a new personnel system that presents diverse career plans</li> </ul>
Work styles	<ul style="list-style-type: none"> <li>• Promotion of teleworking free of time and place by using IT</li> <li>• Employment promotion of the disabled and the provision of diverse work environments</li> <li>• Encouragement of diversity</li> </ul>

Operating profit achieved a double-digit average growth rate in the severe labor supply and demand environment through appropriate price revisions, stable securing of human resources and expansion of synergies with ITOCHU Corporation and Toppan Printing.



# Mid-Term Management Plan 2022

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**BELSYSTEM24<sup>®</sup>**

# Seeking a three-year plan that will seize the rapidly changing society as a growth opportunity.

## Changes in the social situation



- **Combined risk: Pandemic/climate change/cyber security**
- **Changes in people's values and behavior (from face-to-face to remote)**
- **Changes in the labor environment due to accelerated technological progress**

## Market changes expected in society



- **Increase in demand for contact centers due to transition to remote contact and BCP measures**
- **Increasing importance of voice data for changing point of contact with customers and early detection of risks**
- **Direct link between marketing using data and corporate competitiveness**

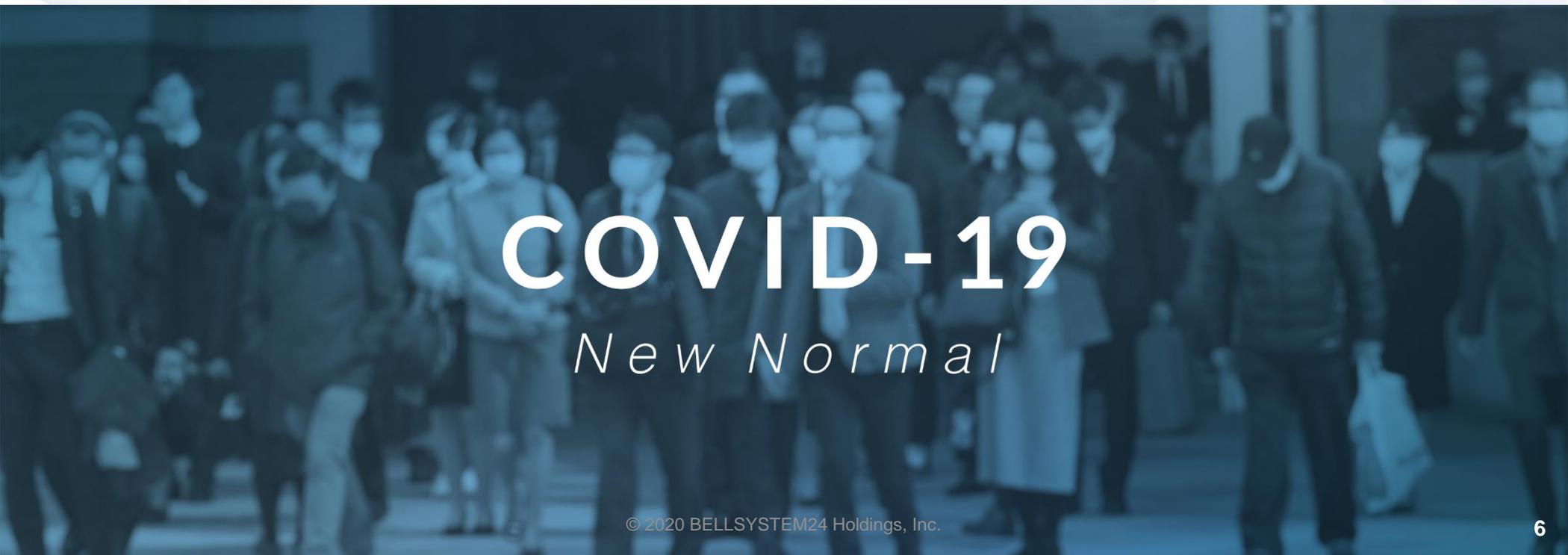
## Challenges required for us



- **Active participation of diverse human resources in a wide range from operation to new technologies, and the strengthening of home-based contact centers, bearing BCP in mind**
- **Improvement of voice and CRM foundation to realize pluralistic data analysis**
- **Enhancement of collaboration with blue-chip partner companies to accelerate and maximize DX**

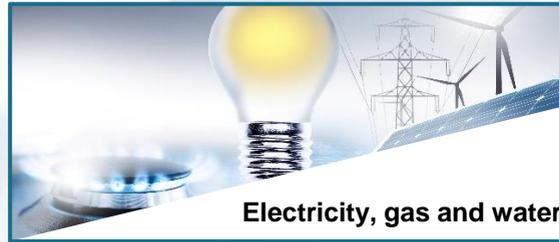


**Indispensable Work**  
**that Supports People Around the World**



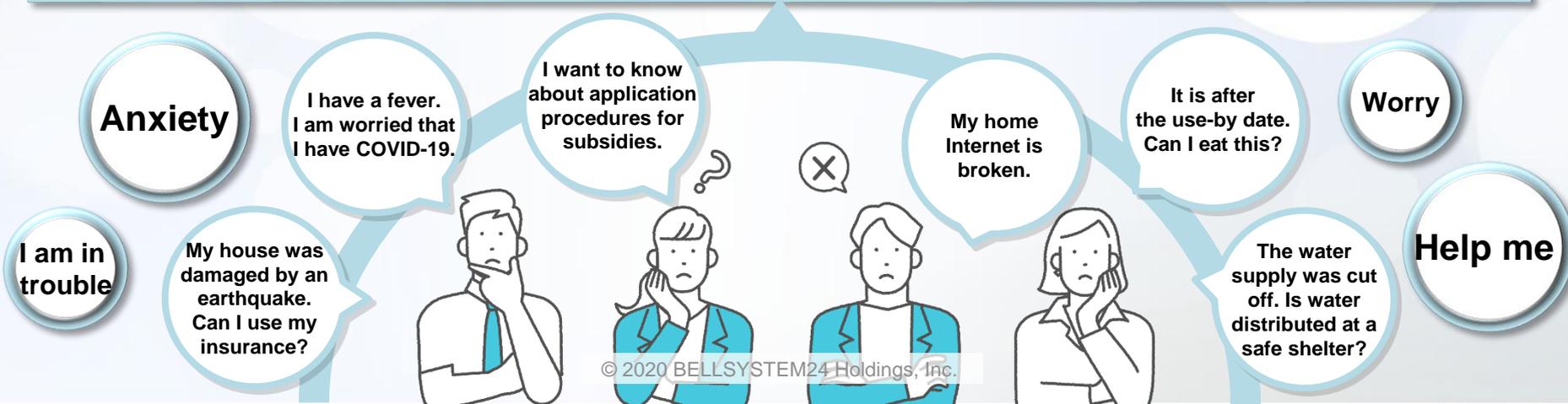
**COVID-19**  
*New Normal*

# “Support Social Affluence with Innovation and Communication”



Take the role of accepting the worries and concerns of users.

**BELLSYSTEM24** contact centers (response to inquiries)



# Build Tomorrow with Your Voices

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**Inquiries to our contact centers are increasing along with a decline in face-to-face communication due to self-restraint on social activities. Now that our lives are filled with anxiety, as an expert in listening to people, we will listen to the voices of people and take the role of maintaining the reliability of administration and companies. While our services are not part of the social infrastructure, such as medical services, water supplies and electricity, our job demanded by the world will continue. We should not stop them. We will continue having valuable dialogues by responding to these changes. We will “build tomorrow with your voices.”**

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Using experienced personnel.

1

**Maximizing our operational force of 30,000 employees.**

- Further strengthening the mobile power and on-site operation capability of 30,000 people.
- Sophisticating quality and response skills by improving the retention rate.
- Promoting work-style reforms (enhancing home-based contact centers).
- Providing an environment to work without worries (responding to the pandemic).

Enhancing work from home

Supporting human resources that support society and guarantee quality by providing an easy-to-work environment.

Developing new business of voice infrastructure cloud.

2

**Promoting DX by using voice data.**

- Promoting DX based on trust relationship with blue-chip customers.
- Turn data into an asset by improving the voice and CRM infrastructure.
- Providing high added value by data analysis.
- Creating business in new areas by strengthening the consulting function.

Strengthening voice data infrastructure

Making voice know-how gained through a massive amount of response operations an asset.

Fostering a proven business network.

3

**Growing with partners for credibility and co-creation.**

- Deepening collaboration with ITOCHU and Toppan Printing.
- Enhancing the use of consumer data with new partner companies.
- Promoting alliances with venture companies with new technology.
- Overseas development by forming a strategic alliance with local blue-chip companies (Vietnam, Thailand and Taiwan).

Encouraging strategic alliance

Creating synergistic value with partners who work on new challenges together.

Fostering a proven business network.

3

Growing with partners for credibility and co-creation.

Encouraging strategic alliance

TOPPAN

ITOCHU  
ITOCHU

Alliance for new technologies

Strengthening voice data infrastructure

Developing new business of voice infrastructure cloud

2

Promoting DX by using voice data.



Enhancing work from home

Using experienced personnel.

1

Maximizing our operational force of 30,000 employees.

Work-style reforms

Promotion of women's participation and advancement



Initiatives for LGBT people



Child-rearing support

**Growth strategies**

Standardize the track record and knowledge of 3,000 workflows and more than 500 million responses a year and continue increasing value with partner companies.

**Providing added value and quality improvement**

**Creating business alliances in new areas**

Making customers' own business decisions a data asset.

Solving specific issues using our immense knowledge.



Strategy 1.  
**Use of human resources**

Strategy 2.  
**Promotion of DX**

Strategy 3.  
**Strengthening of alliances**

Expansion of home-based contact centers

Strengthening of voice and CRM data infrastructure

Promotion of new business model through strategic alliance

**Our knowledge database**

Client market research

Optimum business operation

On-site improvement skills

Cutting-edge technology

Scripts

FAQ

Manuals

Tool use methods

Experience know-how

Education curricula

Quality control techniques

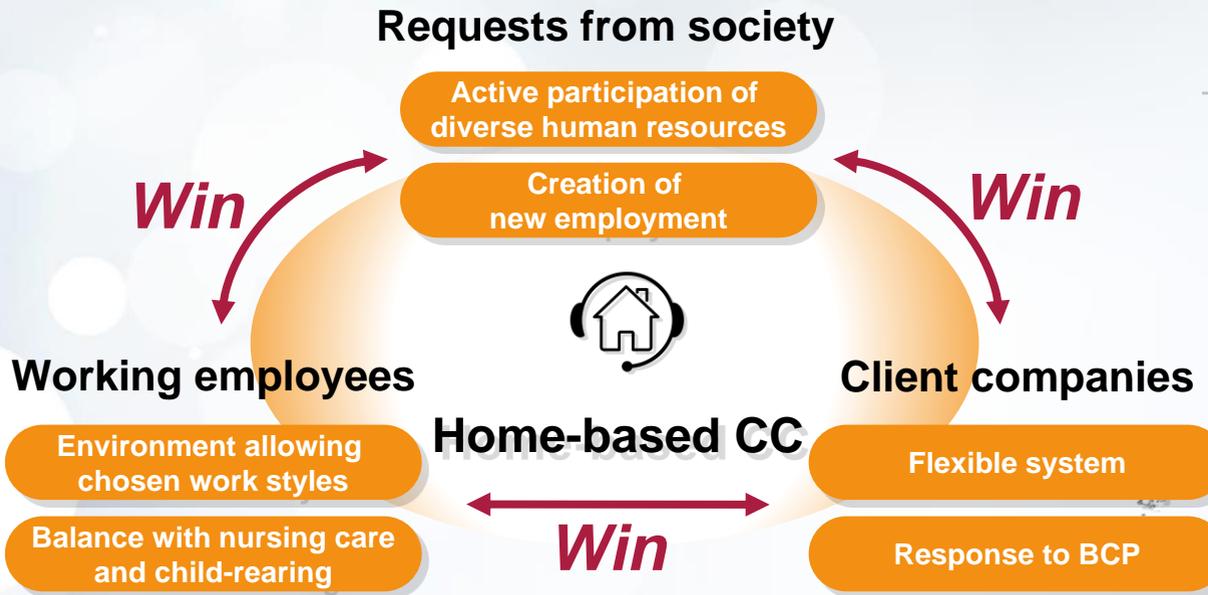
# **1** Use of Human Resources

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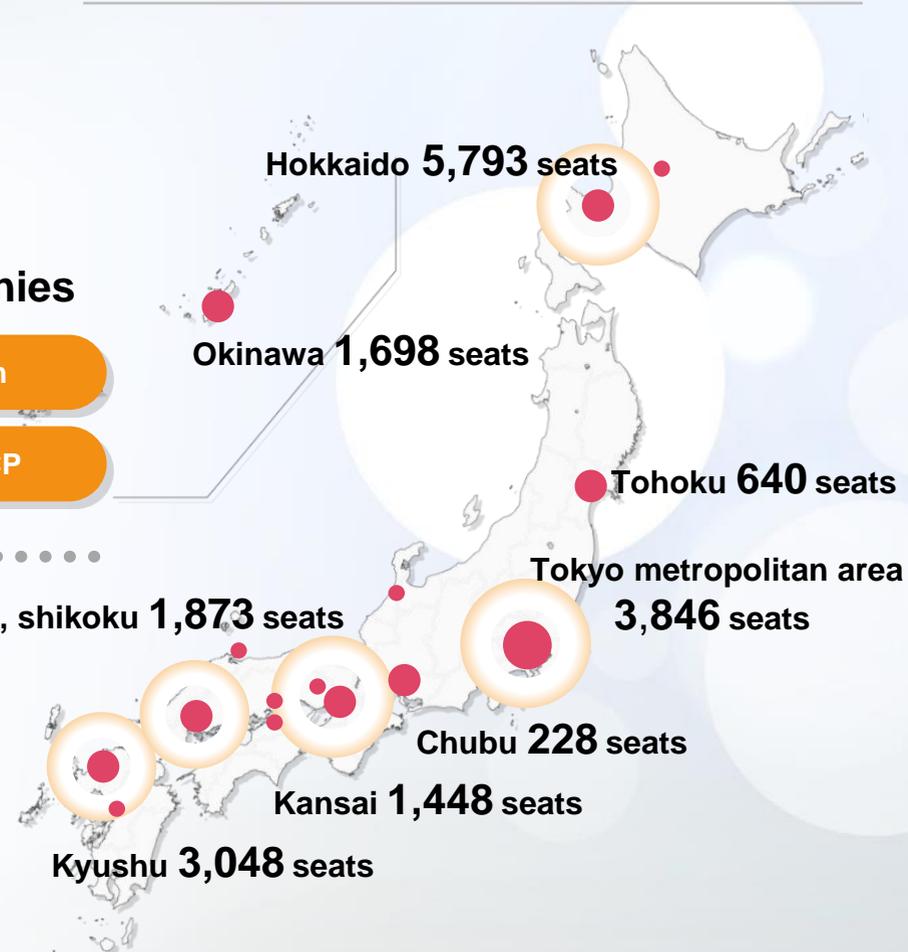
## **Expansion of Home-Based Contact Centers**

Significantly increase the number of home-based seats to **4,000**.

\* Currently approx. **1,000** seats



● Our center facilities and number of seats held



Number of our center facilities

**37** facilities

Our seats held

Approx. **18,000** seats

Number of satellite seats

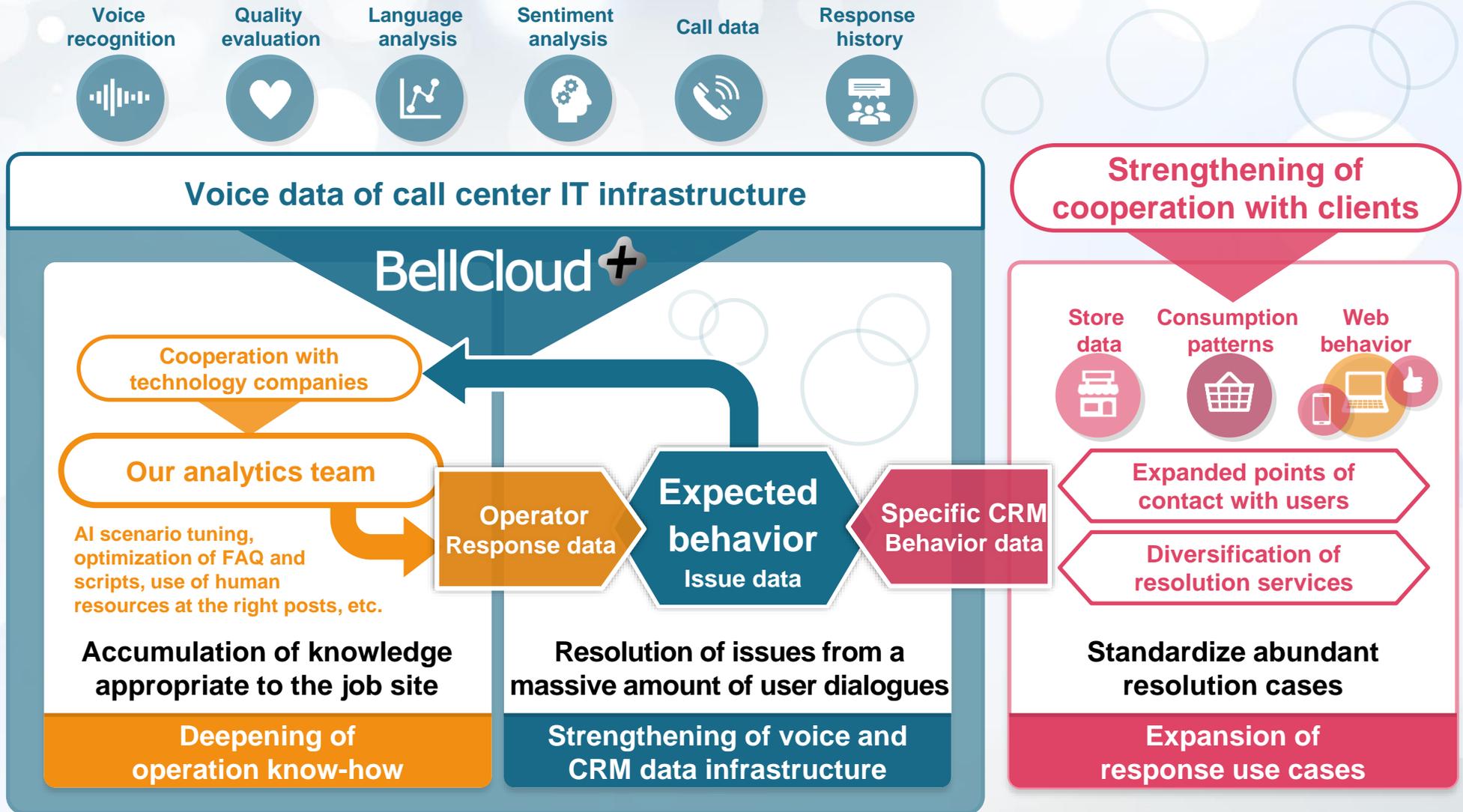
Approx. **15,000** seats

## **2** Promotion of DX

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### **Strengthening of Voice and CRM Data Infrastructure**

# Voice and CRM Data Infrastructure for DX of expected user behavior



## **3** Strengthening of Alliance

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**Promotion of New Business  
Model through Strategic Alliance**

**Promotion of alliance for next-generation dialogue use model**



**Alliance with blue-chip customers for use of dialogue data**



**ITOCHU/Toppan Printing: Cooperating shareholder groups**



**Enhancement of cooperation with new strategic partners**

**Results**

**FY Feb. 2020 (FY2019)**

Revenue	126.7 billion yen
Operating profit	11.1 billion yen (8.8%)
After-tax profit	7.0 billion yen
ROE	14.8%
Net DER	1.23 times

**Targets**

**FY Feb. 2023 (FY2022)**

Revenue	148.0 billion yen
Operating profit	14.0 billion yen (9.5%)
After-tax profit	9.0 billion yen
ROE	14.8%
Net DER	0.91 times

**Revenue**  
**+5.3%/year**

**After-tax profit**  
**+8.7%/year**

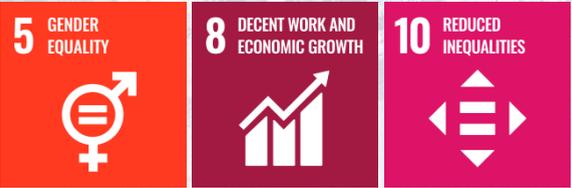
**Priority measures**

1. Maximizing our operational force of 30,000 employees
2. Promoting DX by using voice data
3. Growing with partners for credibility and co-creation

**Investment policy**

- Next three years: Additional investment of 10 billion yen or more in overall initiatives
1. Voice infrastructure and peripheral services
  2. Data utilization solutions
  3. Home-based contact centers
  4. Overseas business

We will conduct activities to resolve social issues considering our corporate philosophy, priority issues and SDGs.

People and work styles	Disparity reduction	Environmental protection
		
<p data-bbox="147 811 667 892"><b>Aim to achieve by the end of FY2022</b></p> <ul data-bbox="115 913 703 1306" style="list-style-type: none"> <li>• <b>Diversity</b> <ul style="list-style-type: none"> <li>- Increase in the ratio of female managers</li> <li>- Employment of the disabled and measures for LGBT people</li> </ul> </li> <li>• <b>Work style innovation</b> <ul style="list-style-type: none"> <li>- Expansion of working from home and remote working</li> <li>- Stronger support for work-life balance</li> </ul> </li> </ul>	<p data-bbox="777 811 1297 892"><b>Aim to achieve by the end of FY2022</b></p> <ul data-bbox="756 913 1302 1099" style="list-style-type: none"> <li>• <b>Jointly create a new employment model through new efforts with NPOs and other organizations to improve the high poverty rate among children</b></li> </ul>	<p data-bbox="1438 811 1959 892"><b>Aim to achieve by the end of FY2022</b></p> <ul data-bbox="1396 913 1984 1292" style="list-style-type: none"> <li>• <b>Review our business from an environmental protection perspective</b> <ul style="list-style-type: none"> <li>- Understanding and reduction of greenhouse gases (including facility buildings and commuting)</li> <li>- Environmental protection in our purchase and disposal ...and more</li> </ul> </li> </ul>

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