Consolidated Business Results for the Fiscal Year Ended December 2019 (Jan.–Dec. 2019)

February 7, 2020 **FULLCAST HOLDINGS CO., LTD. (4848)**

Agenda

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Ⅰ. FY12/19 Consolidated Business Highlights (Jan.–Dec. 2019)

FY12/19 Comparison vs. Business Forecast

- Consolidated net sales and operating profit both surpassed the full-year business forecast for the fiscal year ended December 2019 (105.2% and 105.8%, respectively), thanks primarily to steady sales in the core services of “Placement” and “BPO” in the mainstay Short-Term Operational Support Business, in addition to growth in “Dispatching” service by our efforts to satisfy the long-term human resource needs of client companies. Operating profit surpassed the record high for the second consecutive year.
- Ordinary profit and profit attributable to owners of parent both surpassed the full-year business forecasts for the fiscal year ended December 2019 (101.9% and 101.1%, respectively), mainly due to impairment loss (share of loss of entities accounted for using equity method) associated with a decline in the share value of Advancer Global Limited (Hereinafter, “AGL”) (an affiliate under equity method).

(Million yen)

	FY12/19 Business Forecast for Full-Year	FY12/19 Results for Full-Year	Difference	Achievement rate
Net Sales	42,300	44,479	2,179	105.2%
Gross Profit	18,811	18,814	3	100.0%
Operating Profit	6,830	7,224	394	105.8%
Ordinary Profit	6,930	7,064	134	101.9%
Profit attributable to owners of parent	4,593	4,644	51	101.1%
Earnings per share (yen)	123.2	124.6	1.4	101.1%
(Reference)				
ROE	33.6%	33.3%	—	(0.3)PT

FY12/19 Comparison vs. Business Forecast (Segment Sales)

➢ All segments exceeded the business forecast for the fiscal year ended December 2019. Consequently, consolidated net sales achieved the forecast.

(Million yen)

		FY12/19 Business Forecast for Full-Year	FY12/19 Results for Full-Year	Difference	Achievement rate
Short-Term Operational Support Business	Net Sales	36,766	38,662	1,896	105.2%
	Placement	6,417	6,101	(316)	95.1%
	BPO	6,578	6,573	(5)	99.9%
	Dispatching	19,726	21,554	1,828	109.3%
	Outsourcing	4,045	4,434	389	109.6%
Sales Support Business	Net Sales	3,317	3,473	156	104.7%
Security, Other Businesses	Net Sales	2,217	2,344	127	105.7%
Consolidated	Net Sales	42,300	44,479	2,179	105.2%

Consolidated: FY12/19 Year-on-Year Comparison

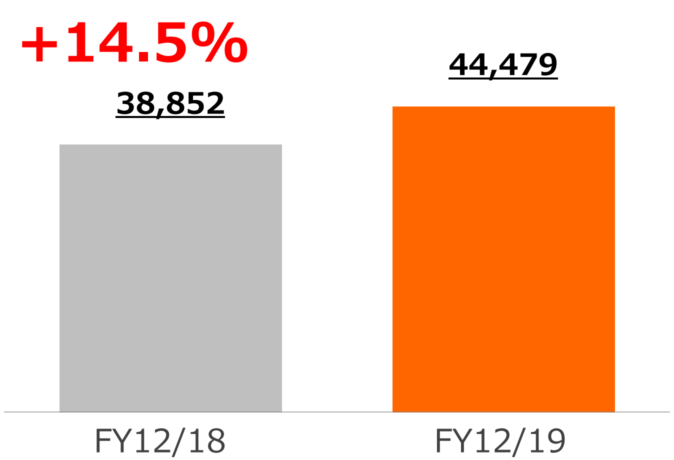
【Factors Behind the Change in Net Sales】

- **Net sales increased by 14.5%** year-on-year, driven by the continuing trend of strong demand for short-term staffing in our mainstay Short-Term Operational Support Business.

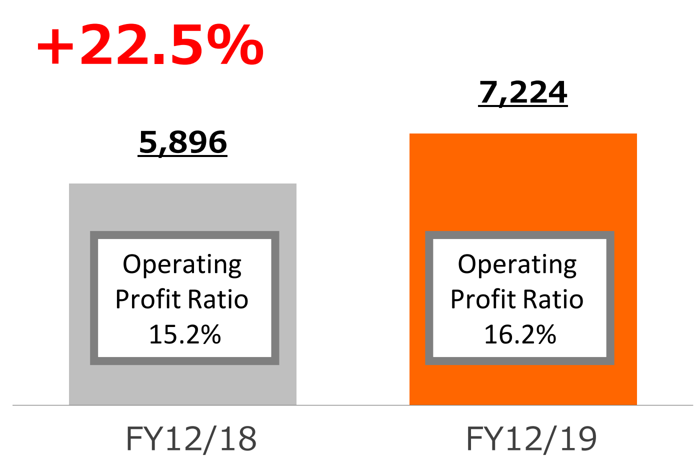
【Factors Behind the Change in Operating Profit】

- **Operating profit increased by 22.5%** year-on-year, due mainly to the increase in sales in the Short-Term Operational Support Business. **Operating profit ratio increased by 1.1PT**.

Net Sales (Million yen)



Operating Profit (Million yen)



Consolidated: FY12/19 Year-on-Year Comparison

- **Ordinary profit increased by 33.7%** year-on-year thanks to growth in operating profit that offset the impairment loss (share of loss of entities accounted for using equity method) associated with a decline in the share value of AGL (an affiliate under equity method).
- **Profit attributable to owners of parent increased by 40.3%** year-on-year, after posting gain on sales of shares of subsidiaries accompanying the transfer of shares of Dimension Pockets Co., Ltd. in extraordinary income.

(Million yen)

	FY12/18	FY12/19	Difference	Rate of change
Net sales	38,852	44,479	5,627	14.5%
Gross Profit	16,656	18,814	2,158	13.0%
SG&A expenses	10,760	11,590	830	7.7%
Operating Profit	5,896	7,224	1,328	22.5%
Operating Profit Ratio	15.2%	16.2%	—	1.1PT
Ordinary Profit	5,286	7,064	1,779	33.7%
Profit attributable to owners of parent	3,310	4,644	1,334	40.3%

	FY12/18	FY12/19	Rate of change
Gross profit per 1 yen of personnel costs (yen)	2.6	2.7	3.9%

- **"Gross profit per 1 yen of personnel costs"**, which is used as an indicator of our Group's productivity, **stood at 2.7 yen**, which is **3.9% higher than the previous year**.

Ⅱ. FY12/19 Segment Highlights Short-Term Operational Support Business Earnings (Jan.–Dec. 2019)

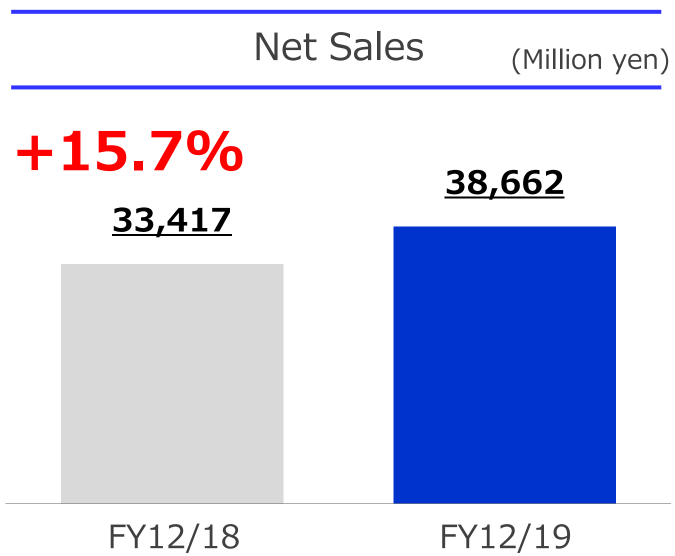
Short-Term: FY12/19 Year-on-Year Comparison

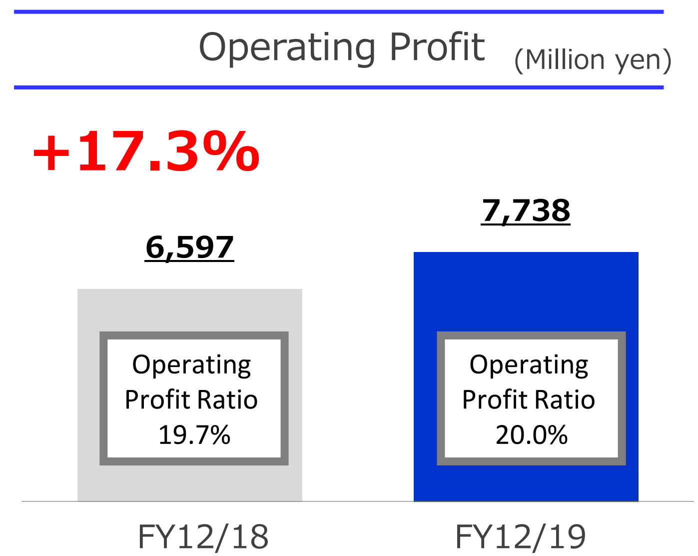
【Factors Behind the Change in Net Sales】

- **Net sales increased by 15.7%** year-on-year, driven by growth in “Dispatching” service by our efforts to satisfy the long-term human resource needs of the client companies, in addition to leading of mainstay “Placement” and “BPO” services based on the continuing trend of strong demand for short-term staffing.

【Factors Behind the Change in Operating Profit】

- **Operating profit increased by 17.3%** year-on-year, due mainly to the increase in sales of mainstay services along with the “Dispatching” service. **Operating profit ratio increased by 0.3PT**.





Short-Term: FY12/19 Year-on-Year Comparison (By Service Category)

(Million yen)

	FY12/18	FY12/19	Difference	Rate of change
Net sales	33,417	38,662	5,245	15.7%
Placement	5,704	6,101	398	7.0%
BPO	5,916	6,573	657	11.1%
Dispatching	18,385	21,554	3,169	17.2%
Outsourcing	3,412	4,434	1,022	29.9%
Gross Profit	14,846	16,890	2,044	13.8%
Placement	5,516	5,917	401	7.3%
BPO	5,656	6,232	576	10.2%
Dispatching	2,960	3,631	672	22.7%
Outsourcing	714	1,110	396	55.5%

- Sales of both services “Placement” and “Payroll Management” increased, due mainly to our ability to address the short-term staffing needs of client companies by providing mainstay services “Placement” together with “Payroll Management” service, which is the core menu within “BPO”, as a set.
- “Dispatching” services also grew due to our ability to satisfy the long-term human resource needs within recruitment demand of client companies through providing mainstay services.
- “Outsourcing” services grew due mainly to the inclusion of the earnings of Minimaid Service Co., Ltd., a newly consolidated subsidiary.

	FY12/18	FY12/19	Difference	Rate of change
Number of customers	25,807	30,635	4,828	18.7%
Number of new customers	7,845	8,582	737	9.4%

✓ The earnings of Minimaid Service Co., Ltd., which became a consolidated subsidiary on August 31, 2018, have been included in "Outsourcing" services since the fourth quarter of the fiscal year ended December 2018.

Ⅲ. FY12/19 Segment Highlights Sales Support Business Earnings (Jan.–Dec. 2019)

【Factors Behind the Change in Net Sales】

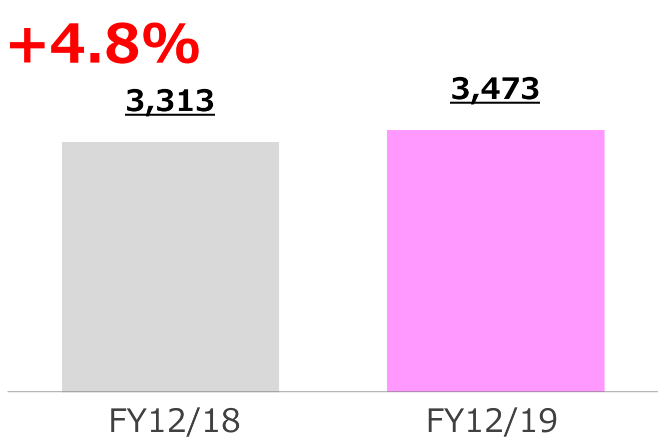
- **Net sales increased by 4.8%** year-on-year, despite the impact of the reorganization of unprofitable sites in the previous fiscal year.

【Factors Behind the Change in Operating Profit】

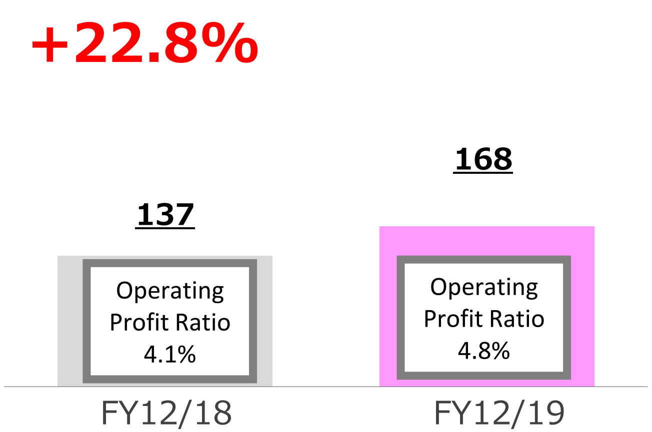
- **Operating profit increased by 22.8%** year-on-year, due mainly to the increase in net sales, despite a drop in sales and profits in the first half.

✓ The Sales Support Business segment is mainly comprised of the "call center", "online", "alliance" and "entertainment" businesses.

Net Sales (Million yen)



Operating Profit (Million yen)



Ⅳ. FY12/19 Segment Highlights Security, Other Businesses Earnings (Jan.–Dec. 2019)

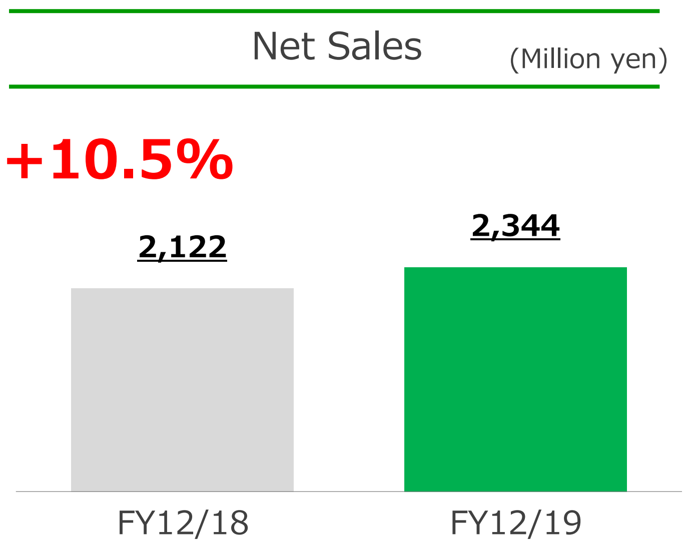
Security, Other: FY12/19 Year-on-Year Comparison

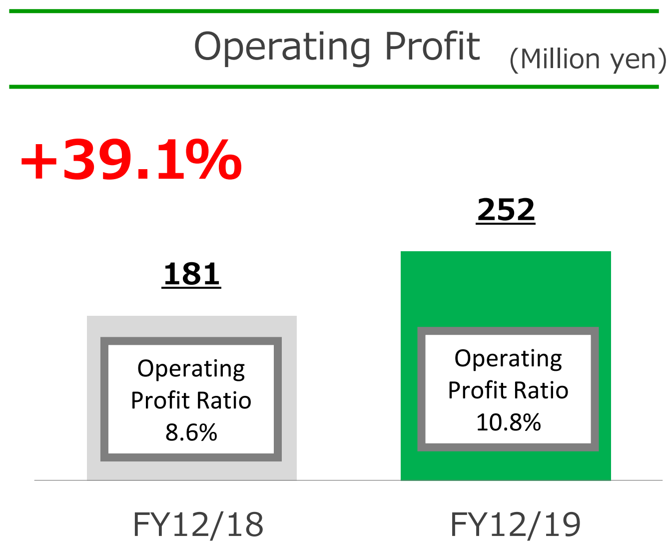
【Factors Behind the Change in Net Sales】

- **Net sales increased by 10.5%** year-on-year, due mainly to an increase in the number of long-term security projects acquired.

【Factors Behind the Change in Operating Profit】

- **Operating profit increased by 39.1%** year-on-year, on the back of growth in sales and successful measures to restrain SG&A expenses ratio. **Operating profit ratio increased by 2.2PT**.





V. FY12/19 Summary

Business Targets and Strategy for the Fiscal Year Ended December 2019

Business Targets for the Fiscal Year Ended December 2019

- **Expand Short-Term Operational Support Business and promote to cultivate and gain new business opportunities in neighboring business fields**

Business Strategy for the Fiscal Year Ended December 2019

Strategy 1: Expand Short-Term Operational Support Business

Strategy 2: Improve recruitment efficiency and staff utilization rates

Strategy 3: Further strengthen Group synergies

Business Strategy for the Fiscal Year Ended December 2019

Strategy 1: Expand Short-Term Operational Support Business

- Continue opening new offices to create new business locations (ca. 10 locations/year)
- Capture short-term demand from the Rugby World Cup and the Tokyo Olympics
- Improve BPO service menu and promote sales

Strategy 2: Improve recruitment efficiency and staff utilization rates

- Continue to implement reviews of the allocation of investments in recruitment expenses
- Expand sharing of staff and orders across the entire Group
- Replace existing matching system

Strategy 3: Further strengthen Group synergies

- Promote joint operations with BOD Co., Ltd.
- Strengthen recruiting and human support for Minimaid Service Co., Ltd.
- Establish and nurture a joint venture with AGL

Progress of Strategies 1 to 3

- We opened a total of 13 new sales offices. At the same time, we closed 8 registration centers following the penetration of “online registration services” in an effort to rationalize operations.

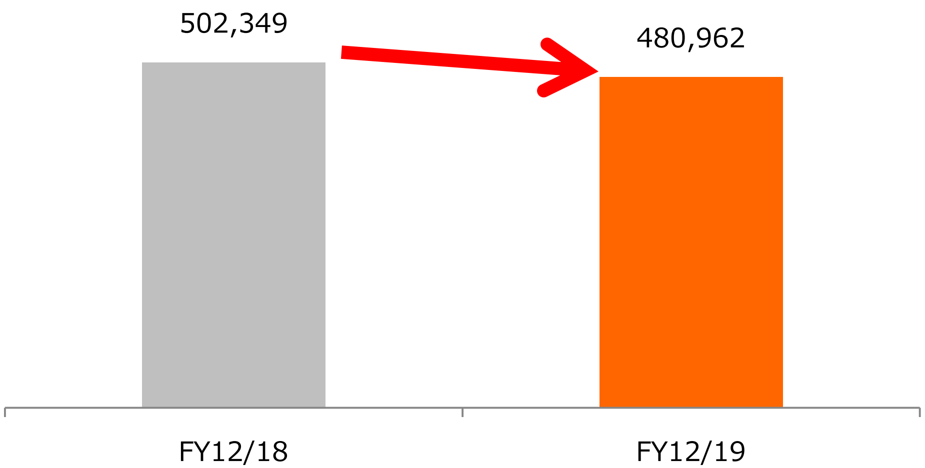
	New offices in 1H (Opened on Feb. 1)	New offices in 2H (Opened on Sept. 1)
Fullcast Co., Ltd.	Sakata in Yamagata Pref., Hitachi and Chikusei in Ibaraki Pref., Sanda in Hyogo Pref., and Kochi in Kochi Pref.	Kitami and Tomakomai in Hokkaido Pref., Odate in Akita Pref., Kakegawa in Shizuoka Pref., and Yao in Osaka Pref.
Top Spot Co., Ltd.	Nagano in Nagano Pref.	Shiga in Shiga Pref.
Work & Smile Co., Ltd.	Okayama in Okayama Pref.	–

- We received orders to provide beverage vendors and security at the Rugby World Cup venues, which resulted in sales recorded respectively for the Short-Term Operational Support Business and Security, Other Businesses respectively.
- We began providing “Employee Payroll” services as a new BPO service from June 2019.
- We controlled investments in recruitment expenses appropriately by continuing to implement reviews of the allocation of investments in recruitment expenses, and we increased hiring efficiency while securing the number of hires and operating workers sufficient for booking performance in excess of the full-year business forecasts.
- To streamline operations, we replaced the matching system (introduced at all locations in July 2019, complete migration from January 2020).
- We made demand for workers and security personnel be appropriated related to the large client contracted by BOD Co., Ltd. by Group companies.
- We continued recruiting and human support to Minimaid Service Co., Ltd. and acquired the entire business of Kansai Minimaid Service Co., Ltd. which operated as a franchise office, in order to transition to directly owned and operated locations in the Kansai region.
- “Fullcast International Co., Ltd.” was established as a joint venture company with AGL, and started operations on December 1, 2019.

With the recognition that each strategy is a medium- to long-term issue, rather than transient in nature, we will continue to prepare, review and implement strategies to realize the effects in this fiscal year and subsequent fiscal years.

Ongoing Initiatives

Initiative 1: Strengthen Hiring Capability



- The number of hires totaled 489,962 (4.3% decline as compared to the previous year), because we determined that the number of hires on par with the previous year would be enough to secure the number of operating workers sufficient for achieving the full-year business forecasts and we prioritized controlling recruitment expenses.

- The recruitment expense to gross profit ratio continues to improve, reflecting our ability to acquire hires efficiently.

(Million yen)

	FY12/18	FY12/19	Difference
Recruitment expenses	510	526	16
Recruitment expense to gross profit ratio	3.06%	2.80%	(0.27)PT

Initiative 2: Increase the Number of Operating Workers

	FY12/18	FY12/19	Difference	Rate of change
Number of operating workers	269,073	283,244	14,171	5.3%

- The number of operating workers increased by 5.3% year-on-year to 283,244. Although the number of hires decreased year-on-year, we secured a number of operating workers sufficient to achieve our full-year business forecasts.

Initiative 3: New businesses and M&A

Establishment of new company

Fullcast International Co., Ltd. established and started operations (December)

- Fullcast International Co., Ltd. started placement services for foreign nationals with specified skills. In addition, Fullcast Global Co., Ltd. has been registered as a registered support organization under the specified skills program, and made preparations for the host assistance services of foreign workers.

M&A and others

Acquisition of the entire business of Kansai Minimaid Service Co., Ltd. (August)

- Minimaid Service Co., Ltd. acquired the entire business of Kansai Minimaid Service Co., Ltd. (Hereinafter, “Kansai Minimaid”), which operated as a franchise of Minimaid Service Co., Ltd..
- With an eye toward business succession, we will acquire the housekeeping business of Kansai Minimaid as directly owned operations and directry operated stores. This will help us to further expand our sales base in the Kansai area and improve profits.

NIHON DENKI SERVICE (March)

- We acquired the company’s shares (20%) and account its profit and loss in share of loss (profit) of entities accounted for using equity method (consolidated company from the fiscal year ending December 2020) with the purpose of enhancing the corporate value of the entire Fullcast Group by providing the company’s “Electricity Charge Reduction Service” to our Group’s client companies.

HR Management Co., Ltd. (January 2020)

- BOD Co., Ltd. acquired all the shares of the company, whose core business is personnel consulting services, making the company its subsidiary. Efforts will now be made to increase earnings through synergistic with the HR Management’s personnel consulting service know-how (hiring agency, training support, assistance for building human resource systems, others) and the Group's know-how and infrastructure, and other related to BPO services.

Complete Divestment of Dimension Pockets Co., Ltd. (December)

- After reviewing the sustainable enhancement of corporate value of the Group and Dimension Pockets Co., Ltd., we decided to divest all shares (67% ownership stake) in Dimension Pockets Co., Ltd., which belongs to the Security, Other Businesses segment, thereby removing it from the scope of consolidation.
- This will have a minimal impact on consolidated performance for the fiscal year ending December 2020.

Ⅵ. FY12/20 Business Targets and Strategy

Business Targets and Strategy for the Fiscal Year Ending December 2020

Business Targets for the Fiscal Year Ending December 2020

- **Achieving the targets of the final fiscal year of the Medium-Term Management Plan by expand Short-Term Operational Support Business and promote to gain new business opportunities in neighboring business fields**

Business Strategy for the Fiscal Year Ending December 2020

Strategy 1: Strengthen customer contact points

Strategy 2: Improve recruitment efficiency and staff utilization rates

Strategy 3: Expand services related to M&A and new established subsidiaries as well as promote global business

Business Strategy for the Fiscal Year Ending December 2020

● Strengthen customer contact points

- Continue opening new offices (ca. 10 locations/year)
- Capture short-term demand from the Tokyo Olympics
- Increase sales staff dedicated to BPO services

● Improve recruitment efficiency and staff utilization rates

- Strengthen owned media and increase hiring efficiency by leveraging the media
- Reinforce marketing activities to increase the staff utilization rate

● Expand services related to M&A and new established subsidiaries as well as promote global business

- Promote placement services for foreign nationals with specified skills and host assistance services of foreign workers
- Expand recruiting and human support and reinforce collaboration in sales, for M&A and new subsidiaries
- Tie up with local companies in China for housekeeping services

Ⅷ. FY12/20 Business Forecasts

FY12/20 Business Forecasts

- While maintaining a focus on expanding our mainstay Short-Term Operational Support Business, we will promote to gain new business opportunities in neighboring business fields and endeavor to achieve further business growth by boosting sales across the entire Group.
- Also, we will continue to promote improvements in operational efficiencies across the entire Group and increase productivity to achieve our further upwardly revised forecasts for the fiscal year ending December 2020 in the revised Medium-Term Management Plan announced on February 8, 2019.
- We seek to achieve ROE of 20% or more by conducting operations with an emphasis on capital efficiency.

(Million yen)

	FY12/20 Business Forecasts for 1H	FY12/20 Business Forecasts for Full-Year	FY12/19 Results for Full-Year	Rate of change
Net sales	22,929	48,800	44,479	9.7%
Gross Profit	9,890	20,716	18,814	10.1%
Operating Profit	3,808	8,150	7,224	12.8%
Ordinary Profit	3,812	8,200	7,064	16.1%
Profit attributable to owners of parent	2,474	5,357	4,644	15.4%
Earnings per share (yen)	—	145.5	124.6	16.8%
(Reference)				
ROE	—	31.8%	33.3%	(1.4)PT

FY12/20 Business Forecasts by Segment and Service Category

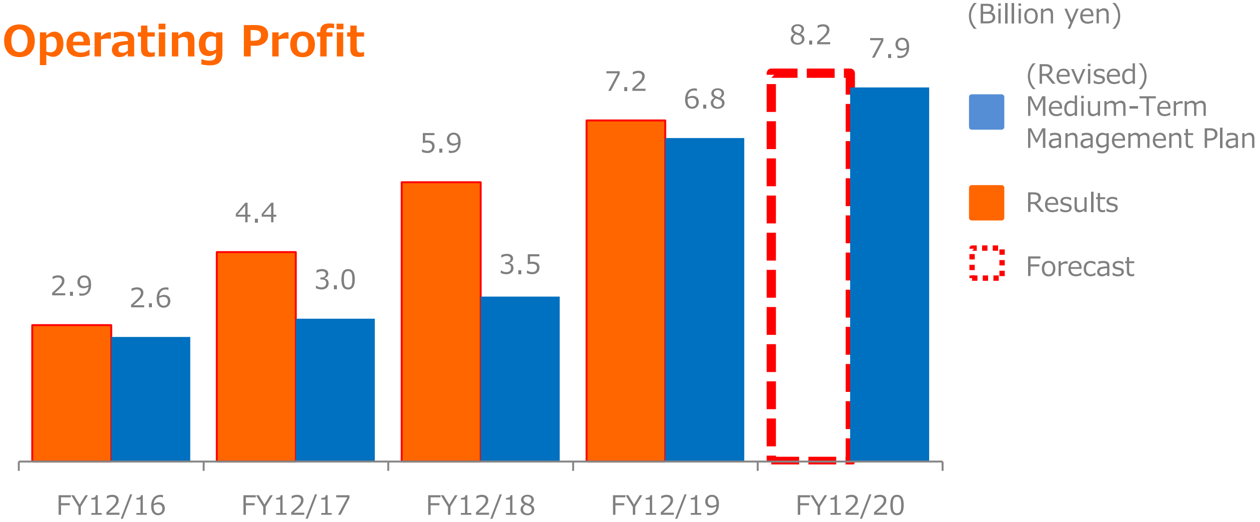
➢ We plan to increase sales by focusing on growth in our mainstay Short-Term Operational Support Business.

(Million yen)

		FY12/20 Business Forecast for Full-Year	FY12/19 Results for Full-Year	Rate of change
Short-Term Operational Support Business	Net Sales	42,543	38,662	10.0%
	Placement	6,626	6,101	8.6%
	BPO	7,351	6,573	11.8%
	Dispatching	24,115	21,554	11.9%
	Outsourcing	4,452	4,434	0.4%
Sales Support Business	Net Sales	3,715	3,473	7.0%
Security, Other Businesses	Net Sales	2,542	2,344	8.4%

Ⅷ. Progress of Medium-Term Management Plan (FY16-FY20)

Operating Profit



Number of operating workers (People)

	FY12/16	FY12/17	FY12/18	FY12/19	FY12/20
Plan	191,900	205,800	222,500	293,000	320,000
Results	187,922	231,222	269,073	283,244	–

Gross profit per 1 yen of personnel costs (Yen)

	FY12/16	FY12/17	FY12/18	FY12/19	FY12/20
Plan	2.4	2.5	2.7	2.6	2.6
Results	2.5	2.7	2.6	2.7	-

- We achieved the operating profit target of 6.8 billion yen set for the Medium-Term Management Plan (revised Feb. 8, 2019) in the fiscal year ended December 2019.
- We will review the final fiscal year targets of the Medium-Term Management Plan (for the fiscal year ending December 2020), and endeavor to exceed the revised Medium-Term Management Plan.
- The number of operating workers did not reach the target of 293,000 for the fiscal year ended December 2019, but we secured a number of operating workers sufficient to achieving the operating profit target.
- “Gross profit per 1 yen of personnel costs” totaled 2.7 yen in the fiscal year ended December 2019, which exceeded the target of 2.6 yen for the fiscal year ended December 2019 set in the revised Medium-Term Management Plan.

Ⅸ. Return profits to shareholders for FY12/19 and FY12/20

Dividend of Surplus and Share Repurchase Program

◆ At the Board of Directors' Meeting held on February 7, 2020, we passed a resolution to pay a 21 yen per share dividend from retained earnings.

■ Dividend details

	Amount determined	Most recent dividend forecast (Announced on Feb. 8, 2019)	Current term results (FY12/19)	Previous term results (FY12/18)
Record date	Dec. 31, 2019	Dec. 31, 2019	–	–
Amount available for distribution	6,203 million yen	–	–	–
Dividend per share	21 yen	19 yen	40 yen	32 yen
Total amount of dividend	780 million yen	–	1,486 million yen	1,203 million yen
Effective date	Mar. 13, 2020	–	–	–
Resource for dividend	Retained earnings	–	Retained earnings	Retained earnings

Dividend of Surplus and Share Repurchase Program

- At the Board of Directors' Meeting held on February 7, 2020, we passed a resolution regarding repurchase of treasury shares by tender offer.

Share Repurchase Program

Repurchase method	Type of stock	Total of acquirable shares	Total value of repurchases	Period
Tender offer	Common stock	449,600 shares (upper limit)	991,817,600 yen (upper limit)	Feb. 10, 2020–Mar. 10, 2020

Outline of the Tender Offer of Treasury Shares

- Purchase price: 2,206 yen per share
- Basis for calculating purchase price: A 10.00% of discount was applied to the closing price of our common stock for the business day February 6, the day before the Board of Directors' Meeting (February 7, 2020)
- Applicant shareholders: Hirano Associates Co., Ltd.
- Shares to be purchased by the applicant shareholders: 449,500 shares
- Commencement date of settlement: Thursday, April 2, 2020

Total Return Ratio

	FY12/19	FY12/18
[Results for FY12/18] Total return ratio versus adjusted profit excluding an impairment loss associated with a decline in share value of AGL / [FY12/19] Total return ratio versus profit attributable to owners of parent excluding an impairment loss associated with a decline in share value of AGL	50.0%	50.0%
Total Return Ratio	53.4%	61.3%

- For the fiscal year ended December 2019, a dividend of 40 yen per share, an increase of 8 yen from the previous year and 2 yen increase from forecast, will be paid based on the concept achieving a total return ratio of 50% versus profit attributable to owners of parent excluding an impairment loss (share of loss of entities accounted for using equity method) associated with a decline in share value of AGL, (an affiliate under equity method). At the end of the fiscal year, a dividend of 21 yen per share (2 yen increase from forecast) will be offered and a tender offer will be implemented for share repurchases totaling up to 991,817,600 yen.
- As a result of the above, the total return ratio pursuant to the above policy for the fiscal year ended December 2019 will be 50.0%, and the total return ratio versus profit attributable to owners of parent is expected to be 53.4%.

✓ "Adjusted profit" refers to the profit excluding the influence of income taxes-deferred arising from recording of deferred tax assets for losses carried forward. Furthermore, given that deferred tax assets were eliminated in the fiscal year ended December 2018, adjustments have not been made for these influences in the fiscal year ended December 2019 and thereafter.

Dividends in the Coming Fiscal Year

■ Dividend Forecast

	End of 1H (Interim dividend)	Year-end (Year-end dividend)	Total
Record date	Jun. 30, 2020	Dec. 31, 2020	–
Dividend per share	22 yen	22 yen	44 yen
FY12/19	19 yen	21 yen	40 yen

■ Policy for Next-Term Dividends

- In order to continue to realize ROE of over 20%, we will firmly maintain our target of a 50% total return ratio as part of our shareholders return policy. In order to efficiently carry out agile returns of profit, at the current point in time we have the option of offering a dividend and repurchasing shares. We forecast a dividend range that includes an interim dividend of 22 yen per share and a year-end dividend of 22 yen per share, for a total annual dividend of 44 yen per share, an increase of 4 yen from the previous year.

■ Basic Stance on Capital Policy

The Fullcast Group maintains a basic policy of maximizing capital efficiency and securing financial soundness to achieve sustained improvement in corporate value.

- **Maintaining a total return ratio of 50% relative to shareholders as an indicator to support sustained improvement in corporate value and to maximize capital efficiency.**

- **Our goal of enhancing corporate value is to maintain an ROE of 20% or greater.**

- **We will maintain a maximum D/E ratio of 0.5x in order to enhance corporate value and to maintain financial soundness.**

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Notes

● About this Document

- In this document, the Short-Term Operational Support Business is referred to as "Short-Term", and the Sales Support Business is referred to as "Sales" in some parts.
- In this document, names of services are written in an abbreviated form; "Part-Time Worker Placement" service is referred to as "Placement"; and "Part-Time Worker Payroll Management", "My Number Management", "Year-End Tax Adjustment Management" etc, and BPO services by BOD Co., Ltd. are referred to as "BPO" in the Short-Term Operational Support Business, which were launched along with the implementation of the Revised Worker Dispatching Act on October 1, 2012. In addition, "Long-Term Dispatching" services with a contract period of 31 days or longer, which has been conducted after the implementation of the Revised Worker Dispatching Act, is referred to as "Dispatching."
- "Gross profit per 1 yen of personnel costs" appears rounded off to the second decimal place.
- The number of hires is the sum total of the number of hires at Fullcast Co., Ltd., Top Spot Co., Ltd., Work & Smile Co., Ltd., Fullcast Senior Works Co., Ltd., Fullcast Porter Co., Ltd. and Fullcast Global Co., Ltd. as well as the number of hires in the Short-Term Operational Support Business at Fullcast Advance Co., Ltd.
- The number of operating workers is the total number of unique individuals working at Fullcast Co., Ltd., Top Spot Co., Ltd., Work & Smile Co., Ltd., Fullcast Senior Works co., Ltd., Fullcast Porter Co., Ltd. and Fullcast Global Co., Ltd. as well as in the Short-Term Operational Support Business at Fullcast Advance Co., Ltd., excluding those working in the BPO service area.

● Short-Term Operational Support Business

- The earnings of Minimaid Service Co., Ltd., which became a consolidated subsidiary on August 31, 2018, have been included in "Outsourcing" services since the fourth quarter of the fiscal year ended December 2018.
- The earnings of Fullcast International Co., Ltd., newly established on August 30, 2019, are included from the third quarter of the fiscal year ended December 2019. This company started operations on December 1, 2019, but its net sales and gross profit have not been booked in the current fiscal year.
- "BPO" services represent the aggregated total of "Part-Time Worker Payroll Management", "My Number Management", "Year-End Tax Adjustment Management" etc, and BPO services conducted by BOD Co., Ltd.
- The figures for each service category of the Short-term Operational Support Business segment represent reference figures and have not been audited by our accounting auditor.

● Sales Support Business

- The Sales Support Business segment is mainly comprised of the "call center", "online", "alliance" and "entertainment" businesses.
- The "call center", "online" and "alliance" businesses each involve the sale of Internet access.

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