



Mid-Term Management Plan 2025

NEW BPO

Take to the Next Level, Engage, and
Widen *Your Voices* of All of You

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Maximizing our workforce of 30,000 employees

- 3,000 home-based contact center seats achieved
- Given Grand Prize in the J-Win Diversity Award (active participation of women) and Gold certification in Pride Index(LGBTQ)
- Development of a career map and curriculum
- Human capital enhanced by making full use of data on 30,000 people



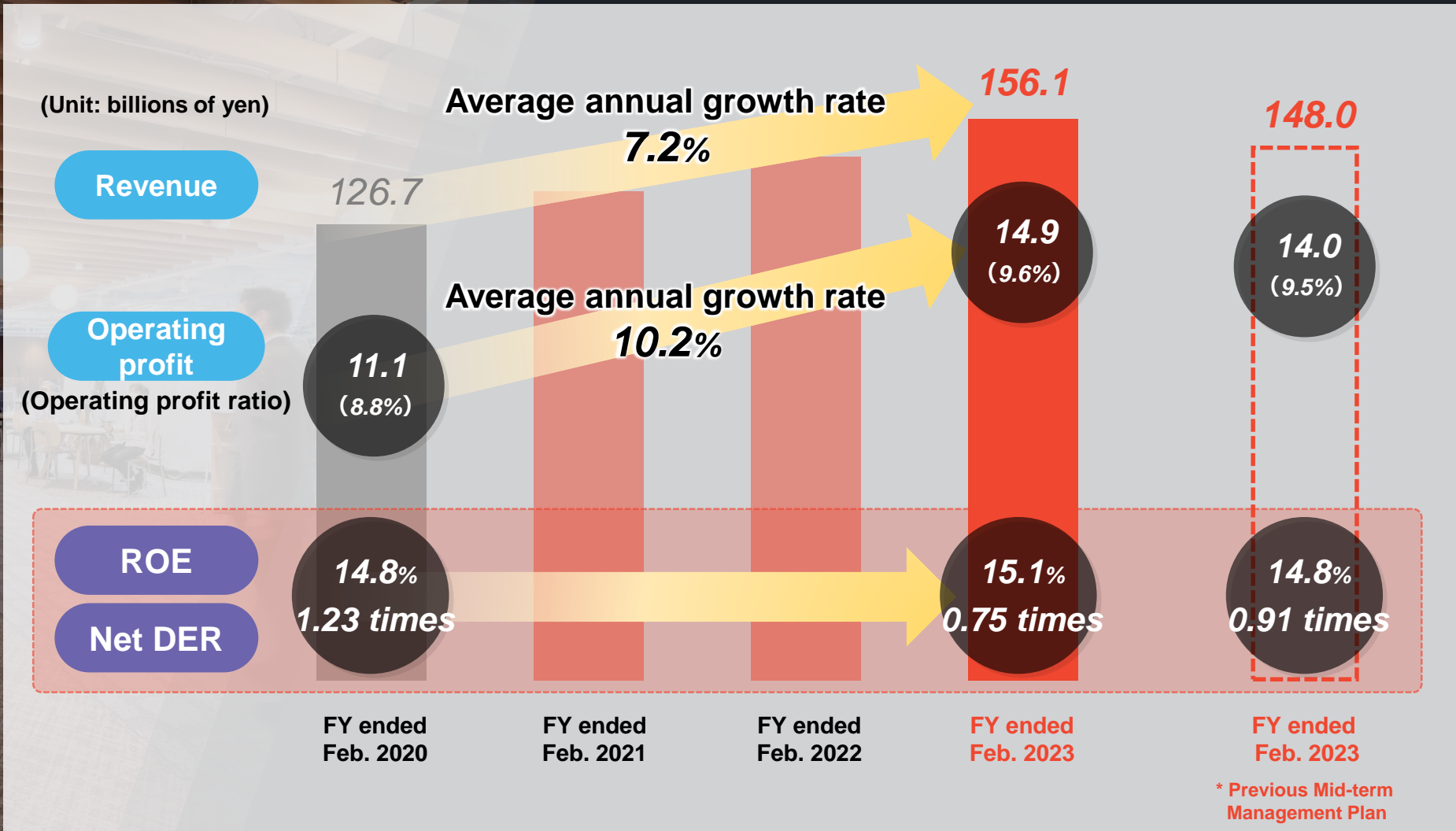
Creation of multifaceted value of voice data

- Use of multifaceted recognition solutions around voices as standard equipment
- Launch of the DX Direct Center that utilizes voice response data and emotion analysis
- Expansion of automation with chat bot and voice bot



Growing with partners for credibility and co-creation

- Strategic partnership cooperation with TOPPAN strengthened
- Establishment of Horizon One, which engages in consulting and BPO services in personnel and accounting affairs, jointly with Layers Consulting
- Partnerships with BrainPad and bellFace and expansion of foundation of overseas business



Mid-Term Management Plan 2025

Post-COVID-19 changes in the market environment



Changes in the social situation

- Normalization of economic activities and the resultant tight labor market
- Various management issues with uncertain prospects that arose from complex risks
- Marketing needs growing due to advances in technology and more complicated points of contact with customers



Predicted changes in the market

- Rise in personnel cost and moves to automate customer response attributed to shortfall in human resources
- Growth in demand for BPO services that are effective in the areas of both aggressive and defensive measures against diverse management issues
- Using technologies for marketing and initiatives to secure high-level human resources who can participate actively

We continue to solve issues through careful communications on a daily basis, by identifying the needs of society, companies, and consumers by listening to *the voices* of people.

Due to technological innovations, problems identified from *the voices* have changed into complex, multifaceted issues.

We are entering an era when the solution processes we work on sincerely, the achievements from the streamlining of operations, and changes in people's emotions will be utilized as digital experience and assets that can be analyzed at any time.

Many of *the voices* collected at CX sites will be transformed into value related to business decisions leading to optimal actions. We will stylize this process and open new frontiers for data utilization.

This is the NEW BPO that we will realize at the BELLSYSTEM24 Group.

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NEW BPO

Maximizing the active participation of our workforce of 40,000 employees

1 Human resources

- ❑ Evolution and expansion into fully home-based operations
 - ❑ Maximizing the capabilities of individuals with job matching
 - ❑ Driving diverse, flexible workstyle reforms in all directions
- Systematizing growth opportunities and building a next-generation work environment**

Achieving more sophisticated data utilization

2 Stylization

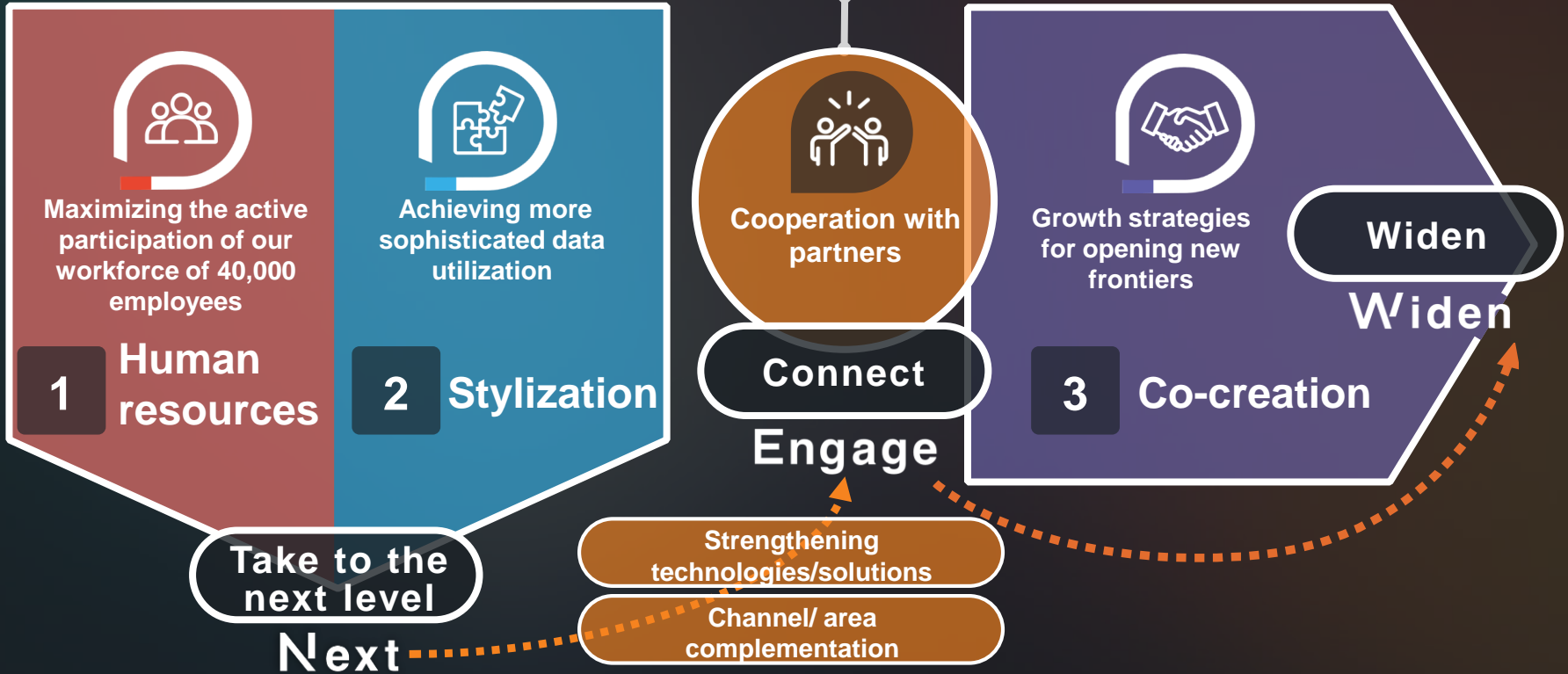
- ❑ Improving performance by pursuing technologies for voice data and analyzing the data
 - ❑ Achieving more sophisticated data integration for capturing consumer needs
 - ❑ Pursuing hybrid operations with automation and human resources
- Taking to the next level and widening CX operations for catering to customer needs**

Developing the NEW BPO areas

3 Co-creation

- ❑ Discovering BPO areas with high demand for large-scale/stable operation
 - ❑ Establishing marketing BPO for evolving CS
 - ❑ Driving R&D of next-generation BPO business which applies new technologies
- Creating new BPO areas with complementary and operational capabilities**

Three Priority Measures Conceptual Rendering of the Strategy



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1 Human resources



**Maximizing the active participation of
our workforce of 40,000 employees**

1. Human Resources: Driving Fully Home-based Operations

Creating a workplace where workers optimize the diversity and efficiency of *each other*, overcoming time and space constraints



Sustainable workstyles



Enabling a fulfilling work and private life, without having to go out

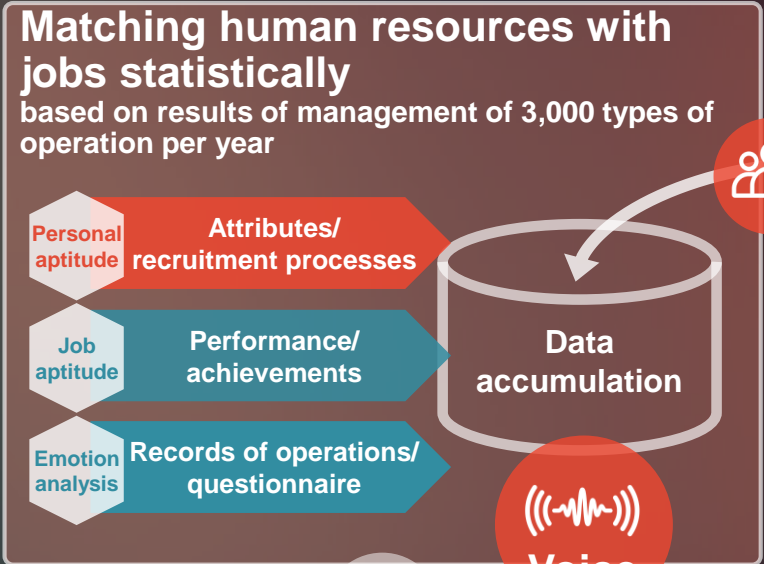
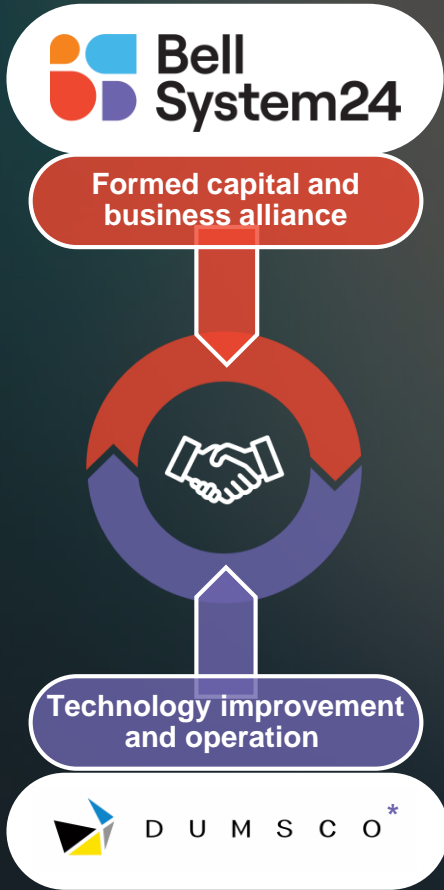
Streamlining centers



Securing excellent human resources and eliminating labor shortage

Increasing the number of home-based seats from 3,000 to **10,000** (including fully home-based seats)

1. Human Resources: Improving Matching Between Aptitude and Jobs

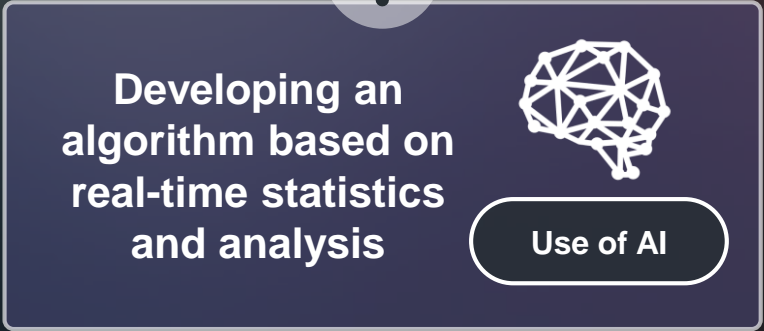


Improving recruitment efficiency and retention rate

Data on **more than 7,000** human resources employed by centers every year

Discovery

- Discovering human resources who continue to work for a long time
- Discovering job allocations that produce results
- Discovering signs of turnover based on emotions



Enhancing optimal job matching/turnover prevention in addition to streamlining recruitment

* A pioneer in AI design and operation for maximizing the performance of human resources

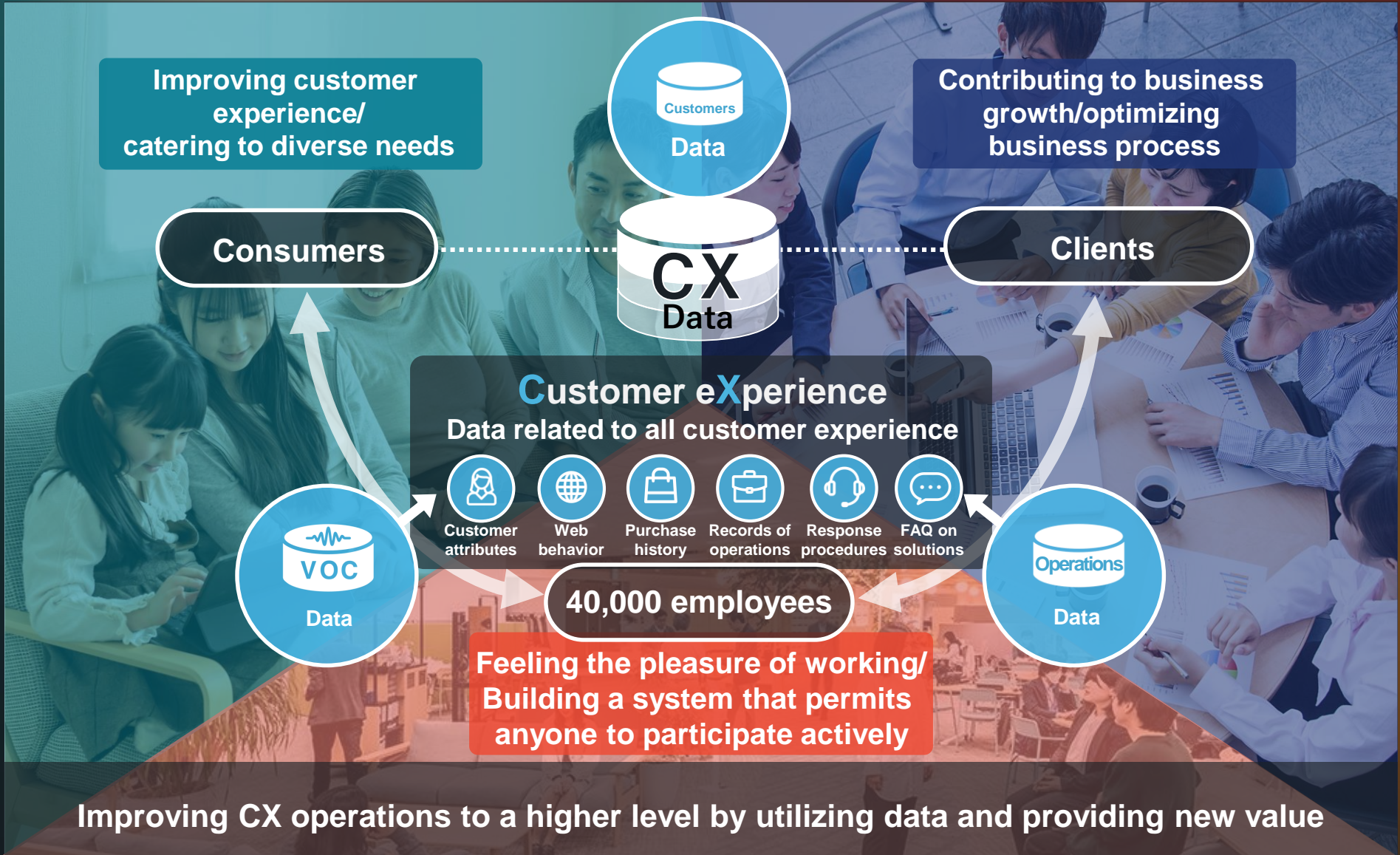


2 Stylization



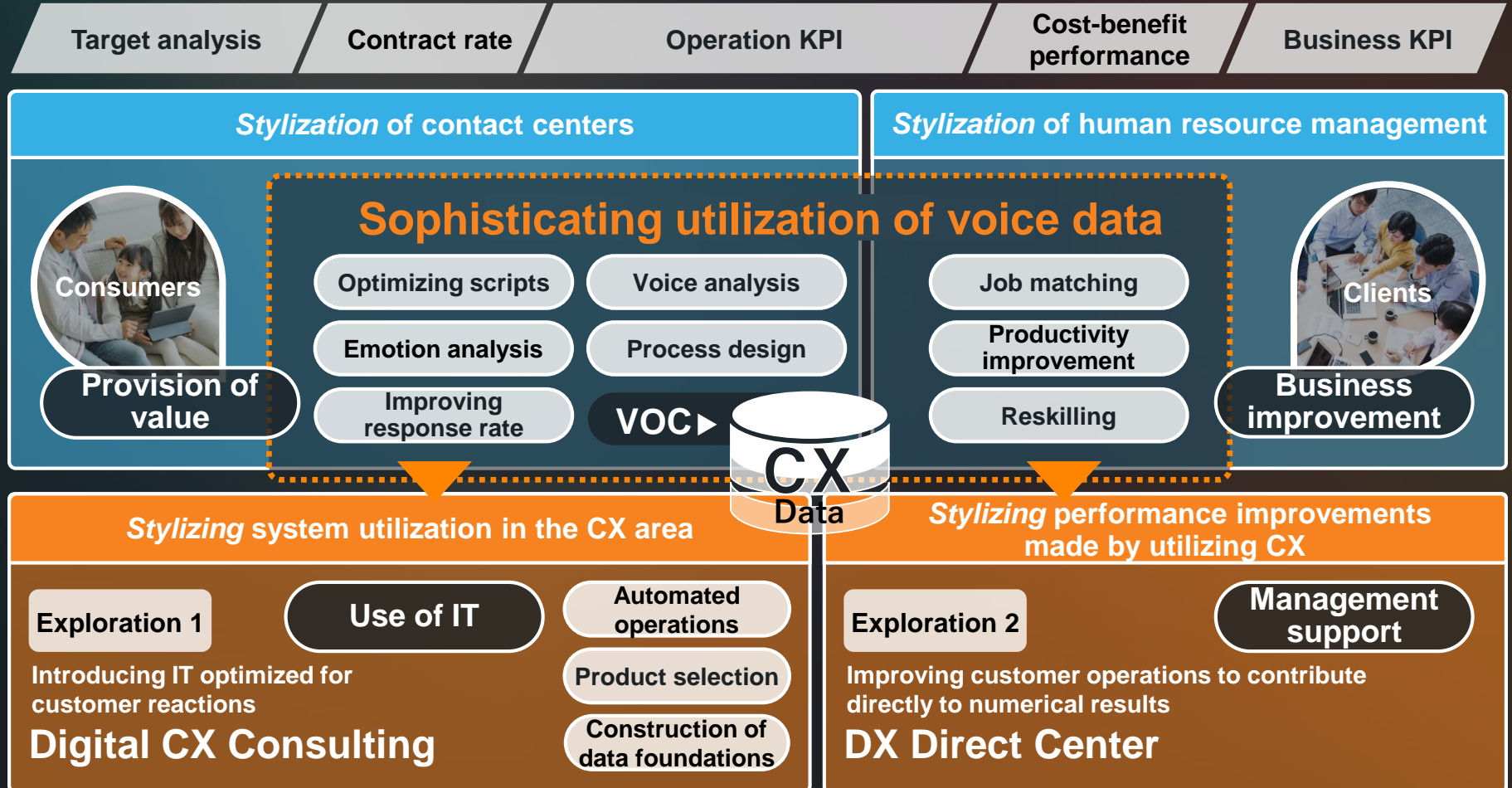
Bringing CX Operations to the Next Level

2. Stylization: CX Operation We Aim to Develop



2. Stylization: Two New Initiatives for Moving to the Next Level

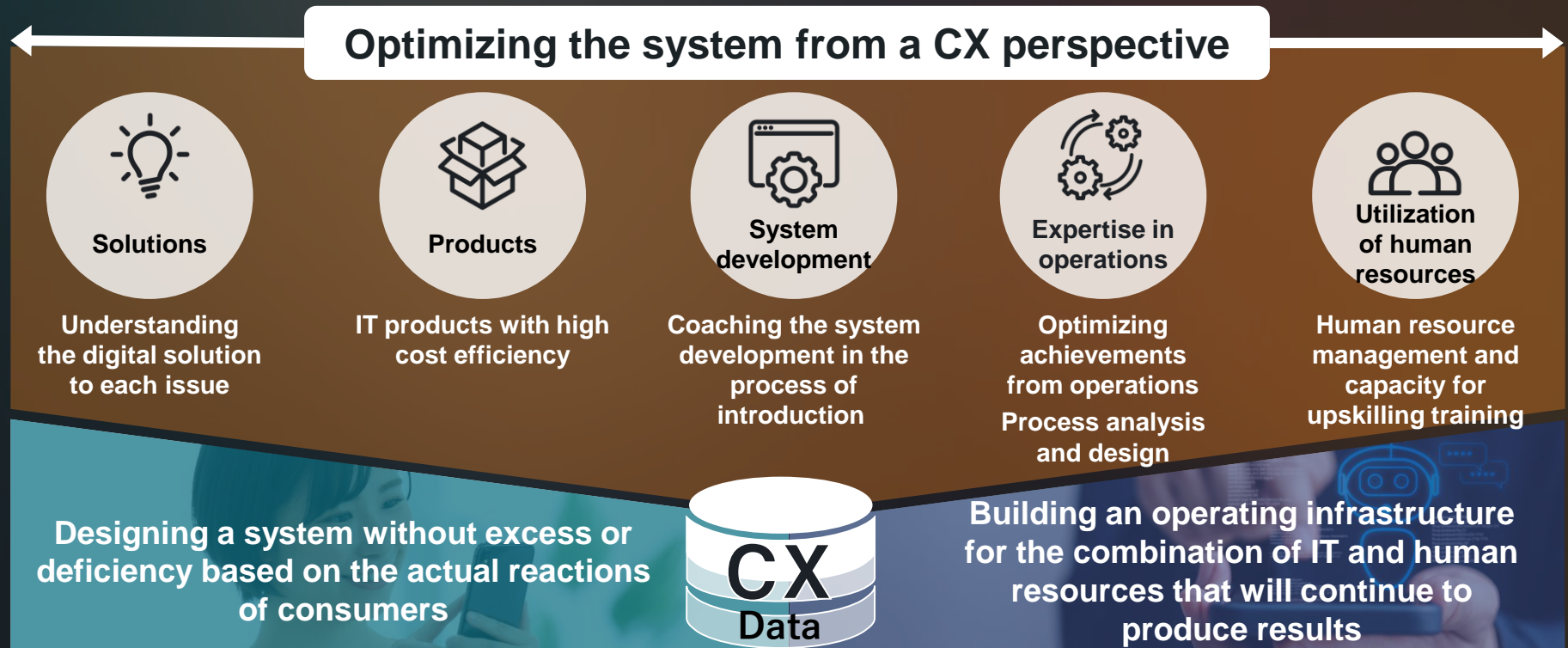
Taking CX to the next level to improve the operations in a way leading to effective utilization of IT and management support in addition to a higher level of operations of existing contact centers



2. Stylization: Introducing IT Optimized for Customer Reactions

Exploration 1 Digital CX Consulting

Appropriate coordination of latest IT tools. Ensuring highly effective operations by introducing a fit-to-standard system assuming consumer reactions and stable operations of workers



2. Stylization: Taking Management Support to the Next Level by Using CX

Exploration 2 DX Direct Center

Sophisticating the goal design

Overwhelming performance achieved in the insurance industry
Spreading to other industries

Identifying operation KPIs that contribute directly to management indicators



Acquisition efficiency

Integration of digital technologies and operations at a high level



PDCA based on scientific data analysis



User reactions

Repeating a sustainable process

Contributing simultaneously to the provision of value to consumers and to clients' management with VOC analysis

2. Stylization: Hybrid Operations with Automation and Human Resources

Value provision full of hospitality, which can be achieved only by people, will rise to an even higher level with the spread of automation technologies.

Timely introduction of the latest technologies



Converting achievements made through manned operations into general knowledge

Strength of BS24

Supportive responses that can be made only by humans



Automated operations

Diversification of customer needs
Addressing new issues that will arise after streamlining



Outstandingly efficient responses enabled by the effective utilization of IT

Conversational AI

Metaverse

WEB3.0

MA tools

...etc.

Realizing CX that inspires customers through hybrid operations with automation and human resources

3

Co-creation



Exploring New Domains

3. Co-creation: *New BPO* as the New Area to Be Developed under the Mid-Term Management Plan

Developing the NEW BPO areas

New domains

Using CX for management support

Digital CX Consulting

Fully taking CX operations to the next level



Technology optimization/operational capabilities/utilization of human resources
Large-scale, speedy responses

Strengths x Cooperation with partners

- Flexible system complement and knowledge training 
- Human resource management for making maximum use of human talent 
- Finding operations for which human resources and IT operations capabilities are to be applied 
- Effective 1-to-1 response enabled by VOC analysis 
- New channel expansion for VOC x CRM data 
- Stylizing the CX quality in Japan in multiple languages as well 

- Adapting to rapid growth in scale BPO supporting ventures
- Expertise in human resource efficiency improvement
HR Tech BPO
- Pursuing efficient business processing
Accounting/personnel affairs BPO
- Optimal responses to individual situations
Healthcare BPO
- CS x Cross-sectoral initiatives taken across the marketing department and co-creation
Marketing BPO
- Made in Japan Quality
Global BPO
- and more...

Take to the Next Level
Next,

Connect
Engage,

Widen
Widen,

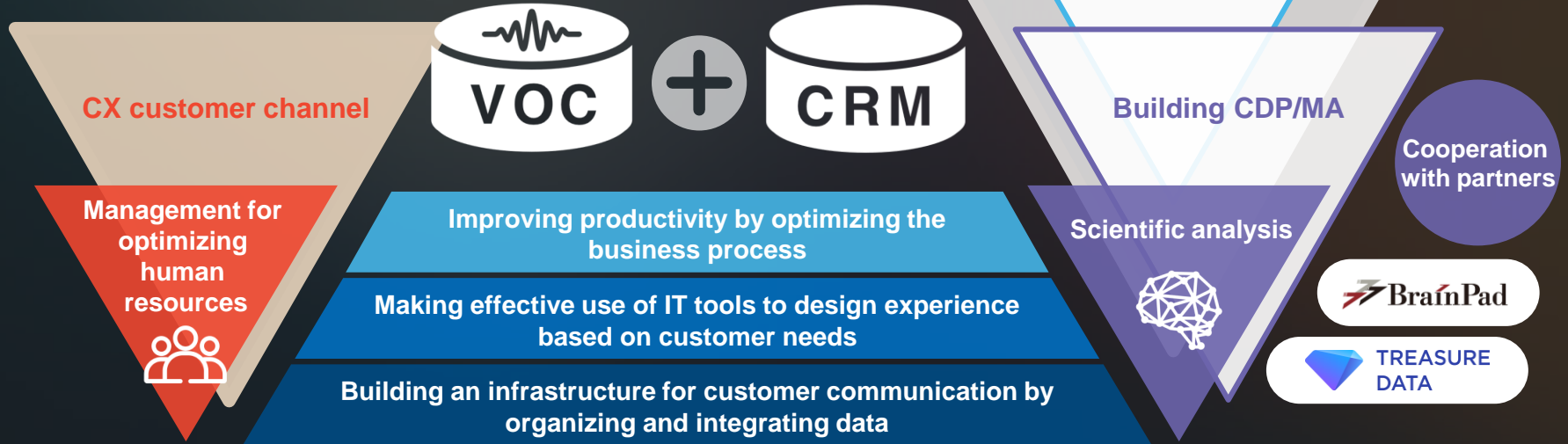
3. Co-creation: Marketing with Effective Use of VOC

Creating CX communication for maintaining good relationship with consumers

Strength of BS24 **Bell System24**

Realizing a *modest push* and *enhancement of value* in all customer channels with a high level of responses for CX and IT operation capabilities

A *two-way marketing* model that enables sustainable achievements



3. Co-creation: Picture of Strategy to Widen Partnership Cooperation



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Results

FY ended Feb. 2023

Net sales	156.1 billion yen
Operating profit	14.9 billion yen (9.6%)
Income after taxes	9.3 billion yen
ROE	15.1 %
Payout ratio	47.3%

Mid-term Management Plan target

FY ending Feb. 2024 (First fiscal year)

Net sales	157.0 billion yen
Operating profit	13.8 billion yen (8.8%)
Income after taxes	8.8 billion yen
ROE	13.2%
Payout ratio	50%

FY ending Feb. 2026 (Final fiscal year)

Net sales	180.0 billion yen
Operating profit	16.5 billion yen (9.2%)
Income after taxes	11.0 billion yen
ROE	14.4 %
Payout ratio	50%

Net sales
+7.1%/year

Income after taxes
+11.8%/year

Key measures

1. Maximizing the active participation of our workforce of 40,000 employees
2. Taking CX operations to the next level
3. Exploring new domains

Investment policy

Coming 3 years: Investing more than 15.0 billion yen in total in initiatives

- (1) Data utilization solutions
- (2) Enhancing human capital
- (3) Venture investments and M&A
- (4) Branding

Building a company which attracts *professionals* and gives *job satisfaction* by investing in human capital aggressively for working *people* and the *environment*, so as to achieve sustainable development.



Specific initiatives

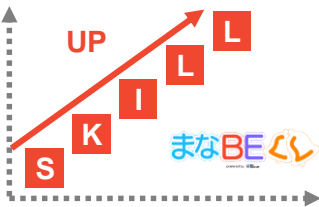
Promoting personal development with career map

RE-Skilling



UP-Skilling

- Setting more than 20 job categories
- Wealth of career paths
- Strategic development and allocations



Evolving personnel system that supports maximization of active participation

- Revising compensation systems to secure human resources, including digital human resources
- Driving the conversion of fixed-term contracts with employees to indefinite-term contracts

Promoting D&I and health and productivity management further



Market trends

- Respecting the diversity of workstyles
- Shortage of professional human resources
- Promoting good health for the era of people living to 100

Strength/responsibility

- Maximizing the active participation of our workforce of 40,000 employees
- Creating jobs for diverse human resources
- Growth opportunities for a wide range of human resources

Important themes	Risks, opportunities, and our material issues	Related SDGs	2025 target
Environment Responding to climate change	<ul style="list-style-type: none"> Enhancing corporate value by participating proactively in solutions to social issues <p style="text-align: center;">▼</p> Participating in local communities (Supporting climate change mitigation and elimination of disparities)	 	<ul style="list-style-type: none"> Reducing greenhouse gas emissions by 30% from the 2019 level
Society Respect for human rights <hr/> Secure and cultivate human resources	<ul style="list-style-type: none"> Clarifying corporate stance on human resources Increasing competitiveness by improving social trust <p style="text-align: center;">▲</p>	 	<ul style="list-style-type: none"> With stakeholders, launching a new initiative to support elimination of disparities, mainly for children
	<ul style="list-style-type: none"> Improving the continuity of the business foundations by increasing human capital <p style="text-align: center;">▼</p> Diversity of human resources and their workstyles Improved performance of human resources	 	<ul style="list-style-type: none"> Increasing the amount of investment in training by 10% from the current level, thus increasing its ratio to sales to 0.33% Increasing the female executive ratio to 10% or higher and the female manager ratio to 20% or higher
Governance Risk management	<ul style="list-style-type: none"> Increasing competitiveness by improving the risk-related resilience of the overall company <p style="text-align: center;">▼</p> Risk management sophistication		<ul style="list-style-type: none"> Enhancing corporate value by driving company-wide risk management Overall management of risks by the Risk Management Committee and CRO
Business growth Business model evolution	<ul style="list-style-type: none"> Improving the ability to develop businesses in various industries and of different scales, and enhancing the use of technology <p style="text-align: center;">▼</p> Innovation in business models (Evolution of the revenue model)		<ul style="list-style-type: none"> Achieving more sophisticated data utilization Developing the NEW BPO areas