

Results Briefing Materials

FY2022

January 12, 2023

S-Pool, Inc.

Prime Section, Tokyo Stock Exchange (2471)



1. FY2022 Performance Results
2. FY2022 Overview by Business Segment
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1. FY2022 Performance Results

FY2022
overview of
financial
results

■ **Double-digit growth in operating profit continued thanks to growth in the Business Solutions Segment.**

Net sales	26,650 million yen (YoY change +7.2%)
Operating profit	3,091 million yen (YoY change +15.9%)
Net income*	1,809 million yen (YoY change -3.8%)

*Net income attributable to owners of the parent

FY2022
overview by
business
segment

[Human Resource Outsourcing Services]

Net sales of **16,577 million yen** (YoY change -3.8%)

Slowing growth in the call center business led to the first decrease in net sales in 12 periods. Recent results suggest the slowdown is bottoming out.

[Special Needs Employment Services]

Net sales of **5,762 million yen** (YoY change +25.9%)

Strong growth continued. Sales achieved significant increases over initial targets and the previous net sales record.

■ **Net sales have increased for 11 consecutive periods and operating profit for eight as we continue to pursue new record highs.**

FY2023
performance
forecasts

Net sales	28,288 million yen (YoY change +6.1%)
Operating profit	3,620 million yen (YoY change +17.1%)
Projected dividend	10 yen (previous year: 8.0 yen)

FY2022 Financial Results (YoY Comparison)

- Slower sales in the Human Resource Solutions Segment led to a lower growth rate for net sales.
- Double-digit growth in operating profit continued thanks to growth in the Business Solutions Segment.
- Net income decreased due to factors including evaluation loss on investment securities.

(Unit: million yen)	FY2022 result	FY2021 result	YoY change	YoY change (%)
Net sales	26,650	24,862	+1,788	+7.2%
Gross profit	8,741	7,530	+1,210	+16.1%
Gross profit margin (%)	32.8%	30.3%		+2.5 pt
Selling and administrative expenses	5,649	4,862	+786	+16.2%
Selling and administrative expenses/ net sales (%)	21.2%	19.6%		+1.6 pt
Operating profit	3,091	2,668	+423	+15.9%
Operating profit margin (%)	11.6%	10.7%		+0.9 pt
Ordinary profit	3,118	2,673	+445	+16.7%
Quarterly net income attributable to owners of the parent	1,809	1,881	-71	-3.8%

- Sales results fell short of targets due to failure to achieve planned figures in the Human Resource Solutions Segment. Growth in the highly profitable Business Solutions Segment helped minimize the difference in operating profit vs. targets.

(Unit: million yen)	FY2022 result	FY2022 planned	YoY change	YoY change (%)
Net sales	26,650	28,770	-2,119	-7.4%
Gross profit	8,741	8,646	+95	+1.1%
Gross profit margin (%)	32.8%	30.1%		+2.7 pt
Selling and administrative expenses	5,649	5,446	+203	+3.7%
Selling and administrative expenses/ net sales (%)	21.2%	18.9%		+2.3 pt
Operating profit	3,091	3,200	-108	-3.4%
Operating profit margin (%)	11.6%	11.1%		+0.5 pt
Ordinary profit	3,118	3,176	-57	-1.8%
Quarterly net income attributable to owners of the parent	1,809	2,133	-324	-15.2%

- Rapid growth in the Business Solutions Segment generated growth exceeding 30% for both sales and profit.

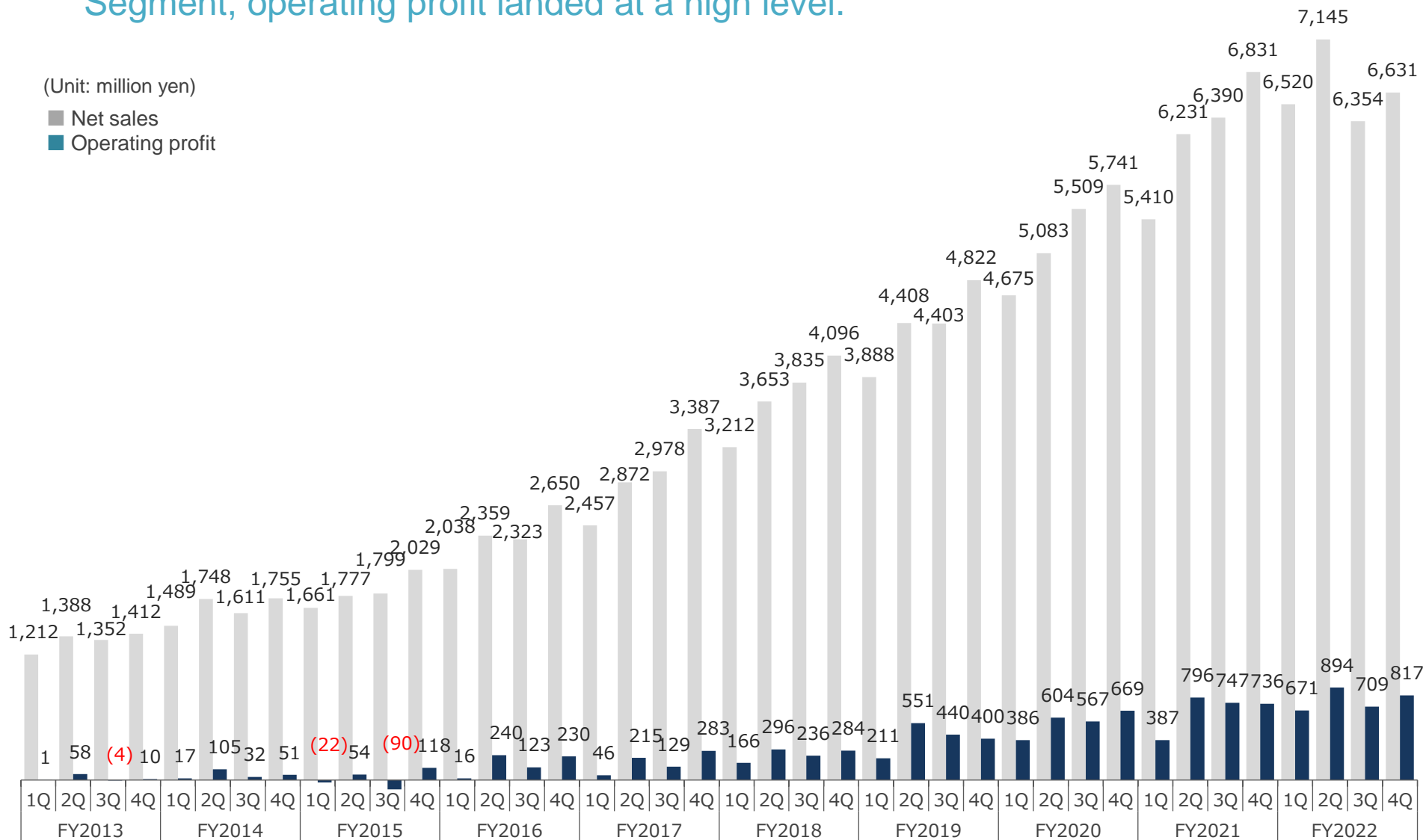
(Unit: million yen)		FY2022 result	FY2021 result	YoY change	YoY change (%)
Net sales	Business Solutions Segment	10,202	7,696	+2,505	+32.6%
	Human Resource Solutions Segment	16,577	17,234	656	+3.8%
	Adjustments	(128)	(67)	-	-
	Total	26,650	24,862	+1,788	+7.2%
Operating profit	Business Solutions Segment	2,921	2,121	+799	+37.7%
	Human Resource Solutions Segment	1,669	1,910	△241	△12.7%
	Adjustments	(1,498)	(1,363)	-	-
	Total	3,091	2,668	+423	+15.9%
Operating profit margin	Business Solutions Segment	28.6%	27.6%	-	+1.0 pt
	Human Resource Solutions Segment	10.1%	11.1%	-	-1.0 pt
	Total	11.6%	10.7%	-	+0.9 pt

Business Solutions Segment: Special Needs Employment Services, 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.)
 Adjustments (net sales): Mainly administrative section costs, Groupwide system costs, etc.

■ In 4Q, despite persistent challenging conditions in the Human Resource Solutions Segment, operating profit landed at a high level.

(Unit: million yen)

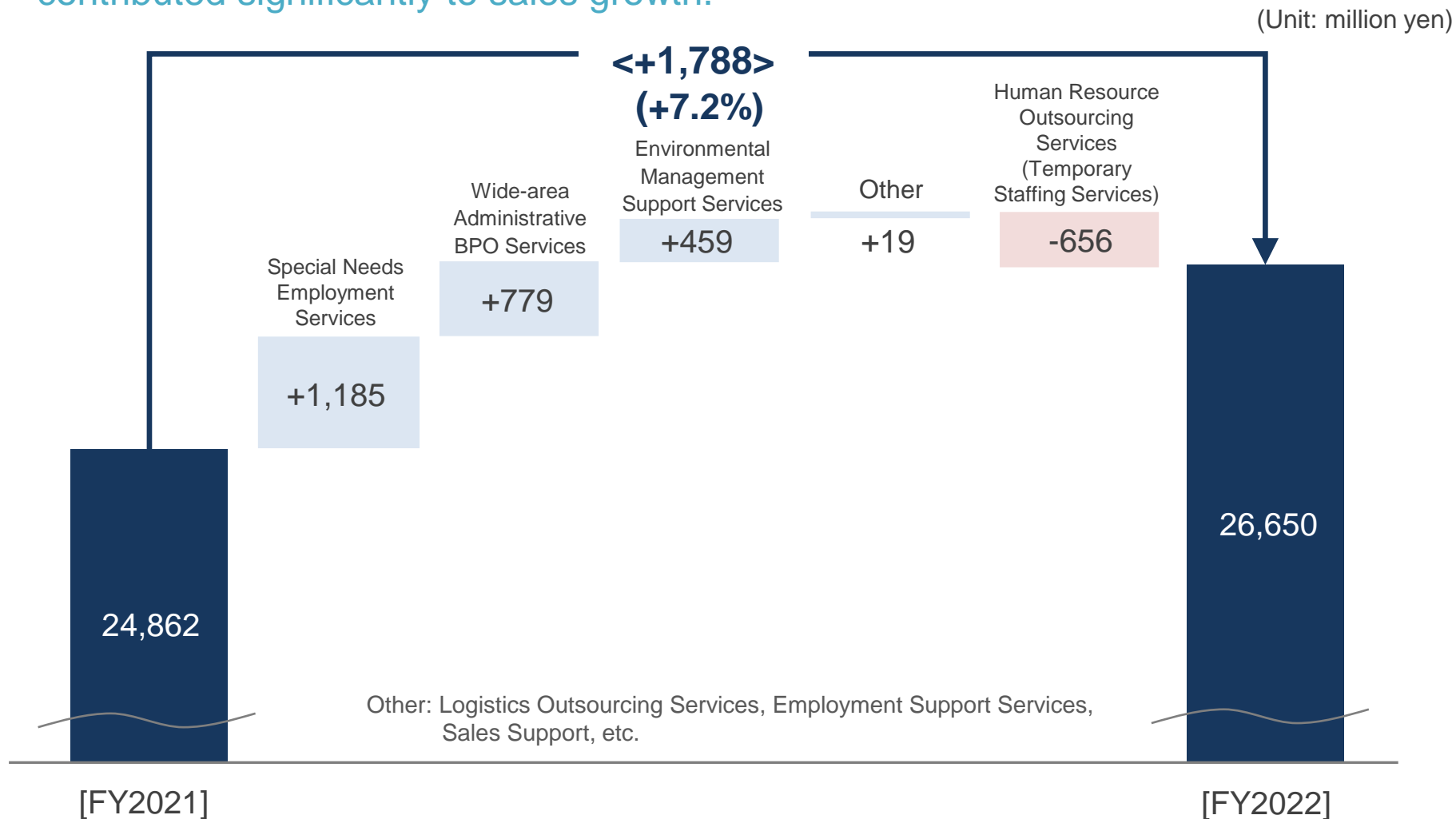
■ Net sales
■ Operating profit



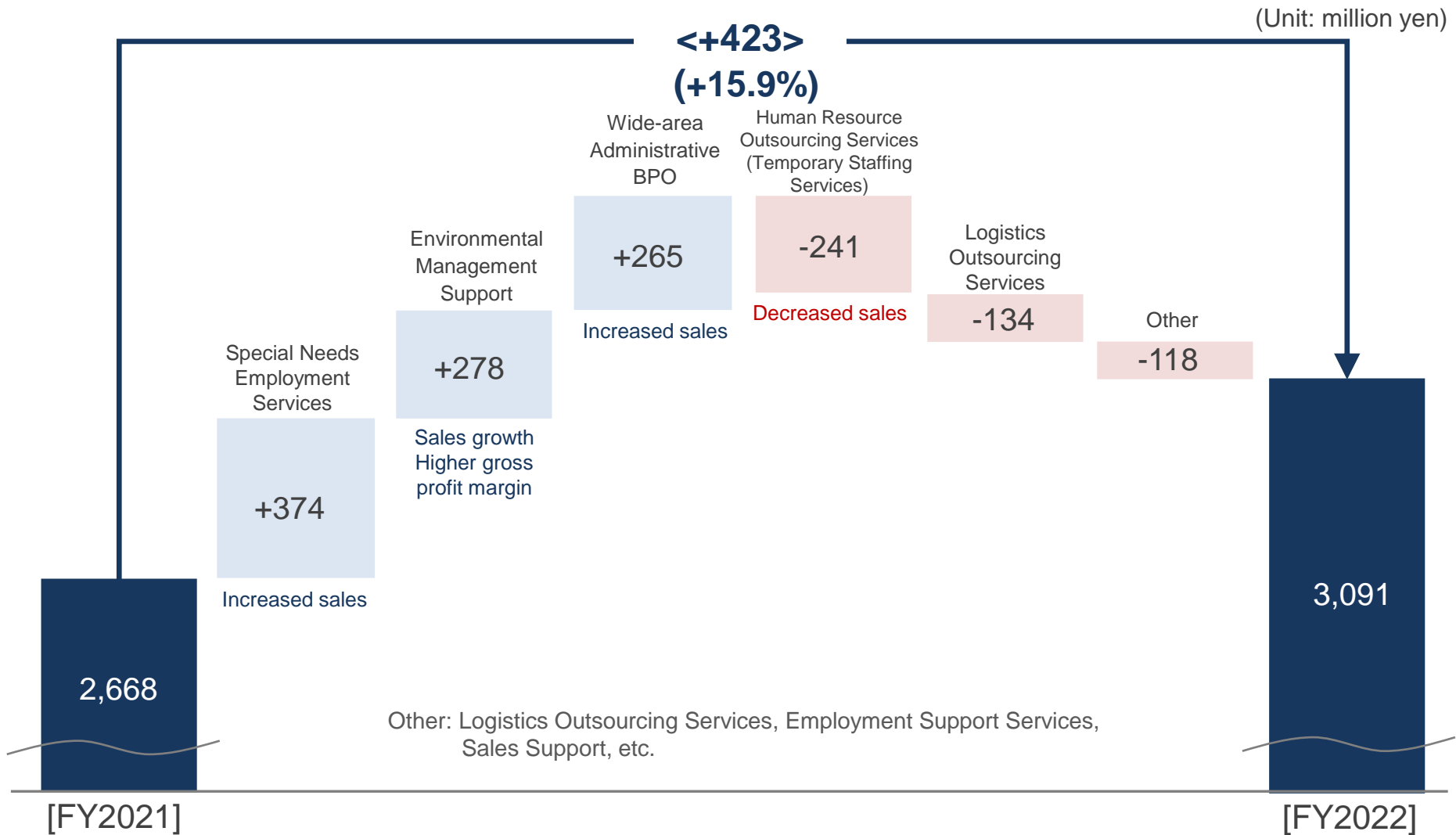
(Unit: million yen)

(Unit: million yen)	FY2022 result	FY2021 result	YoY change	Main causes of changes
Cash flow from operating activities	2,862	2,195	666	Increase in net profit
Cash flow from investment activities	△ 2,850	△ 2,514	△ 336	Purchase of property, plant, and equipment for opening farm facilities
Cash flow from financial activities	△ 737	1,742	△ 2,480	Repayment of long-term borrowings
Balance of cash and cash equivalents	3,212	3,938	△ 725	

- In addition to Special Needs Employment Services, new businesses (Wide-area Administrative BPO Services, Environmental Management Support Services) contributed significantly to sales growth.



- Special Needs Employment Services and two new businesses also contributed significantly to growth in operating profit.



2. FY2022 Overview by Business Segment



Net sales: 16,577 million yen (YoY change: -3.8%)

Sales in the call center business fell significantly in 2H due to fewer spot transactions. Recent results suggest this slowdown is bottoming out.

[Call centers] Net sales: 14,457 million yen (YoY change: -0.3%)

[Sales support] Net sales: 1,240 million yen (YoY change: -25.7%)

- The slump in the call center business leveled off in 4Q. Demand for temporary placement is gradually recovering in line with the growing jobs-to-applicants ratio.
- Cost-cutting efforts, including branch consolidations (from 19 to 15 branches), were implemented in response to lower net sales.

(Unit: million yen)

- Call center
- Sales support
- Other



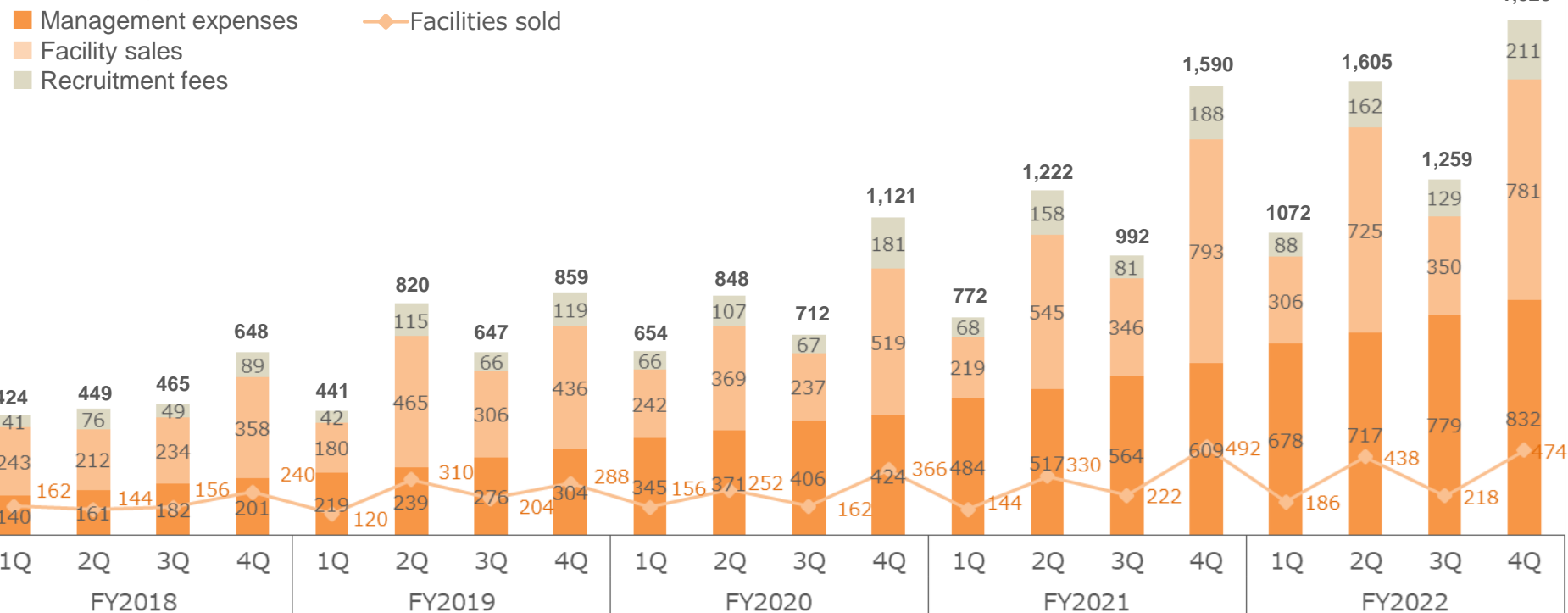
Net sales: 5,762 million yen (YoY change: +25.9%)

Strong business performance continued due to rising interest in ESG management. Sales finished higher than planned.

[Equipment sales] 1,316 sections (Initial target: 1,250 sections)
 [Customers] 512 companies (4Q new customers: 35 companies / cancellation: 5 companies)
 [Sections managed] 6,211 sections [Employees] 3,105 persons [Retention rate] 92%

- Sales grew substantially in 4Q. The backlog of orders grew substantially as well, securing more than 500 sections.
- Seven farm facilities opened (3 indoor, 4 outdoor), bringing the cumulative total up to 37 facilities.

(Unit: million yen)



Net sales: 1,338 million yen (YoY change: +6.1%)

We implemented a restructuring of our business foundations to enable new growth, with an emphasis on improved earnings.

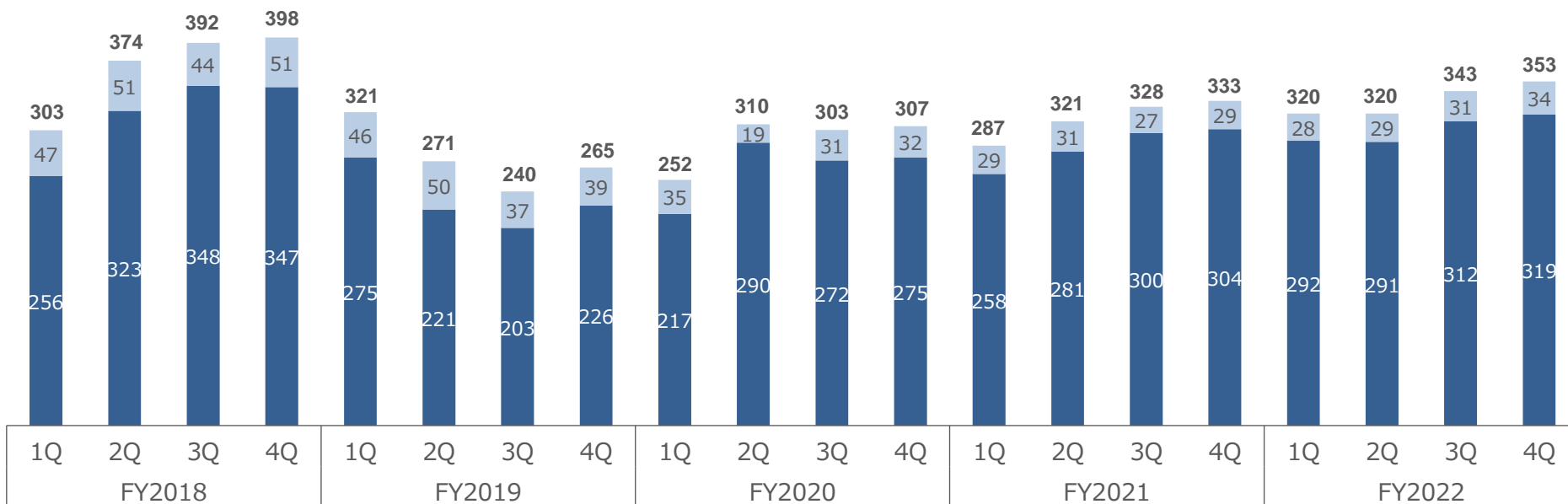
[Shipment of mail order products] 1,214 million yen (YoY change: +6.0%)

[Distribution center operations] 123 million yen (YoY change: +6.0%)

- Earnings are improving due to the elimination of low-profit transactions.
- We secured new transactions at a steady rate and achieved net sales growth amid a transformation of the customer base.

(Unit: million yen)

- Shipment of mail-order products
- Distribution center operations



Net sales: 586 million yen (YoY change: -5.0%)

Despite residual impacts of COVID-19, there were signs of a gradual recovery.

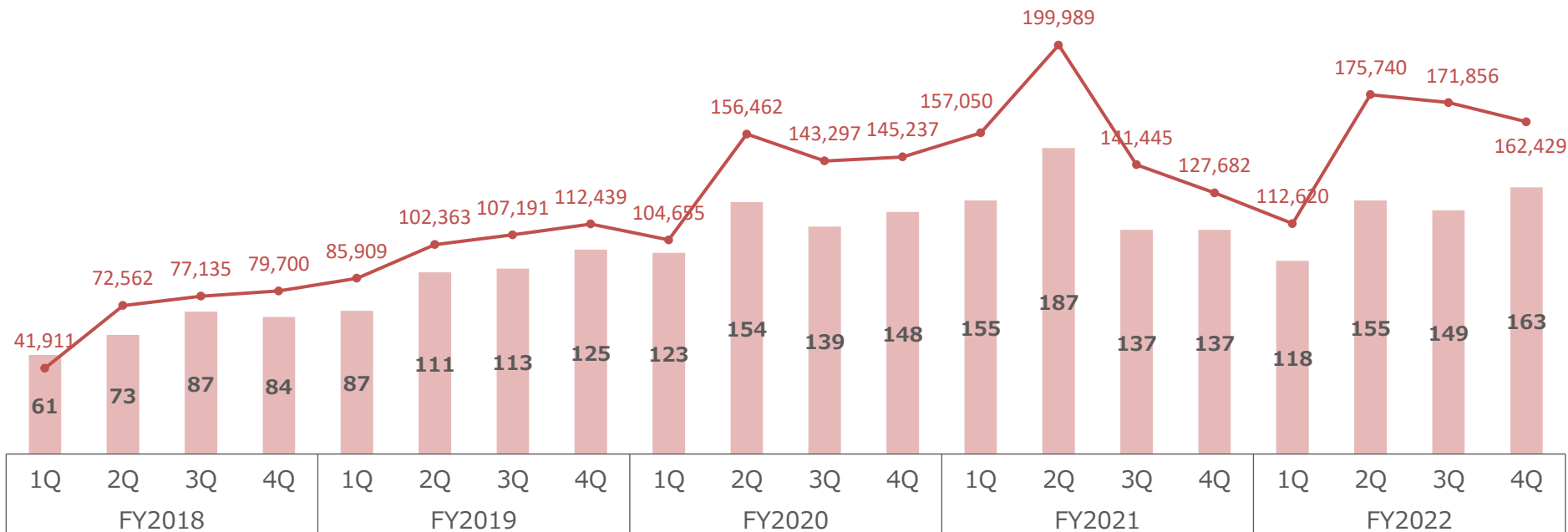
[Number of applications received] 622,645/year (-0.6% YoY)

- As COVID-19 restrictions eased, numbers of job openings recovered to pre-COVID levels.
- However, recovery in numbers of job seekers is slow, especially in food service. This contributed to stagnation in numbers of applications received.

(Unit: million yen)

Net sales

Applications received



Net sales: 909 million yen (YoY change: +599.5%)

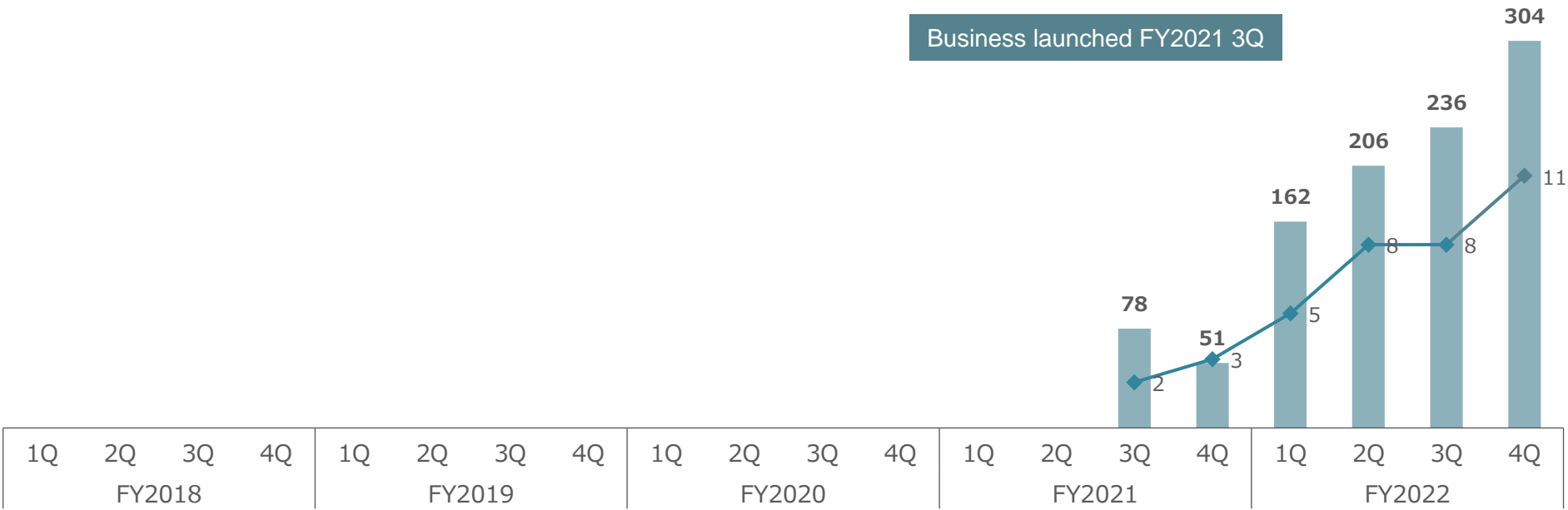
With growth accelerating, net sales grew by roughly 70% YoY, significantly higher than planned.

[BPO Centers] 11 centers (five centers with smart counters)

- Eight centers opened in FY2022, increasing the total number to 11 centers just one and one-half years since the business launch.
- Online contact points also grew rapidly, with 30 local governments adopting 95 units in half a year.

■ Net sales (million yen)
◆ Centers

Business launched FY2021 3Q

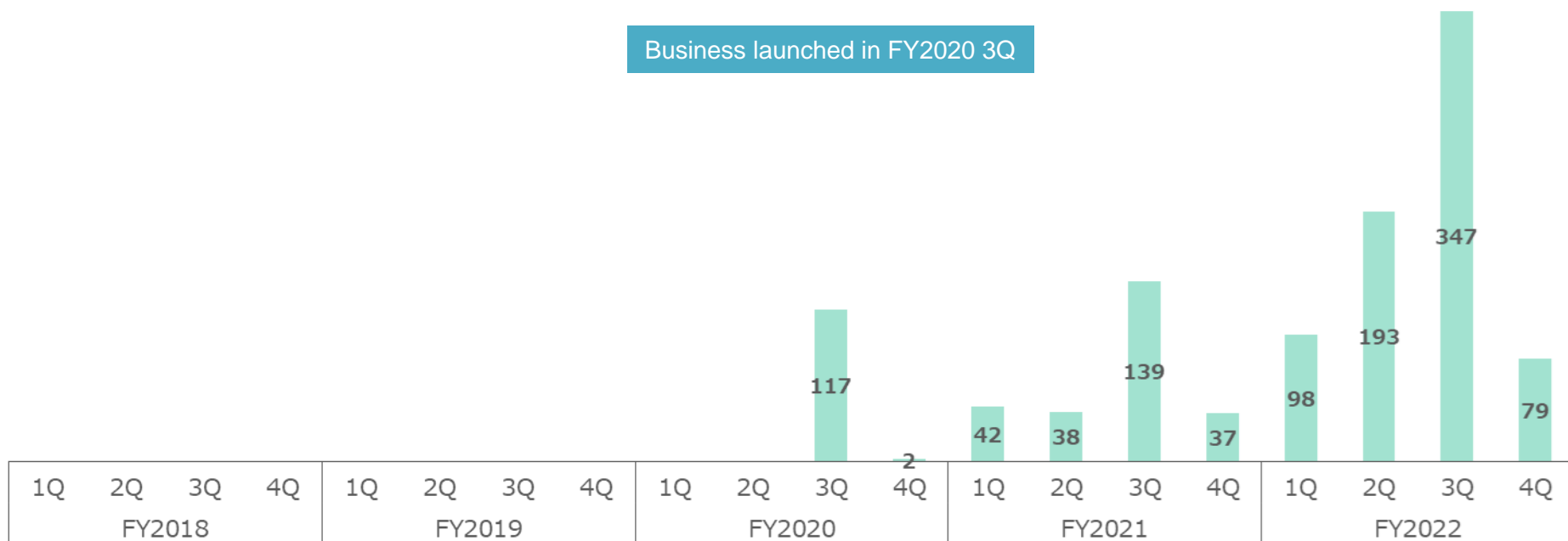


Net sales: 718 million yen (YoY change: +177.8%)

The growing importance of the disclosure of environmental performance is driving rapid expansion of the consulting business.

- CDP studies have expanded to all companies listed on the Prime Market. Orders received doubled from the previous fiscal year. The percentage of continual orders is around 70%.
- 3Q growth resulted from seasonal factors (due to a concentration of deliveries in the CDP consulting business)
- We received orders from more than 50 companies since the start of the fiscal year in TCFD disclosure support business.

■ Net sales (million yen)

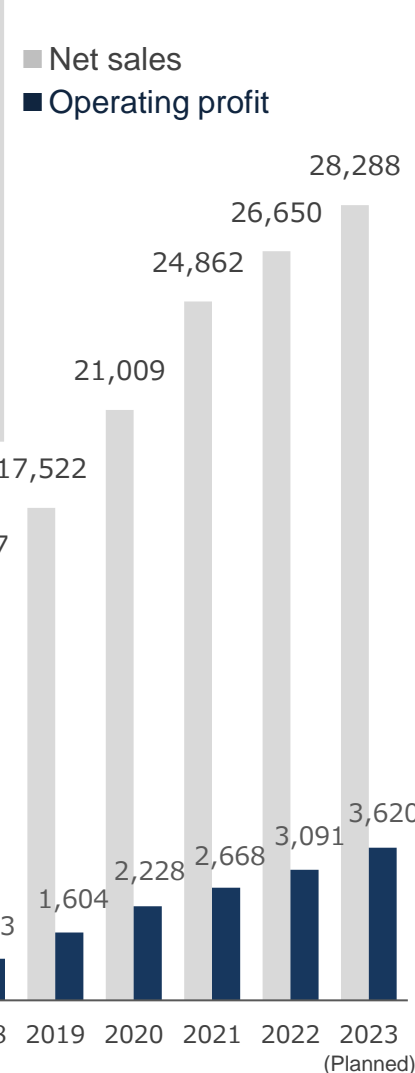




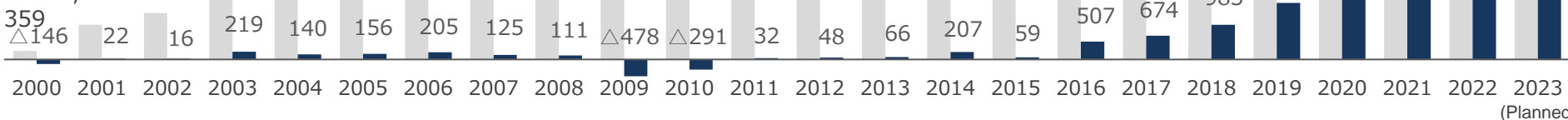
3. FY2023 Business Policies

■ We are targeting new record highs in net sales (for the 11th consecutive year) and operating income (for the eighth consecutive year).

		(YoY change)
Net sales	28,288 million yen	(+6.1%)
Operating profit	3,620 million yen	(+17.1%)
Ordinary profit	3,596 million yen	(+15.3%)
Net income attributable to owners of the parent	2,427 million yen	(+34.2%)



(Unit: million yen)



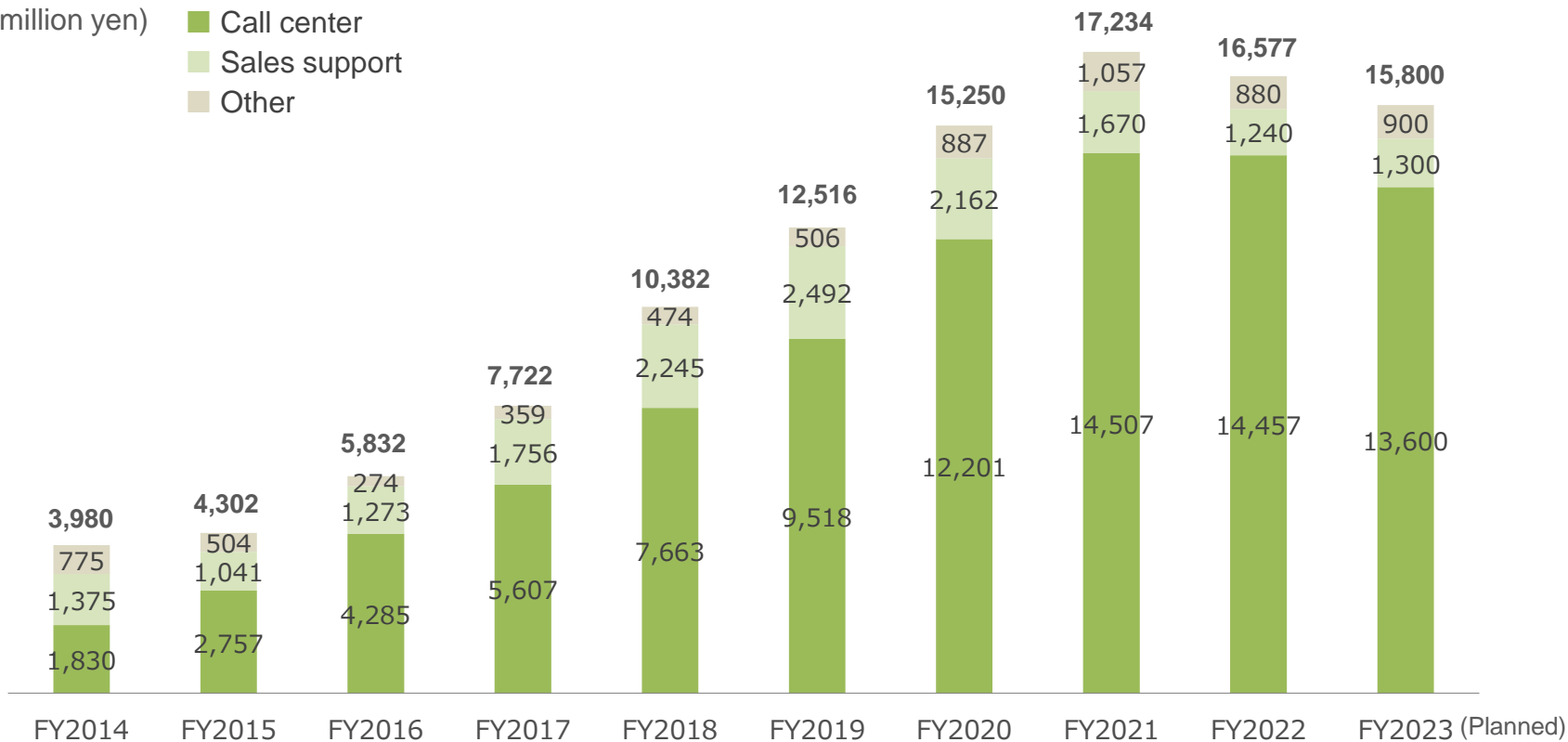
Net sales: 15,800 million yen (YoY change: -4.7%)

Our plans remain conservative despite signs of recovery. We project a full-fledged recovery beginning in the second half.

- [Call centers] We plan to resume opening new locations in regions exhibiting strong demand for human resources. The Kumamoto Branch will open in February.
- [Sales support] We are focusing on growth in the travel industry (hotels, airports), where we see clear labor shortages.
- [Universal] We will adopt a new structure to accelerate recovery, including our first change in Presidents.

(Unit: million yen)

- Call center
- Sales support
- Other



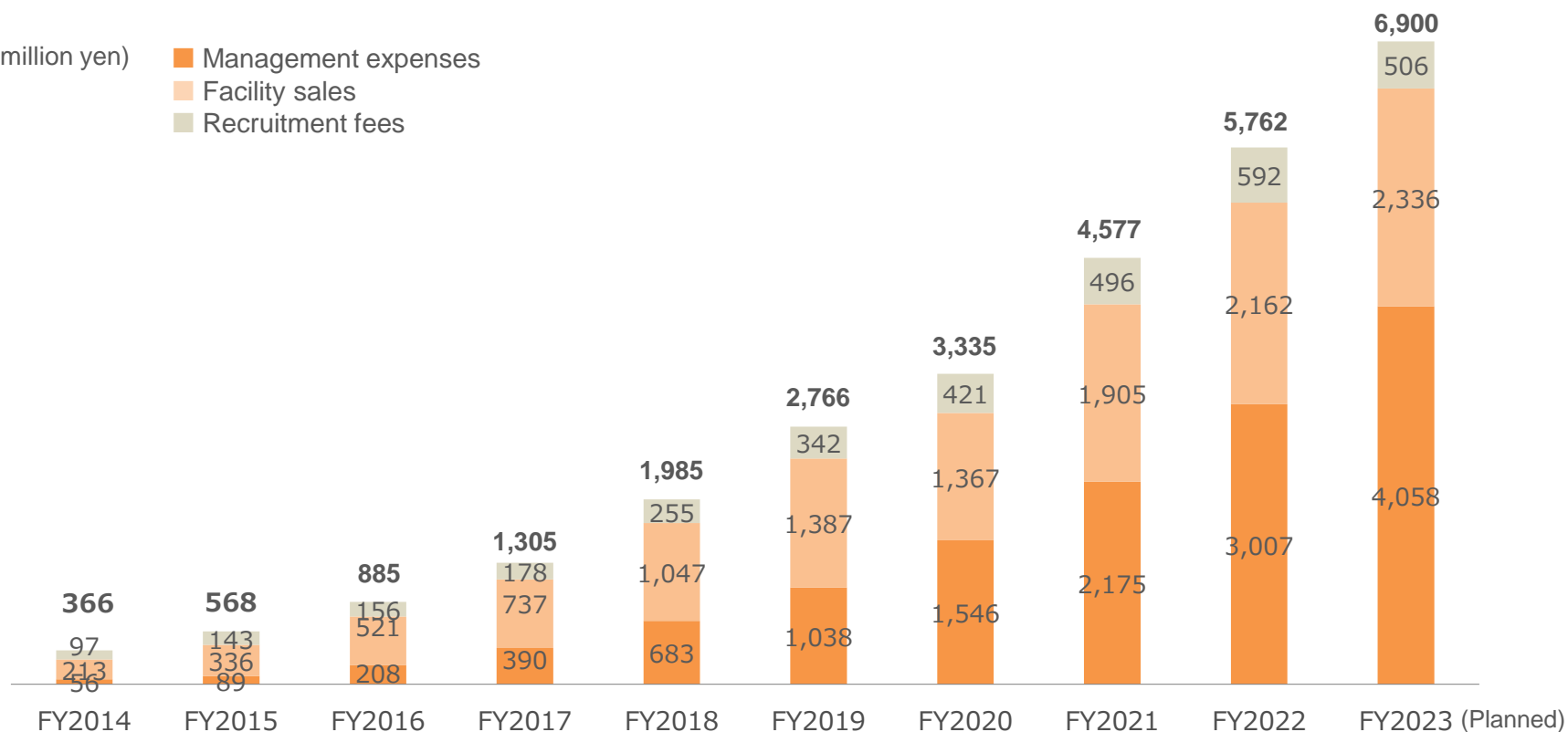
Net sales: 6,900 million yen (YoY change: +19.7%)

Corporate special needs employment initiatives are backed by the growing importance of ESG management and human capital management.

- 1,440 sections targeted for equipment sales [1H] 610–710 sections [2H] 730–830 sections [1Q] 100–150 sections [2Q] 510–560 sections [3Q] 240–290 sections [4Q] 490–540 sections
- We plan to open nine new farms (five outdoor, four indoor), with sites already selected for seven of these farms. [1Q] 1 [2Q] 3 [3Q] 3 [4Q] 2

(Unit: million yen)

- Management expenses
- Facility sales
- Recruitment fees



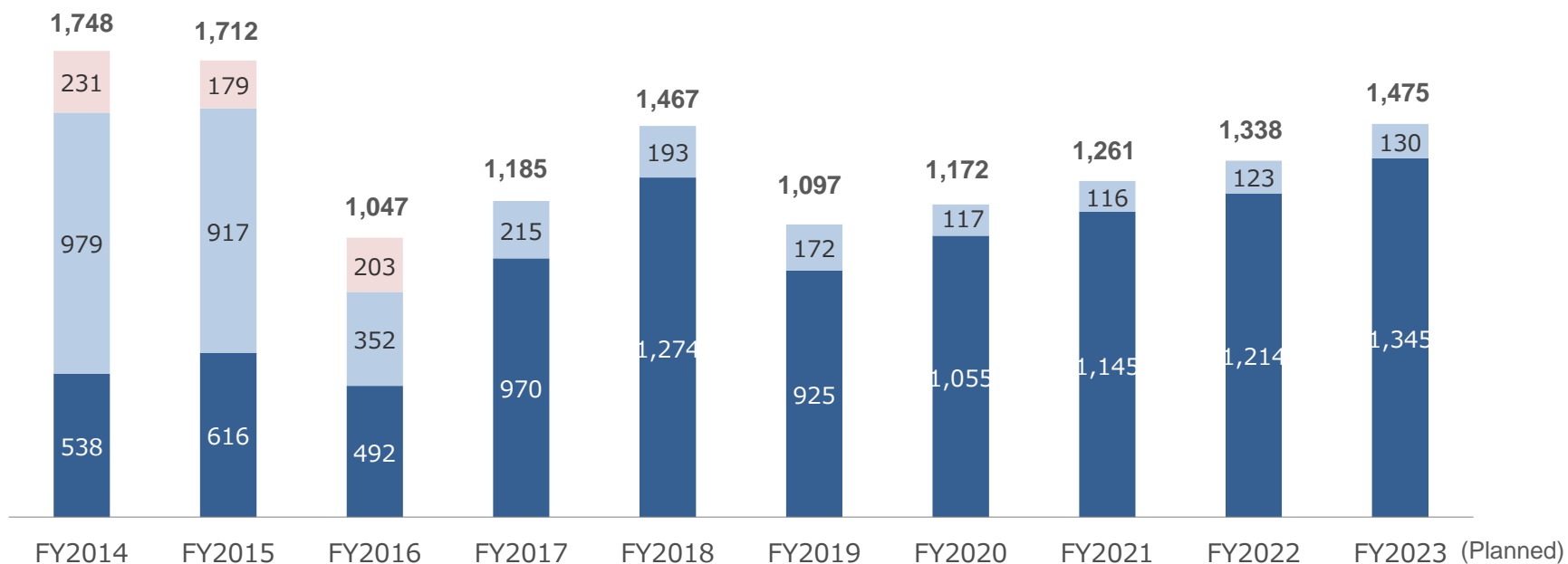
Net sales: 1,475 million yen (YoY change: +10.2%)

We will open new centers to expand business, as we shift from a defensive to an offensive strategy.

- A new center will open in Nagareyama, Chiba Prefecture, in August 2023.
- We will enhance sales to quickly make new centers profitable.
- We will promote eco-friendly logistics center operations centered on Eco Action 21.

(Unit: million yen)

- Shipment of mail-order products
- Distribution center operations
- Other

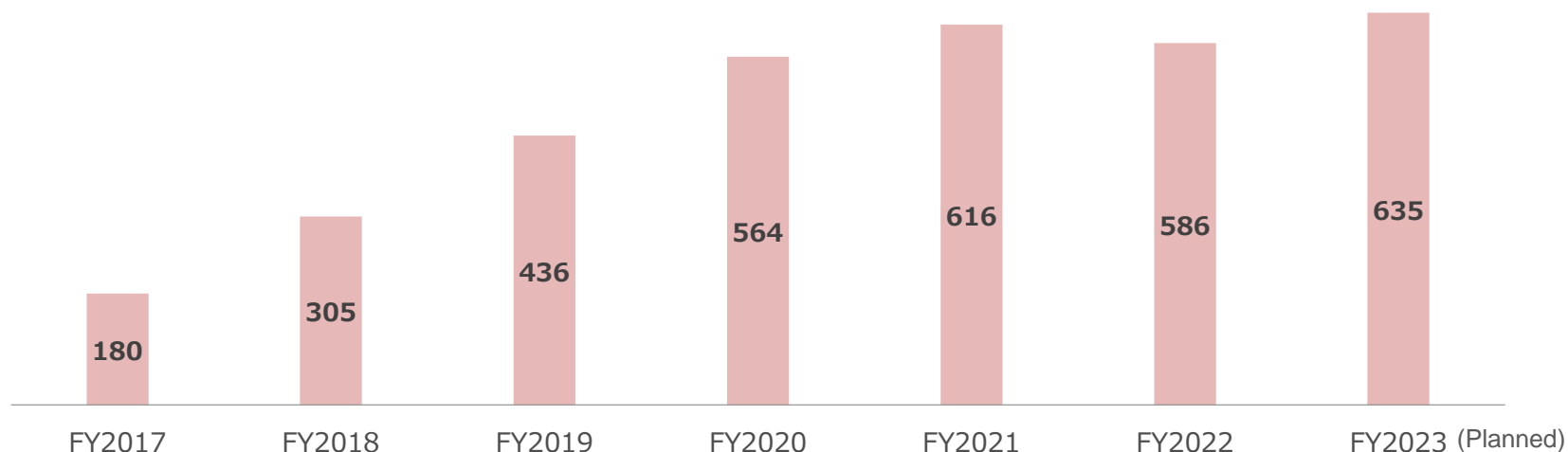


Net sales: 635 million yen (YoY change: +8.4%)

We project sales recovery as economic activities normalize. A recovery in job seekers will be key.

- We have set conservative sales plans because conditions for a recovery in job seekers remain uncertain, despite a recovering trend in job openings.
- We project a large-scale recovery in operating profits based on improvements in center productivity.
- We have begun offering automatic application receipt services based on AI voice response as we strive to meet customer needs using both analog and digital solutions.

(Unit: million yen)



Net sales: 1,900 million yen (YoY change: +108.9%)

We will seek to double sales by proactively opening BPO centers

- We plan to open 13-15 BPO centers (10 in the first half and 3-5 in the second).
- We are concentrating on site selection for the second half. Site selection is complete for the 10 centers planned to open in the first half.
- We are aiming for 300 online counters adopted by 100 local governments.

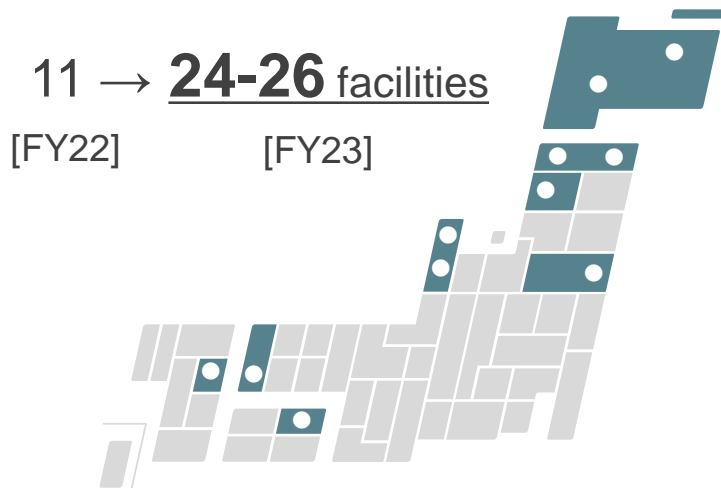
Shared BPO Center

These centers provide shared BPO services to consolidate administrative services of multiple local governments.

Local government smart counters

These provide administrative services on behalf of local governments. Administrative services for multiple nearby local governments can be provided together at a single contact point.

Local government online contact points



5 → **17-19** locations
[FY22] [FY23]

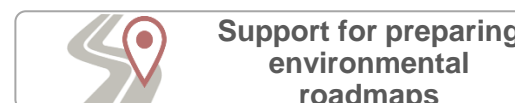
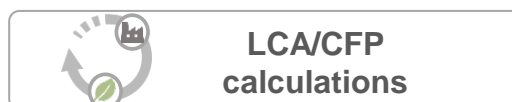
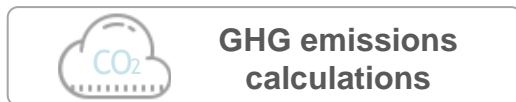
95 → **300** counters
[FY22] [FY23]

Net sales: 900 million yen (YoY change: +25.2%)

The trend toward enhanced environmental disclosure, centered on listed firms, is a major growth driver.

- The consulting business will also drive growth in this period. The growing environmental field provides an excellent opportunity for business growth.
- Mandatory TCFD disclosure is projected to expand to all listed firms.
- We will continue to develop sharing programs to support corporate CO₂ reductions.

[List of consulting services]



Main (climate change) + new (water security, biodiversity, plastics, etc.)

4. FY2023 Performance Forecasts Details



FY2023 Performance Forecasts (Details)

- Growth in net sales is projected to be limited due to the effects of a decline in the Human Resource Solutions Segment.
Operating profit, on the other hand, is projected to continue to increase thanks to growth in the Business Solutions Segment.

(Unit: million yen)	FY2023 planned	FY2022 result	YoY change	YoY change (%)
Net sales	28,288	26,650	+1,637	+6.1%
Gross profit	9,651	8,741	+910	+10.4%
Gross profit margin (%)	34.1%	32.8%		+1.3 pt
Selling and administrative expenses	6,031	5,649	+382	+6.8%
Selling and administrative expenses/ net sales (%)	21.3%	21.2%		+0.1 pt
Operating profit	3,620	3,091	+528	+17.1%
Operating profit margin (%)	12.8%	11.6%		+1.2 pt
Ordinary profit	3,596	3,118	+477	+15.3%
Quarterly net income attributable to owners of the parent	2,427	1,809	+618	+34.2%


■ Driven by the Business Solutions Segment

(Unit: million yen)		FY2023 planned	FY2023 planned	YoY change	YoY change
Net sales	Business Solutions Segment	12,908	10,202	+2,705	+26.5%
	Human Resource Solutions Segment	15,800	16,577	△ 777	△4.7%
	Adjustments	(420)	(128)	-	-
	Total	28,288	26,650	+1,637	+6.1%
Operating profit	Business Solutions Segment	3,635	2,921	+713	+24.4%
	Human Resource Solutions Segment	1,620	1,669	△ 48	△2.9%
	Adjustments	(1,635)	(1,498)	-	-
	Total	3,620	3,091	+528	+17.1%
Operating profit margin	Business Solutions Segment	28.2%	28.6%	-	-0.4 pt
	Human Resource Solutions Segment	10.3%	10.1%	-	+0.2 pt
	Total	12.8%	11.6%	-	+1.2 pt

Business Solutions Segment: Special Needs Employment Services, 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.)
 Adjustments (net sales): Mainly administrative section costs, Groupwide system costs, etc.

- Both sales and profit are projected to decrease in the first half due to factors including the decline in the Human Resource Solutions Segment and the effects of future-oriented investment in Wide-area Administrative BPO Services. We project large-scale growth in both sales and profit in the second half.

(Unit: million yen)	FY2023 planned		FY2022 result	
	1H	2H	1H	2H
Net sales	13,227	15,060	13,665	12,985
Gross profit	4,387	5,264	4,400	4,341
Gross profit margin (%)	33.2%	35.0%	32.1%	33.4%
Selling and administrative expenses	2,980	3,051	2,835	2,814
Selling and administrative expenses/ net sales (%)	22.5%	20.3%	20.7%	21.6%
Operating profit	1,407	2,212	1,565	1,526
Operating profit margin (%)	10.6%	14.7%	11.4%	11.7%
Ordinary profit	1,395	2,200	1,568	1,550
Net income attributable to owners of the parent	963	1,465	1,041	767



5. Progress of the Medium-term Management Plan

S-POOL

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

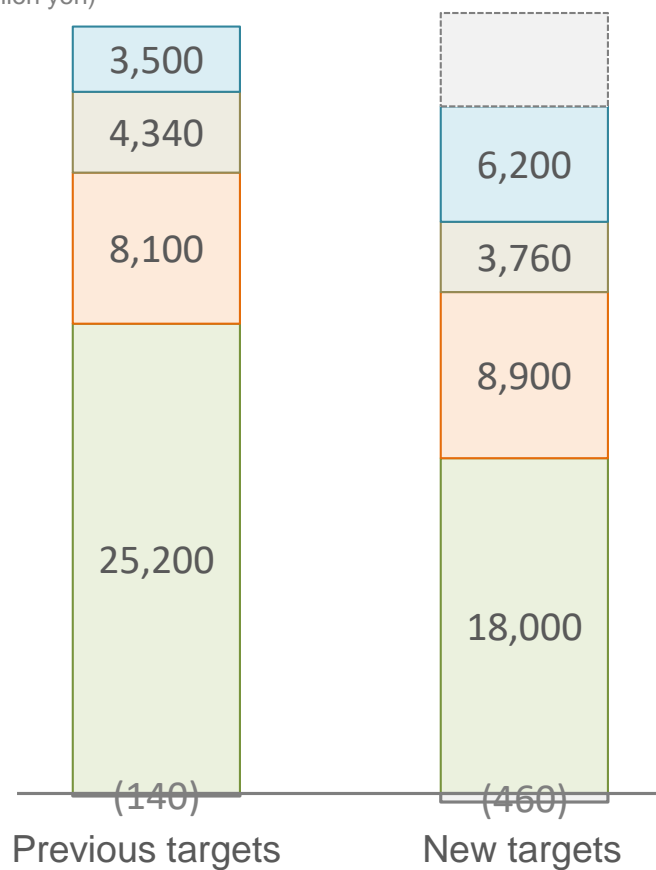
Financial strategies

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

■ A reduction in planned figures for Human Resource Outsourcing Services has led to a discrepancy from initial sales targets.

Net sales in FY2025: **41** billion yen

(Unit: million yen)



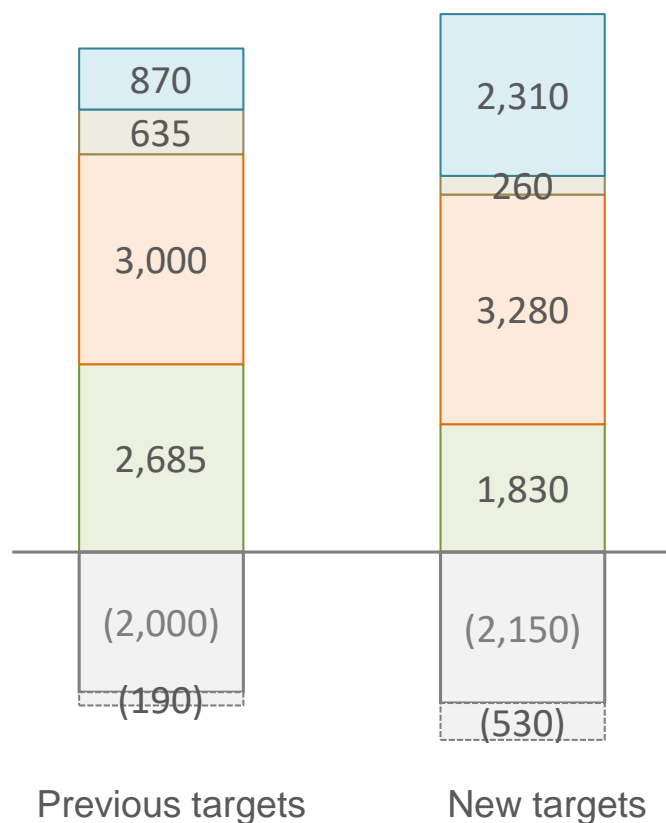
	[FY2025 net sales]	[vs. previous Plan]
Human Resource Outsourcing Services	18,000 million yen	(-7,200)
Special Needs Employment Services	8,900 million yen	(+800)
Other existing services Logistics Outsourcing Services, Employment Support Services, etc.	3,760 million yen	(-580)
New businesses Wide-area Administrative BPO Services, Environmental Management Support Services	6,200 million yen	(+2,700)
Internal transactions	-460 million yen	(-320)

■ Groupwide profitability has improved substantially thanks to growth in highly profitable existing businesses.

The decline in Human Resource Outsourcing Services has had no impact on efforts to achieve the planned targets.

Operating profit in FY2025: **5** billion yen

(Unit: million yen)



	[FY2025 operating profit]	[vs. previous Plan]
Human Resource Outsourcing Services	1,830 million yen	(-855)
Special Needs Employment Services	3,280 million yen	(+280)
Other existing services Logistics Outsourcing Services, Employment Support Services, etc.	260 million yen	(-375)
New businesses Wide-area Administrative BPO Services, Environmental Management Support Services	2,310 million yen	(+1,440)
Head office/shared expenses	-2,150 million yen	(-150)
Investments/reserves	-530 million yen	(-340)

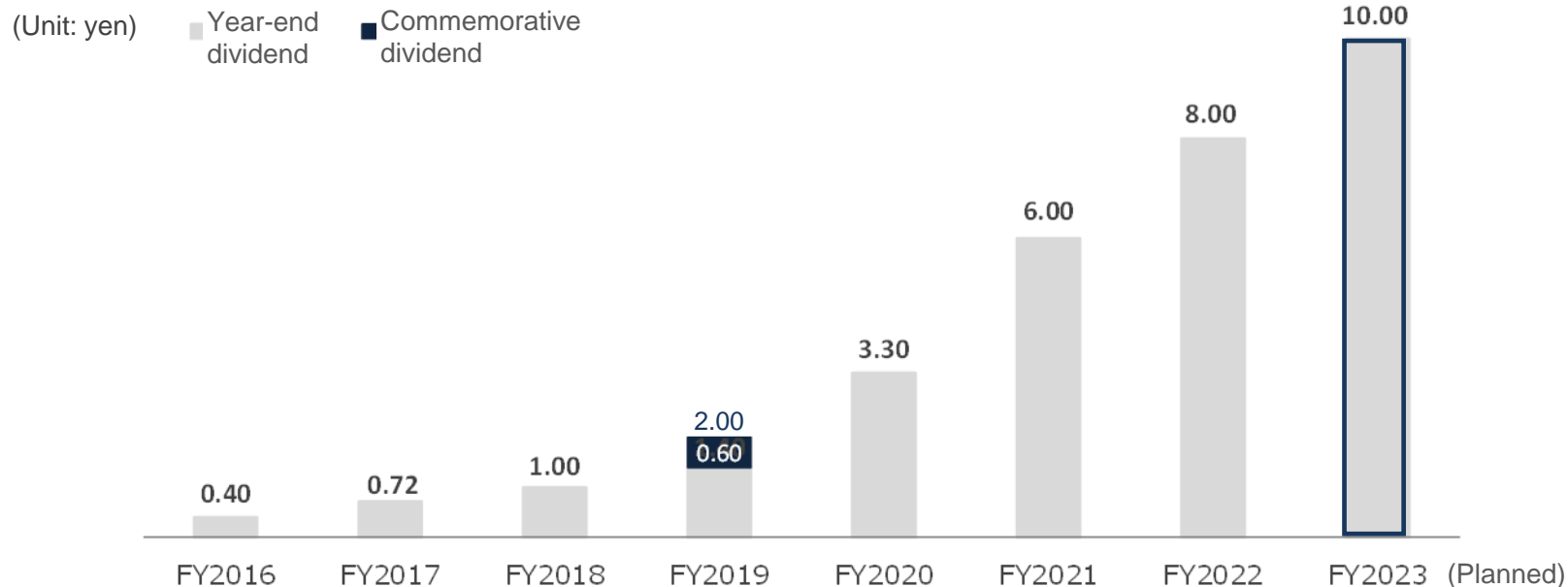
<p>Human Resource Outsourcing Services</p>	<p>[Net sales] 18,000 million yen [Operating profit] 1,830 million yen</p>	<p>Target decreased Plans revised to reflect recent declines in sales Conservative target set for sales recovery</p>
<p>Special Needs Employment Services</p>	<p>[Net sales] 8,900 million yen [Operating profit] 3,280 million yen</p>	<p>Target increased Managed sections: 10,610; farms: 66 Employees: 5305</p>
<p>Wide-area Administrative BPO Services</p>	<p>[Net sales] 5,000 million yen [Operating profit] 1,750 million yen</p>	<p>Target increased BPO centers: 50</p>
<p>Environmental Management Support Services</p>	<p>[Net sales] 1,200 million yen [Operating profit] 560 million yen</p>	<p>Target increased Growth projected in consulting services</p>
<p>Other existing services</p>	<p>[Net sales] 3,760 million yen [Operating profit] 260 million yen</p>	<p>Target decreased Plans revised to reflect recent business conditions (Logistics Outsourcing Services, Employment Support Services, etc.)</p>

6. Dividend Policy/Dividend Plan



FY2023 dividend of 10 yen planned (Consolidated payout ratio of 32.5%)

Dividend plan



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.)

■ The selection of four of the five ESG investment indices used by the GPIF is planned.

FTSE Russell [UK]



ESG Rating: 3.8

(roughly corresponding to the top 20%)

[Included in the following indices]

FTSE Blossom Japan Index (253 companies)

FTSE Blossom Japan Sector Relative Index (504 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 (250 companies)



MSCI Japan ESG Select Leaders Index

■ Number of shareholders: 9,230 (May 31, 2022: 6,288)

Ratio of institutional investors: 63.1% (May 31, 2022: 67.5%)

Rank	Name	Number of shares held	Percentage of shares held
1	Custody Bank of Japan, Ltd. (Trust Account)	13,683,400	17.31%
2	The Master Trust Bank of Japan, Ltd. (Trust Account)	11,387,400	14.41%
3	Sohei Urakami	8,039,900	10.17%
4	Toru Akaura	2,740,100	3.46%
5	NORTHERN TRUST CO. (AVFC) RE IEDU UCITS CLIENTS NON TREATY ACCOUNT 15.315 PCT	2,387,100	3.02%
6	Hideaki Sato	1,970,900	2.49%
7	S-Pool Employee Stock Ownership Program	1,576,900	1.99%
8	SUMITOMO LIFE INSURANCE COMPANY	1,335,000	1.68%
9	STATE STREET BANK AND TRUST COMPANY 505019	1,071,869	1.35%
10	RBC ISB LUX NON RES/DOM RATE-UCITS CLIENTS ACCOUNT-MIG	980,200	1.24%



S-Pool, Inc.

【Contact】 Investor Relations at the President's Office

E-mail: 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		1,060 persons (consolidated, as of end of August 2022)
Number of facilities		72 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 (38%)

■ Special Needs Employment Services

[5.76 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 [1.34 billion yen]

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

■ Employment Support Services [590 million yen]

- OMUSUBI part-time worker employment support service

■ Sales Support Services [580 million yen]

- Sales promotion support (campaigns, promotions)

■ Wide-area Administrative BPO Services

[910 million yen]

- Shared BPO services for local governments, online counter business

■ Environmental Management Support Services

- CO₂ emissions calculation support, carbon credit brokering support [720 million yen]

■ New businesses

- TAKUWIL professional human resources sharing service
- Pivotta Sustena video service for learning about sustainability.
- AI Development / Big Data Analysis / Dispatch of Engineers

Human Resource Solution Segment (62%)

■ Human Resource Outsourcing Services

[16.58 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.

S-POOL [Group head office] Akihabara

S-POOL Human Solutions 15 branches

- 【Hokkaido】 Sapporo②
- 【Tohoku】 Sendai
- 【Kanto】 Shinjuku, Ikebukuro, Marunouchi, Yokohama②
- 【Chukyo】 Nagoya
- 【Kansai】 Osaka②
- 【Kyushu】 Hakata②
- 【Okinawa】 Okinawa②

Hokkaido
4

S-POOL Link 5 facilities

Kitami, Hirosaki, Komatsushima, Nichinan, Saito

S-POOL Plus+ 37 farms

- 【Tokyo】 Itabashi② Katsushika
- 【Kanagawa】 Yokohama
- 【Saitama】 Saitama, Kawagoe②, Koshigaya②, Urawa
- 【Chiba】 Chiba③, Ichikawa, Matsudo, Kashiwa③, Funabashi③, Yachiyo, Ichihara②, Mobara②
- 【Aichi】 Nagoya, Kasugai, Komaki②, Tokai, Nagakute Toyoake, Miyoshi,
- 【Osaka】 Osaka, Hirakata, Settsu

Hokuriku
2

Tohoku
5

Kanto
36

Kyushu/
Okinawa
7

Chugoku
1

Kansai
5

Chubu
9

Shikoku
3

S-POOL Global [BPO centers] 12 facilities

Kitami, Sapporo, Mutsu, Hirosaki, Daisen, Minamisoma, Kahoku, Komatsu, Mitoyo, Kochi, Iwakuni, Nakatsu

S-POOL Logistics [Distribution centers]

Shinagawa, Urayasu, Tsukuba

S-POOL Sales Support 2 branches

Akihabara, Osaka