



# Results Briefing Materials

## 2Q FY2022

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July 5, 2022

**S-Pool, Inc.**

Prime Section, Tokyo Stock Exchange (2471)



1. 2Q FY2022 Performance Results
2. 2Q FY2022 Overview by Business Segment
3. FY2022 Performance Forecasts
4. Dividends and Stock Information

S-POOL



# 1. 2Q FY2022 Performance Results

S-POOL

2Q FY2022  
overview of  
accounts  
settlement

■ **Favorable performance was maintained, driven by the two core businesses and new business.**

|                  |               |                                 |
|------------------|---------------|---------------------------------|
| Net sales        | <b>13,665</b> | million yen (YoY change +17.4%) |
| Operating profit | <b>1,565</b>  | million yen (YoY change +32.1%) |
| Net income*      | <b>1,030</b>  | million yen (YoY change +32.1%) |

\* Net income attributable to owners of the parent

2Q FY2022  
overview by  
business  
segment

**[Human Resource Outsourcing Services]**

Net sales **9,042** million yen (YoY change +10.2%)

The call center business drove sales, offsetting delays in recovery for the sales support business.

**[Special Needs Employment Service]**

Net sales **2,677** million yen (YoY change +34.2%)

Steady progress was made in both sales and farm openings. Significant growth was achieved in sales and income.

FY2022  
performance  
forecasts

■ **We will aim for sustained growth through concentration of management resources on growth businesses.**

|                    |               |                                 |
|--------------------|---------------|---------------------------------|
| Net sales          | <b>28,770</b> | million yen (YoY change +15.7%) |
| Operating profit   | <b>3,200</b>  | million yen (YoY change +19.9%) |
| Projected dividend | <b>8.0</b>    | yen (previous term: 6.0 yen)    |

■ New record highs were recorded for both sales and profit.

| (Unit: million yen)  | 2Q FY2022<br>result | 2Q FY2021<br>result | YoY change | YoY change<br>(%) |
|--|---------------------|---------------------|------------|-------------------|
| <b>Net sales</b>   | <b>13,665</b>       | <b>11,641</b>       | +2,023     | +17.4%            |
| <b>Gross profit</b>  | <b>4,400</b>        | <b>3,361</b>        | +1,038     | +30.9%            |
| Gross profit margin (%)  | 32.2%               | 28.9%               |            | +3.3 pt           |
| <b>Selling and administrative<br/>expenses</b>                       | <b>2,835</b>        | <b>2,177</b>        | +657       | +30.2%            |
| Selling and administrative<br>expenses/net sales (%)                 | 20.7%               | 18.7%               |            | +2.0 pt           |
| <b>Operating profit</b>  | <b>1,565</b>        | <b>1,184</b>        | +380       | +32.1%            |
| Operating profit margin (%)  | 11.5%               | 10.2%               |            | +1.3 pt           |
| <b>Ordinary profit</b>   | <b>1,568</b>        | <b>1,197</b>        | +370       | +31.0%            |
| <b>Quarterly net income attributable<br/>to owners of the parent</b> | <b>1,030</b>        | <b>780</b>          | +250       | +32.1%            |

■ Targets were exceeded, centered on profit accounts.

| (Unit: million yen)  | 2Q FY2022<br>result | 2Q FY2022<br>planned | Difference | Achievement<br>rate |
|--|---------------------|----------------------|------------|---------------------|
| <b>Net sales</b>   | <b>13,665</b>       | <b>13,522</b>        | +143       | +1.1%               |
| <b>Gross profit</b>  | <b>4,400</b>        | <b>4,063</b>         | +336       | +8.3%               |
| Gross profit margin (%)  | 32.2%               | 30.1%                |            | +2.1 pt             |
| <b>Selling and administrative<br/>expenses</b>                       | <b>2,835</b>        | <b>2,677</b>         | +157       | +5.9%               |
| Selling and administrative<br>expenses/net sales (%)                 | 20.7%               | 19.8%                |            | +0.9 pt             |
| <b>Operating profit</b>  | <b>1,565</b>        | <b>1,385</b>         | +179       | +12.9%              |
| Operating profit margin (%)  | 11.5%               | 10.2%                |            | +1.3 pt             |
| <b>Ordinary profit</b>   | <b>1,568</b>        | <b>1,373</b>         | +194       | +14.2%              |
| <b>Quarterly net income attributable<br/>to owners of the parent</b> | <b>1,030</b>        | <b>943</b>           | +87        | +9.3%               |

■ The Business Solutions Segment continued to grow.

| (Unit: million yen)     |                                  | 2Q FY2022 result | 2Q FY2021 result | YoY change | YoY change (%) |
|-------------------------|----------------------------------|------------------|------------------|------------|----------------|
| Net sales               | Business Solutions Segment       | 4,681            | 3,458            | +1,222     | +35.4%         |
|                         | Human Resource Solutions Segment | 9,042            | 8,205            | +836       | +10.2%         |
|                         | Adjustments                      | (58)             | (22)             | -          | -              |
|                         | Total                            | 13,665           | 11,641           | +2,023     | +17.4%         |
| Operating profit        | Business Solutions Segment       | 1,328            | 880              | +447       | +50.8%         |
|                         | Human Resource Solutions Segment | 997              | 931              | +66        | +7.1%          |
|                         | Adjustments                      | (761)            | (628)            | -          | -              |
|                         | Total                            | 1,565            | 1,184            | +380       | +32.1%         |
| Operating profit margin | Business Solutions Segment       | 28.4%            | 25.5%            | -          | +2.9 pt        |
|                         | Human Resource Solutions Segment | 11.0%            | 11.4%            | -          | -0.4 pt        |
|                         | Total                            | 11.5%            | 10.2%            | -          | +1.3 pt        |

[Main lines of business of each segment]

Business Solutions Segment: Outsourcing Services (Special Needs Employment Service, Logistics, Employment Support Services, Wide-area Administrative BPO Services, Environmental Management Support Services, etc.)

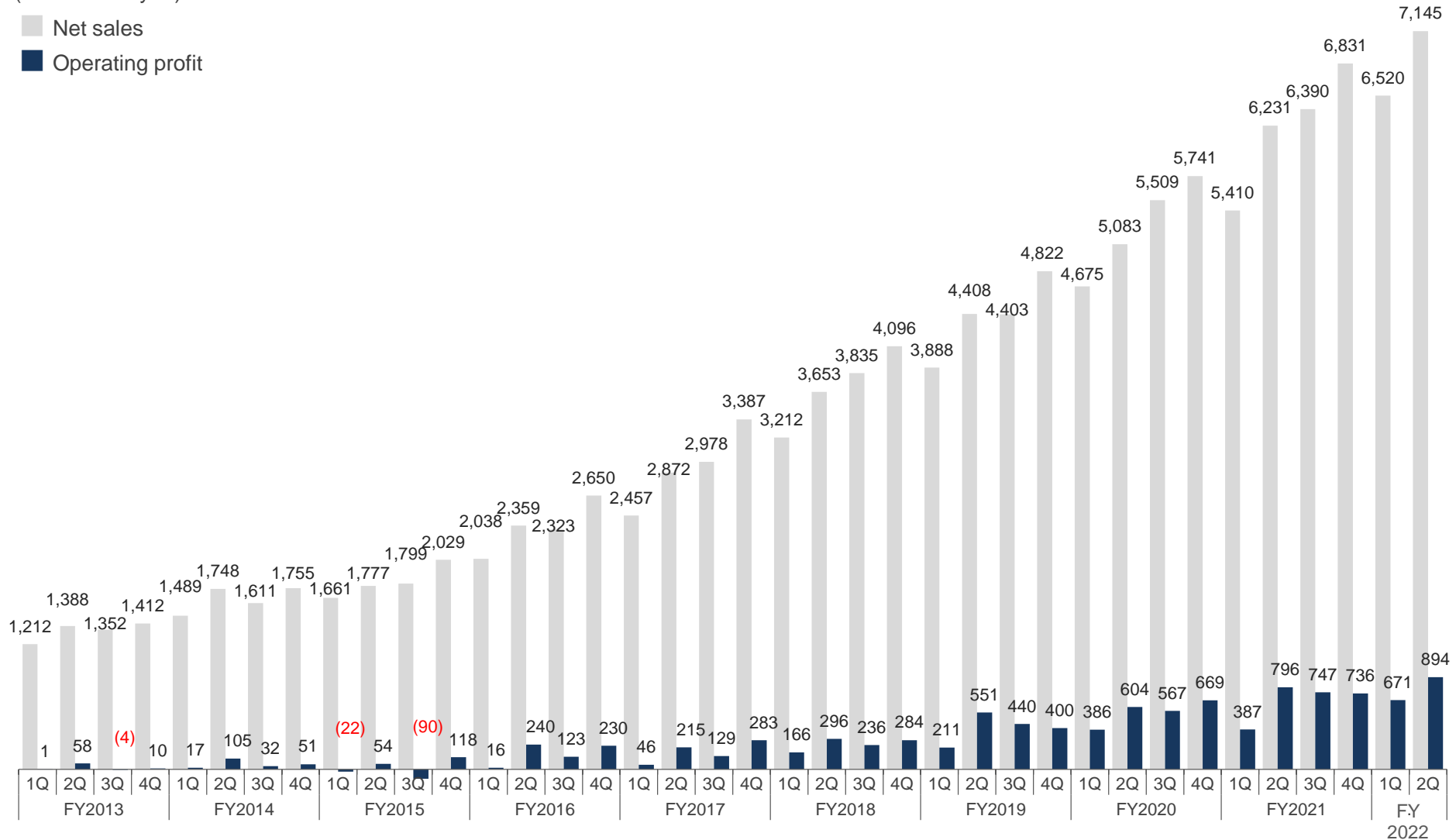
Human Resource Solutions Segment: Temporary Staffing Services (Call Centers, Sales Support, Long-Term Care Businesses, etc.)

# Trends in Quarterly Business Performance

■ In 2Q, the company recorded new record highs for both sales and profit.

(Unit: million yen)

- Net sales
- Operating profit



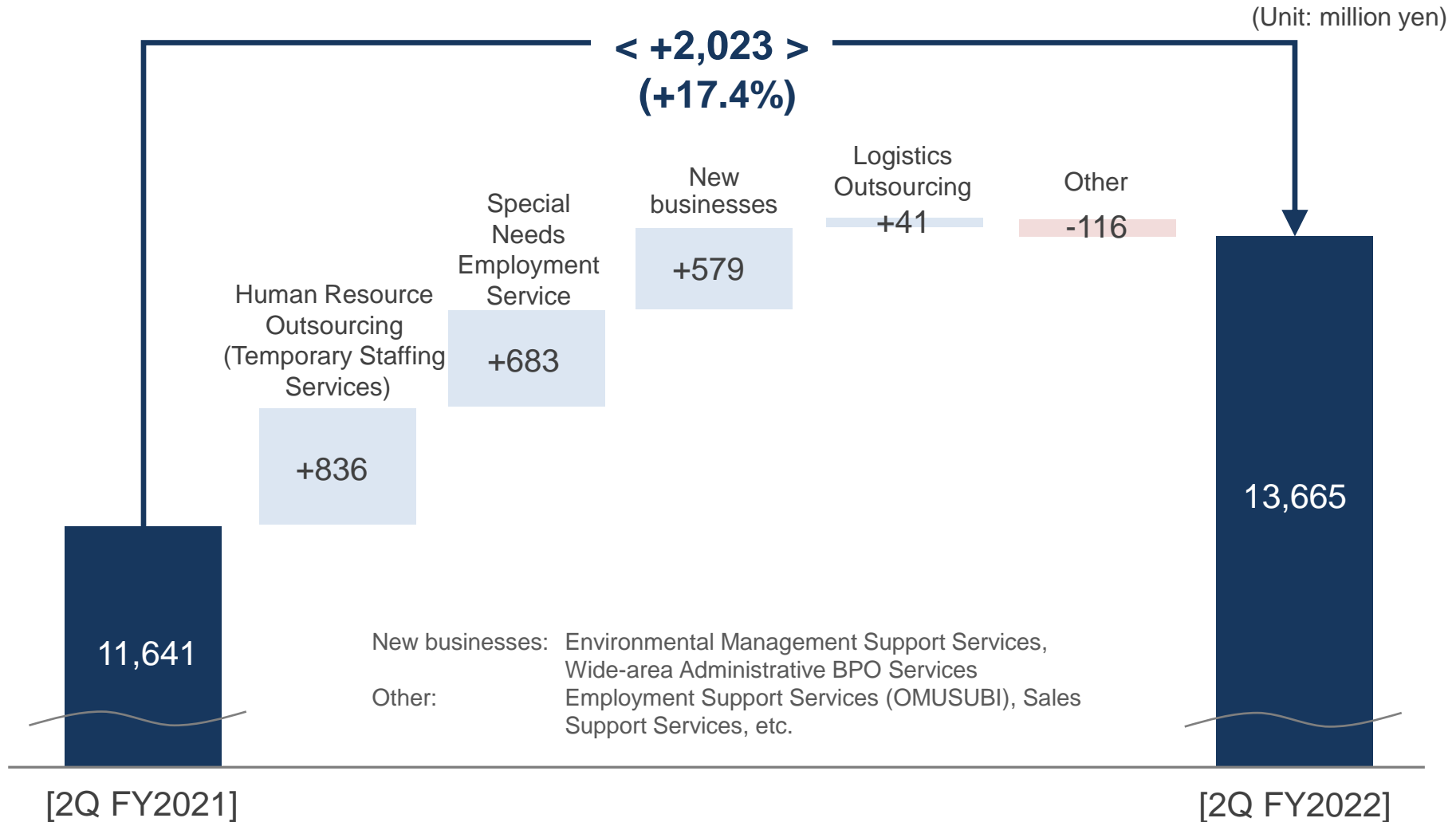


## ■ Significant growth in cash flow from operating activities

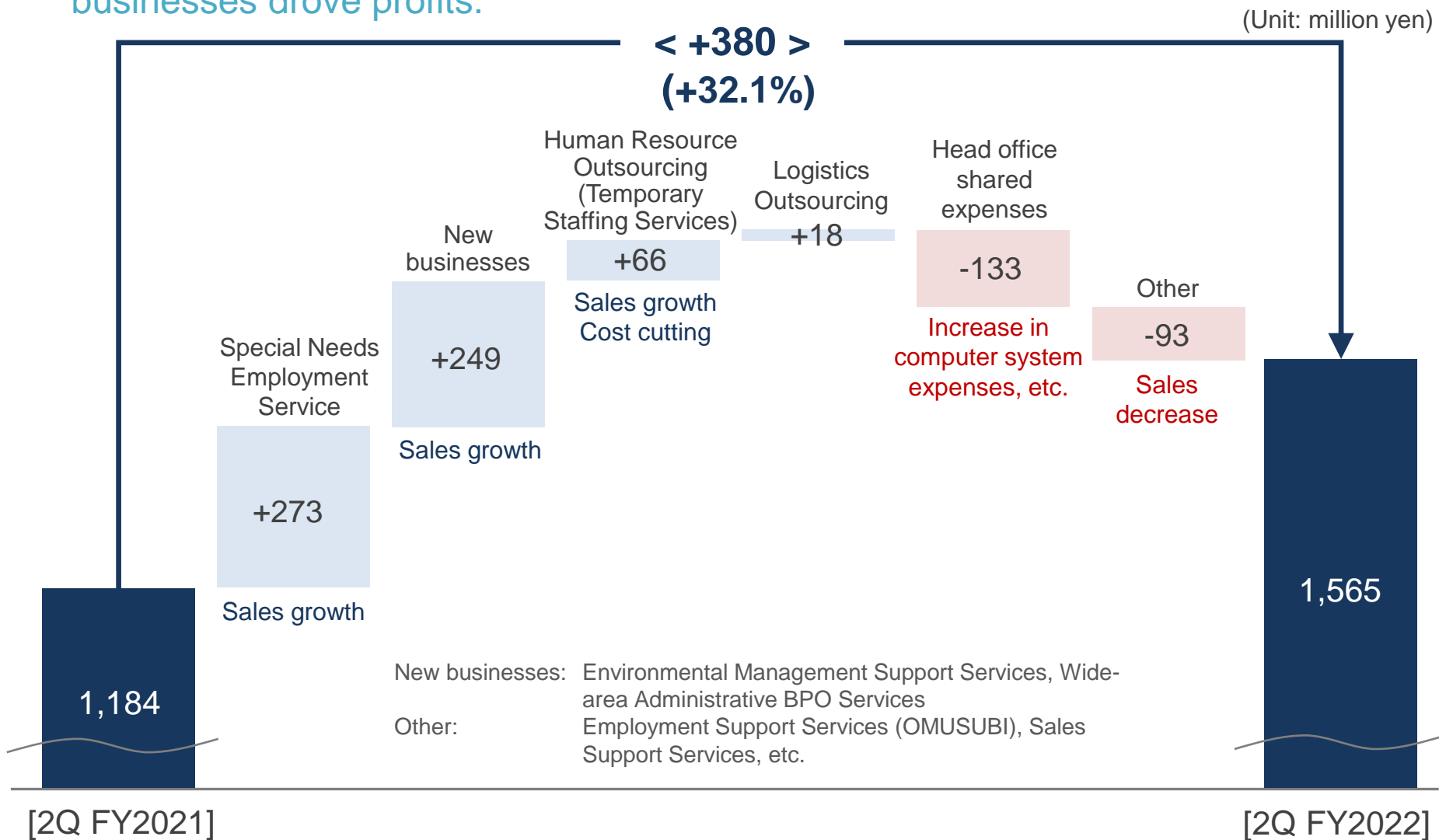
(Unit: million yen)


| (Unit: million yen)                  | <b>2Q FY2022<br/>result</b> | 2Q FY2021<br>result | YoY change | Main causes of changes  |
|--------------------------------------|-----------------------------|---------------------|------------|---|
| Cash flow from operating activities  | <b>1,562</b>                | 435                 | 1,126      | Increased net income, decreased notes and accounts receivable - trade |
| Cash flow from investing activities  | <b>-1,417</b>               | -1,012              | -405       | Acquisition of property, plant, and equipment to open new farms       |
| Cash flow from financing activities  | <b>-149</b>                 | 199                 | -349       |   |
| Balance of cash and cash equivalents | <b>3,934</b>                | 2,137               | +1,796     |   |

■ New businesses drove sales growth, in addition to the two core businesses.



- Special Needs Employment Services, which have a high profit margin, and new businesses drove profits.





## 2. 2Q FY2022 Overview by Business Segment

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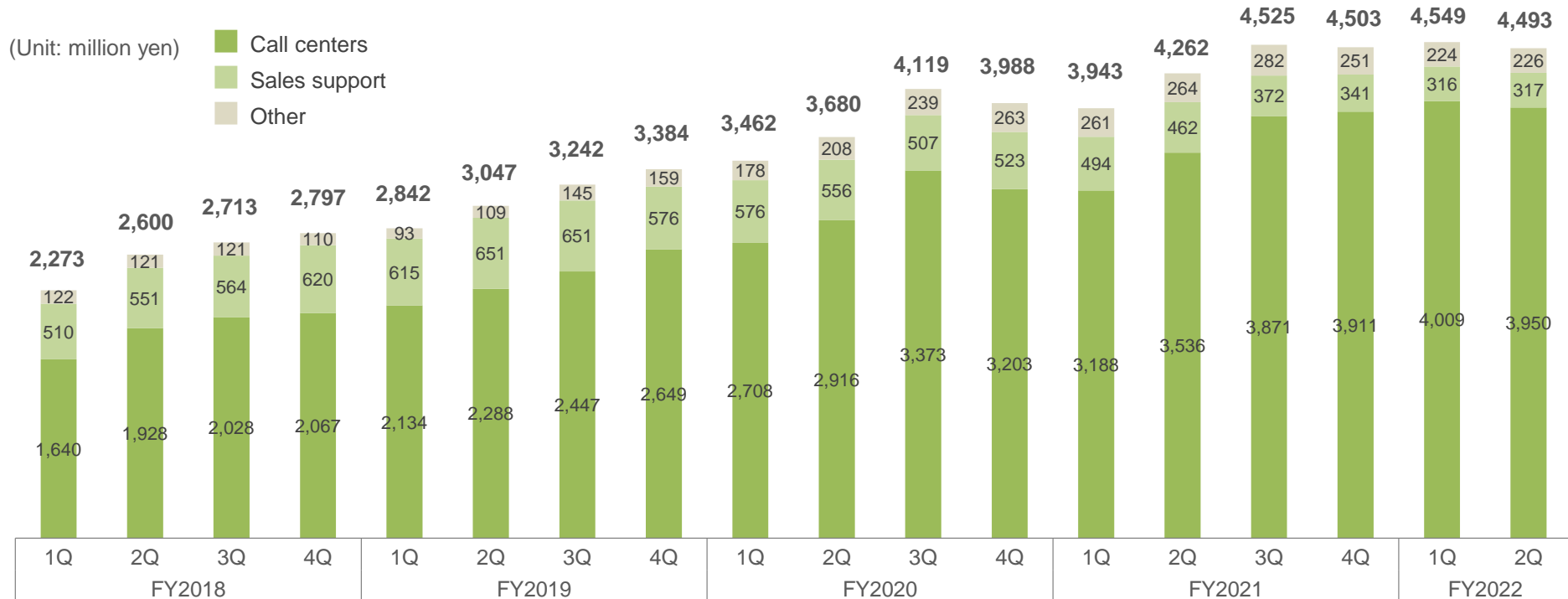
# Human Resource Outsourcing Services [1H Results]



Net sales: **9,042** million yen (YoY change +10.2%)

The call center business continued to drive sales.

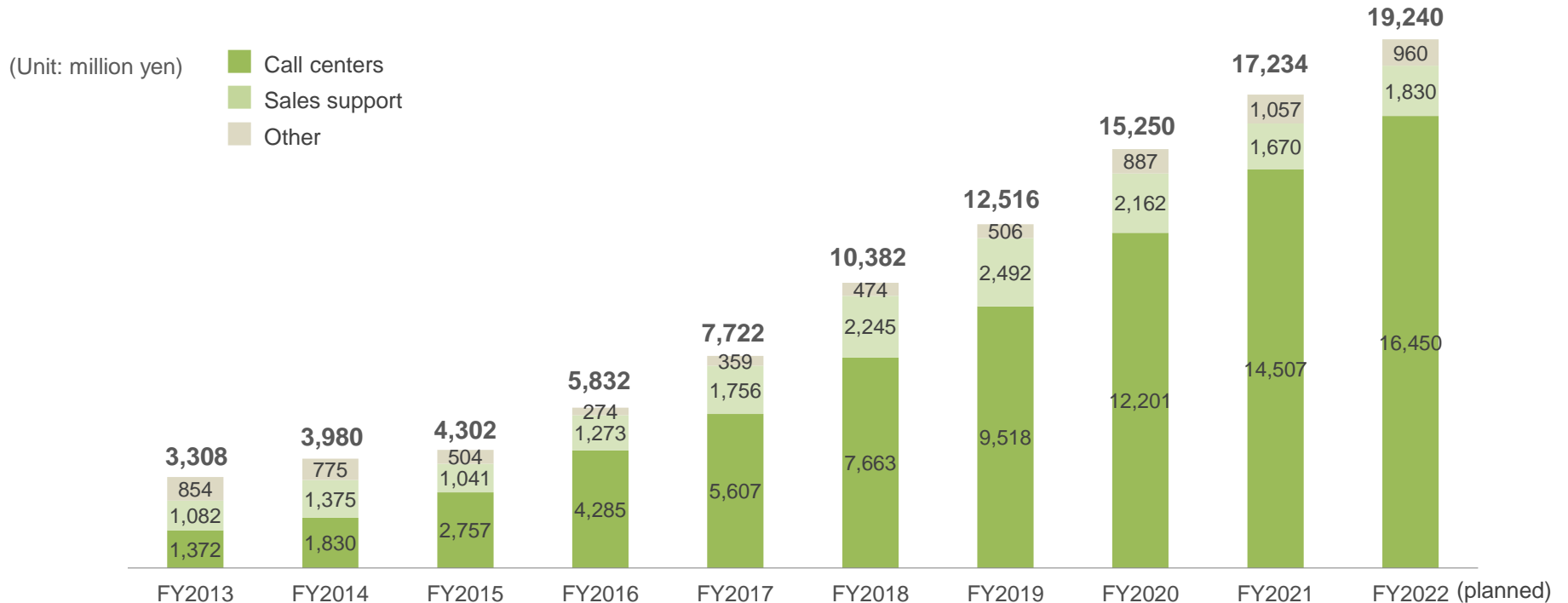
- [Call centers] Net sales: 7,959 million yen (YoY change +18.4%);  
Growth in some spot transactions contributed to sales growth.
- [Sales support] Net sales: 634 million yen (YoY change -33.7%);  
The recovery in the mobile-phone sales business remains slow.
- [Number of staff deployed] 6,216 staff/month (YoY change +6.4%)
- [Number of Field Consultants (FCs)] 289 FCs



[Full-year] Net sales: **19,240** million yen (YoY change +11.6%)

Slight difficulties are projected in 3Q due to decreased spot transactions. We will focus on structural improvements toward sustained growth.

- [Call centers] Focusing on building on transactions with main customers (continuing the "No. 1" strategy) and securing regular transactions  
Building structures to enable growth in provincial regions where demand for human resources is strong.
- [Sales support] Promoting a business transformation toward a rebound (expanding product and service offerings and enhancing online customer service).



# Special Needs Employment Service [1H Results]



Net sales: **2,677** million yen (YoY change +34.2%)

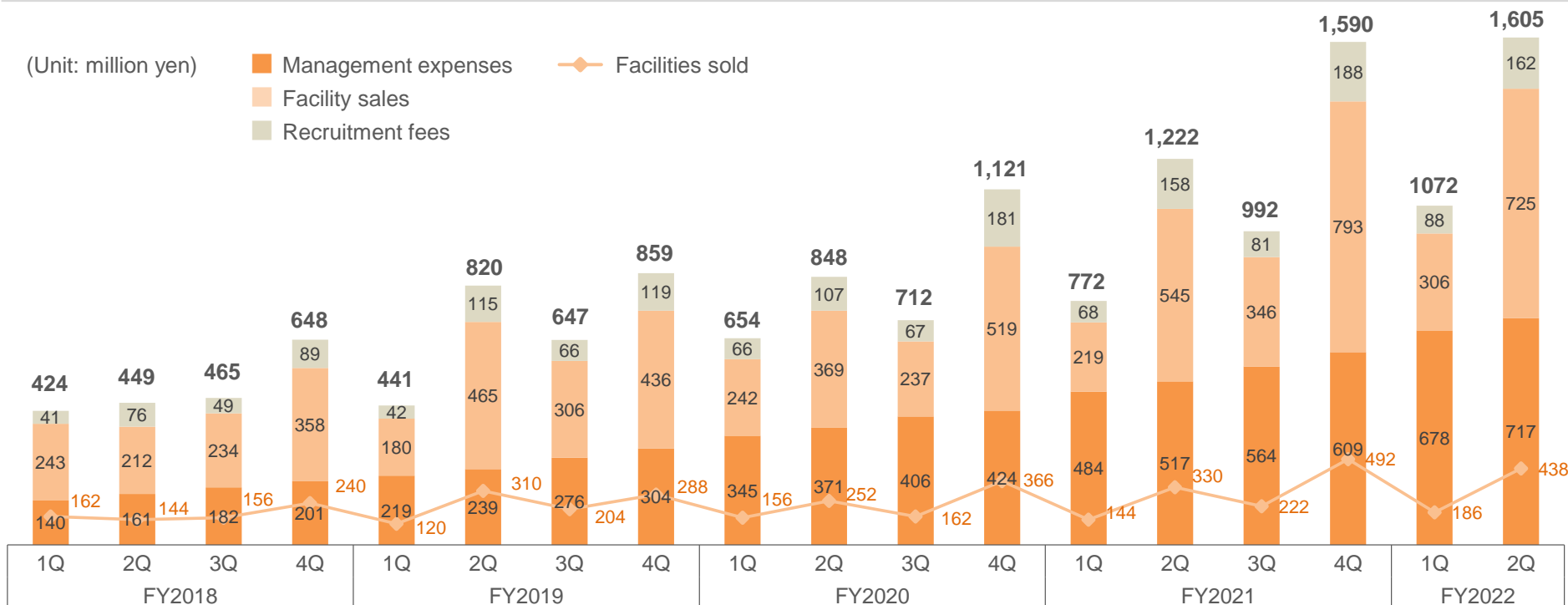
Sales were strong. Equipment sales and management revenues both recorded solid growth, resulting in significant sales and profit growth.

[Equipment sales] 2Q: 438 sections (planned: 400-450 sections)  
 [Customers] 459 companies (no companies cancelled in 2Q/cancellation rate of 0%)  
 [Sections managed] 5,567 sections [Number of employees] 2,783 persons [Retention rate] 92%  
 [Farms] 32 facilities

- Equipment sales reached their second highest level ever in 2Q. The balance of orders received approached 400.
- Two farms opened in 2Q. Our first farm in Yokohama nearly sold out in its first month after opening.

(Unit: million yen)

Management expenses      Facilities sold  
 Facility sales  
 Recruitment fees



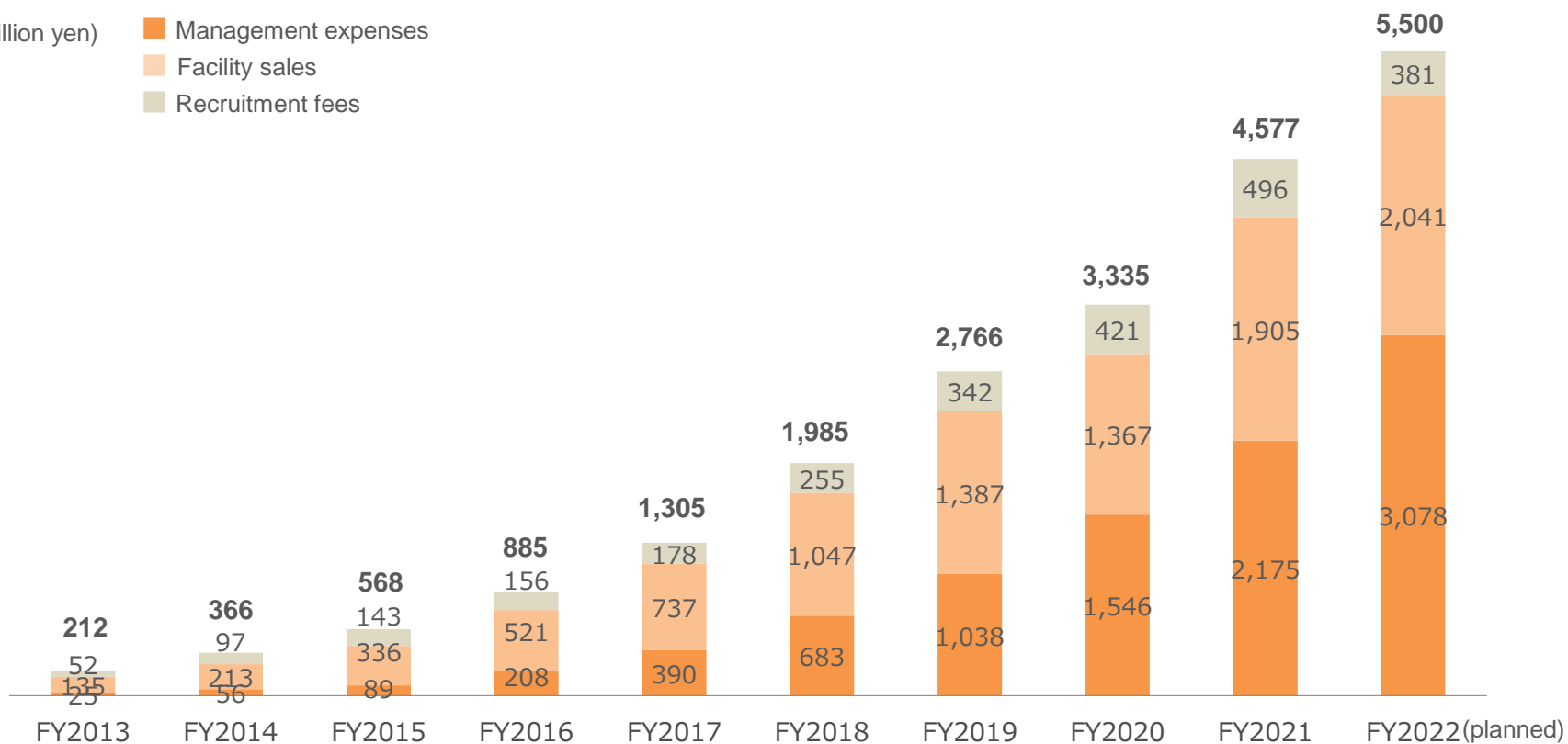
[Full-year] Net sales: **5,500** million yen (YoY change +20.1%)

Through active investment of management resources, we will seek to surpass our targets.

- We plan to sell 626 facilities [3Q] 176 - 226 sections [4Q] 400-450 sections
- Backed by favorable sales, we will strive to exceed the full-year sales target (1,250 sections).
- Plans call for six farms to open in 2H (3Q: two, 4Q: four [two indoors, four outdoors]). Work on preparations is proceeding steadily.

(Unit: million yen)

- Management expenses
- Facility sales
- Recruitment fees





Net sales: 640 million yen (YoY change +6.9%)

A comprehensive approach to sales and profit management led to profitability despite minor sales growth.

[e-Commerce shipping agent services] 583 million yen (YoY change +7.9%)

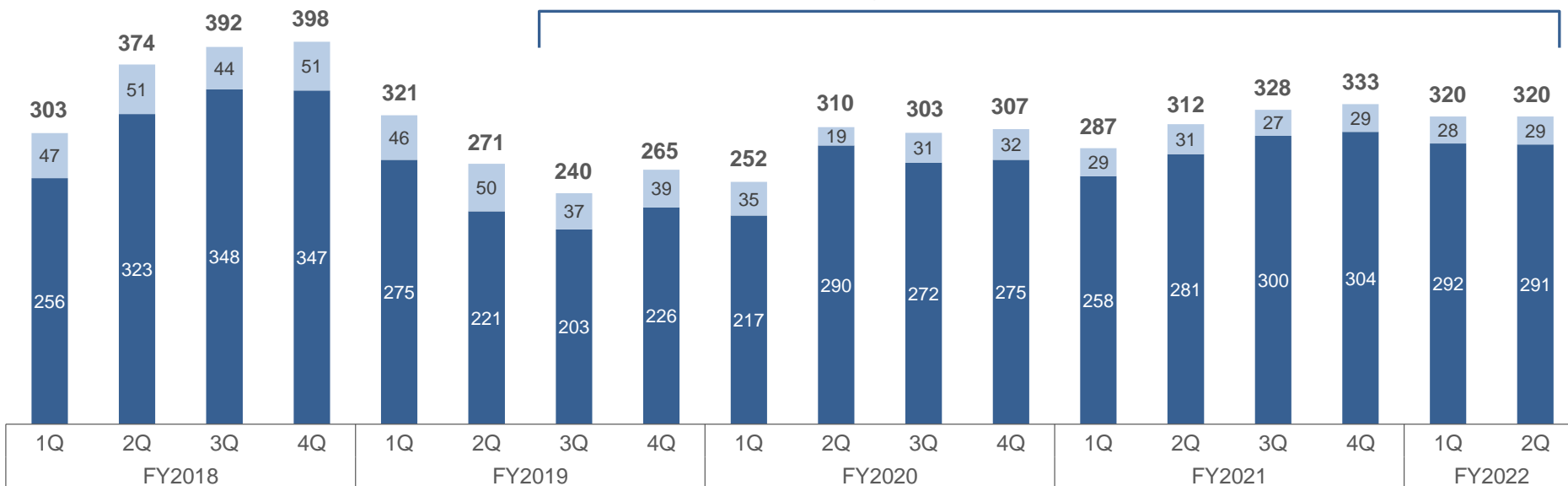
[Distribution center operations] 57 million yen (YoY change -3.0%)

- While sales grew at a steady pace, existing repeat e-commerce sales declined due to an amendment of the Act on Specified Commercial Transactions.
- Profit management of logistics centers stabilized, keeping profit margin at targeted levels.

(Unit: million yen)

■ e-Commerce shipping agent services  
 ■ Distribution center operations

Shipping costs not included in sales recorded



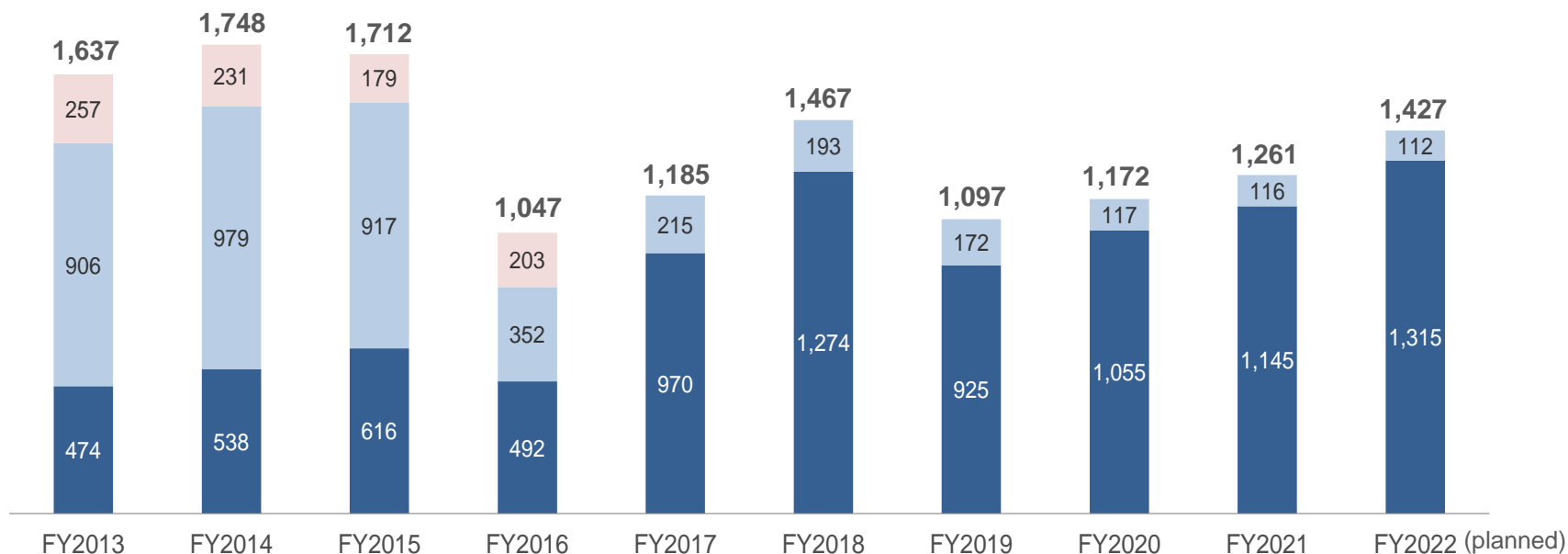
[Full-year] Net sales: 1,427 million yen (YoY change +13.1%)

We will focus on establishing a business infrastructure to resume growth.

- To increase profit margins, we will begin dispositioning small-scale, low-profit transactions as multiple large-scale transactions commence.
- We will enhance joint efforts with Asian Bridge Inc. in which we invest, to expand our cross-border e-commerce services in Taiwan.
- We will promote a differentiation strategy by increasing added value (through carbon neutral warehouses, sales analysis support, etc.)

(Unit: million yen)

- e-Commerce shipping agent services
- Distribution center operations
- Other



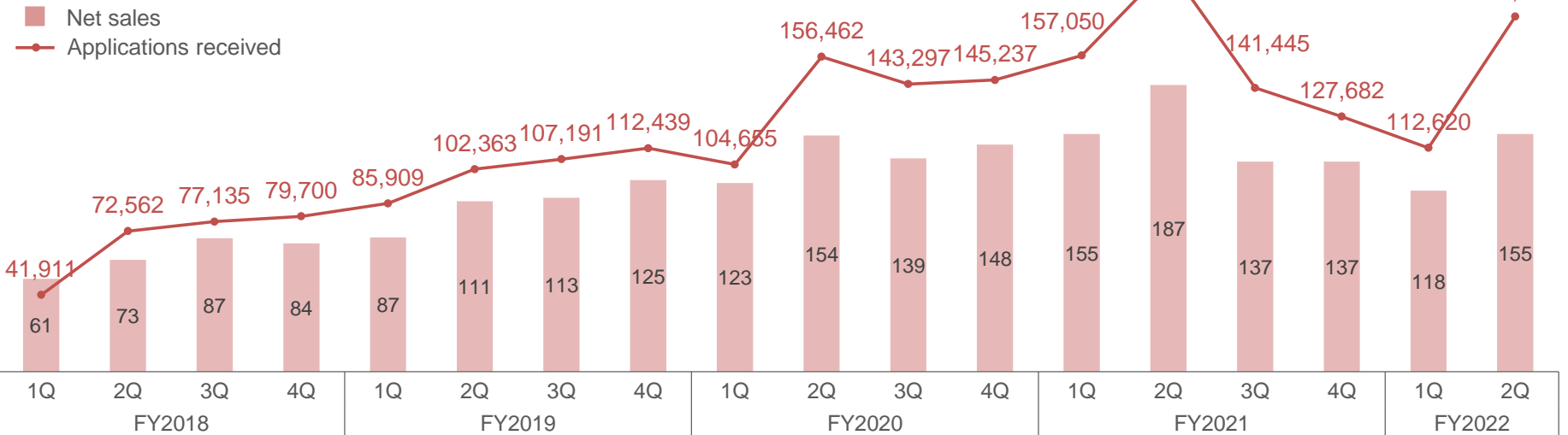
1H

Net sales: **273** million yen (YoY change -20.3%)

The employment market for part-time workers has finally started to bottom out.

- Food service hiring is recovering as COVID-19 restrictions ease. Quarterly performance is projected to rebound.
- Orders received reached a record high. We are preparing for a recovery in 2H.

(Unit: million yen)



2H

[Full-year] Net sales: **641** million yen (YoY change +4.0%)

We will strive to capture as much of the recovery demand as possible.

- We will continue to enhance sales efforts targeting industries with strong demand for human resources.
- We will renovate our application acceptance system in preparation for a recovery in business volume and strive to enhance our earning capabilities through productivity improvements.

1H

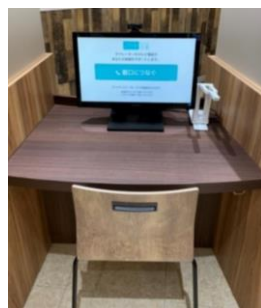
Net sales: **368** million yen (YoY change ---%)

Performance exceeded projections due to progress in opening BPO centers ahead of schedule.

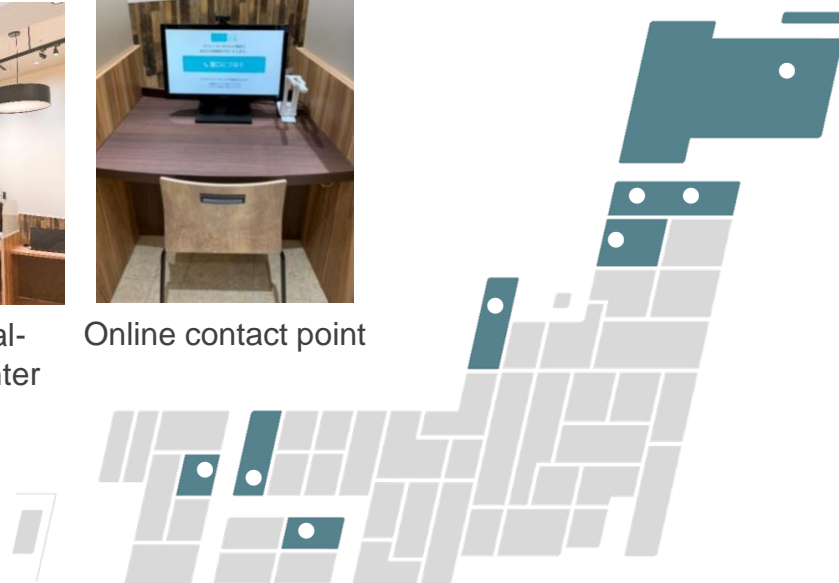
- Three BPO centers opened in 2Q, bringing the nationwide total to eight facilities.
- Increased the number of local-government smart counters and online contact points related to BPO centers.



Minnano Su Mado local-government smart counter



Online contact point



|                        |                     |
|------------------------|---------------------|
| [Hokkaido]             | Kitami BPO Center   |
| [Aomori Prefecture]    | Hirosaki BPO Center |
|                        | Mutsu BPO Center    |
| [Akita Prefecture]     | Daisen BPO Center*  |
| [Ishikawa Prefecture]  | Kahoku BPO Center   |
| [Kagawa Prefecture]    | Mitoyo BPO Center*  |
| [Yamaguchi Prefecture] | Iwakuni BPO Center* |
| [Oita Prefecture]      | Nakatsu BPO Center* |

\* Opening of Minnano Su Mado online contact point

2H

[Full-year] Net sales: **665** million yen (YoY change +411.5%)

We will focus on expanding existing center transactions in preparation for the next fiscal year.

- Plans call for two centers to open in 2H. We will prioritize sales efforts as local governments prepare budgets for next year.
- Demand is high for online contact points. We will begin providing this as a standalone service.

1H

Net sales: **291** million yen (YoY change +259.0%)

Consulting business demonstrated rapid growth, dramatically exceeding plans.

- Annual targets for orders received in the disclosure support business in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the business of support for Carbon Disclosure Project (CDP) responses were achieved by 2Q.
- The expanded scope of the CDP review helped secure new customers. The rate of repeat orders from existing customers reached 70%.



## Task Force on Climate-related Financial Disclosures

A framework for the disclosure of financial information on corporate climate change initiatives and impacts. Such disclosure is basically required for companies listed on the Tokyo Stock Exchange Prime Market.



## Carbon Disclosure Project

The Carbon Disclosure Project is an international nonprofit based in the United Kingdom that investigates and assesses the status of corporate greenhouse gas emissions and climate change initiatives. In 2022, the number of companies subject to investigation in Japan grew from 500 to all companies on the Prime Market (approx. 1,850 companies).

2H

[Full-year] Net sales: **384** million yen (YoY change +48.8%)

In preparation for next year, we will enhance sales efforts and expand the menu of consulting services offered.

- Focusing on delivery of CDP response support in 3Q
- Enhancing TCFD disclosure support sales (securing new customers and retaining existing ones) in preparation for next year, while launching efforts to expand the menu of consulting services offered.

### 3. FY2022 Performance Forecasts



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Theme

Creating both social and economic value

Basic policy

Promoting well-balanced portfolio management resistant to environmental changes

High social contributions

Resistant to business cycle changes

High added value

Numerical plans

Net sales **41** billion yen, operating profit **5** billion yen

Management strategies

Business strategy ①

Maintaining organic growth by building on existing businesses

Business strategy ②

Securing growth opportunities in new business domains

Organizational strategy

Enhancing management foundations based on ESG

Financial strategies

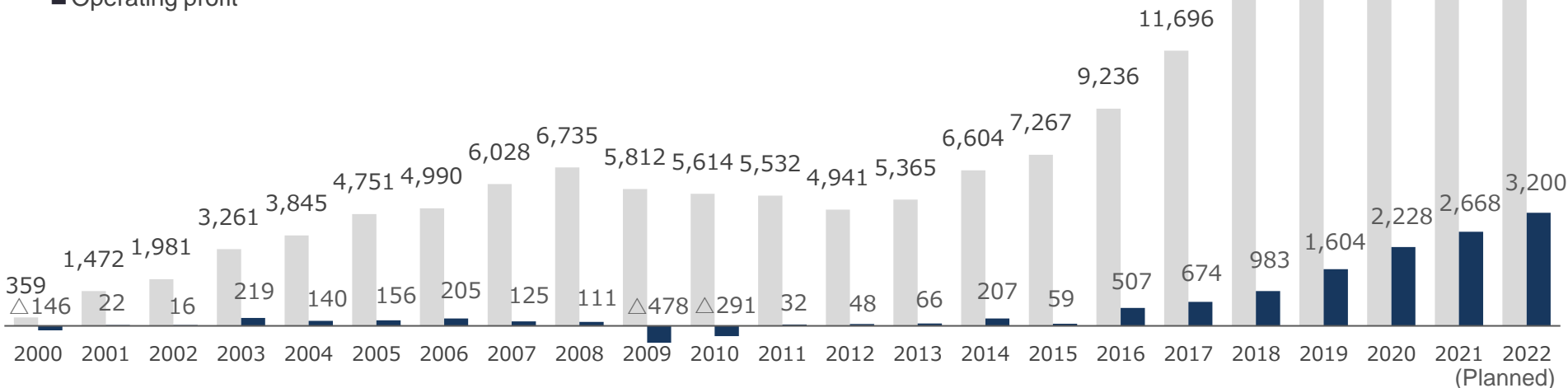
Consolidated dividend payout ratio of **30**% or better  
Maintaining high ROE

We project new records for net sales (for the tenth consecutive year) and for operating income (for the seventh consecutive year).

|   |                           | (YoY change) |
|---|---------------------------|--------------|
| Net Sales                                       | <b>28,770</b> million yen | (+15.7%)     |
| Operating profit                                | <b>3,200</b> million yen  | (+19.9%)     |
| Ordinary profit                                 | <b>3,176</b> million yen  | (+18.8%)     |
| Net income attributable to owners of the parent | <b>2,133</b> million yen  | (+13.4%)     |

(Unit: million yen)

- Net Sales
- Operating profit





| (Unit: million yen)                                    | <b>FY2022 planned</b> | FY2021 actual | YoY change | YoY change (%) |
|--|-----------------------|---------------|------------|----------------|
| <b>Net sales</b>                                       | <b>28,770</b>         | <b>24,862</b> | +3,907     | +15.7%         |
| <b>Gross profit</b>                                    | <b>8,646</b>          | <b>7,530</b>  | +1,115     | +14.8%         |
| Gross profit margin (%)                                | 30.1%                 | 30.3%         |            | -0.2 pt        |
| <b>Selling and administrative expenses</b>             | <b>5,446</b>          | <b>4,862</b>  | +583       | +12.0%         |
| Selling and administrative expenses/<br>net sales (%)  | 18.9%                 | 19.6%         |            | -0.7 pt        |
| <b>Operating profit</b>                                | <b>3,200</b>          | <b>2,668</b>  | +531       | +19.9%         |
| Operating profit margin (%)                            | 11.1%                 | 10.7%         |            | +0.4 pt        |
| <b>Ordinary profit</b>                                 | <b>3,176</b>          | <b>2,673</b>  | +502       | +18.8%         |
| <b>Net income attributable to owners of the parent</b> | <b>2,133</b>          | <b>1,881</b>  | +252       | +13.4%         |

# FY2022 Performance Forecasts by Segment



| (Unit: million yen)     |                                  | FY2022 planned | FY2021 actual  | YoY change | YoY change (%) |
|-------------------------|----------------------------------|----------------|----------------|------------|----------------|
| Net sales               | Business Solutions Segment       | <b>9,650</b>   | 7,696          | +1,953     | +25.4%         |
|                         | Human Resource Solutions Segment | <b>19,240</b>  | 17,234         | +2,005     | +11.6%         |
|                         | Adjustments                      | <b>(120)</b>   | <b>(67)</b>    | -          | -              |
|                         | Total                            | <b>28,770</b>  | 24,862         | +3,907     | +15.7%         |
| Operating profit        | Business Solutions Segment       | <b>2,592</b>   | 2,121          | +471       | +22.2%         |
|                         | Human Resource Solutions Segment | <b>2,137</b>   | 1,910          | +226       | +11.9%         |
|                         | Adjustments                      | <b>(1,530)</b> | <b>(1,363)</b> | -          | -              |
|                         | Total                            | <b>3,200</b>   | 2,668          | +531       | +19.9%         |
| Operating profit margin | Business Solutions Segment       | <b>26.9%</b>   | 27.6%          | -          | -0.7 pt        |
|                         | Human Resource Solutions Segment | <b>11.1%</b>   | 11.1%          | -          | +0.0 pt        |
|                         | Total                            | <b>11.1%</b>   | 10.7%          | -          | +0.4 pt        |

Business Solutions Segment: Special Needs Employment Service, Logistics, Wide-area Administrative BPO Services, Environmental Management Support Services, Employment Support Services, etc.  
 Human Resource Solutions Segment: Temporary Staffing Services (call centers, sales support, long-term care businesses, etc.)



## 4. Dividends and Stock Information

S-POOL

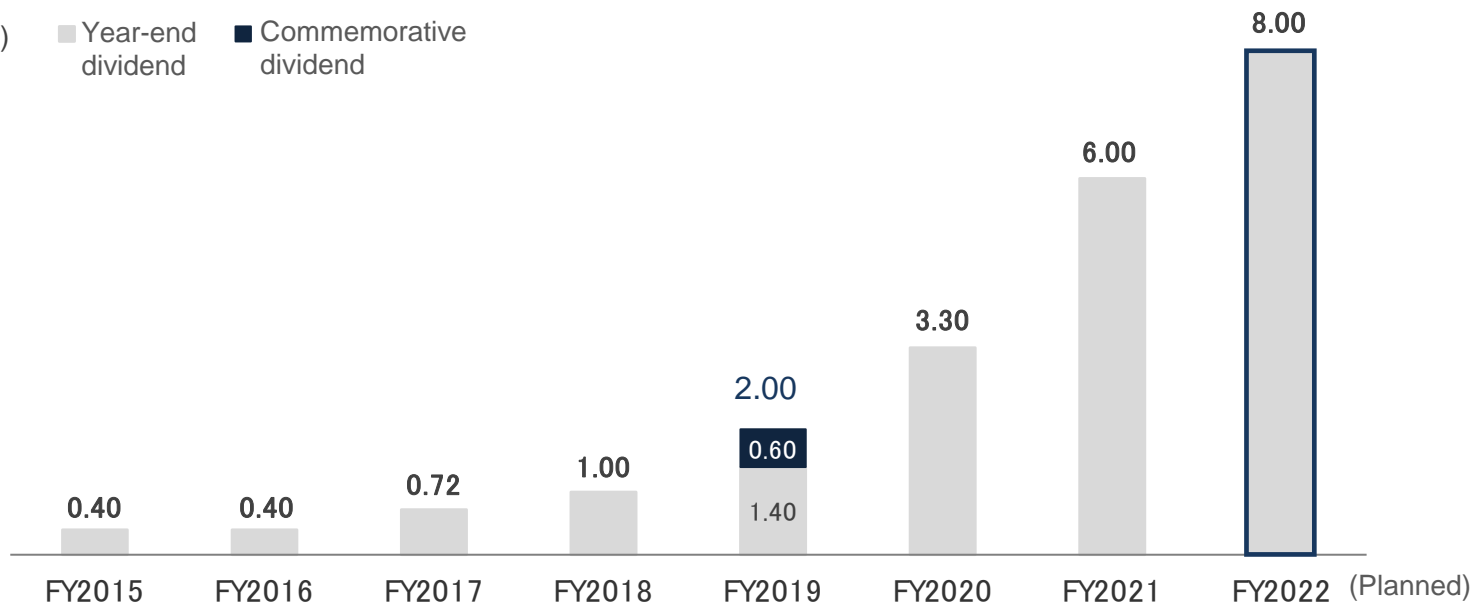
■ FY2022 dividend of 8.0 yen planned (Consolidated payout ratio of 29.6%)

## Dividend plan

(Unit: yen)

■ Year-end dividend

■ Commemorative dividend



## Dividend policy

**Aiming to achieve consolidated payout ratio of 30% or higher by FY2025**

(Even if earnings decrease, dividends will not be reduced to levels at which the consolidated payout ratio decreases by more than 60% on a single-year basis.)

■ We were selected to the MSCI Japan ESG Select Leaders, a major MSCI index, for the first time.

FTSE Russell [UK]



**ESG Rating: 3.6**

(roughly corresponding to the top 20%)

[Included in the following indices]

FTSE Blossom Japan Index (230 companies)

FTSE Blossom Japan Sector Relative Index (494 companies)



FTSE Blossom Japan



FTSE Blossom Japan Sector Relative Index

MSCI [US]

**MSCI**  
ESG RATINGS



CCC B BB BBB A **AA** AAA

**ESG Rating: AA**

(Second highest of seven levels)

[Included in the following index]

MSCI Japan ESG Select Leaders (304 companies)



MSCI Japan ESG Select Leaders Index

■ Shareholders: 6,288 (November 30, 2021: 6,487)

Percentage of institutional investors: 67.5% (November 30, 2021: 64.8%)

| Rank | Shareholder  | Shares held | Shares held (%) |
|------|--|-------------|-----------------|
| 1    | Custody Bank of Japan, Ltd. (Trust Account)                                      | 13,056,100  | 16.52%          |
| 2    | The Master Trust Bank of Japan, Ltd. (Trust Account)                             | 11,032,700  | 13.96%          |
| 3    | Sohei Urakami  | 8,039,800   | 10.17%          |
| 4    | Toru Akaura  | 2,738,600   | 3.46%           |
| 5    | NORTHERN TRUST CO. (AVFC) RE IEDU UCITS CLIENTS<br>NON TREATY ACCOUNT 15.315 PCT | 2,622,100   | 3.31%           |
| 6    | Hideaki Sato   | 1,969,900   | 2.49%           |
| 7    | S-Pool Employee Stock Ownership Program  | 1,488,700   | 1.88%           |
| 8    | Sumitomo Life Insurance Company  | 1,165,000   | 1.47%           |
| 9    | HSBC BANK PLC A/C CLIENTS RE UCITS JAPAN NON<br>TREATY OMNI A/C                  | 1,139,200   | 1.44%           |
| 10   | STATE STREET BANK AND TRUST COMPANY 505019                                       | 1,091,400   | 1.38%           |



S-Pool, Inc.

【Contact】 Investor Relations at the President's Office

E-mail: [kouhou@spool.co.jp](mailto:kouhou@spool.co.jp)

Forecasts of business results and other forward-looking statements contained in this document are based on information available to the Company at the time of release. Actual results may vary due to various factors. No promise or guarantee is provided regarding future figures or measures.

|                      |  |                         |
|----------------------|--|-------------------------|
| Name                 | S-Pool, Inc.   |                         |
| Origin of name       | 'Pool' (combination) of Solutions / Systems / Staff / Sustainability         |                         |
| Head office          | Akihabara Dai Building, 1-18-13 Sotokanda, Chiyoda-ku, Tokyo, Japan          |                         |
| Capital              | 372,200,000 yen  |                         |
| Established          | December 1, 1999   |                         |
| Representative       | Sohei Urakami, Chairman of the Board, President, and Representative Director |                         |
| Directors            | Director:  | Hideaki Sato (CPA)      |
|                      | Director:  | Naoshi Arai             |
|                      | Outside Director:  | Toru Akaura             |
|                      | Outside Director:  | Nao Miyazawa (attorney) |
|                      | Outside Director:  | Kazuhiko Nakai (CPA)    |
| Listed exchange      | Prime Section, Tokyo Stock Exchange (Securities Code: 2471)                  |                         |
| Number of employees  | 1,100 persons (consolidated, as of end of May 2022)                          |                         |
| Number of facilities | 68 locations   |                         |



Parent company

[Business holding company and new business development]

**S-Pool, Inc.**



Group member companies

[Human Resource Outsourcing Services (staffing, referral)]

**S-Pool Human Solutions, Inc.**



[Special Needs Employment Services]

**S-Pool Plus, Inc.**



[Logistics Outsourcing Services]

**S-Pool Logistics, Inc.**



[Sales Support Services]

**S-Pool Sales Support, Inc.**



[Employment Support Services]

**S-Pool Link, Inc.**



[Wide-area Administrative BPO Services]

**S-Pool Glocal, Inc.**



[Environmental Management Support Services]

**blue dot green Inc.**



**Business Solutions Segment (31%)**

■ **Special Needs Employment Services** [4.57 billion yen]

- Operating rental farms for use by companies employing exclusively people with disabilities
- Employment support services (training and introduction to employment opportunities for people with disabilities)

■ **Logistics Outsourcing Services** [1.26 billion yen]

- e-Commerce shipping agent services, cross border e-commerce services

■ **Employment Support Services** [610 million yen]

- OMUSUBI part-time worker employment support service

■ **Sales Support Services** [540 million yen]

- Sales promotion support (campaigns, promotions)

■ **Wide-area Administrative BPO Services** [130 million yen]

- Shared BPO services for local governments, online counter business

■ **Environmental Management Support Services**

- CO<sub>2</sub> emissions calculation support, carbon credit brokering support [250 million yen]

■ **New businesses**

- Professional human resource bank (consultant staffing services)
- Matching app “pivotta” connecting corporations and professional human resources

**Human Resource Solution Segment (69%)**

■ **Human Resource Outsourcing Services** [17.23 billion yen]

- Temporary staffing/referral services
  - Sales and marketing staff (e.g., smartphones, home electronics)
  - Office staff (call centers, offices)
  - Long-term care, nursing, childcare staff
- Outsourcing services
  - Call centers, officer centers

\* Sales figures and segment sales percentages are based on FY2021 results.

[Group head office] Akihabara

19 branches

- 【Hokkaido】 Sapporo③
- 【Tohoku】 Sendai②
- 【Kanto】 Shinjuku③, Ikebukuro, Marunouchi, Yokohama②
- 【Chukyo】 Nagoya
- 【Kansai】 Osaka②
- 【Kyushu】 Hakata②
- 【Okinawa】 Okinawa②

Hokkaido  
4

Tohoku  
5

Hokuriku  
1

33 farms

- 【Tokyo】 Itabashi②
- 【Kanagawa】 Yokohama
- 【Saitama】 Saitama, Kawagoe②, Koshigaya
- 【Chiba】 Chiba③, Ichikawa, Matsudo, Yachiyo, Funabashi③, Kashiwa③, Ichihara②, Mobara②
- 【Aichi】 Nagoya, Kasugai, Komaki, Tokai, Toyoake, Miyoshi, Nagakute
- 【Osaka】 Settsu, Hirakata, Osaka

2 branches

Akihabara, Osaka

[Distribution centers] 3 facilities

Shinagawa, Urayasu, Tsukuba

[Entry centers] 5 facilities

Kitami, Hirosaki, Komatsushima, Nichinan, Saito

[BPO centers] 8 facilities

Kitami, Hirosaki, Mutsu, Daisen, Kahoku, Mitoyo, Iwakuni, Nakatsu

Kyushu/  
Okinawa  
7

Chugoku  
1

Kansai  
5

Chubu  
8

Kanto  
35

Shikoku  
2