

# Results Briefing Materials

## FY2023

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January 12, 2024

**S-Pool, Inc.**

Prime Section, Tokyo Stock Exchange (2471)



1. FY2023 Performance Results
2. FY2023 Overview by Business Segment
3. FY2024 Business Policies
4. FY2024 Performance Forecasts Details
5. New Growth Strategy
6. Dividend and Share Information

# 1. FY2023 Performance Results

FY2023  
overview of  
financial  
results

■ **A negative rebound from the preceding year in the Human Resource Solutions Segment led to significantly lower overall sales and profits.**

Net sales **25,784 million yen** (YoY change -3.3%)

Operating profit **2,616 million yen** (YoY change -15.4%)

Net income\* **2,026 million yen** (YoY change -12.0%)

\*Net income attributable to owners of the parent

FY2023  
overview by  
business  
segment

**[Business Solutions Segment]**

Net sales of **12,555 million yen** (YoY change +23.1%)

Sales increased in all major services, centered on Special Needs Employment Services.

**[Human Resource Solutions Segment]**

Net sales of **13,310 million yen** (YoY change -19.7%)

Call center placement sales fell substantially due to a negative rebound in COVID-related businesses.

■ **In FY2024 we will focus on building the foundations for new growth.**

FY2024  
performance  
forecasts

Net sales **27,060 million yen** (YoY change +4.9%)

Operating profit **2,750 million yen** (YoY change +5.1%)

Projected dividend **10 yen** (previous year: 10 yen)

The negative rebound in the Human Resource Solutions Segment (Temporary Staffing Services) had a major impact on performance overall.

Growth in the Business Solutions Segment proved insufficient to offset declining performance in the Human Resource Solutions Segment.

(Unit: million yen)	FY2023 results	FY2022 results	YoY	YoY (%)
<b>Net sales</b>	<b>25,784</b>	<b>26,650</b>	-866	-3.3%
<b>Gross profit</b>	<b>8,838</b>	<b>8,741</b>	+97	+1.1%
Gross profit margin (%)	34.3%	32.8%	-	+1.5pt
<b>Selling and administrative expenses</b>	<b>6,222</b>	<b>5,649</b>	+572	+10.1%
Selling and administrative expenses/net sales (%)	24.1%	21.2%	-	+2.9pt
<b>Operating profit</b>	<b>2,616</b>	<b>3,091</b>	-475	-15.4%
Operating profit margin (%)	10.1%	11.6%	-	-1.5pt
<b>Ordinary profit</b>	<b>2,684</b>	<b>3,118</b>	-434	-13.9%
<b>Net income attributable to owners of the parent</b>	<b>2,026</b>	<b>1,809</b>	+216	+12.0%

The main cause of deviation from plans was failure to achieve planned levels in Temporary Staffing Services and Wide-area Administrative BPO Services.

(Unit: million yen)	<b>FY2023 results</b>	FY2023 targets	Change vs. targets	Change vs. targets (%)
<b>Net sales</b>	<b>25,784</b>	<b>28,288</b>	-2,503	-8.9%
<b>Gross profit</b>	<b>8,838</b>	<b>9,651</b>	-813	-8.4%
Gross profit margin (%)	34.3%	34.1%	-	+0.2pt
<b>Selling and administrative expenses</b>	<b>6,222</b>	<b>6,031</b>	+190	+3.2%
Selling and administrative expenses/net sales (%)	24.1%	21.3%	-	+2.8pt
<b>Operating profit</b>	<b>2,616</b>	<b>3,620</b>	-1,003	-27.7%
Operating profit margin (%)	10.1%	12.8%	-	-2.7pt
<b>Ordinary profit</b>	<b>2,684</b>	<b>3,596</b>	-911	-25.4%
<b>Net income attributable to owners of the parent</b>	<b>2,026</b>	<b>2,427</b>	-401	-16.6%

The high-profit-margin Business Solutions Segment accounted for higher shares of both sales and profit.

(Unit: million yen)		FY2023 results	FY2022 results	YoY	YoY (%)
Net sales	Business Solutions Segment	<b>12,555</b>	10,202	+2,353	+23.1%
	Human Resource Solutions Segment	<b>13,310</b>	16,577	-3,267	-19.7%
	Adjustments	<b>(82)</b>	<b>(128)</b>	-	-
	Total	<b>25,784</b>	26,650	-866	-3.3%
Operating profit	Business Solutions Segment	<b>2,981</b>	2,921	+59	+2.0%
	Human Resource Solutions Segment	<b>1,257</b>	1,669	-411	-24.7%
	Adjustments	<b>(1,622)</b>	<b>(1,498)</b>	-	-
	Total	<b>2,616</b>	3,091	-475	-15.4%
Operating profit margin	Business Solutions Segment	<b>23.7%</b>	28.6%	-	-4.9pt
	Human Resource Solutions Segment	<b>9.4%</b>	10.1%	-	-0.7pt
	Total	<b>10.1%</b>	11.6%	-	-1.5pt

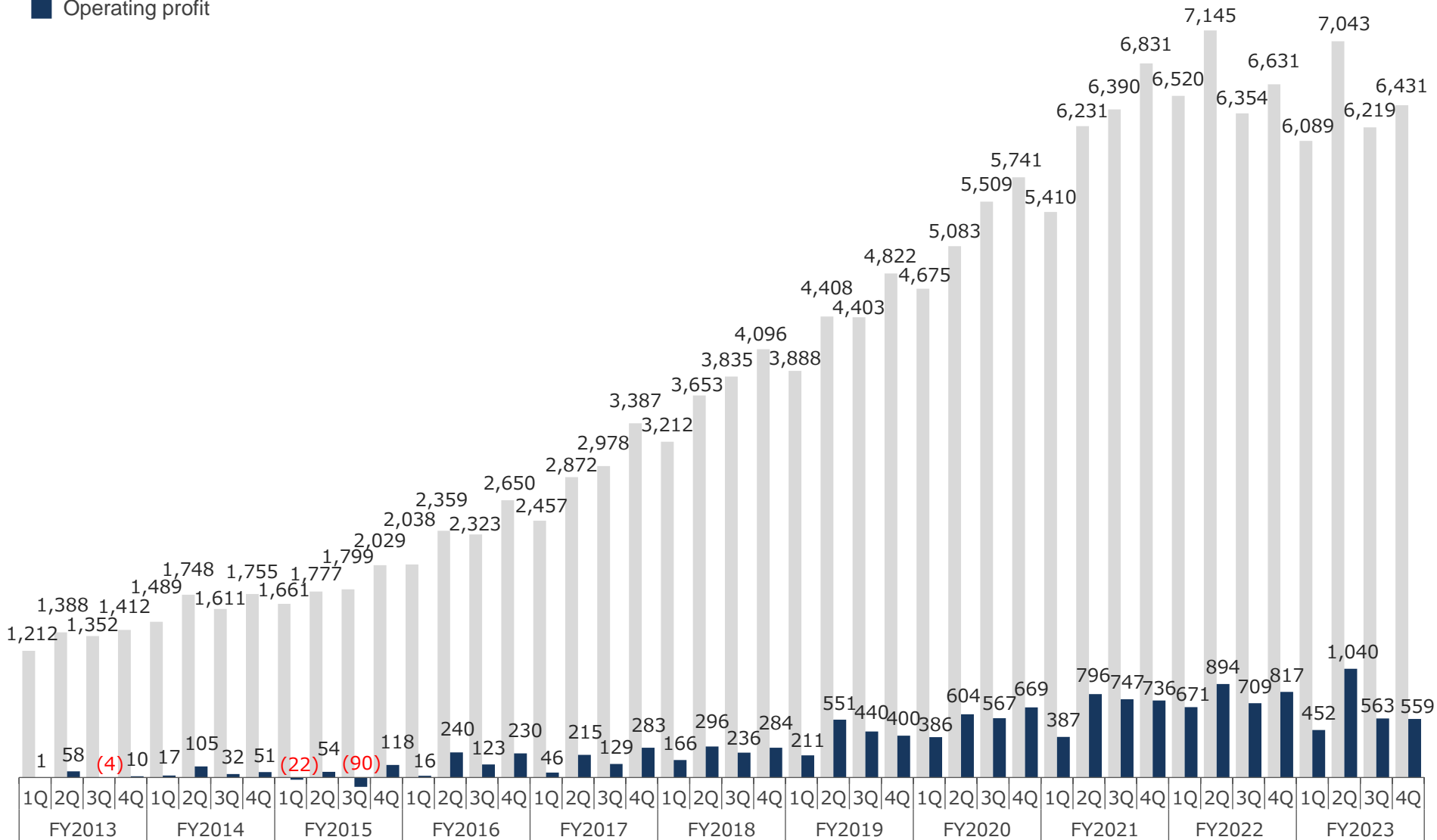
Business Solutions Segment:	Special Needs Employment Services, Logistics Outsourcing Services, Wide-area Administrative BPO Services, Environmental Management Support Services, Employment Support Services, etc.
Human Resource Solutions Segment:	Temporary Staffing Services (call centers, sales support, long-term care businesses, etc.)
Adjustments (Operating profit):	Mainly management expenses, group-wide system costs, etc.

# Trends in Quarterly Business Performance



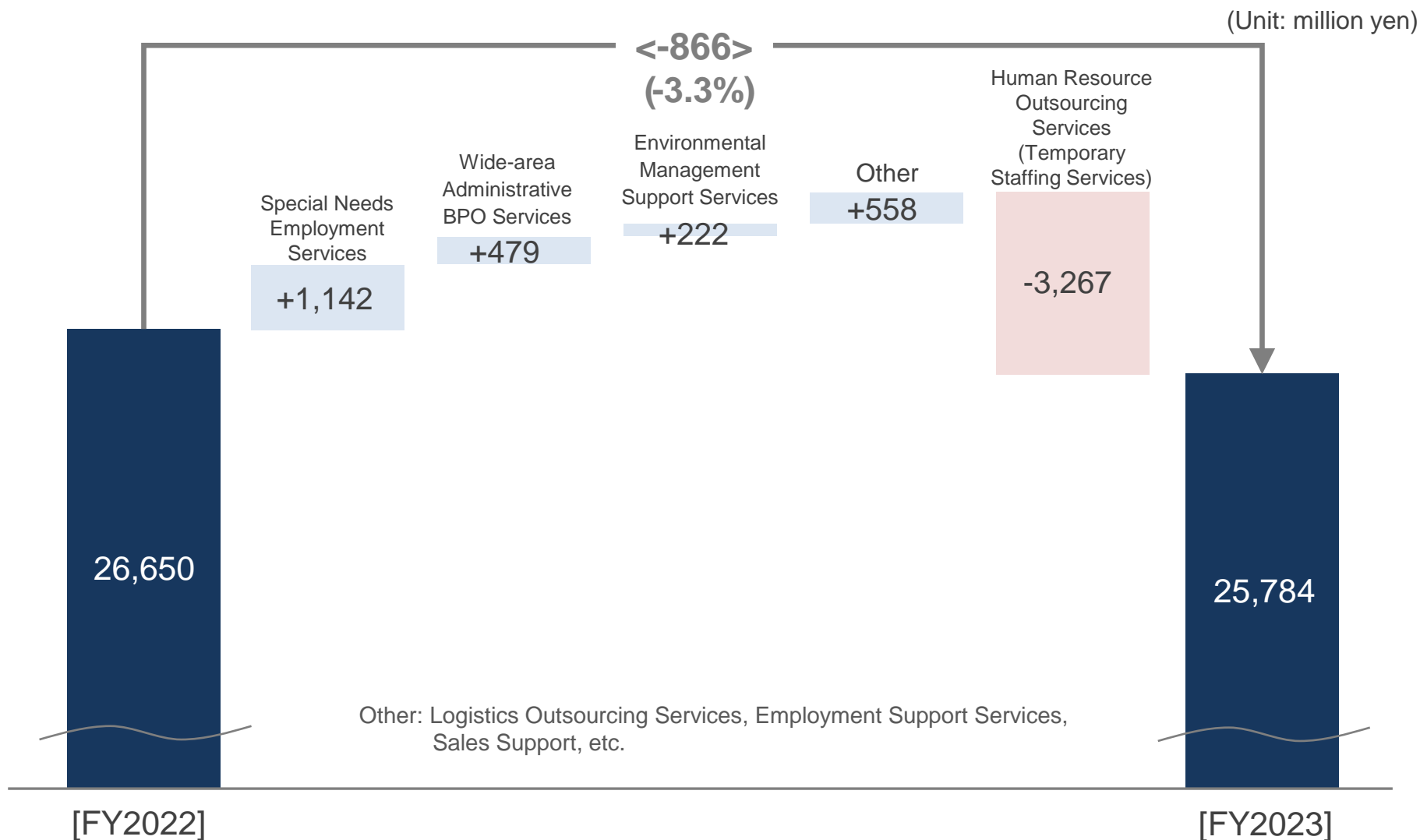
(Unit: million yen)

- Net sales
- Operating profit



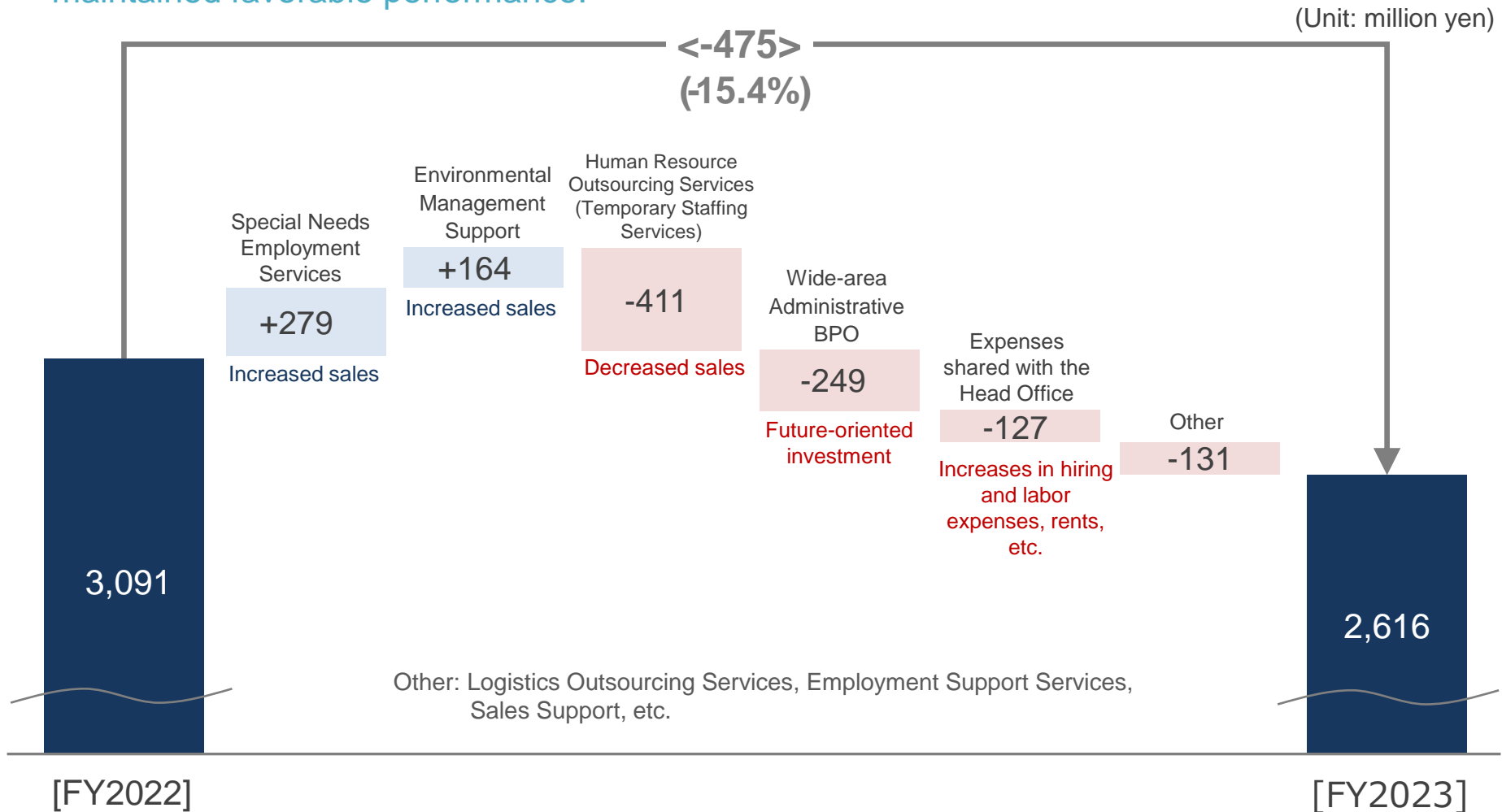


Steady growth in the Business Solutions Segment was not enough to cover the decrease in the Human Resource Solutions Segment.



Downturns in Human Resource Outsourcing Services and Wide-area Administrative BPO Services had a major impact on overall results.

Special Needs Employment Services and Environmental Management Support Services maintained favorable performance.



## 2. FY2023 Overview by Business Segment

**Net sales: 13,310 million yen** (YoY change: -19.7%)

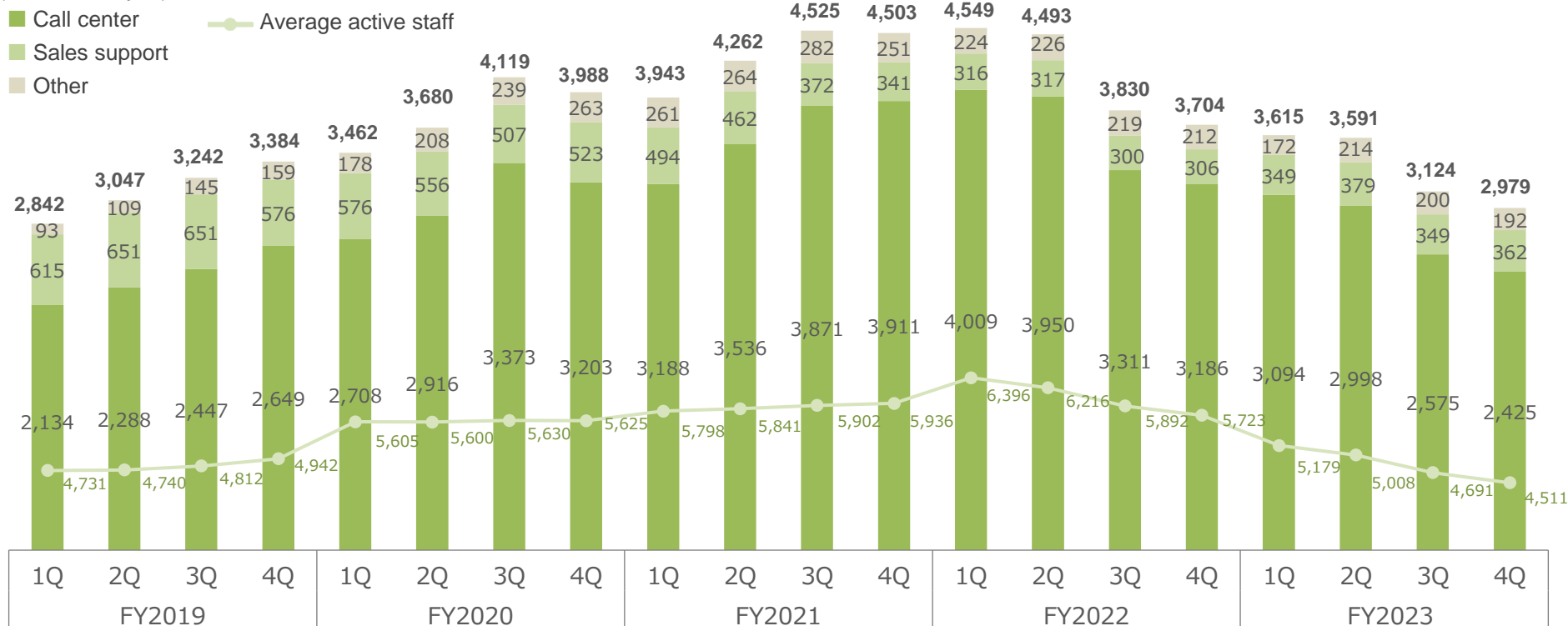
Sales were down sharply due to a COVID-related negative rebound in the call center business.

[Call centers] Net sales: 11,093 million yen (YoY change: -23.3%)

[Sales support] Net sales: 1,440 million yen (YoY change: +15.1%)

- The ending of COVID-related transactions appears largely to have run its course in 4Q.
- Performance in the sales support business is recovering thanks to a focus on transactions related to inbound tourism, an area in which the effects of labor shortages are marked..

(Unit: million yen)



**Net sales: 6,904 million yen** (YoY change: +19.8%)

Sales activities recovered sharply. We achieved record-high orders and sales at the second-highest level ever in 4Q.

[Equipment sales] 4Q: 552 sections (target: 485-535 sections)

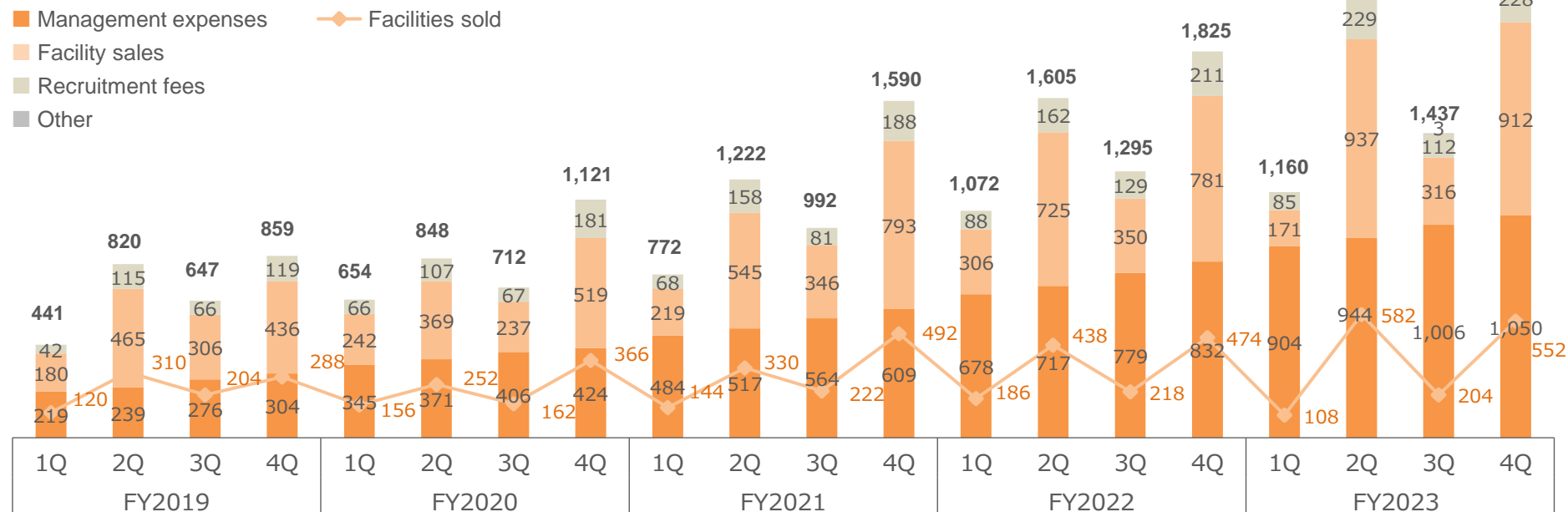
Full-year: 1,446 sections (target: 1,440 sections)

[Customers] 606 companies (new customers: 43 companies/cancellation: 3 companies)

[Sections managed] 7,549 sections [Workers] 3,774 persons (retention rate: 92%)

- Sales reached their second-highest level ever in 4Q, slightly exceeding the full-year target. Repeat sales to existing customers increased.
- New sales have returned to previous levels. Orders were received for 650 sections in 4Q, dramatically exceeding the previous high.

(Unit: million yen)



**Net sales: 1,470 million yen** (YoY change: +9.6%)

Despite challenges in launching the new distribution center, processes are underway toward completion next year.

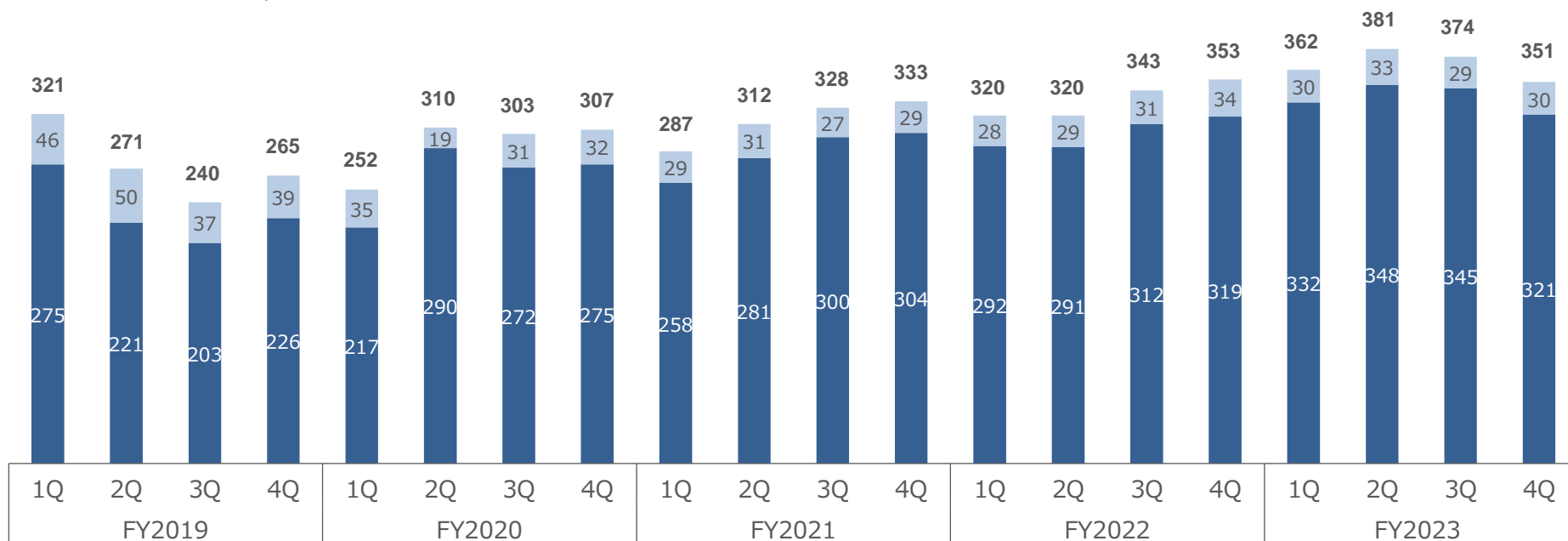
[Shipment of mail order products] 1,346 million yen (YoY change: +10.5%)

[Distribution center operations] 124 million yen (YoY change: +0.9%)

- The sales downturn in 4Q was due mainly to a negative rebound from peaking customer shipments.
- Full-year sales are proceeding largely according to plan. Operating profit is down as starting up the new distribution center was more costly than anticipated.

(Unit: million yen)

■ Shipment of mail-order products  
■ Distribution center operations



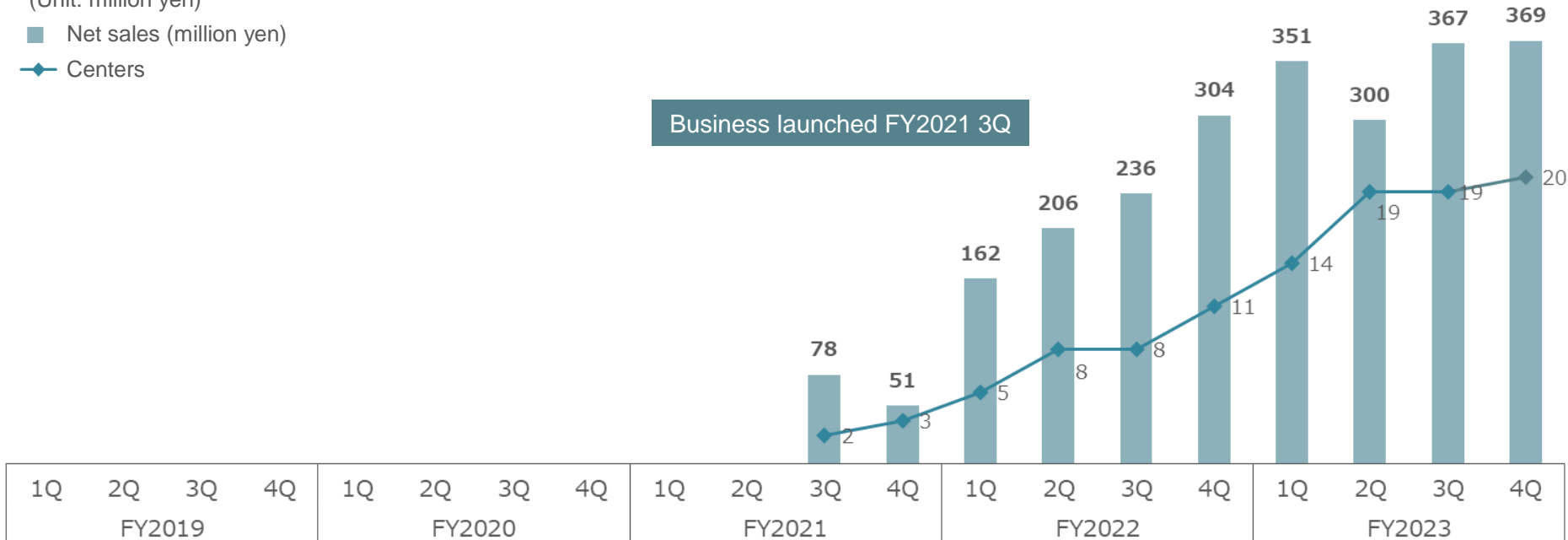
Net sales: **1,389** million yen (YoY change: +52.7%)

Despite sales growth, issues remain concerning mainly profit, such as delays in securing profitability at new centers.

- [BPO Centers] Ten centers opened and one center closed, increasing the total number to 20 centers (15 centers with smart counters).
- Sales continue to be lacking in stability, since they were centered on limited-time and highly seasonal businesses.
  - Utilization of new centers is far below plans due to operational delays, putting pressure on earnings.

(Unit: million yen)

■ Net sales (million yen)  
◆ Centers



Net sales: **949** million yen (YoY change: +30.7%)

Both sales and profit are up sharply thanks to growth in consulting services.

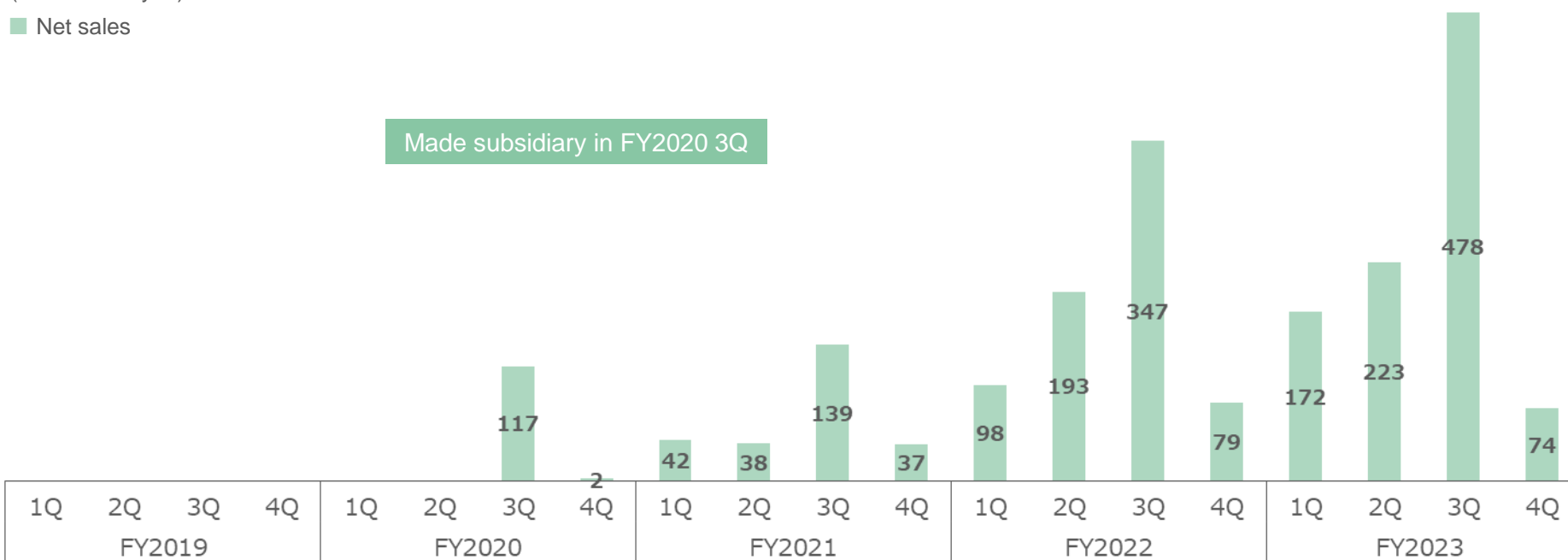
- CDP consulting drove consulting services as orders for Scope 3 emissions calculations also grew steadily.
- Consulting services grew to more than 90% of sales.
- Active hiring in response to business growth, centered on consultants, resulted in a YoY doubling to 74 staff members.

CDP: Carbon Disclosure Project, a British international environmental nonprofit

GHG emissions: Scope 1 (direct emissions), Scope 2 (indirect emissions), Scope 3 (other indirect emissions)

(Unit: million yen)

■ Net sales





Net sales: **716** million yen (YoY change: +18.5%)

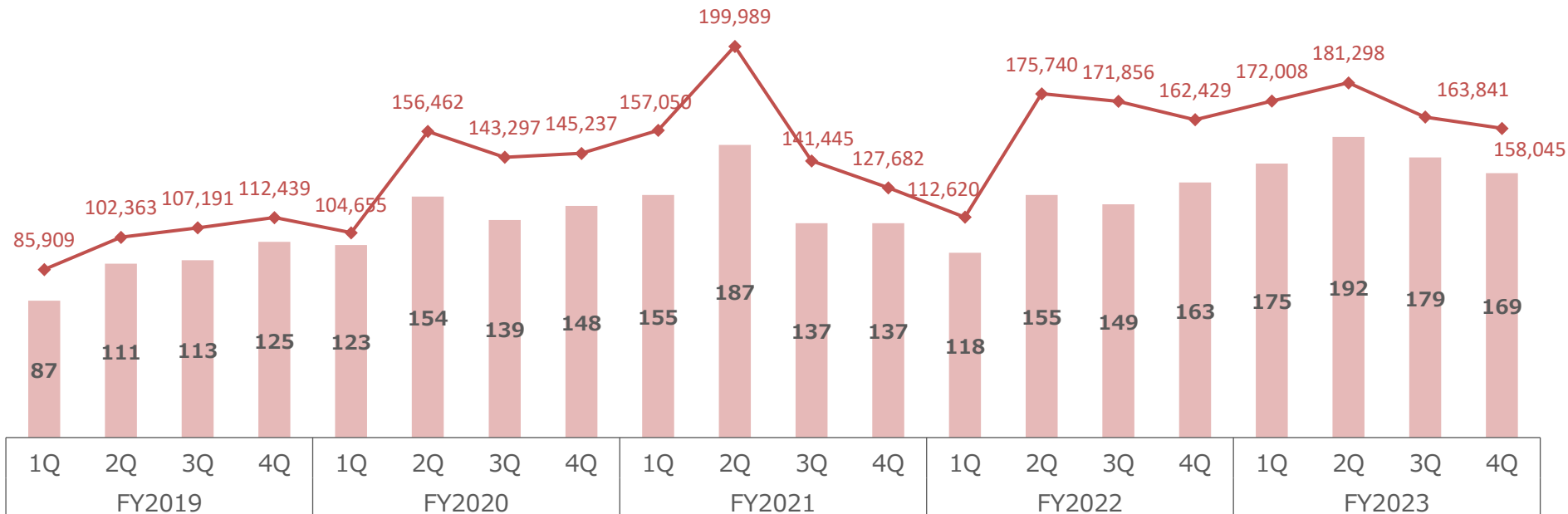
Steady recovery from COVID-19 led to record sales, exceeding even pre-COVID levels.

[Number of applications received] 675,192/year (+8.4% YoY)

- The strong tailwind generated by labor shortages has generated strong demand, particularly in service businesses.
- Additionally, profit margins have improved substantially thanks to success in boosting center usage rates.

(Unit: million yen)

■ Net sales  
◆ Applications received



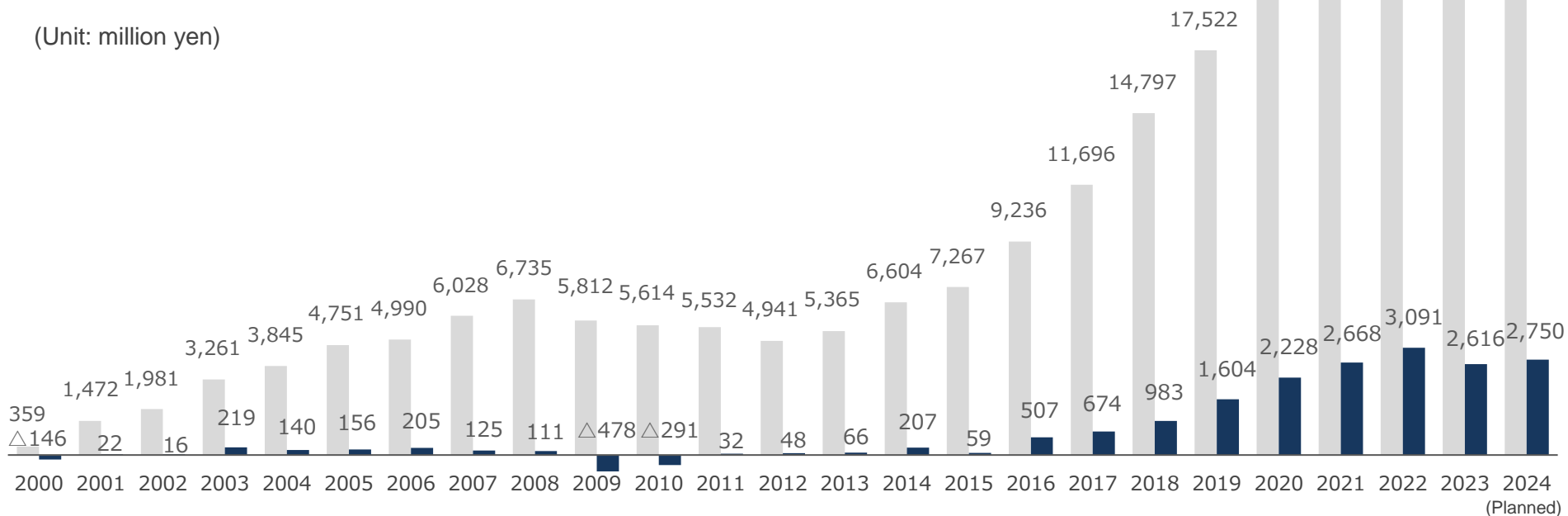
## 3. FY2024 Business Policies

In FY2024 we will focus on building the foundations for new growth.

		(YoY change)
Net sales	<b>27,060</b> million yen	(+4.9%)
Operating profit	<b>2,750</b> million yen	(+5.1%)
Ordinary profit	<b>2,726</b> million yen	(+1.5%)
Net income attributable to owners of the parent	<b>1,829</b> million yen	(-9.7%)

■ Net sales  
■ Operating profit

(Unit: million yen)



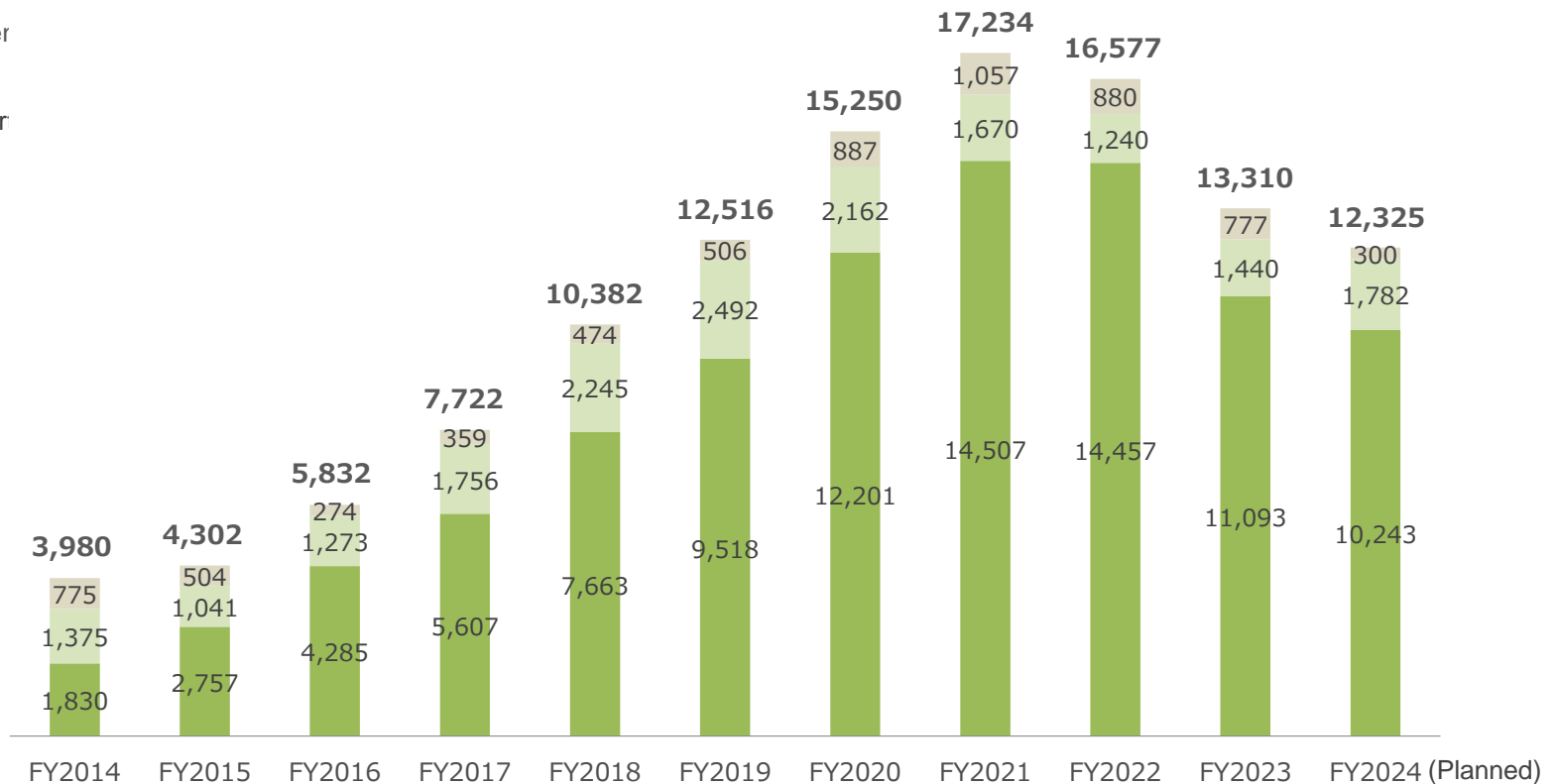
Net sales: **12,325** million yen (YoY change: -7.4%)

We expect a rebound in sales through a recovery in the call centers business.

- [Call centers] We will strengthen relationships with key customers to secure recovering demand, targeting the four customers accounting for the highest shares.
- [Sales support] We continue to focus on growth in businesses related to inbound tourism, where demand for human resources is strong.
- [Universal] We plan to open two new branches in the second half in preparation for sales recovery.

(Unit: million yen)

- Call center
- Sales support
- Other



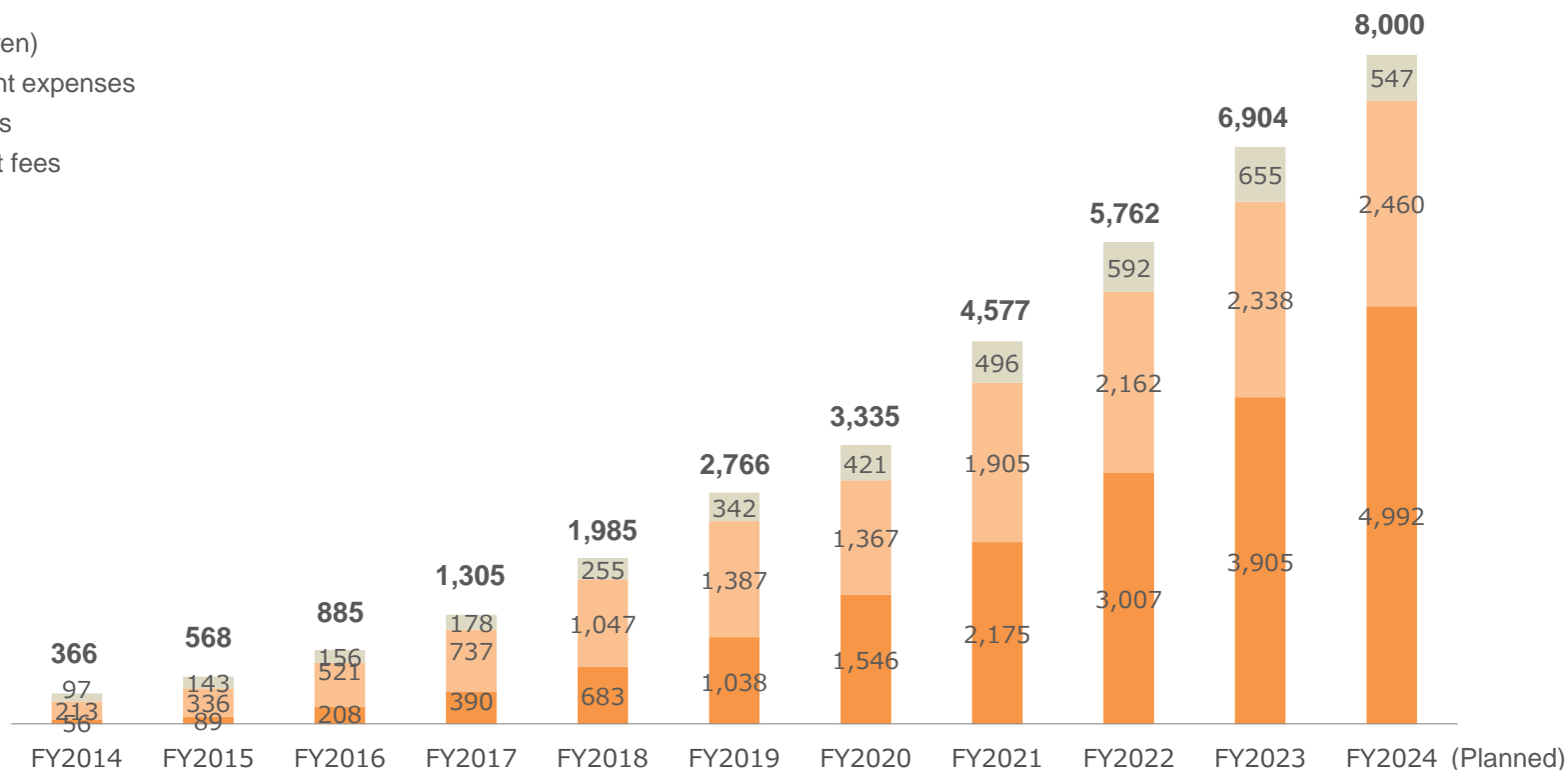
Net sales: **8,000** million yen (YoY change: +15.9%)

Demand has recovered fully. We will seek to surpass sales targets by offering rapid solutions to hiring issues.

- 1,450 sections targeted for equipment sales. Despite favorable sales performance, sales targets have been held low temporarily to enhance hiring.
- [1Q] 175–225 sections [2Q] 430–480 sections [3Q] 360–410 sections [4Q] 385–435 sections
- We plan to open eight new farms (four outdoor, four indoor), with sites already selected for seven of these farms. [1Q] 1 [2Q] 2 [3Q] 2 [4Q] 3

(Unit: million yen)

- Management expenses
- Facility sales
- Recruitment fees
- Other



[Major factors underlying issues in special needs employment]

- More attentive hiring and training, to enable both people with special needs and employers to use farms with greater peace of mind, has resulted in referrals taking longer than before.
- While the separation rate is very low at just 8%, the number of separated employees is increasing in proportion to the number of workers employed. Referrals, including both new hires and replacement of separated employees, are increasing at a faster pace than equipment sales.

	FY2019		FY2020		FY2021		FY2022		FY2023		FY2024 (planned)	
Number hired (new/replacement)	338	100	442	113	612	142	658	185	669	215	766	240
Total number hired	438		555		754		843		884		1,006	

- Existing farms that require replacement workers are clustered in specific regions. Since they employ large numbers of people with special needs, it is more often difficult to fill vacancies there than at new farms.

[Efforts toward solutions to these issues]

- Enhancing the team structure (personnel enhancement and strengthening the training structure)
- Reviewing and enhancing marketing methods, to develop new hiring channels
- Decentralization of locations of opening farms (developing new areas)

**Demand for farm services remains high.**

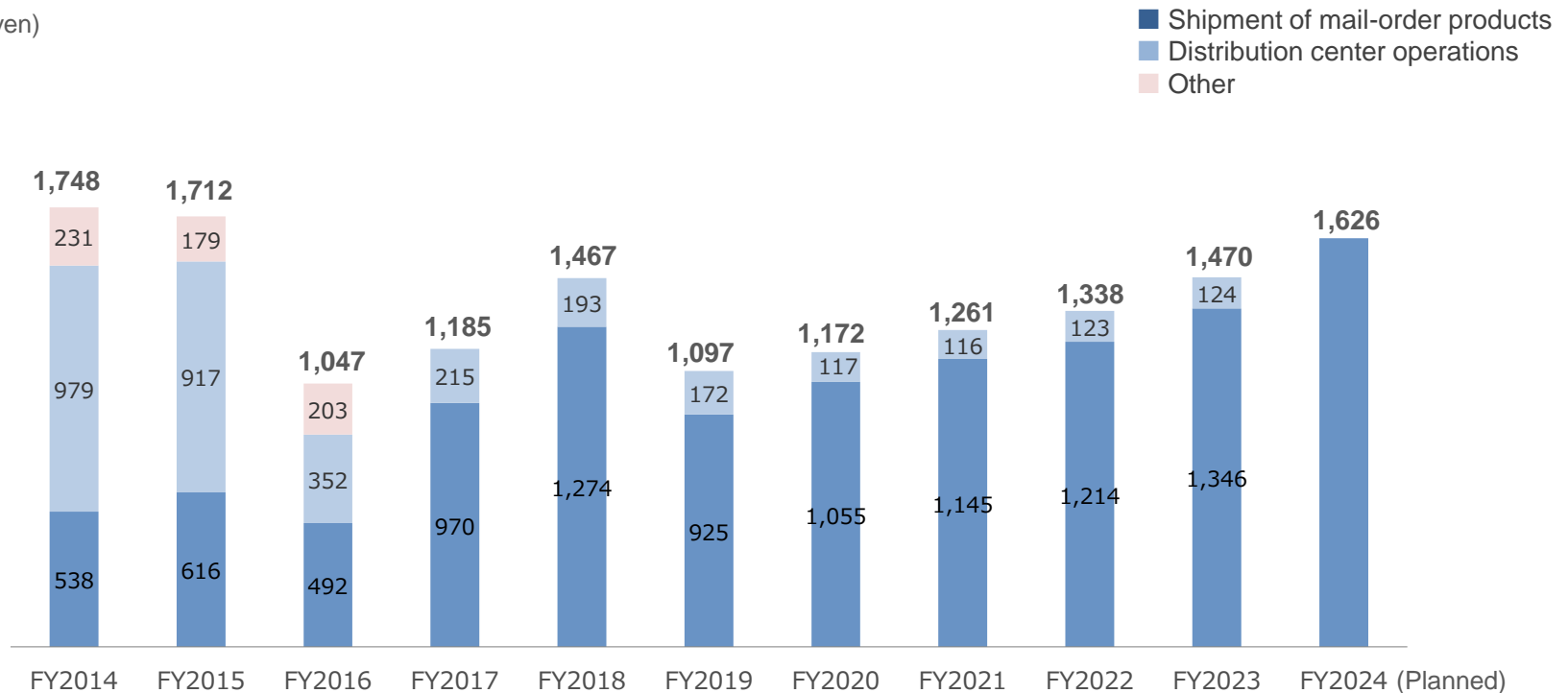
**We will aim for further growth through swift solutions to various issues.**

Net sales: **1,626** million yen (YoY change: +10.6%)

Sales efforts are strengthening, targeting full occupancy of all centers. We also project improved earnings thanks to stable center utilization.

- The distribution center operation service has been discontinued. We will now focus on shipments of mail order products.
- We expect to win multiple large-scale orders in the first half and aim to ensure these orders are received.
- We target full occupancy of both centers this year. Sales are projected to reach 150 million yen/month on full occupancy.

(Unit: million yen)



Net sales: **1,495 million yen** (YoY change: +7.6%)

We will strengthen sales to improve utilization rates of existing centers, aiming for a rebound beginning in the second half.

- We will open only three new centers, as we prioritize improving utilization rates of existing centers.
- We expect sales in the first half to fall to 465 million yen (1Q: 200 million yen; 2Q: 265 million yen), due to decreased spot operations.
- We will aim to stabilize earnings by receiving orders for continuous operations. We will focus on support for promoting digital transformation (DX) at local governments using online contact points.

## Shared BPO Center

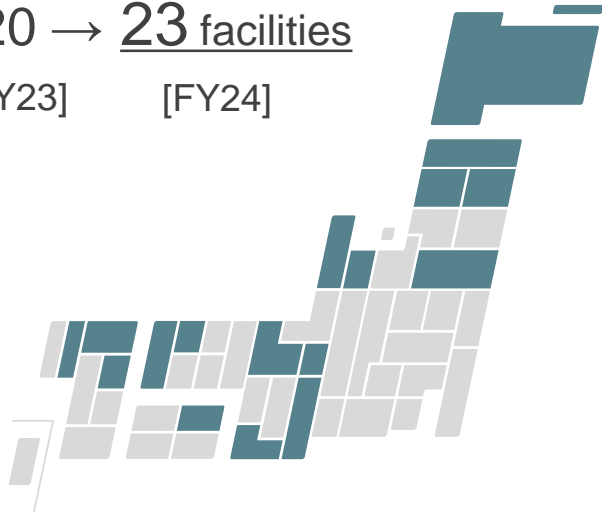
These centers provide shared BPO services to consolidate administrative services of multiple local governments.

## 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

20 → 23 facilities  
[FY23] [FY24]



15 → 18 locations  
[FY23] [FY24]



81 → 300\* counters  
[FY23] [FY25.3]



Net sales: **1,430** million yen (YoY change: +50.6%)

We will launch decarbonization support services for local governments, leveraging our expertise in corporate support.

- The sales peak will shift from 3Q to 4Q due to changes in the CDP response deadline.
- We are targeting sales of 180 million yen in new services for local governments, and have already won orders from 16 local governments.
- Proactive hiring continues as part of efforts to secure capacity for business growth and R&D.

## [Decarbonization support services for local governments]

Environmental planning support



Formulating environmental plans as the basis for responding to climate change

Environmental plan execution support



Supporting promotion of renewable energy and energy conservation to reduce CO<sub>2</sub> emissions

Green transformation (GX) support for local governments



Supporting decarbonization efforts through generating carbon credits and using calculation systems

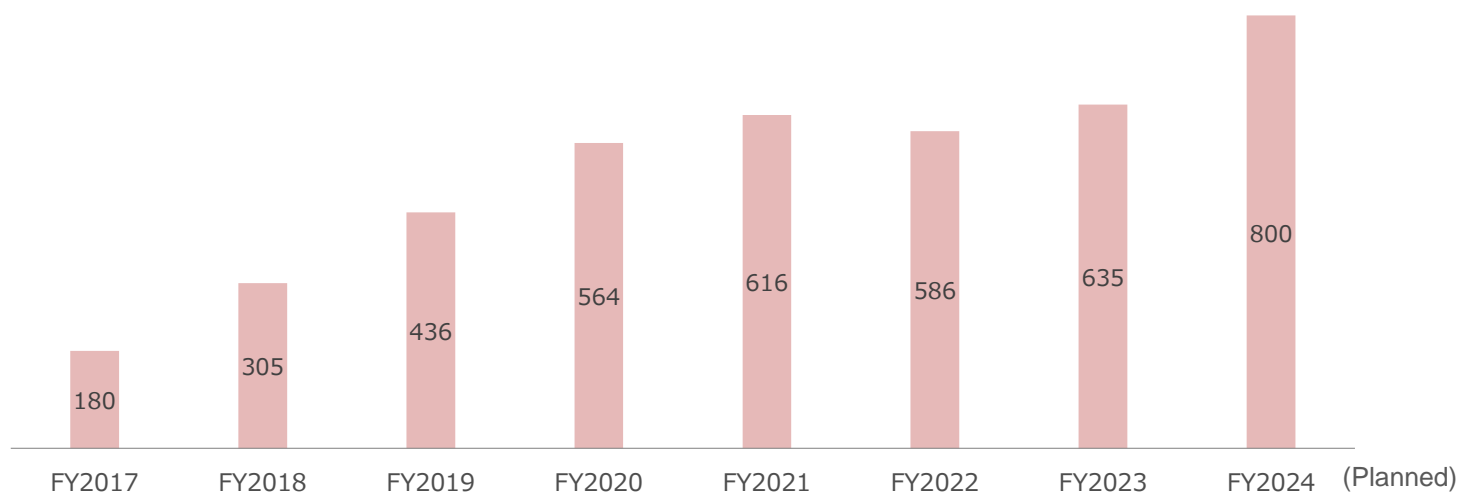
Leveraging the S-Pool Group's network of local governments and environmental management consulting expertise

Net sales: **800** million yen (YoY change: +11.7%)

*We will aim for steady growth driven by the labor shortage.*

- We will continue to focus on growing application receipt services, for which demand is strong.
- We will enhance sales expansion for interview services, centered on existing customers.
- We plan to open a new center in February to grow the business.

(Unit: million yen)



## 4. FY2024 Performance Forecasts Details

In FY2024 we will focus on building the foundations for new growth.

(Unit: million yen)	<b>FY2024 planned</b>	FY2023 results	YoY	YoY(%)
<b>Net sales</b>	<b>27,060</b>	25,784	+ 1,275	+ 4.9%
<b>Gross profit</b>	<b>9,625</b>	8,838	+ 787	+ 8.9%
Gross profit margin (%)	35.6%	34.3%	-	+1.3pt
<b>Selling and administrative expenses</b>	<b>6,875</b>	6,222	+ 653	+ 10.5%
Selling and administrative expenses/net sales (%)	25.4%	24.1%	-	+1.3pt
<b>Operating profit</b>	<b>2,750</b>	2,616	+ 133	+ 5.1%
Operating profit margin (%)	10.2%	10.1%	-	+0.1pt
<b>Ordinary profit</b>	<b>2,726</b>	2,684	+ 41	+ 1.5%
<b>Net income attributable to owners of the parent</b>	<b>1,829</b>	2,026	- 196	△9.7%

※ FY2024 plan is based on IFRS.

The Business Solutions Segment should maintain steady growth. We will aim for a rebound in the Human Resource Solutions Segment by keeping decreases in sales and profit to a minimum.

(Unit: million yen)		FY2024 planned	FY2023 results	YoY	YoY
Net sales	Business Solutions Segment	<b>15,023</b>	12,555	+2,467	+19.7%
	Human Resource Solutions Segment	<b>12,325</b>	13,310	-960	-7.4%
	Adjustments	<b>(288)</b>	<b>(82)</b>	-	-
	Total	<b>27,060</b>	25,784	+1,275	+4.9%
Operating profit	Business Solutions Segment	<b>3,497</b>	2,981	+515	+17.3%
	Human Resource Solutions Segment	<b>1,120</b>	1,257	-137	-10.9%
	Adjustments	<b>(1,867)</b>	<b>(1,622)</b>	-	-
	Total	<b>2,750</b>	2,616	+133	+5.1%
Operating profit margin	Business Solutions Segment	<b>23.3%</b>	23.7%	-	-0.4pt
	Human Resource Solutions Segment	<b>9.1%</b>	9.4%	-	-0.3pt
	Total	<b>10.2%</b>	10.1%	-	+0.1pt

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.

We plan to emphasize 2H for the following reasons. We expect 1Q operating profit to be largely unchanged.

- We anticipate recovery in Human Resource Outsourcing Services (call center placement) starting in 2H.
- We plan to emphasize wide-area Administrative BPO Services more in 2H (recording losses in 1H and profits in 2H).

(Unit: million yen)	FY2024 planned		FY2023 result	
	1H	2H	1H	2H
<b>Net sales</b>	<b>12,487</b>	<b>14,572</b>	13,132	12,651
<b>Gross profit</b>	<b>3,954</b>	<b>5,671</b>	4,497	4,340
Gross profit margin (%)	31.7%	38.9%	34.2%	34.3%
<b>Selling and administrative expenses</b>	<b>3,411</b>	<b>3,463</b>	3,004	3,217
Selling and administrative expenses/ net sales (%)	27.3%	23.8%	22.9%	25.4%
<b>Operating profit</b>	<b>542</b>	<b>2,207</b>	1,493	1,122
Operating profit margin (%)	4.3%	15.1%	11.4%	8.9%
<b>Ordinary profit</b>	<b>530</b>	<b>2,195</b>	1,551	1,132
<b>Net income attributable to owners of the parent</b>	<b>376</b>	<b>1,453</b>	1,030	995

## 5. New Growth Strategy

- We have canceled the current Medium-term Management Plan in response to slowing growth in Temporary Staffing Services.
- FY2024 will be a period of preparing for our next decade of growth.
- The new plan describes a growth strategy identifying Special Needs Employment Services, Sustainability Support, and Support for Regional Revitalization as priority business areas.
- The new Medium-term Management Plan will be formulated with FY2025 as its starting year.



To date, we have laid the foundations for new growth in 10-year cycles.  
We will promote new initiatives toward the next growth stage from FY2024.

Founding (FY1999) – FY2010

First growth phase

<Centralized management>

Business growth in the human resources business

Short-term staffing services

FY2013-FY2022

Second growth phase

<Portfolio management>

Evolving into a social business  
Growing new businesses

Group placement

Special Needs Employment

Employment support

Environmental management support

Logistics

Wide-area Administrative BPO Services

FY2024-

New growth phase

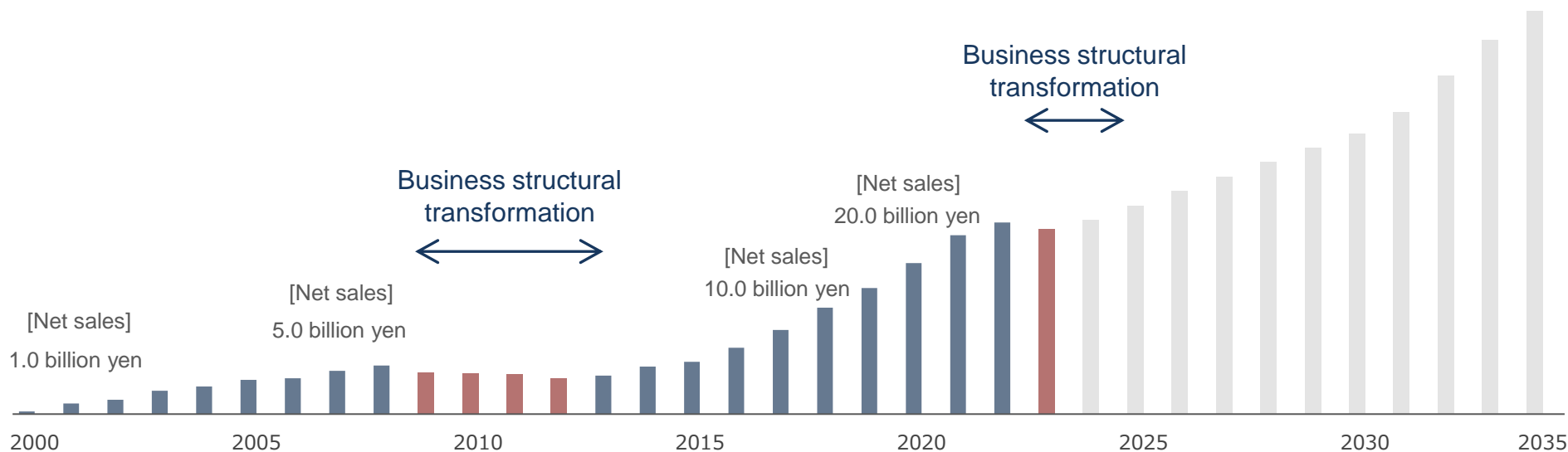
<Revising business portfolio>

Reallocating management resources  
Growth based on core businesses

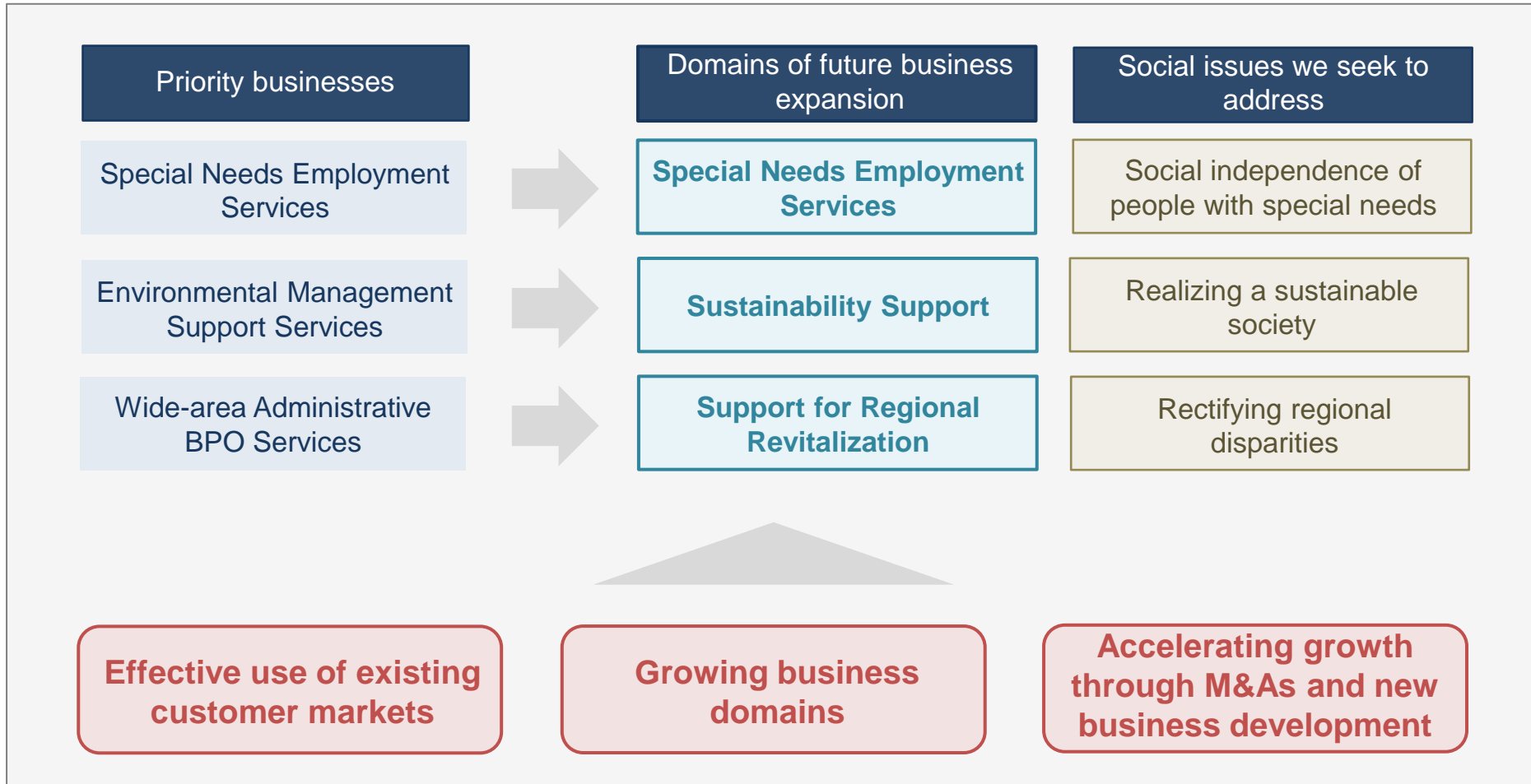
Special Needs Employment Services

Sustainability Support

Support for Regional Revitalization



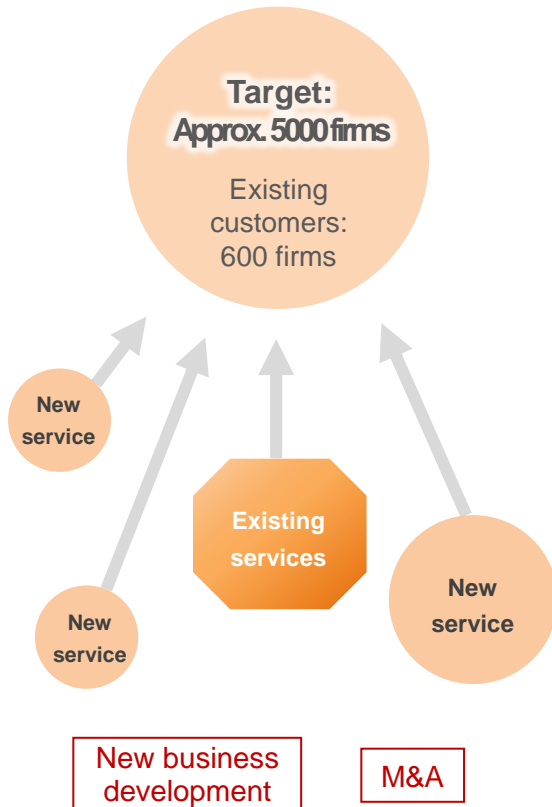
Striving to achieve further growth through expanding business domains, identifying three businesses with high growth potential as priority business areas



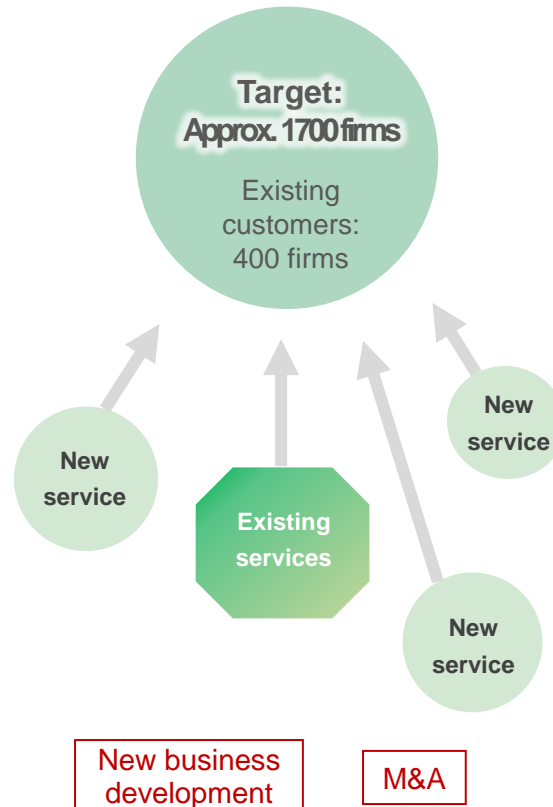
We will make the most of existing customer markets within each business domain and promote the active development of new services.

We also will take steps to build customer networks based on our community of users.

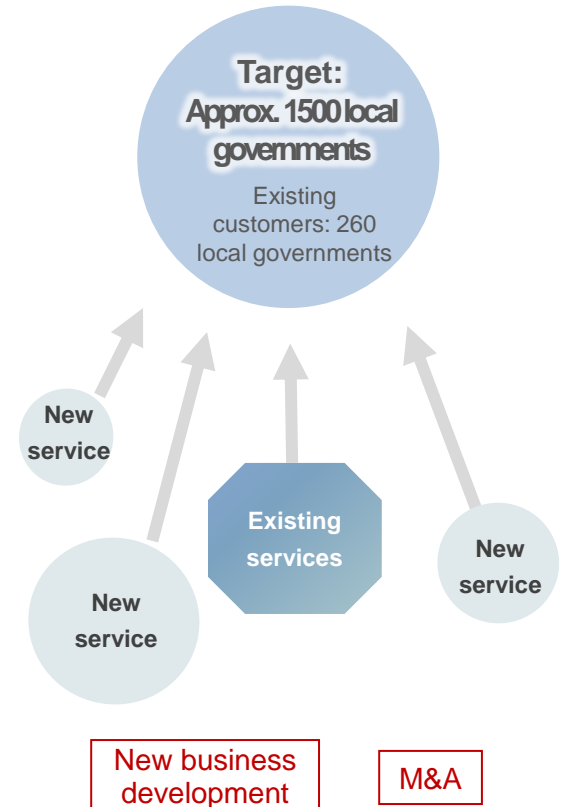
## Special Needs Employment Services



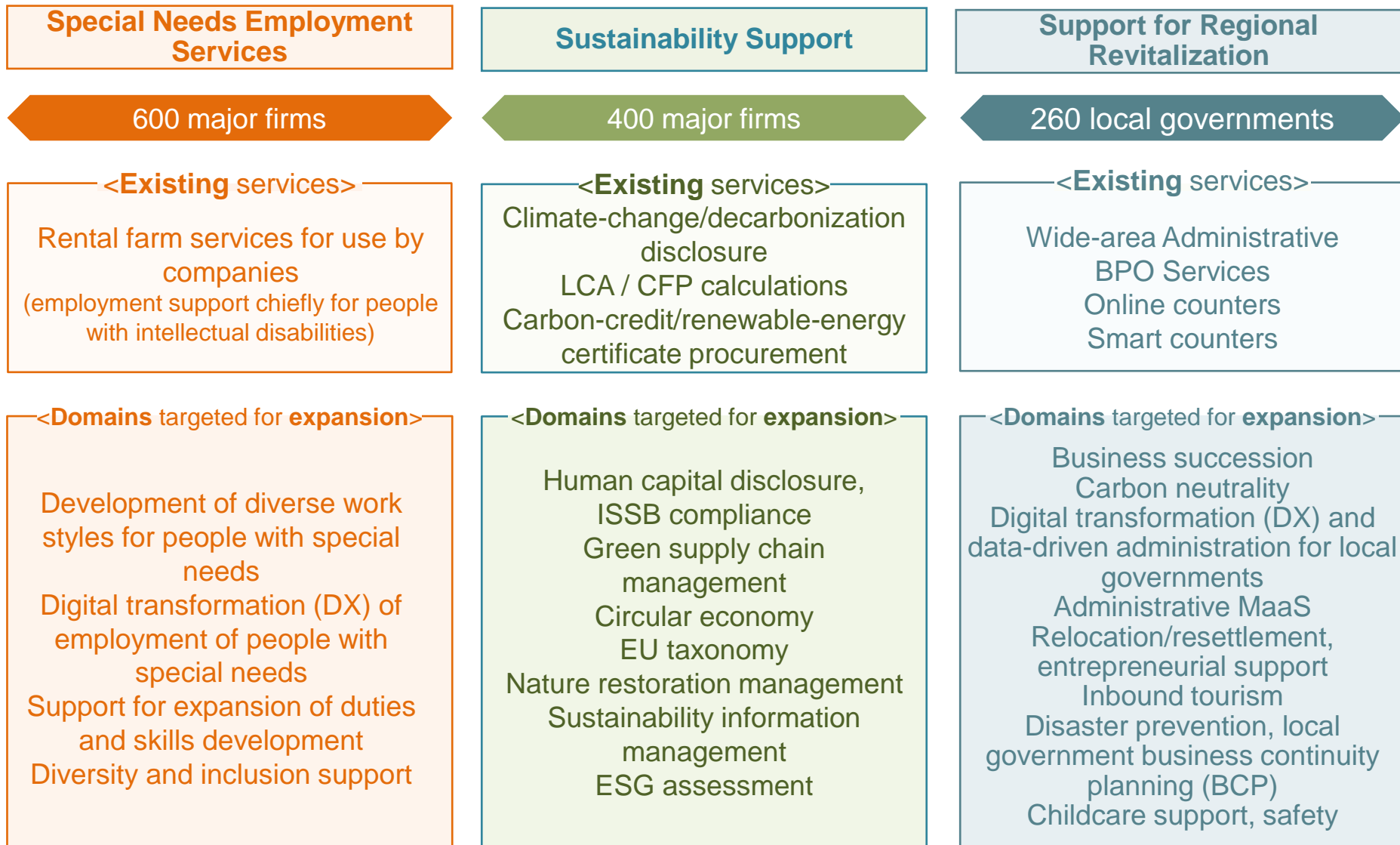
## Sustainability Support Existing customer market



## Support for Regional Revitalization



In addition to the organic growth of existing services, we will seek to accelerate growth by expanding our business domains.



## M&As

### Enhancing expansion of business domains through M&As

- Continually seeking out potential acquisitions and investments while considering synergies with existing businesses, centered on priority business domains

Special Needs Employment Services

Sustainability Support

Support for Regional Revitalization

Investment etc. targeting new-product development and business alliances

Currently preparing business succession support services in the domain of support for regional revitalization (Details are shown on the next page)

## New business development

### Adopting a company system to accelerate new service development centered on younger human resources

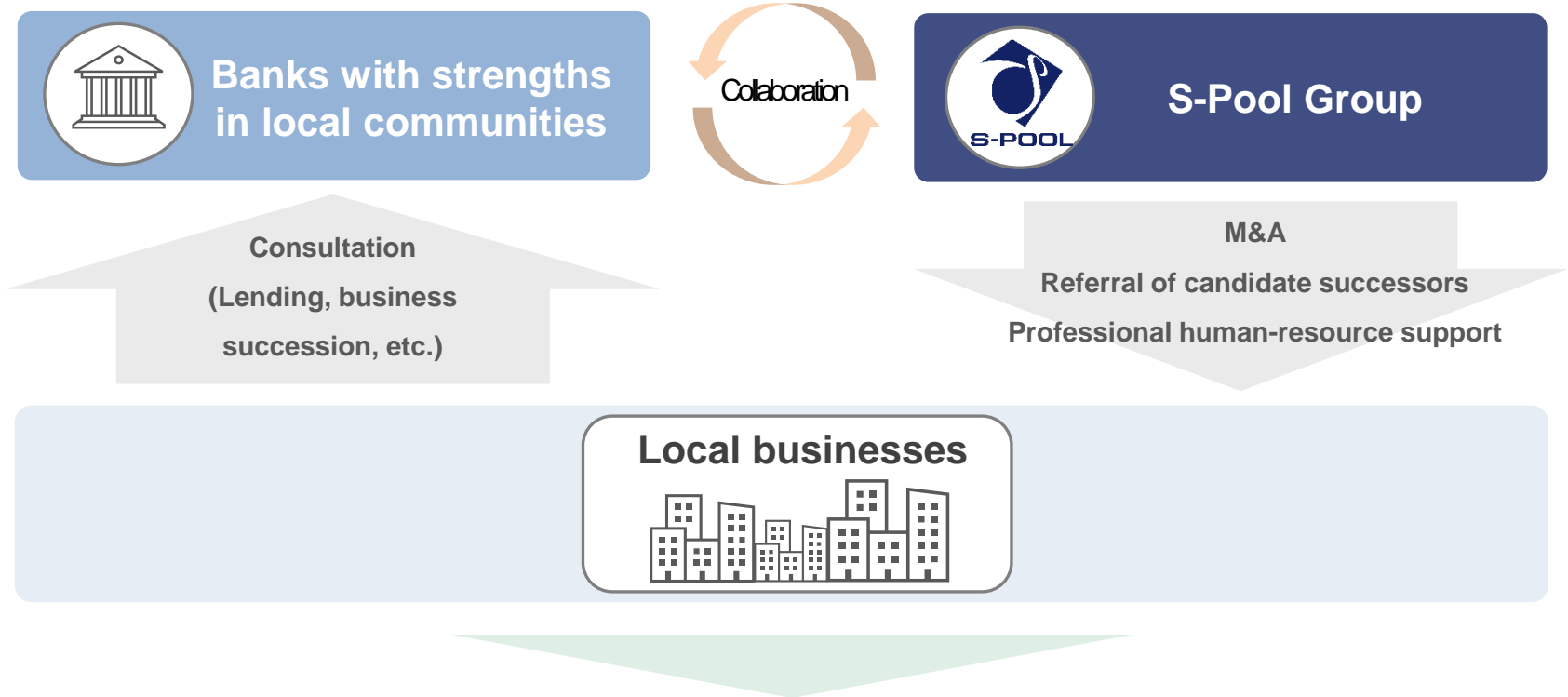
- Actively introducing derivative businesses in existing customer markets

“Municipal Environment Future Company” (decarbonization support services for local governments)  
Drawing on a network of local governments through Wide-area Administrative BPO Services and consulting expertise through environmental management support services

“Sustainability Navigation Company” (“Pivotta Sustena” sustainability-training video service)  
Sales deployment centered on the highly ESG-conscious network of customers for environmental management support services

Now preparing business succession support services in the domain of support for regional revitalization

- We plan initiatives including strategic investment in local businesses facing business succession issues, referral of successor candidates, support by professional human-resources, and hands-on support



**Helping to maintain local economies by supporting SMEs with community roots and providing support for business succession**

## 6. Dividend and Share Information

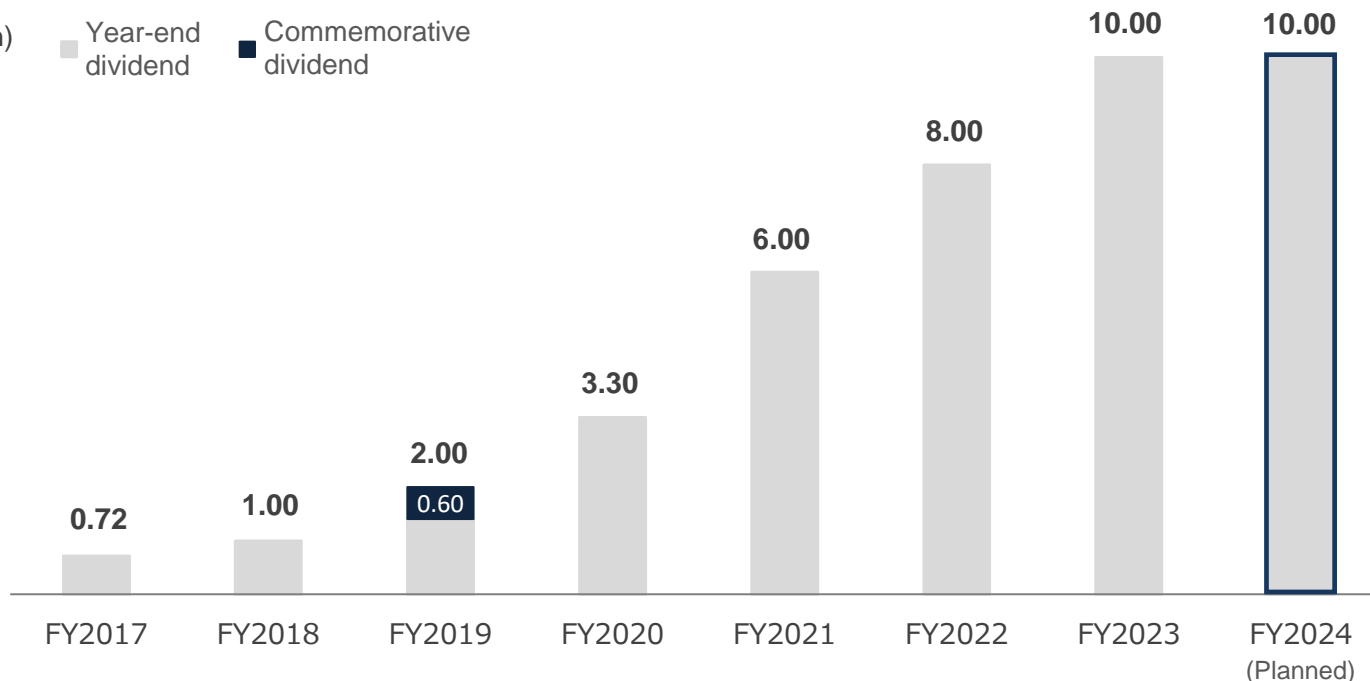
## Maintaining a dividend of 10 yen (consolidated payout ratio of 43.2%)

### Dividend plan

(Unit: yen)

■ Year-end dividend

■ Commemorative dividend



### Dividend policy

**Consolidated payout ratio of 30% or higher**

(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.)



Selected to four of six ESG investment indices used by the GPIF

FTSE Russell



ESG Rating: **3.8**

(roughly corresponding to the top 20%)

[Included in the following indices]

FTSE Blossom Japan Index (229)

FTSE Blossom Japan Sector Relative Index (493)



FTSE Blossom Japan Sector Relative Index

M S C I



ESG Rating 「A」

C D P



Score 「B」  
(Third highest of eight levels)

SUSTAINALYTICS



ESG Risk Rating  
「Low Risk」

Number of shareholders: 16,318 (May 31, 2023: 11,591)

Ratio of institutional investors: 41.1% (May 31, 2023: 62.0%)

Rank	Name	Number of shares held	Percentage of Shares held
1	Sohei Urakami	8,040,100	10.17%
2	Custody Bank of Japan, Ltd. (Trust Account)	7,878,900	9.97%
3	The Master Trust Bank of Japan, Ltd. (Trust Account)	6,992,800	8.85%
4	Hikari Tsushin, Inc.	3,950,100	4.99%
5	Toru Akaura	2,745,000	3.47%
6	Hideaki Sato	1,973,900	2.49%
7	SUMITOMO LIFE INSURANCE COMPANY	1,955,000	2.47%
8	S-Pool Employee Stock Ownership Program	1,863,500	2.35%
9	BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC)	1,862,671	2.35%
10	GOLDMAN SACHS INTERNATIONAL	1,849,666	2.34%



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	1,149 persons (consolidated, as of end of November 2023)	
Number of facilities	89 locations (consolidated, as of end of November 2023)	

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 (48.7%)

### ■ Special Needs Employment Services

[6.9 billion yen]

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

### ■ Logistics Outsourcing Services [1.47 billion yen]

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

### ■ Employment Support Services [0.71 billion yen]

- OMUSUBI part-time worker employment support service

### ■ Sales Support Services [0.8 billion yen]

- Sales promotion support (campaigns, promotions)

### ■ Wide-area Administrative BPO Services [1.38 billion 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 [0.94 billion yen]
- Decarbonization support services for local governments

### ■ New businesses

- TAKUWIL professional human resources sharing service
- Pivotta Sustena sustainability-training video service
- Development/big data analysis/dispatch of engineers

## Human Resource Solution Segment (51.6%)

### ■ Human Resource Outsourcing Services

[13.31 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 FY2023 results.

# Group Network (89 facilities in total)

**S-POOL** [Group head office] Akihabara

**S-POOL Human Solutions** 15 branches

- 【Hokkaido】 Sapporo Odori, Sapporo Minamiguchi
- 【Tohoku】 Sendai
- 【Kanto】 Shinjuku, Ikebukuro, Marunouchi, Yokohama
- 【Chukyo】 Nagoya
- 【Kansai】 Osaka Ekimae, Umeda
- 【Kyushu】 Hakata Ekimae, Tenjin, Kumamoto
- 【Okinawa】 Okinawa, Chatan

**S-POOL Logistics** [Distribution centers] 2 facilities

Shinagawa Center, Nagareyama Center

**S-POOL Link** [Data-entry centers] 5 facilities

Kitami, Hirosaki, Komatsushima, Nichinan, Saito

**S-POOL Sales Support** 5 facilities

Akihabara, Osaka, Tokai, Sapporo, Kyushu

**S-POOL Plus+** [Work Happiness Farms] 46 farms

- 【Kanto】 Itabashi ①, ②, Katsushika, Toyosu, Yokohama, Iwatsuki ①, ②, Kawagoe ①, ②, Omiya, Koshigaya ①, ②, Urawa, Iruma, Misato, Wakaba ①, ②, Hanamigawa, Ichikawa, Matsudo, Kashiwa ①, ②, ③, Funabashi ①, ②, ③, Yachiyo, Ichihara ①, ②, Mobara ①, ②, Noda
- 【Chubu】 Nagoya ①, ②, Kasugai, Komaki ①, ②, Tokai, Nagakute, Toyoake, Miyoshi
- 【Kinki】 Osaka, Hirakata, Settsu, Daito, Higashi-Osaka

**S-POOL Global** [BPO centers] 20 facilities

- 【Hokkaido】 Kitami, Sapporo
- 【Tohoku】 Mutsu, Hirosaki, Daisen, Ofunato, Minamisoma
- 【Chubu】 Kahoku, Komatsu, Uozu
- 【Kinki】 Nagahama, Shima, Tanabe, Kobe
- 【Chugoku】 Hamada, Iwakuni
- 【Shikoku】 Mitoyo
- 【Kyushu】 Iizuka, Nakatsu, Takeo

