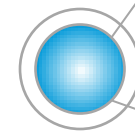


Business Results

for the Fiscal Year Ended December 31, 2010

OUTSOURCING Inc.
(JASDAQ 2427)
February 2011



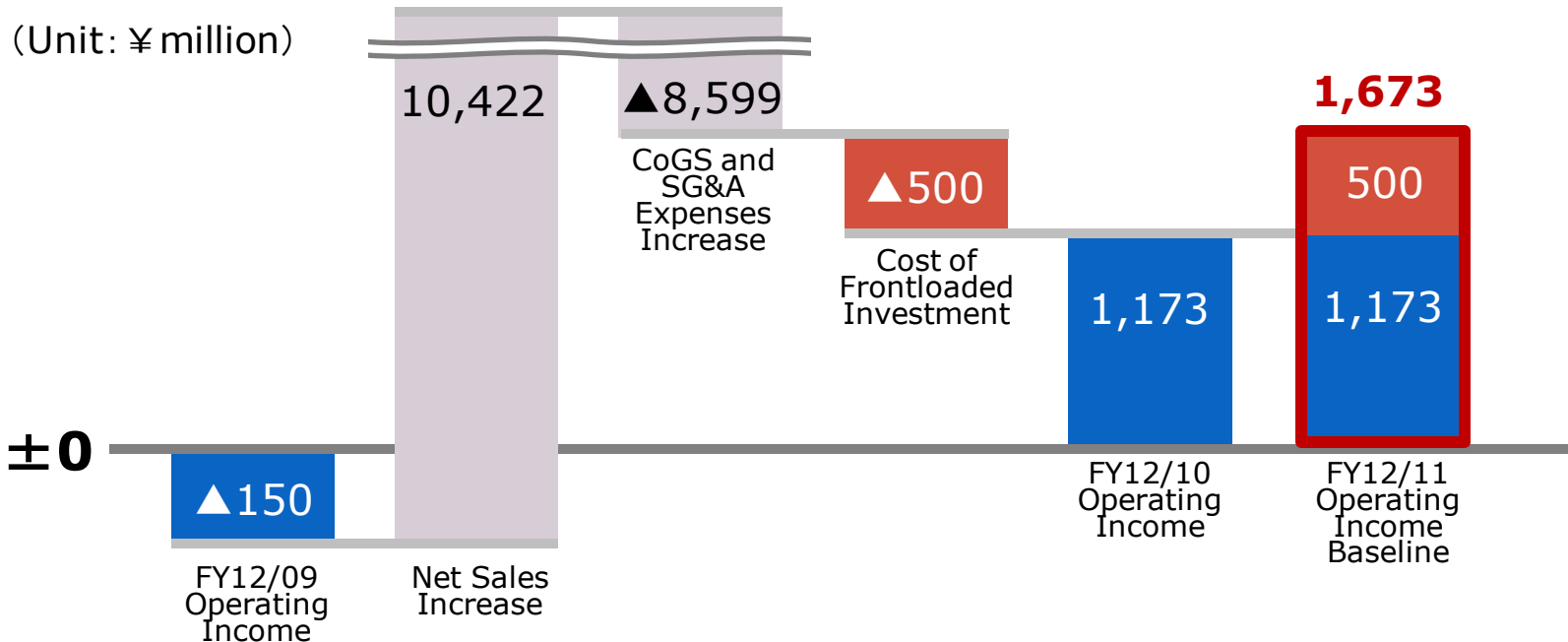
- P3 Financial Summary for FY12/10
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Financial Summary for FY12/10



Consolidated Financial Highlights for FY12/10

- Having recovered at a faster pace than the market, the Company managed to set a new record high in terms of net sales that predates the global economic crisis
 - ▣ **Posted year-on-year net sales increase of 58.0%**
- Achieved a dramatic surplus in operating income despite having to write off ¥500 million in frontloaded investment to facilitate topline business growth
 - ▣ **Operating income and other profits surged to record new highs**



The Company has reinforced the framework to achieve concurrent growth in net sales and profitability beyond FY12/11.

Consolidated Financial Summary for FY12/10

(¥ Million)	FY12/09		FY12/10		Change			
	Amount	Weighting	Amount	Weighting	YoY Amount	YoY Weighting	vs. Forecast Amount	vs. Forecast Weighting
Sales	17,964	100.0%	28,386	100.0%	10,422	58.0%	△ 113	-0.4%
Cost of Sales	14,578	81.1%	22,378	78.8%	7,800	53.5%	-	-
Gross Profit	3,386	18.9%	6,007	21.2%	2,621	77.4%	-	-
SG&A	3,536	19.7%	4,834	17.0%	1,297	36.7%	-	-
Operating Income	△ 150	-0.8%	1,173	4.1%	1,323	n.a	△ 426	-26.7%
Non-operating Income	318	1.8%	634	2.2%	316	99.1%	-	-
Non-operating Expenses	146	0.8%	407	1.4%	260	177.7%	-	-
Ordinary Income	22	0.1%	1,401	4.9%	1,379	6229.1%	△ 398	-22.1%
Extraordinary Income	6	0.0%	213	0.8%	207	3289.1%	-	-
Extraordinary Loss	205	1.1%	126	0.4%	△ 78	-38.3%	-	-
Net Income	△ 215	-1.2%	760	2.7%	975	n.a	△ 289	-27.6%

Quarterly Consolidated Business Results for FY12/10

(¥ Million)	FY12/09				FY12/10			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Sales	4,007	3,725	4,397	5,832	6,282	6,557	7,410	8,137
Gross Profit	487	687	877	1,332	1,282	1,262	1,615	1,848
Margin	12.2%	18.5%	20.0%	22.9%	20.4%	19.2%	21.8%	22.7%
SG&A	791	758	826	1,159	1,154	1,134	1,237	1,309
Margin	19.7%	20.4%	18.8%	19.9%	18.4%	17.3%	16.7%	16.1%
Operating Income	△ 303	△ 70	51	172	128	128	378	539
Margin	-7.6%	-1.9%	1.2%	3.0%	2.0%	2.0%	5.1%	6.6%
Ordinary Income	△ 274	△ 32	90	238	207	172	444	578
Margin	-6.9%	-0.9%	2.1%	4.1%	3.3%	2.6%	6.0%	7.1%
Net Income	△ 190	△ 211	43	143	111	50	214	385
Margin	-4.7%	-5.7%	1.0%	2.5%	1.8%	0.8%	2.9%	4.7%

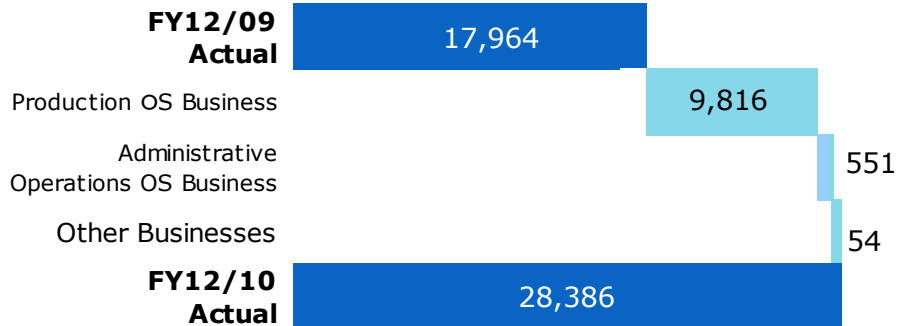
YoY chg (¥ Million)	FY12/09				FY12/10			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Sales	-31.3%	-7.0%	18.0%	32.6%	7.7%	4.4%	13.0%	9.8%
Gross Profit	-56.6%	41.1%	27.6%	51.8%	-3.8%	-1.6%	27.9%	14.4%
SG&A	-2.1%	-4.1%	8.9%	40.4%	-0.5%	-1.7%	9.1%	5.8%
Operating Income	-	-	-	236.7%	-25.6%	-0.2%	194.5%	42.5%
Ordinary Income	-	-	-	162.4%	-12.8%	-17.0%	157.8%	30.1%
Net Income	-	-	-	232.3%	-22.1%	-54.4%	321.3%	79.9%

Summary of Net Sales and Operating Income by Segment for FY12/10

Breakdown of Changes in Net Sales

【Year-on-Year】

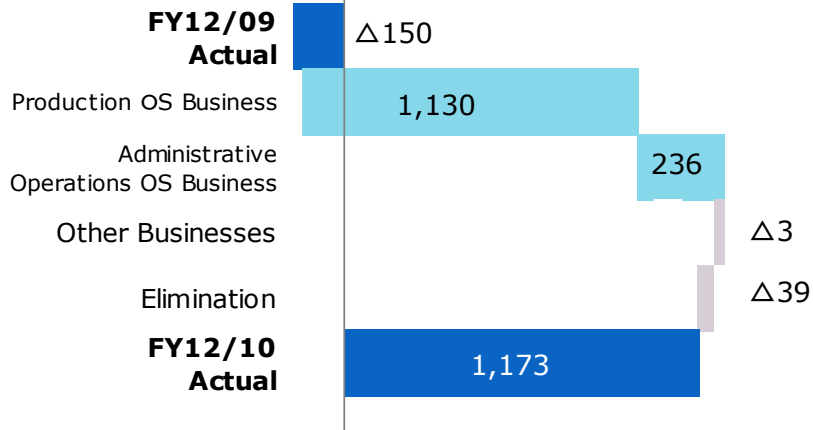
(Unit: ¥Million)



Breakdown of Changes in Operating Income

【Year-on-Year】

(Unit: ¥Million)



Quarterly Financial Results by Segment

(¥ Million)		FY12/09				FY12/10			
		Actual 1Q	Actual 2Q	Actual 3Q	Actual 4Q	Actual 1Q	Actual 2Q	Actual 3Q	Actual 4Q
Production Outsourcing Business	Number of Worksite Employees at the Term End	4,824	4,559	5,030	6,109	6,223	6,192	6,674	7,434
	Net Sales	3,908	3,548	4,174	5,569	6,020	6,245	6,984	7,767
	Operating Income	△ 300	△ 89	11	160	112	94	293	413
Administrative Operations Outsourcing Business	Net Sales	7	36	54	85	80	161	276	218
	Operating Income	0	15	16	5	9	36	94	134
Nurcing-Care Business	Net Sales	35	100	104	107	118	108	125	120
	Operating Income	8	19	19	21	28	22	27	22
Other Businesses	Net Sales	56	40	64	70	63	41	23	35
	Operating Income	6	0	8	6	5	0	△ 9	△ 7
Elimination	Operating Income	△ 17	△ 17	△ 4	△ 20	△ 26	△ 26	△ 28	△ 20
Total	Net Sales	4,007	3,725	4,397	5,832	6,282	6,557	7,410	8,137
	Operating Income	△ 303	△ 70	51	172	128	128	378	539

Quarterly Financial Results by Business Field

(¥ Million)	FY12/09				FY12/10			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Production OS Business	3,908	3,548	4,174	5,569	6,020	6,245	6,984	7,767
Electrical & Electronics	994	1,081	1,052	1,614	1,754	2,074	2,277	2,422
Foods	1,044	873	843	675	510	478	500	544
Transport Equipment	465	261	751	1,332	1,564	1,448	1,826	2,556
Pharm & Chemicals	849	810	938	1,070	1,017	975	1,055	1,060
Metal	119	52	61	98	72	59	59	80
Others	435	467	527	777	1,100	1,167	1,264	1,153

(Weighting)	FY12/09				FY12/10			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Production OS Business	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Electrical & Electronics	25.4%	30.5%	25.2%	29.0%	29.1%	33.2%	32.6%	31.2%
Foods	26.7%	24.6%	20.2%	12.1%	8.5%	7.7%	7.2%	7.0%
Transport Equipment	11.9%	7.4%	18.0%	23.9%	26.0%	23.2%	26.1%	32.9%
Pharm & Chemicals	21.7%	22.8%	22.5%	19.2%	16.9%	15.6%	15.1%	13.6%
Metal	3.0%	1.5%	1.5%	1.8%	1.2%	0.9%	0.8%	1.0%
Others	11.1%	13.2%	12.6%	14.0%	18.3%	18.7%	18.1%	14.8%

Summary of Consolidated Balance Sheets for FY12/10

(¥ Million)	FY12/09		FY12/10		YoY chg
【Assets】	Amount	Weighting	Amount	Weighting	Amount
Current assets	5,697	60.8%	6,948	64.9%	1,251
(Cash and deposits)	2,050	21.9%	1,731	16.2%	△ 319
(Notes and accounts receivable-trade)	3,018	32.2%	4,182	39.1%	1,163
(Inventories)	136	1.5%	0	0.0%	△ 136
Fixed assets	3,664	39.1%	3,756	35.1%	91
Property, plant and equipmen	2,195	23.4%	2,075	19.4%	△ 119
Intangible asset	676	7.2%	699	6.5%	23
Investment and other asset	792	8.5%	981	9.2%	188
Total assets	9,365	100.0%	10,707	100.0%	1,342
Current liabilities	4,445	69.1%	5,335	73.8%	889
(Notes and accounts payable-trade)	20	0.3%	16	0.2%	△ 3
(Short-term borrowing and others)	2,123	33.0%	1,689	23.4%	△ 433
(Accounts payable-other)	1,333	20.7%	1,611	22.3%	278
Noncurrent liabilities	1,986	30.9%	1,896	26.2%	△ 89
(Bonds, Long-term loans payable)	1,185	18.4%	981	13.6%	△ 204
Total liabilities	6,432	100.0%	7,232	100.0%	799
Shareholders' equity	2,857	30.5%	3,323	31.0%	465
Capital stock	483	5.2%	483	4.5%	0
Capital surplus	879	9.4%	880	8.2%	0
Retained earnings	1,713	18.3%	2,350	22.0%	637
Treasury stocks	△ 218	-2.3%	△ 391	-3.7%	△ 172
Valuation and translation adjustments	△ 1	0.0%	2	0.0%	4
Subscription rights to shares	49	0.5%	53	0.5%	4
Minority interests	27	0.3%	95	0.9%	67
Total net assets	2,933	31.3%	3,475	32.5%	542
Total liabilities and net assetws	9,365	100.0%	10,707	100.0%	1,342

- Due to acquisition of subsidiaries; increase in accounts receivable to underwrite business growth

- Decrease due to payment of short-term borrowings

- Due to acquisition of subsidiaries; increase in unpaid salaries incurred from business growth

- Increase due to acquisition of treasury stock

Fluctuating M&A investment (¥ million)

- Acquisition of Nisso Service +1,701
- Divestiture of WARABEUTA Co., Ltd. ▲ 89
- Divestiture of Mistral Service Co., Ltd. ▲ 405

Summary of Cash Flow Statement for FY12/10

(¥ Million)	FY12/09	FY12/10	YoY chg
	Amount	Amount	Amount
Income (loss) before income taxes	△ 177	1,488	1,665
Depreciation	211	266	55
Amortization of goodwill	67	129	62
Negative amortization of goodwill	△ 104	△ 155	△ 51
Decrease (increase) in notes and accounts receivable-trade	595	△ 954	△ 1,549
Decrease (increase) in notes and accounts payable-trade	△ 757	202	959
Others	△ 301	△ 211	89
Net cash provided by (used in) operating activities	△ 465	765	1,231
Net cash provided (used in) investment activities	△ 8	436	444
Increase (decrease) in borrowings	794	△ 757	△ 1,551
Share buyback	0	△ 172	△ 172
Payment of dividend	△ 72	△ 95	△ 23
Others	△ 132	△ 193	△ 60
Net cash provided (used in) financial activities	668	△ 1,121	△ 1,790
Increase (decrease) in cash and cash equivalents resulting from	848	-	△ 848
Cash and cash equivalents, end of term	1,634	1,713	78

• Due to increase in accounts receivable from net sales growth

• Due to increase in unpaid salaries resulting from business growth

• Increase due to acquisition of subsidiary Nisso Service

• Decrease due to repayment of borrowings

Mid-Term Management Plan



Mid-Term Management Plan

● Mid-term market prospects

Domestic Market

- Population contraction squeezes consumption
- Global competitiveness undermined by high-cost structure, including prolonged appreciation of yen, stiff corporate income tax and demand to reduce CO2 footprint
- Regulatory oversight stiffens from amendment to the Worker Dispatch Law and other moves

Global Market

- Consumption in emerging economies rise as populations expand and various industries develop

● Options and issues of domestic makers

① Sustain production domestically

- Need to further reduce costs to compete against manufacturers in emerging economies and offset effects of stronger yen

② Enter foreign markets

- As business expands geographically, so too does the regulators and regulations involved; also creates need for special expertise of diverse and complex local infrastructures, indigenous peoples



● Issues drive new maker demands on outsourcing providers

- In addition to meeting the traditional need of production volatility, providers must now be able to provide more sophisticated, one-stop services that not only improves productivity, but covers engineering realms as well

- Makers demand providers for services that address increasing diversity and complexity of overseas business operations

With the manufacturing sector undergoing a structural transformation and maker needs evolving dramatically in shorter cycles, outsourcing providers that can meet emerging makers' needs will see dramatic business growth.

Overview of Group Business Strategy

Quantitative Expansion

Acquiring market share in a outsourcing market mired provider shakeout

- ❑ Investment to expand domestic sales base (increase number of sales and supervisory staff, sales branches)
- ❑ Investment to expand into foreign markets (overseas subsidiaries)
- ❑ Investment to expand domestic recruitment of workers (increase recruitment staff and centers)

Qualitative Expansion

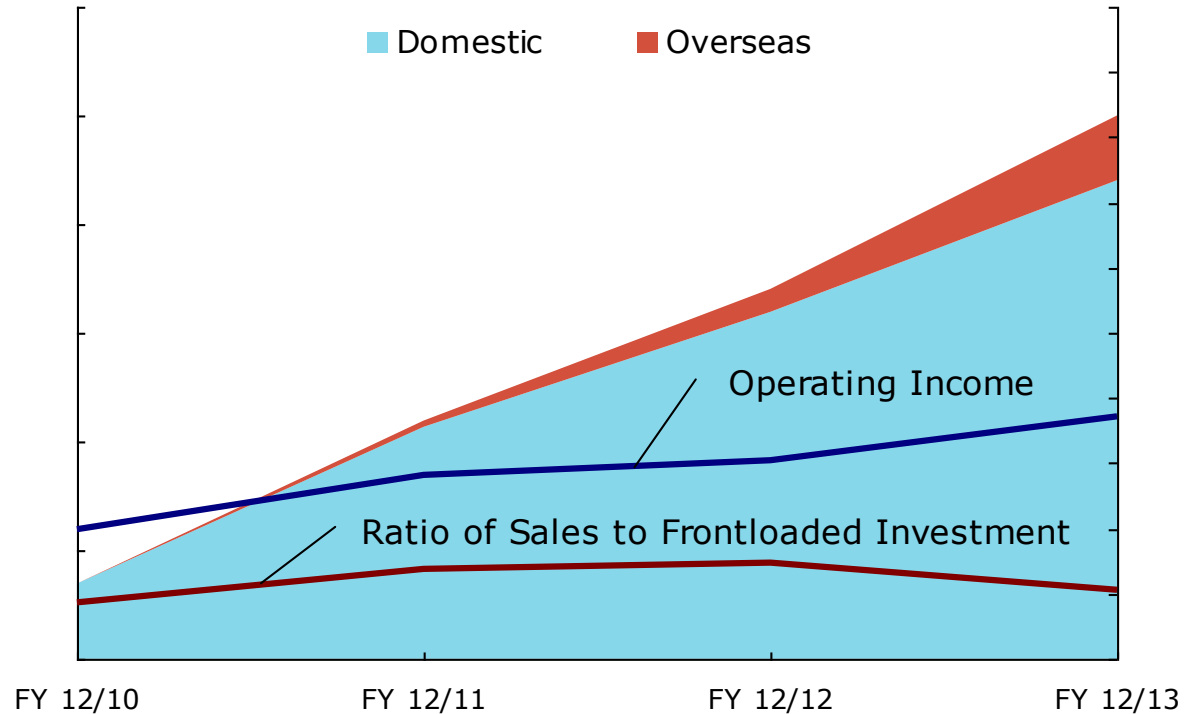
Develop and provide new solutions to achieve new productivity gains

- ❑ Investment to reengineer Group to establish integrated services contract framework that offers high degree of specialized, professional skills
- ❑ Investment to facilitate branding and M&A strategies to reinforce business infrastructure

Basic Medium-Term Strategies

Rather than obsessing over securing short-term profitability through cost control efforts, our goal is to establish a robust business foundation by aggressively continuing frontloaded investments and achieve topline growth driven by both quantitative and qualitative improvements.

Medium-Term Business Development Chart



We plan to expand our ratio of overseas sales to 50% of net sales by the end of FY12/20.

Medium-Term Management Targets

● Fiscal 2008 Ranking of Production Outsourcing Providers

Overall Ranking (Manufacturing- and Engineering-Oriented)

Ranking	Company	Net Sales	Accounting Month	Listed/Unlisted
1	Company A	584.3	June	Unlisted
2	Company B	157.0	March	Unlisted
3				
15	OUTSOURCING	24.1	December	JQ

Engineering-Oriented Ranking (Unit: ¥ billion)

Ranking	Company	Net Sales	Accounting Month	Listed/Unlisted
1	Company C	82.1	March	TSE1
2				
-	OUTSOURCING	2.2	December	JQ

● Fiscal 2010 Ranking of Production Outsourcing Providers

Overall Ranking (Manufacturing- and Engineering-Oriented)

Ranking	Company	Net Sales	Accounting Month	Listed/Unlisted
1	Company C	53.8	March	TSE1
2				
8	OUTSOURCING	28.3	December	JQ

Engineering-Oriented Ranking

Ranking	Company	Net Sales	Accounting Month	Listed/Unlisted
1	Company C	53.8	March	TSE1
2				
9	OUTSOURCING	7.7	December	JQ

*Data compiled from company reports and Teikoku Databank

With net sales of the established, but unlisted, providers plummeting after the Lehman Bros. collapse, our Group of Companies staged a remarkable rally, one which saw a rebound from an income decline to the posting of a new record high in sales.

We are now within range of industry leader.

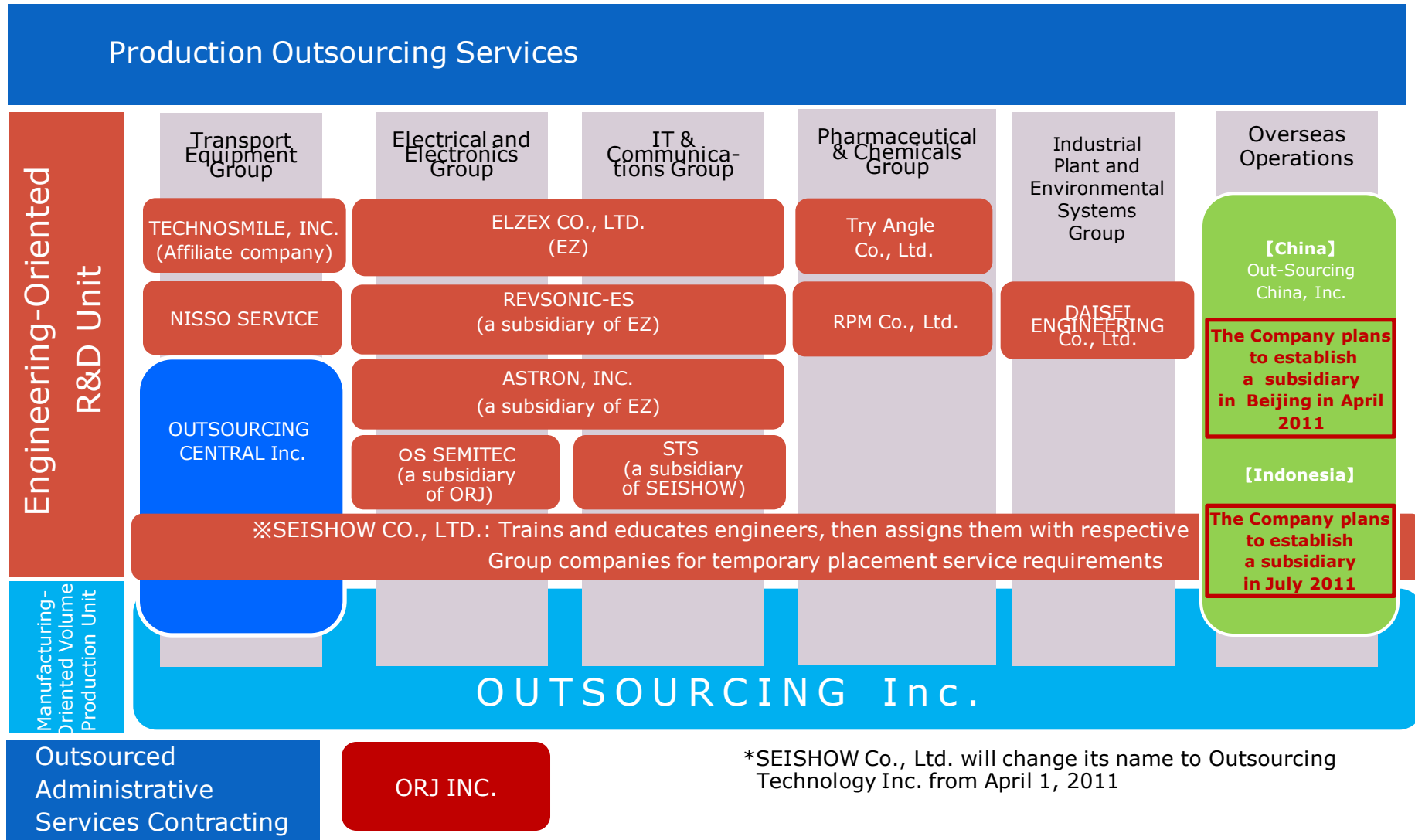
The Company is aiming to secure the No. 1 spot in the domestic production outsourcing industry by fiscal 2013.

OUTSOURCING Group: Strategy for FY12/11



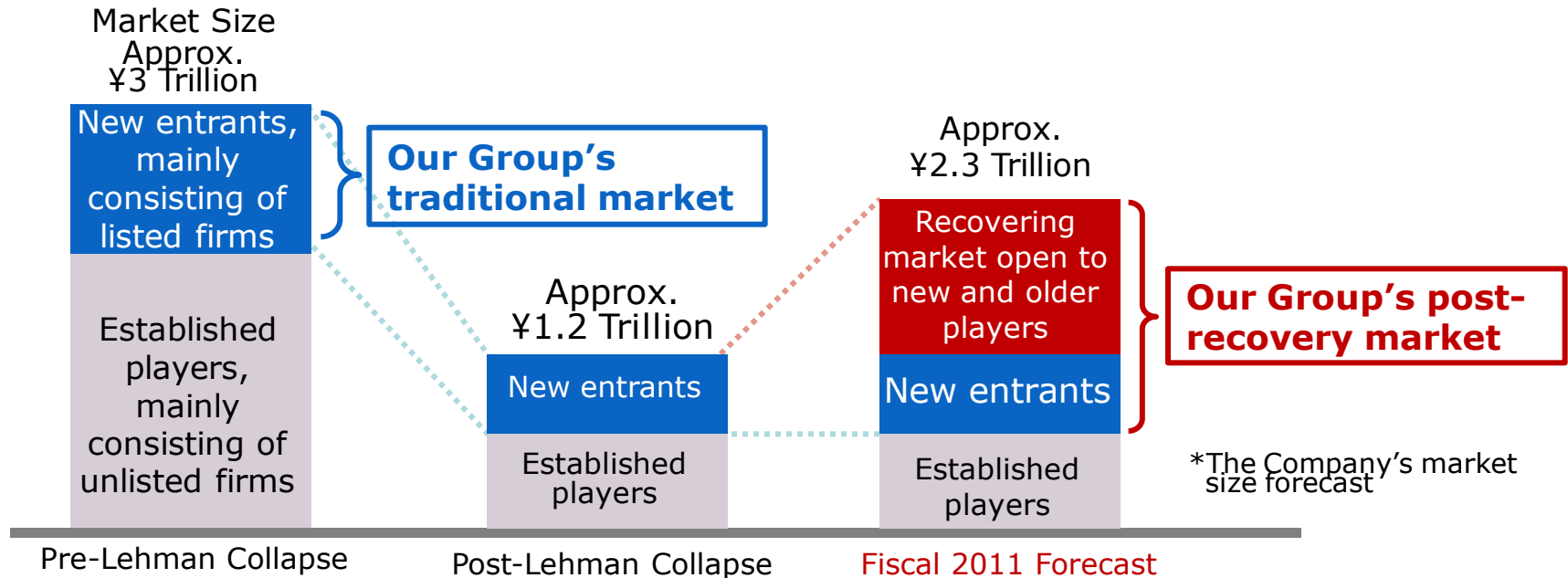
OUTSOURCING Group's Upgraded Integrated Contract Framework (as of February 10, 2011)

- The Company was the first to establish an industry-specific, integrated services contract framework, one that spans R&D to production



Changes in Production Outsourcing Market Size

- In the years prior to the Lehman Bros. collapse, the established, but unlisted, providers commanded some 70% of the market, primarily in such industries as transport equipment, and electrical and electronics

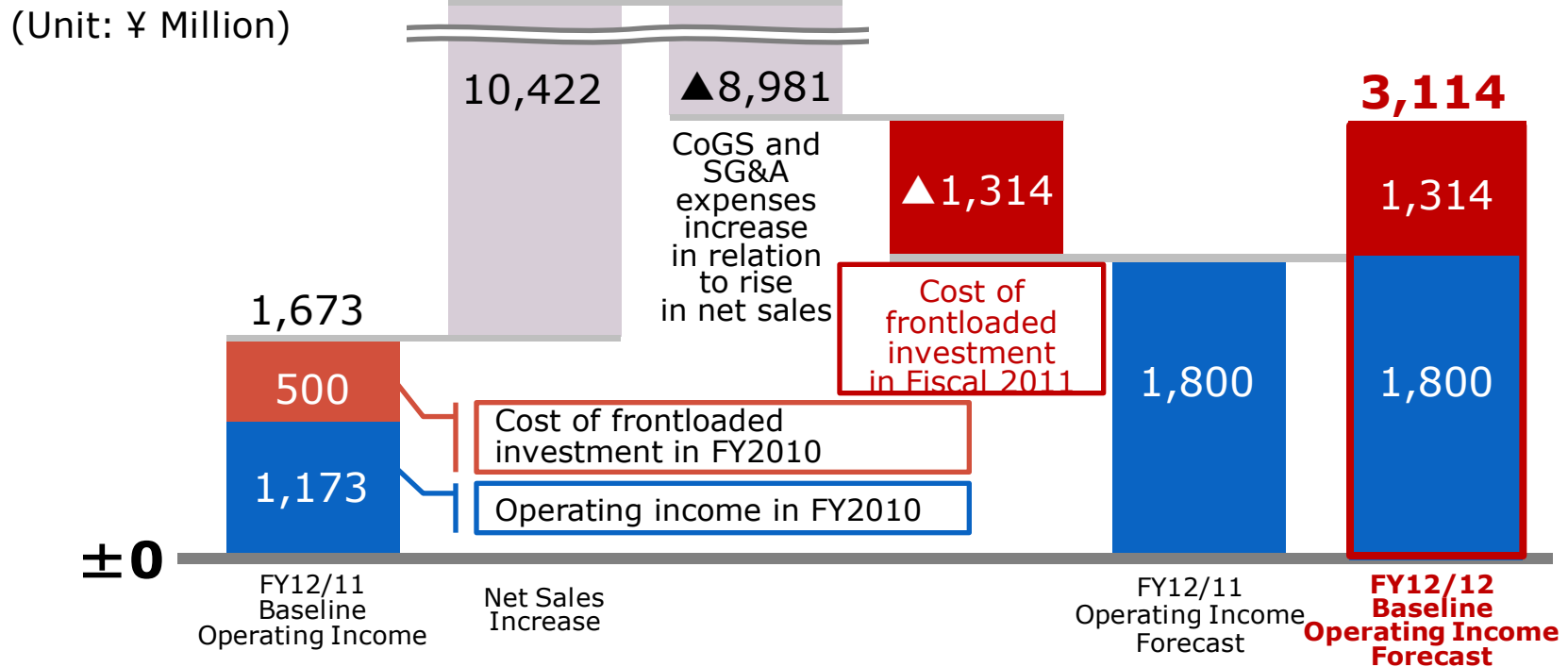


- The outsourcing industry's primary clients, the major manufacturers, predict a major market turnaround
- The market areas that are expected to recover are those once dominated by established players, providing new entrants an opportunity for further growth

Recognizing that a significant rebound was in the making, our Group completed the necessary investment to establish the framework to accept major new orders in fiscal 2010, even as our competitors were contracting business operations.

FY12/11 Frontloaded Investment Plan

- As we did in fiscal 2010, the Company will be increasing the investment to be frontloaded in fiscal 2011 in order to acquire contracts
 - ¥784 million frontloaded for key domestic initiatives
 - ¥530 million frontloaded for key overseas initiatives



Frontloaded investment will be stepped up to enhance marketing/sales and contract acquisition framework, as well as preparation and reinforcement of overseas business base.

Key Group Initiatives for FY12/11

● Key Domestic Initiatives

- Strengthen integrated service contract framework for 3 core industries
 - ◆ Strategically implemented M&A
 - ◆ Recruit core managers, engineers and marketing/sales personnel, as well as hiring additional staff
 - ◆ Investment, initiatives to develop new service solutions
- Fortify administration unit and marketing/sales foundation, as well as establish industry-leading recruitment system

Consolidated	FY12/10 Actual	FY12/11 Forecast
No. of sales branches	39 branches (+8 YoY)	50 branches (+11 YoY)
No. of recruitment centers	14 centers (+11 YoY)	24 centers (+10 YoY)

- Branding strategy
 - ◆ Company logo displayed on uniforms and home stadium of Shimizu Espulse, professional soccer franchise; increasing ad coverage to raise public awareness
 - ◆ Unifying Group name under “OUTSOURCING” brand
 - Subsidiary SEISHOW Co., Ltd. to change its name to OUTSOURCING TECHNOLOGIES Inc. as of April 1, 2011

Key Group Initiatives for FY12/11

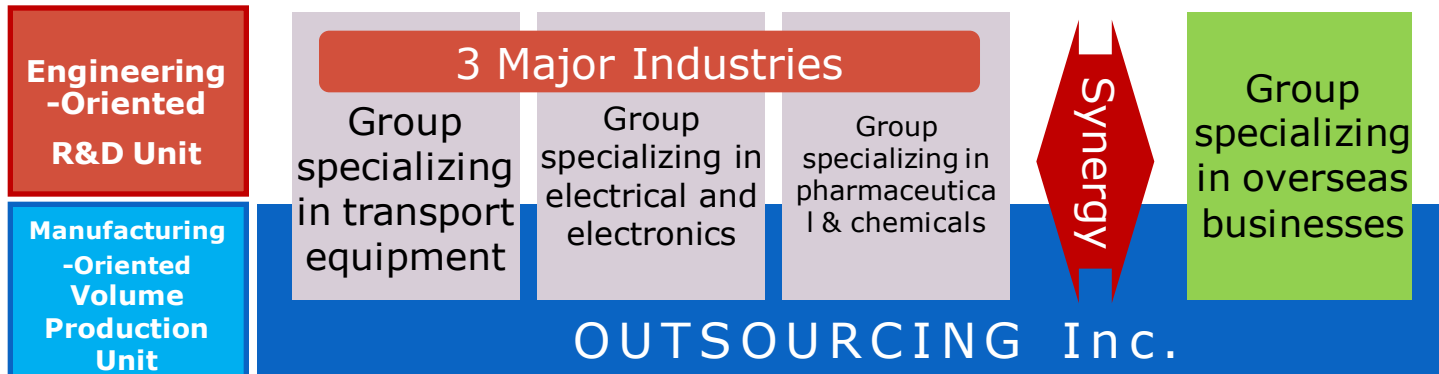
● Key Overseas Initiatives

- Launch and fortify overseas bases of subsidiaries
- Reinforce existing overseas subsidiaries and business operations

FY12/11	1H	2H
No. of new workers at existing overseas offices	8	23

- Prep our Group's production outsourcing service framework developed by OUTSOURCING to operate overseas, while creating new synergies between Group companies
 - ◆ Aggressive employ frontloaded investment to bolster Group's overseas related businesses

■ Group structure for top line expansion

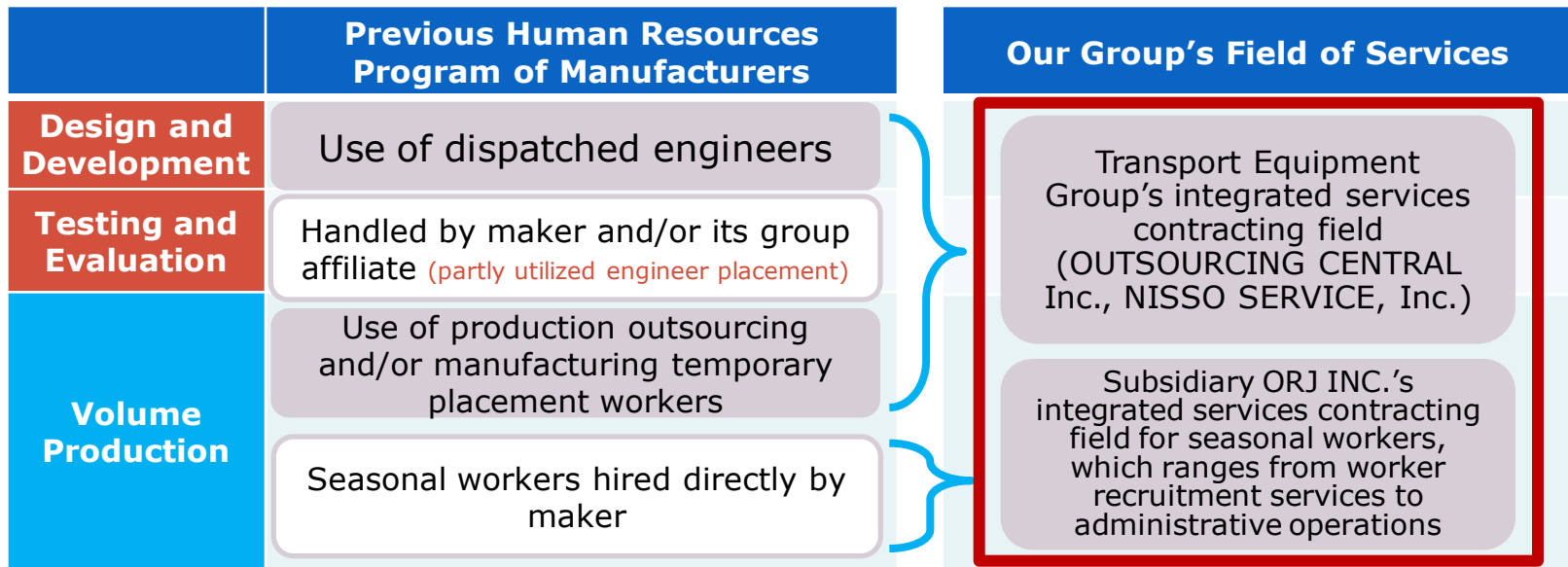


Strategy by Group for FY12/11



Transport Equipment Group

● Business Domain and Business Development



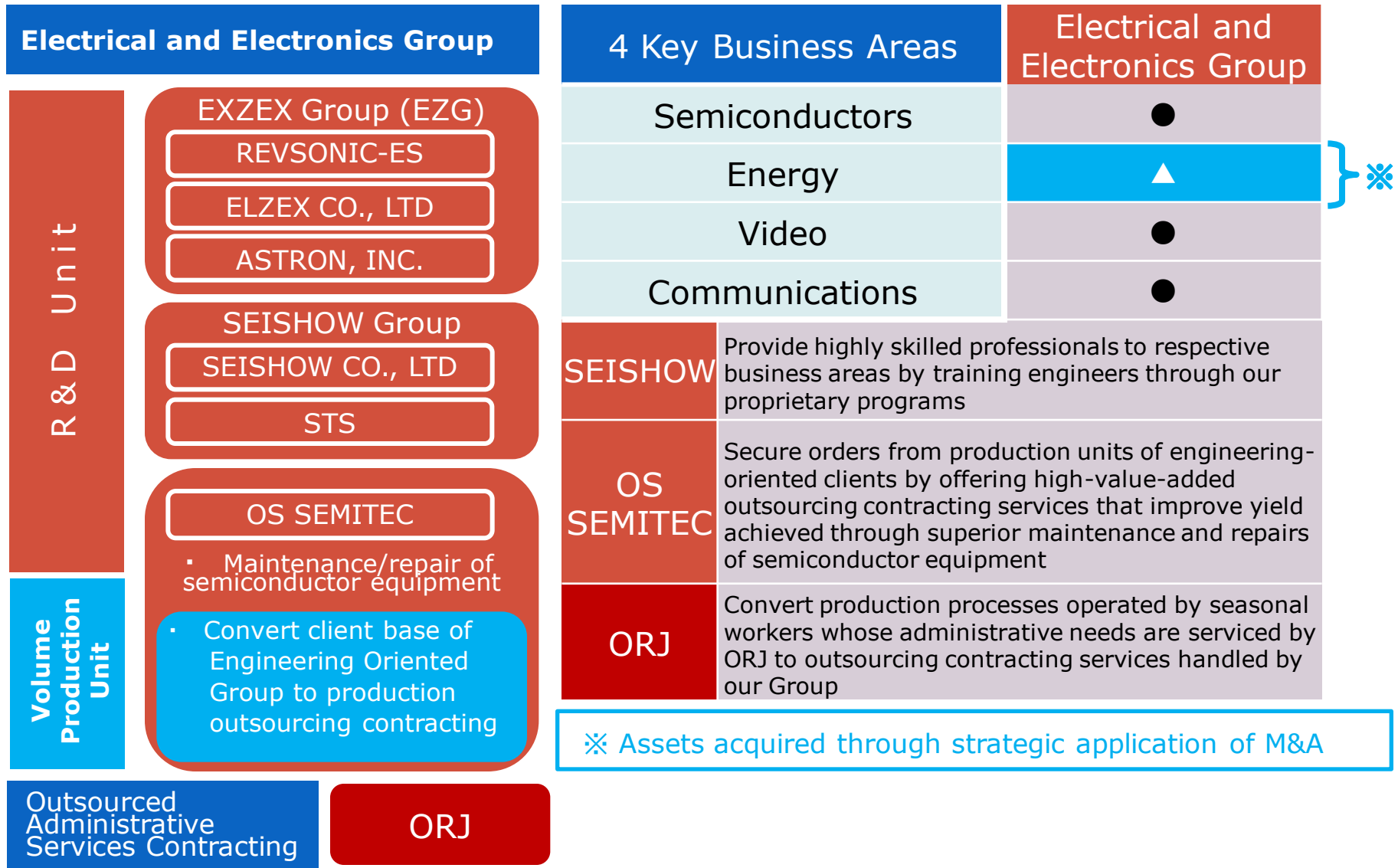
□ Key Fiscal 2011 Initiatives

- Acquisition of new clients : Aggressive expansion of new branches to reinforce marketing/sales system in Tohoku and Kyushu, the two areas in which automotive production is most active
- Enhancing ties to existing clients : Find additional service niches in engineering fields (covering testing/evaluation to production) and promote conversion to integrated production outsourcing service contracts
- Overseas operations : Establish presence in such emerging markets as China, Indonesia, India and Thailand, and lay groundwork for future developments

We are targeting maker activities that will remain viable in the transition from internal combustion engines to hybrid and electric vehicles, securing integrated service contracts for such activities as quickly as possible

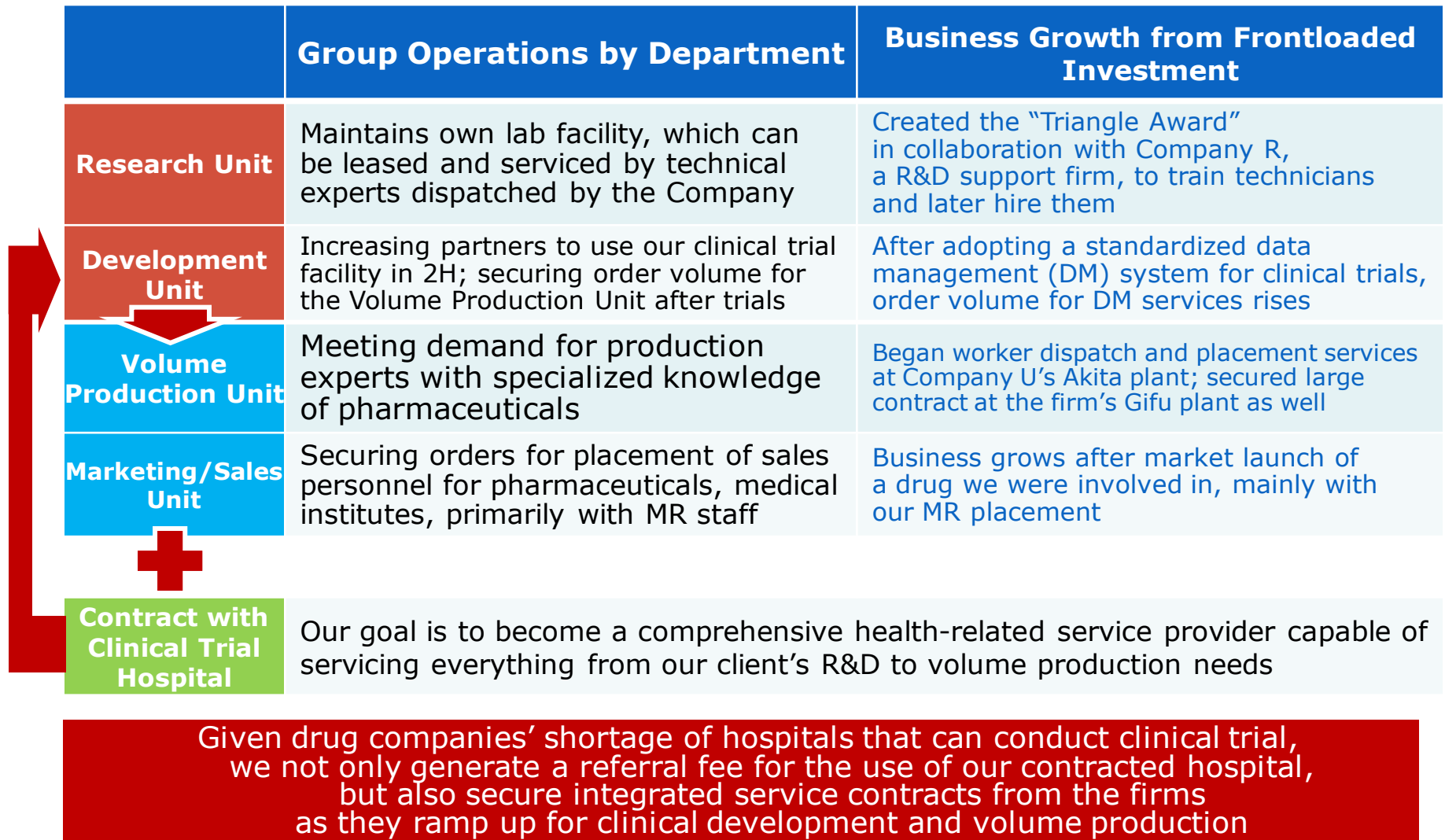
Electrical and Electronics Group

● Business Domain and Business Development



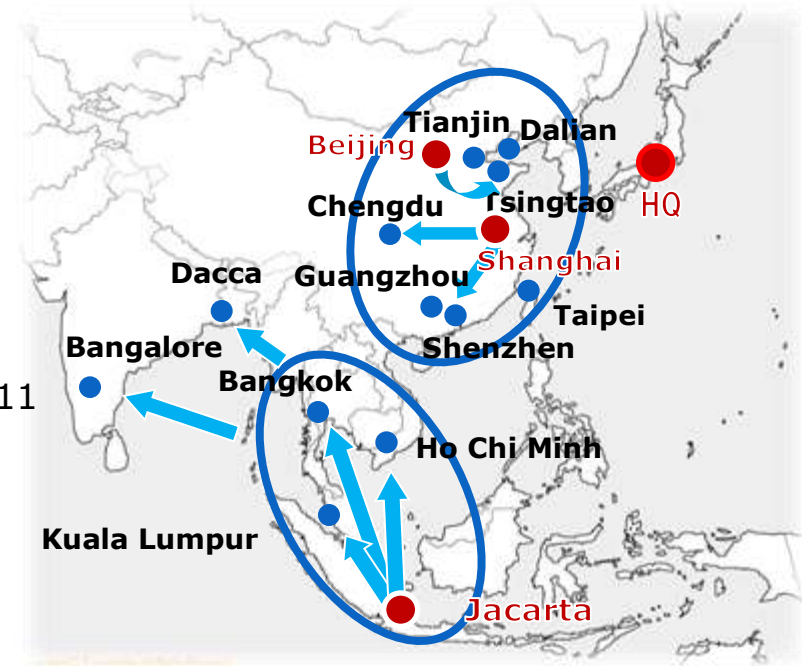
Pharmaceutical & Chemicals Group

- Business Domain (Try Angle, RPM)



Overseas Operations Group

- Business strategy to develop human resources network in Asia
 - Establish Beijing office of our Shanghai-based subsidiary in April 2011
 - Strengthening our HR network in China
 - Establish subsidiary in Indonesia in July 2011
 - Launch of our HR network in Southeast Asia 2011
 - Expanding business in Vietnam and Thailand from H2 of fiscal 2011
 - Strengthening our HR network in East Asia



- Key Initiatives for Fiscal 2011
 - Reinforce HR agency services by placing veteran Japanese experts in fields related to local automotive and electrical and electronics industries
 - Create consultancy team and establish overseas operations support center by providing local placement services
 - Push into other Chinese cities through our offices in Shanghai and Beijing
 - Facilitate business expansion into other Southeast Asian countries with our Indonesian subsidiary as base of operations

Establish a network for our Group in Asia by December 2020
and raise the ratio of our overseas sales to total sales to 50%

Financial Forecasts for FY12/11



Quarterly Forecast for Major Subsidiaries

(¥ Million)		FY12/10 Actual Full Year	FY12/11 Forecast				
			1Q	2Q	3Q	4Q	Full Year
OUTSOURCING Inc.	Net Sales	17,270	4,393	4,913	6,108	7,598	23,012
	Operating Income	916	113	138	200	394	845
OUTSOURCING CENTRAL Inc. NISSO SERVICE, INC.	Net Sales	4,282	1,523	1,529	1,702	1,759	6,513
	Operating Income	83	36	32	53	84	205
SEISHOW Group (*1) ELZEX Group (*2)	Net Sales	4,809	1,260	1,502	1,634	1,685	6,081
	Operating Income	19	50	85	91	113	339
TryAngle Co., Ltd. RPM Co., Ltd.	Net Sales	478	181	250	308	349	1,088
	Operating Income	△ 89	△ 3	17	38	52	104
ORJ Group (*3)	Net Sales	961	567	822	958	1,100	3,447
	Operating Income	218	80	130	82	118	410
Others (*4)	Net Sales	377	101	126	152	189	568
	Operating Income	17	1	△ 3	14	37	49
Internal elimination	Net Sales	△ 313	△ 139	△ 178	△ 202	△ 190	△ 709
Elimination	Operating Income	△ 100	△ 38	△ 38	△ 38	△ 38	△ 152
Total	Net Sales	27,864	7,886	8,964	10,660	12,490	40,000
	Operating Income	1,064	239	361	440	760	1,800

(*1) Includes S.T.S. Inc., a subsidiary of our subsidiary

(*2) Includes REVSONIC-ES Inc. and ASTRON Inc., subsidiaries of our subsidiary

(*3) Includes OS.SEMITEC Inc., a subsidiary of our subsidiary

(*4) DAISEI ENGINEERING Co., Ltd. and Out-Sourcing China, Inc.

Quarterly Forecast by Business Segment

(¥ Million)		FY12/10 Actual Full Year	FY12/11 Forecast				
			1Q	2Q	3Q	4Q	Full Year
Production Outsourcing Business	Number of Worksite Employees at the End of the Quarter (employees)	7,434	7,357	8,955	11,383	13,552	-
	Net Sales	27,016	7,680	8,679	10,360	12,233	38,952
	Operating Income	912	185	272	398	708	1,563
Administrative Operations Outsourcing Business	Workers hired through recruitment agency (employees)	2,349	950	1,490	1,180	800	4,420
	Administered workers at the End of the Quarter (employees)	3,079	3,500	3,800	4,500	5,300	-
	Net Sales	735	313	428	462	401	1,604
	Operating Income	273	91	125	76	84	376
Others	Net Sales	634	32	35	40	46	153
	Operating Income	87	1	2	4	6	13
Eliminations	Net Sales	△ 313	△ 139	△ 178	△ 202	△ 190	△ 709
	Operating Income	△ 100	△ 38	△ 38	△ 38	△ 38	△ 152
Total	Net Sales	28,386	7,886	8,964	10,660	12,490	40,000
	Operating Income	1,173	239	361	440	760	1,800

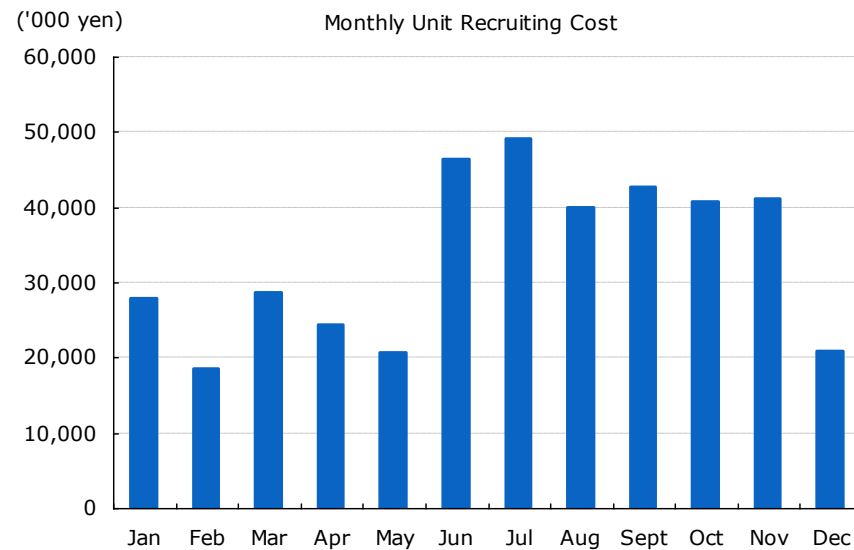
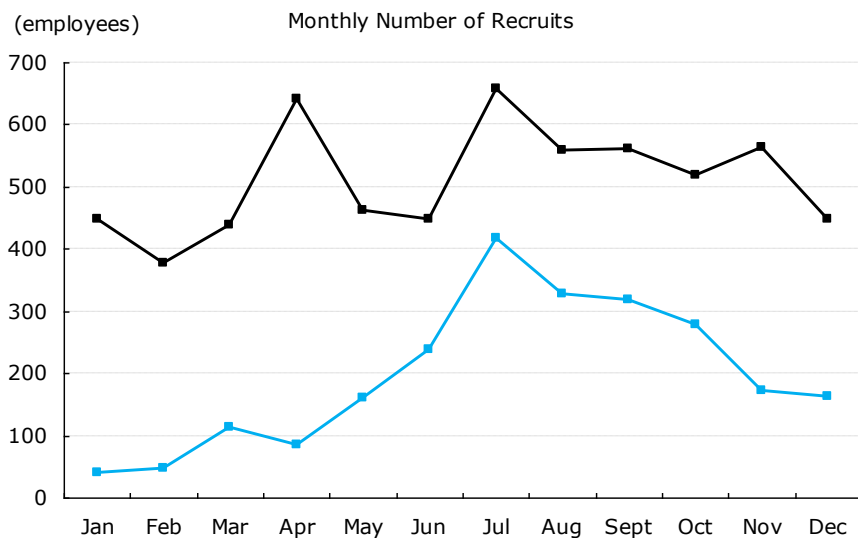
Summary of FY12/11 Consolidated Forecast

(¥ Million)	FY12/10 Full-year Actual		FY12/11 1H Fcst		FY12/11 2H Fcst		FY12/11 Full-year Fcst		Change YoY	
	Amount	Weighting	Amount	Weighting	Amount	Weighting	Amount	Weighting	Amount	Ratio
Net Sales	28,386	100.0%	16,850	100.0%	23,150	100.0%	40,000	100.0%	11,614	40.9%
Cost of Goods	22,378	78.8%	-	-	-	-	-	-	-	-
Gross Profit	6,007	21.2%	-	-	-	-	-	-	-	-
SG&A	4,834	17.0%	-	-	-	-	-	-	-	-
Operating Income	1,173	4.1%	600	3.6%	1,200	5.2%	1,800	4.5%	627	53.5%
Non-operating Income	634	2.2%	-	-	-	-	-	-	-	-
Non-operating Expenses	407	1.4%	-	-	-	-	-	-	-	-
Ordinary Income	1,401	4.9%	650	3.9%	1,250	5.4%	1,900	4.8%	499	35.6%
Extraordinary Income	213	0.8%	-	-	-	-	-	-	-	-
Extraordinary expenses	126	0.4%	-	-	-	-	-	-	-	-
Net Profit	760	2.7%	350	2.1%	790	3.4%	1,140	2.9%	380	50.0%

Reference



Monthly Recruited Workers and Recruitment Cost (Consolidated)

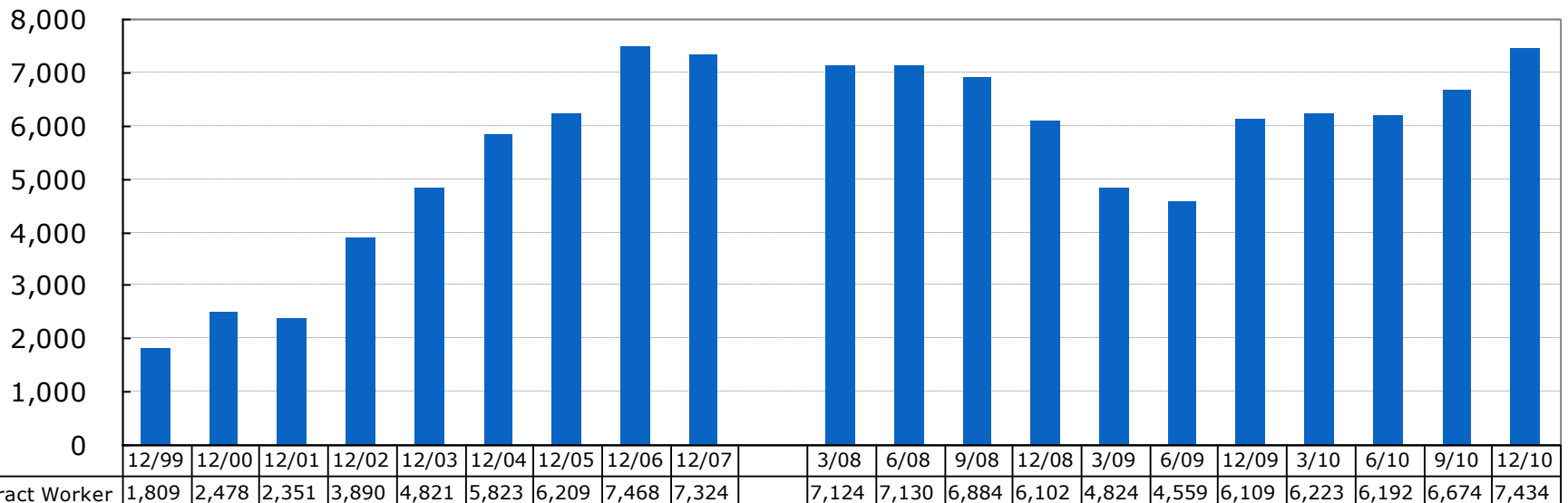


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
No. of contract workers and temporary workers (incl. transfers) recruited in 2010	448	376	439	640	461	447	658	558	560	519	564	447
No. of workers placed for payment in 2010	41	46	114	86	160	239	416	327	319	278	173	162
Cost of recruitment in 2010 (in thousands of yen)	27,761	18,582	28,684	24,423	20,745	46,365	49,184	39,945	42,586	40,628	41,046	20,917

Quarterly Changes in Number of Contract Workers

(employees)

Number of Contract Workers



※Contract workers are those working at clients' manufacture's worksites, including currently active temp workers.

A cautionary note on forward-looking statements:

This material contains forward-looking statements about the Company's future plans and forecasts, which are based on the Company's assumptions and beliefs judged from the information currently available and are subject to a number of risks and uncertainties. This may cause actual results differ materially from those projected.



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