



FACTBOOK

(Securities Code: 2427 /
TSE 1st Section)

OUTSOURCING Inc.

For the Fiscal Year

Ended December 31, 2020 [IFRS]

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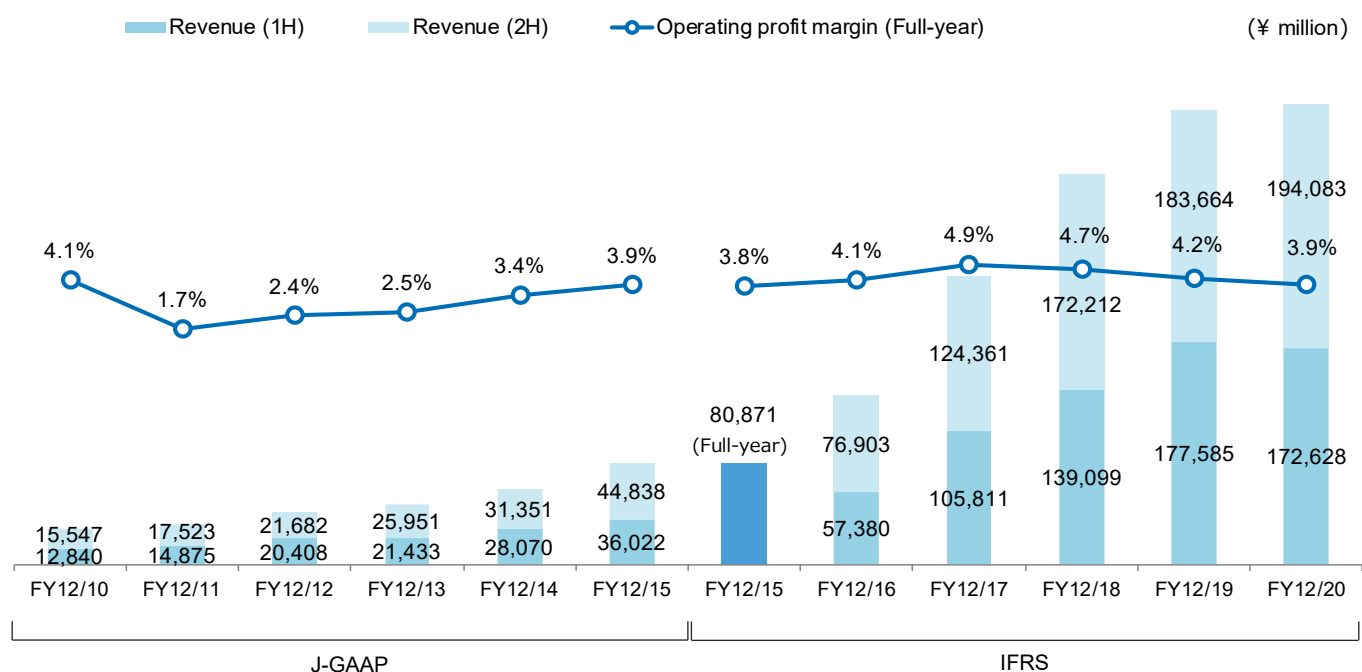


Corporate Profile / Revenue and Ratio of Operating Profit

● Corporate Profile (as of December 31, 2020)

Company Name	OUTSOURCING Inc.
URL	https://www.outsourcing.co.jp/en
Head Office	19F Marunouchi Trust Tower Main Bldg., 1-8-3 Marunouchi, Chiyoda-ku, Tokyo, 100-0005 Japan
Capital Stock	¥25,214 million
Established	January 1997
Representative	Haruhiko Doi, Chairman & CEO
Main Businesses	Domestic Engineering Outsourcing Business, Domestic Manufacturing Outsourcing Business, Domestic Service Operations Outsourcing Business, Overseas Engineering Outsourcing Business, Overseas Manufacturing and Service Operations Outsourcing Business
Total Employees (Group)	93,028







● Revenue and Operating Profit Margin



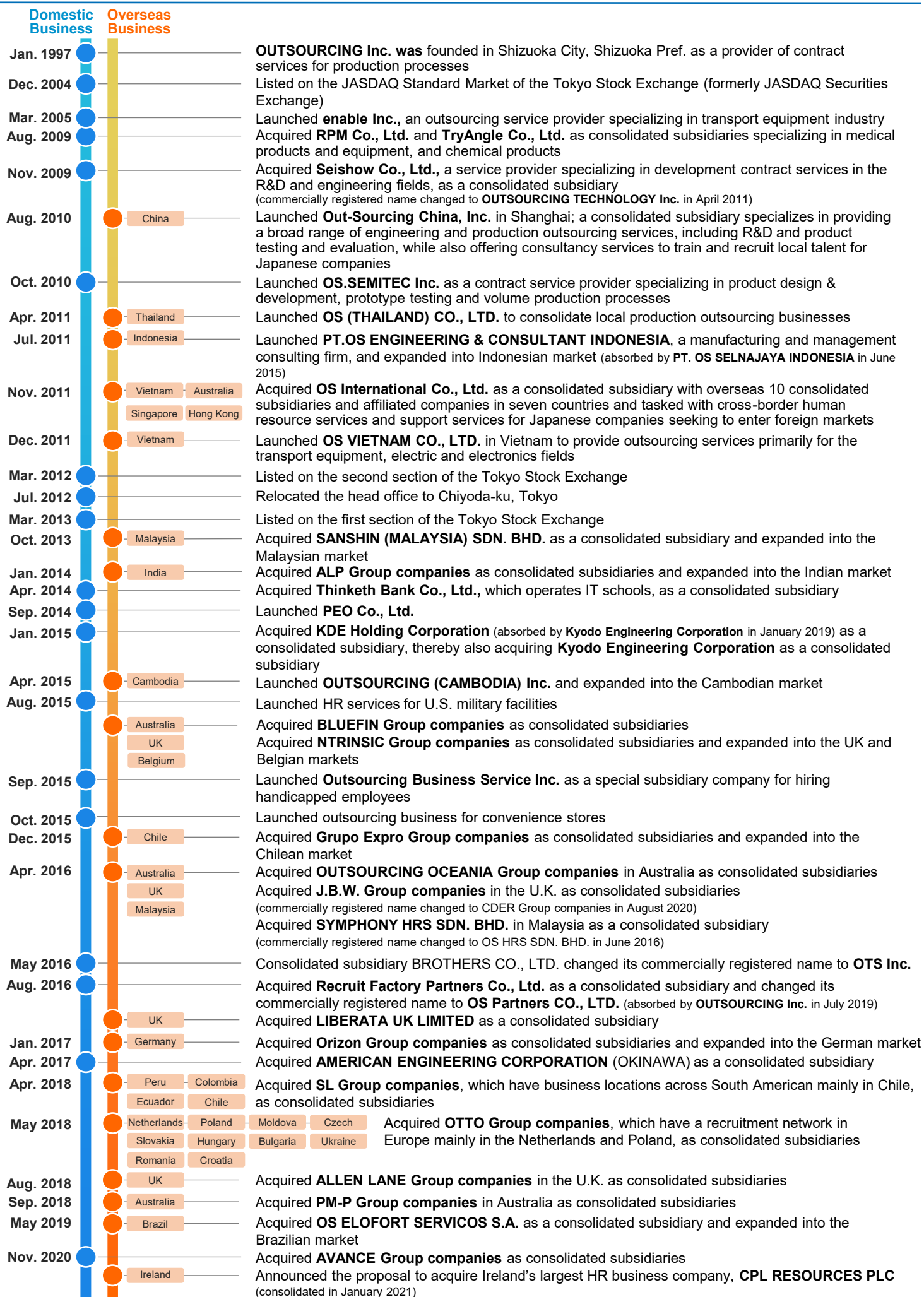
Note: IFRS (International Financial Reporting Standards) has been applied from FY12/15(Full-Year).

Business Overview

● Operating Segments

<p>Domestic Engineering Outsourcing Business 28.3% (Composition Ratio)</p> <p> 15 Group Companies</p>	<p>Provides services to offer sophisticated technologies and know-how to assist manufacturers in their design/development and experiment/evaluation processes; development of telecommunication-related applications for websites/smartphones, and e-commerce websites; various solution services for and development of foundational IT systems and infrastructure networks; outsourcing services for research and development operations specializing in medical-and chemical-related areas; services to offer expertise and know-how to construction management, as well as operation of construction plans and design planning, construction, and the like for various plants; and operates IT schools, etc.</p> <p>【Major Group Companies】 enable Inc., RPM Co., Ltd., TryAngle Co., Ltd., OUTSOURCING TECHNOLOGY Inc., Thinketh Bank Co., Ltd., Kyodo Engineering Corporation, Advantec Co.,Ltd.</p>
<p>Domestic Manufacturing Outsourcing Business 17.6%</p> <p> 15 Group Companies</p>	<p>Offers services to realize better production efficiencies through provision of production technologies and management know-how in response to manufacturers' needs for outsourcing manufacturing operations; comprehensive consignment services covering everything from outsourcing for the recruiting of fixed-term employees to be directly employed by customers (recruiting and placing), administrative work outsourcing including labor management and housing management for fixed-term employees, foreign technical interns and international students, etc., and job hunting support for employees whose employment terms have expired</p> <p>OUTSOURCING Inc., AVANCE CORPORATION, PEO Co., Ltd., ORJ INC.</p>
<p>Domestic Service Operations Outsourcing Business 6.8%</p> <p> 8 Group Companies</p>	<p>Offers services to government offices, such as U.S. military facilities, and services to convenience stores, call centers, etc.</p> <p>AMERICAN ENGINEERING CORPORATION (OKINAWA), OTS Inc.</p>
<p>Overseas Engineering Outsourcing Business 10.8%</p> <p> 36 Group Companies</p>	<p>Offers dispatch services for IT engineers and finance-related experts mainly in Europe and Australia</p> <p>【Asia】 ALP Group (DATACORE)</p> <p>【Oceania】 BLUEFIN Group, OUTSOURCING OCEANIA Group (CLICKS, INDEX), PM-P Group</p> <p>【Europe】 NTRINSIC Group, CDER Group</p>
<p>Overseas Manufacturing and Service Operations Outsourcing Business 36.5%</p> <p> 130 Group Companies</p>	<p>Offers human resource services for manufacturing-related production outsourcing, dispatching and recruiting of personnel for administrative and service-related work, and payroll services in Asia, South America, Europe, etc.; offers BPO services and temporary worker dispatching for public institutions in Europe and Australia as well as cross-border employment services in Europe and Asia</p> <p>【Asia】 OS (THAILAND), PT. OS SELNAJAYA INDONESIA, FARO Group, OS VIETNAM, SANSHIN (MALAYSIA), ALP Group (ALP, FILL SKILL), OUTSOURCING (CAMBODIA), ORION CONSTRUCTION, OS HRS Group</p> <p>【Oceania】 OUTSOURCING OCEANIA Group (OUTSOURCING OCEANIA, HOBAN), KINETIC EMPLOYMENT</p> <p>【Europe】 Orizon Group, OTTO Group, VERACITY, LIBERATA Group, ALLEN LANE</p> <p>【South America】 GRUPOEXPRO Group, SL Group, HELPNET Group, OS ELOFORT Group</p>
<p>Other Segments Total 0.0%</p> <p> 3 Group Companies</p>	<p>Undertakes administrative outsourcing service business, etc.</p> <p>Outsourcing Business Service Inc.</p>

OUTSOURCING Group Expansion Corporate History



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 to differ materially from those projected.

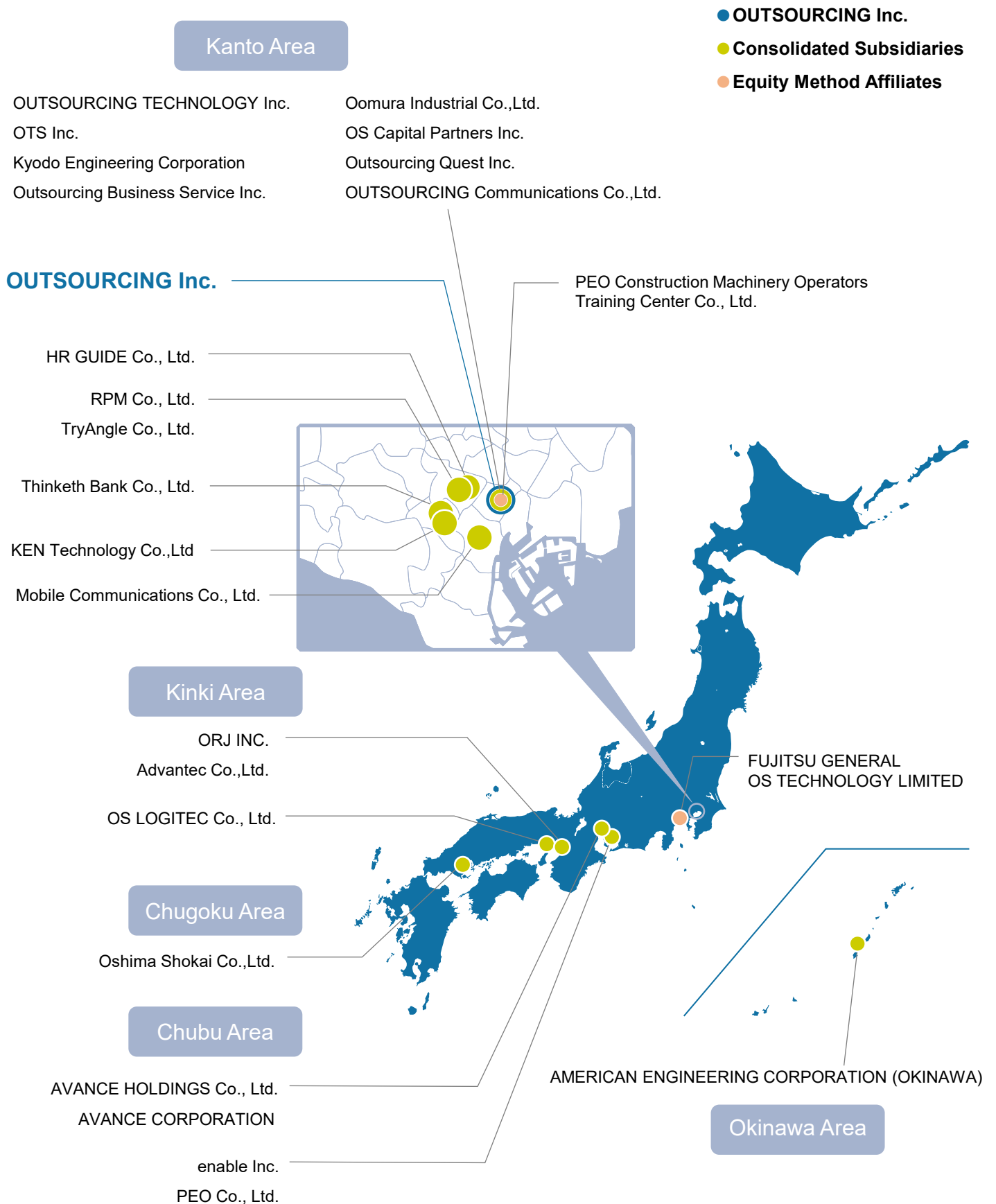


Business Locations Overview

Domestic Business Locations

(as of December 31, 2020)

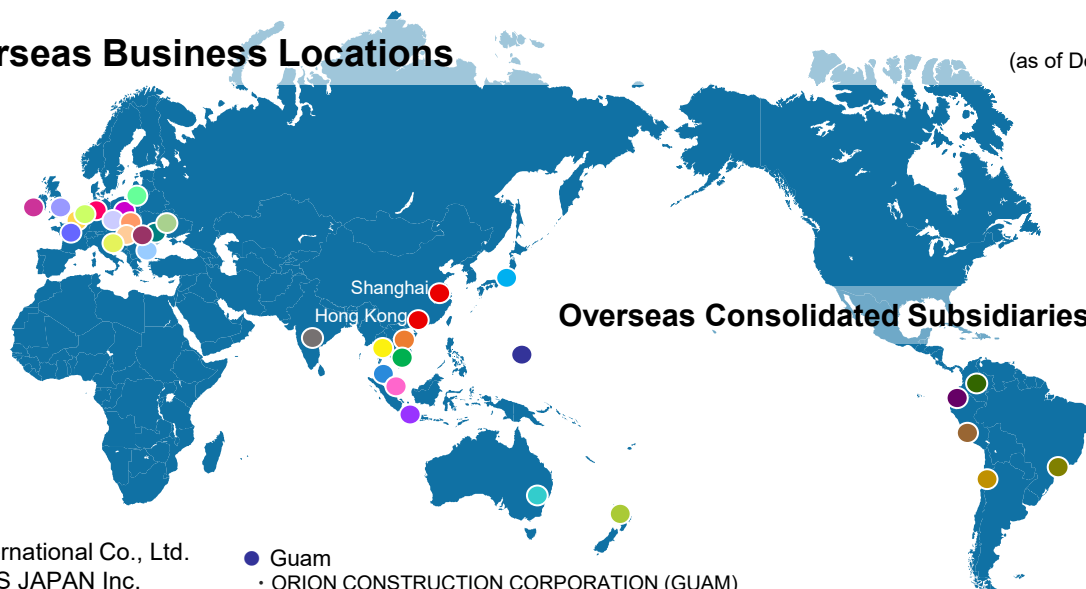
Domestic Consolidated Subsidiaries : 44



Business Locations Overview

Overseas Business Locations

(as of December 31, 2020)



Overseas Consolidated Subsidiaries : 166

Japan

- OS International Co., Ltd.
- OS HRS JAPAN Inc.

Guam

- ORION CONSTRUCTION CORPORATION (GUAM)

Asia

China

- Out-Sourcing China Inc.
- FARO RECRUITMENT CONSULTANCY (MACAO) CO., LIMITED

Thailand

- OS (THAILAND) CO., LTD.
- OS Recruitment (Thailand) Co., Ltd.
- J.A.R. Service Co., Ltd.
- P-ONE SUBCONTRACT CO., LTD.
- HUMAN VALUE CO., LTD.
- FOREIGN WORKER EMPLOYMENT AGENCY OS LABOUR ASIA COMPANY LIMITED

Vietnam

- OS VIETNAM CO., LTD.
- FAITH ROOT RECRUITMENT VIETNAM JOINT STOCK COMPANY

Cambodia

- OUTSOURCING (CAMBODIA) Inc.

Malaysia

- SANSHIN (MALAYSIA) SDN. BHD.
- OS HRS SDN. BHD.

Singapore

- OSI-ASIA HOLDINGS PTE. LTD.
- FARO RECRUITMENT (SINGAPORE) PTE. LTD.

Indonesia

- PT. OS SELNAJAYA INDONESIA

India

- ALP CONSULTING LIMITED
- OS HRS INDIA PRIVATE LIMITED

Oceania

Australia

- BLUEFIN RESOURCES PTY. LIMITED
- CLICKS RECRUIT (AUSTRALIA) PTY LTD
- INDEX CONSULTANTS PTY LTD
- PROJECT MANAGEMENT PARTNERS PTY LIMITED
- OUTSOURCING OCEANIA HOLDINGS PTY LIMITED
- MARBLE GROUP HOLDINGS PTY LTD
- STAFF SOLUTIONS AUSTRALIA PTY LTD
- OUTSOURCING OCEANIA PTY LTD
- JIGSAW SEARCH PTY LTD
- HOBAN RECRUITMENT PTY LTD

New Zealand

- KINETIC EMPLOYMENT LIMITED

South America

Brazil

- OS CROSS BRAZIL HOLDINGS PARTICIPACOES LTDA.
- OS ELOFORT SERVICOS S.A.

Chile

- EXPROCHILE SpA
- INVERSIONES SL GROUP SpA
- OSI SOUTH AMERICA HOLDINGS SpA
- HELPNET HOLDINGS SpA

Ecuador

- SEGURIDAD PRIVADA ACTIVE SECURITY COMPANY A.S.C. CIA. LTDA.

Peru

- WHOLE SECURITY S.A.C.
- HELPNET PERU S.A.C.

Colombia

- SANTILLANA DE SEGURIDAD VIGILANCIA PRIVADA LTDA

Europe

United Kingdom

- NTRINSIC CONSULTING EUROPE LIMITED
- CDER GROUP LIMITED
- J.B.W. GROUP LIMITED
- ADVANTIS CREDIT LIMITED
- COURT ENFORCEMENT SERVICES LTD
- PHOENIX COMMERCIAL (ENFORCEMENT) HOLDINGS LIMITED
- RUNDLE & CO. LIMITED
- OUTSOURCING UK LIMITED
- LIBERATA UK LIMITED
- VERACITY OSI UK LIMITED
- ALLEN LANE TOPCO LIMITED

Ireland

- OUTSOURCING TALENT IRELAND LIMITED

Belgium

- NTRINSIC CONSULTING SPRL

The Netherlands

- OSI Netherlands Holdings B.V.
- OTTO Holding B.V.

France

- NTRINSIC CONSULTING FRANCE SARL

Germany

- OSI Holding Germany GmbH
- Orizon Holding GmbH
- Orizon GmbH

Moldova

- Societatea cu Raspundere Limitata "OTTO WORK FORCE"

Czech Republic

- OTTO Work Force Czech s.r.o.

Slovakia

- OTTO Work Force Slovakia s.r.o.

Bulgaria

- OTTO Work Force Bulgaria EOOD

Hungary

- OTTO Workforce Hungary Korlatolt Felelossegu Tarsasag

Poland

- OTTO WORK FORCE CENTRAL EUROPE SPOLKA Z OGRANICZONA ODPOWIEDZIALNOSCIA

Lithuania

- OTTO WORK FORCE, UAB

Ukraine

- LIMITED LIABILITY COMPANY "OTTO WORKFORCE"

Romania

- OTTO WORK FORCE ROM S.R.L.

Croatia

- OTTO Work Force d.o.o. za posredovanje pri zaposljavanju



The OUTSOURCING Group aims to become a game changer in the HR business amid changing legislations and shifting KPIs. Through platform creation, we will transform our business structure in order to expand our fee-based business

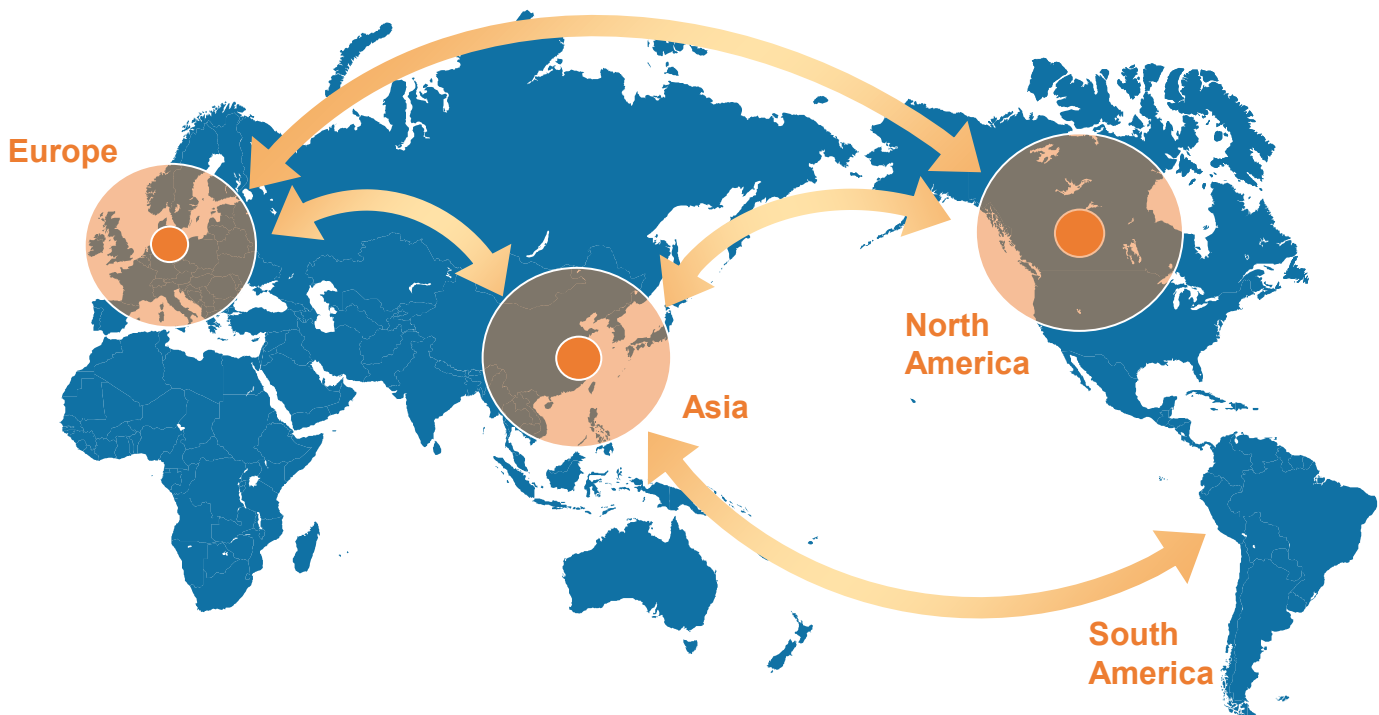
* game changer = a person or thing that causes a major transformation or changes the status quo

● New Initiatives under VISION 2024

Here, we introduce the Group's specific initiatives to promote HR mobilization from a global perspective, with the vision of "WORKING" Beyond Borders

The world has been entering an era where working people move dynamically across national borders. Corporate needs for workers are scattered across regions, countries and territories. Furthermore, the nature of the labor supply-demand gap differs between each. We are working to further strengthen our management structure, promote cooperation between group companies, and accelerate collaboration with local partners to capture the dispersed needs in a timely manner

Build a global HR mobilization network that adapts to changes in the economy and the operating environment, centered on the three major regions that serve as HR mobilization "hubs"



Leverage our Group's scale of business, with our 86,000* employees (approx.) at 199* companies in 34 countries and regions around the world

* As of December 2019

Medium-Term Management Plan VISION 2024: Change the GAME

● Medium-Term Management Plan VISION 2024 (FY12/20-FY12/24) IFRS

(¥ billion)

Revenue for FY12/24 **820**

Operating Profit for FY12/24 **65**

(Operating profit margin: 7.9%)

Note: IFRS basis

Revenue by Operating Segment	Domestic Manufacturing Outsourcing Business	144
	Domestic Engineering Outsourcing Business	260
	Domestic Service Operations Outsourcing Business	63
	Overseas Engineering Outsourcing Business	88
	Overseas Manufacturing and Service Operations Outsourcing Business	247
	Other Business	18

● VISION 2024: Priority Measures

Strategy I Expand Support Services for Foreign Workers

- Shift from the current strategy, which targets technical interns, to a broader strategy that targets all resident foreigners

Domestic Manufacturing Outsourcing Business

Domestic Service Operations Outsourcing Business

Overseas Service Operations Outsourcing Business

Strategy II Increase Operating Efficiency and Save Manpower through Dispatch 2.0, a Business Model Which Combines Engineers and Technology

- Shift from the current engineer dispatching market to an extremely large market with a high unit price
- Through an alliance strategy, we will maintain a low-burden management while acquiring cutting-edge technologies that are needed to boost efficiency

Domestic Engineering Outsourcing Business

Overseas Engineering Outsourcing Business

Strategy III Further Expand the Business Involving U.S. Military Facilities and Government/Public Institutions to Help Smooth Out Operating Performance

- Expand our business in U.S. military facilities, which is relatively insusceptible to economic fluctuations
- Globally expand the public works and e-commerce-related logistics businesses, which are relatively unaffected by economic fluctuations

Domestic Service Operations Outsourcing Business

Overseas Service Operations Outsourcing Business

Overseas Engineering Outsourcing Business

Strategy IV Turn the Growing Worldwide Population into an Opportunity by Establishing a Global HR Mobilization Network

- Take advantage of the supply/demand gap between countries with shrinking populations and labor shortages and countries with growing populations and labor surpluses
- Build a hub-centered global HR mobilization network that adapts to changes in the economy and the operating environment

Entire Group

Strategy V Build a WBB* Platform to Break Away from Business That Relies on a Stock of Human Resources

- The need to establish a fee-based business model to achieve sustainable growth

* WBB = "WORKING" Beyond Borders

Entire Group

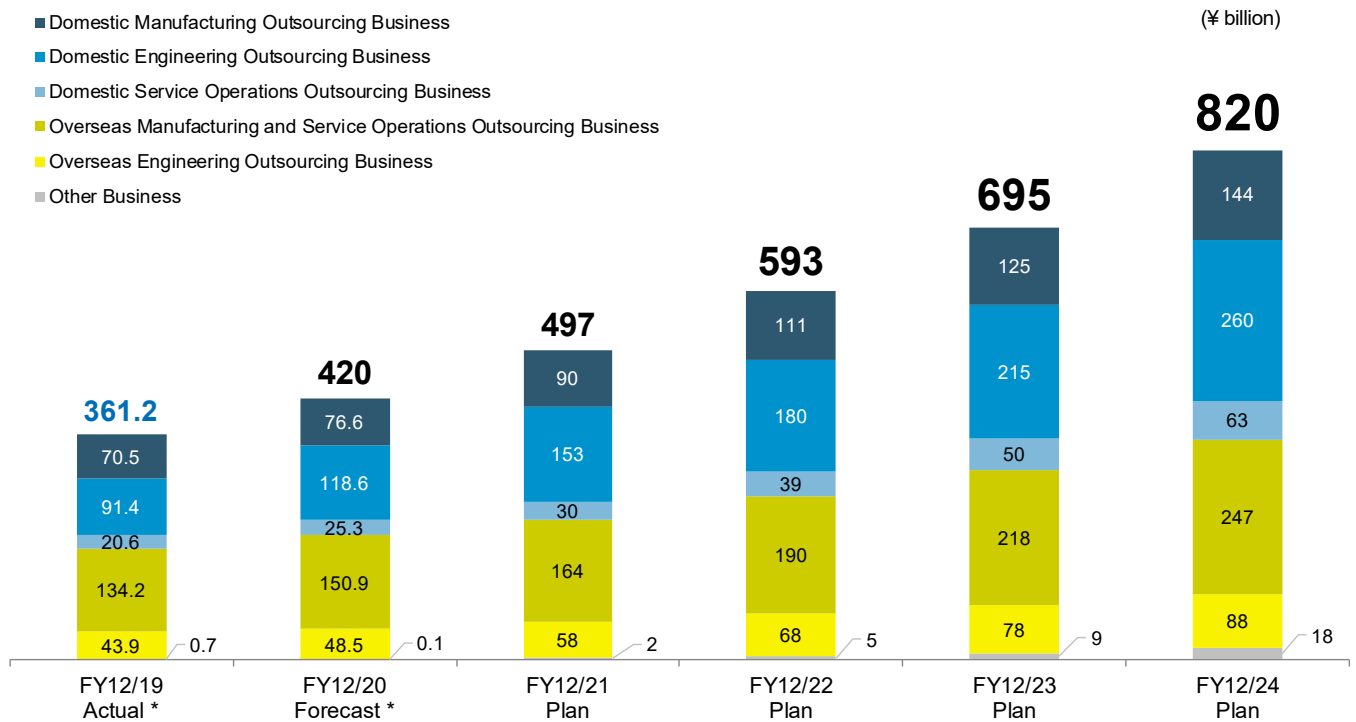
Strategy VI Pursue Financial Strategies

- ROE of 25% or higher, Shareholders' equity ratio of 30% or higher, Payout ratio of 30% or higher

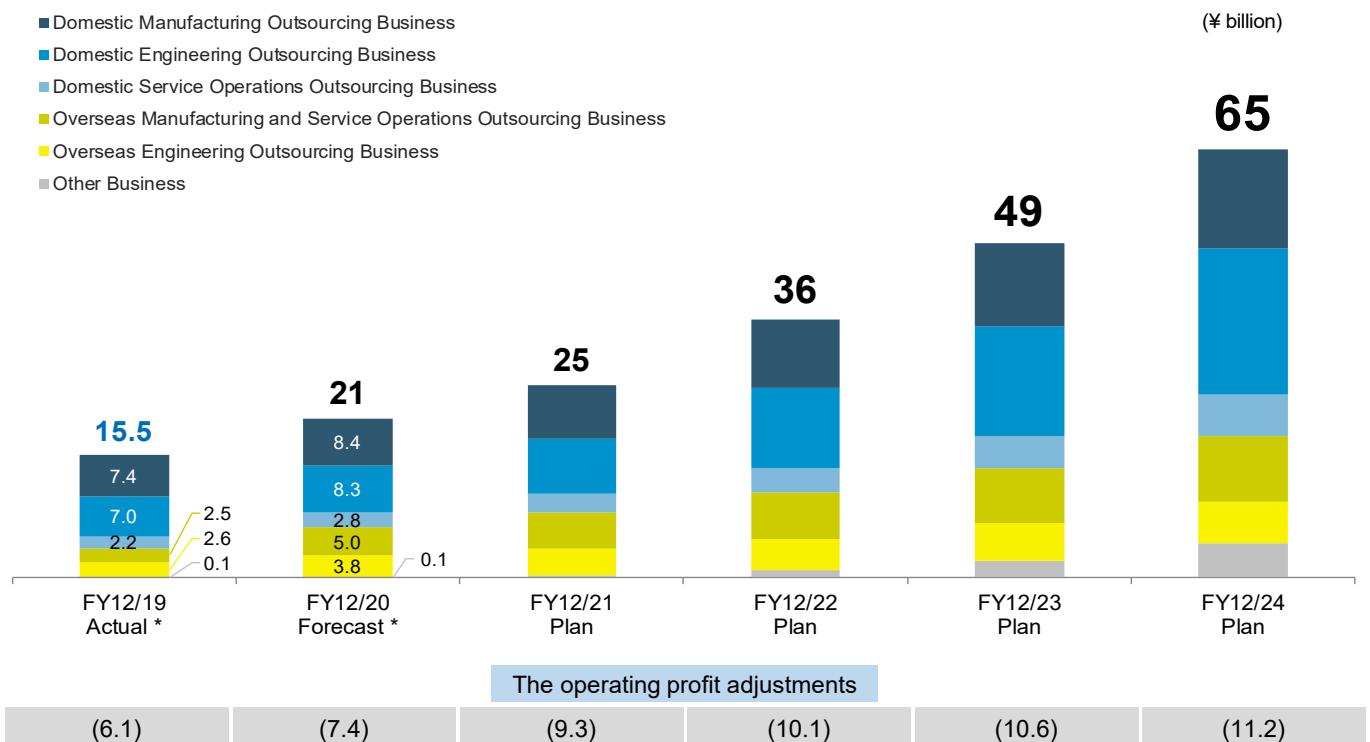
Entire Group

Medium-Term Management Plan VISION 2024: Change the GAME

● Revenue Plan by Operating Segment



● Operating Profit Plan by Operating Segment



Note: Since budgets are set for the whole and not for each individual segment, the operating profit adjustments are not reflected in the graph for each segment but are reflected in the total operating profit

* Announced on Feb. 14, 2020

Consolidated Statement of Financial Position [IFRS]

(¥ million)	FY12/16 End	FY12/17 End	FY12/18 End	FY12/19 End	FY12/20 End
Assets					
Total assets	90,355	124,645	186,141	239,907	302,873
Total current assets	36,251	59,312	93,636	112,441	160,767
Cash and cash equivalents	11,746	19,108	29,451	40,246	81,720
Trade and other receivables	21,006	34,390	50,165	51,722	56,195
Inventories	808	1,373	1,509	1,608	1,750
Other financial assets	974	1,714	4,508	9,974	11,076
Other current assets	1,717	2,727	8,003	8,891	10,026
Total non-current assets	54,104	65,333	92,505	127,466	142,106
Property, plant and equipment	4,994	6,922	10,249	9,421	10,815
Right-of-use assets	-	-	-	18,246	17,492
Goodwill	26,315	39,239	52,621	55,978	63,394
Intangible assets	8,640	10,936	20,156	20,846	20,743
Investments accounted for using equity method	-	-	-	2,178	2,231
Other financial assets	9,671	3,137	5,518	15,891	18,797
Other non-current assets	1,862	2,096	760	1,076	3,747
Deferred tax assets	2,622	3,003	3,201	3,830	4,887

Note: Fractions less than unit in the above amount figures are rounded off.

Consolidated Statement of Financial Position [IFRS]

(¥ million)	FY12/16 End	FY12/17 End	FY12/18 End	FY12/19 End	FY12/20 End
Liabilities and equity					
Total liabilities	80,354	97,888	125,484	174,867	234,673
Total current liabilities	45,521	51,594	67,246	90,192	151,948
Trade and other payables	13,763	23,758	32,038	35,033	41,308
Bonds and borrowings	24,375	14,354	14,822	20,146	68,050
Lease liabilities	-	-	-	15,577	16,791
Other financial liabilities	1,460	1,869	4,271	2,978	4,607
Income taxes payable	948	4,659	4,635	3,922	4,360
Other current liabilities	4,975	6,954	11,480	12,536	16,832
Total non-current liabilities	34,833	46,294	58,238	84,675	82,725
Bonds and borrowings	21,114	33,727	39,265	47,664	43,213
Lease liabilities	-	-	-	20,120	20,556
Other financial liabilities	7,581	5,740	11,125	6,806	5,530
Retirement benefit liability	3,184	3,289	1,914	2,097	5,403
Provisions	640	705	881	1,093	1,113
Other non-current liabilities	195	98	140	272	581
Deferred tax liabilities	2,119	2,735	4,913	6,623	6,329
Total equity	10,001	26,757	60,657	65,040	68,200
Share capital	1,759	7,131	25,123	25,187	25,214
Capital surplus	3,502	8,843	26,587	26,620	26,647
Treasury shares	(0)	(0)	(0)	(0)	(0)
Other capital surplus	(4,717)	(5,814)	(14,178)	(14,056)	(13,456)
Other components of equity	(1,236)	741	(2,096)	(2,635)	(1,205)
Retained earnings	8,391	14,057	19,774	25,559	25,777
Equity attributable to owners of the Company	7,699	24,958	55,210	60,675	62,977
Non-controlling interests	2,302	1,799	5,447	4,365	5,223
Total liabilities and equity	90,355	124,645	186,141	239,907	302,873

Note: Fractions less than unit in the above amount figures are rounded off.

Consolidated Statement of Income [IFRS]

(¥ million)	FY12/16	FY12/17	FY12/18	FY12/19	FY12/20
Revenue	134,283	230,172	311,311	361,249	366,711
Cost of sales	(106,519)	(184,356)	(248,911)	(290,465)	(295,582)
Gross profit	27,764	45,816	62,400	70,784	71,129
Selling, general and administrative expenses	(21,649)	(34,786)	(47,751)	(58,866)	(60,863)
Other operating income	556	660	1,032	4,587	5,229
Other operating expenses	(1,108)	(330)	(1,090)	(1,163)	(1,158)
Operating profit	5,563	11,360	14,591	15,342	14,337
Finance income	116	362	66	697	865
Finance costs	(740)	(1,327)	(2,102)	(2,780)	(6,132)
Share of profit (loss) of investments accounted for using equity method	-	-	-	60	73
Profit before tax	4,939	10,395	12,555	13,319	9,143
Income tax expense	(1,491)	(3,466)	(4,253)	(4,344)	(5,055)
Profit	3,448	6,929	8,302	8,975	4,088
Profit attributable to					
Owners of the Company	3,037	6,180	7,480	8,227	3,324
Non-controlling interests	411	749	822	748	764
Profit	3,448	6,929	8,302	8,975	4,088

Note: Fractions less than unit in the above amount figures are rounded off.

Consolidated Statement of Changes in Equity [IFRS]

(\$ million)	Equity attributable to owners of the Company											Non-controlling interests	Total equity
	Share capital	Capital surplus	Treasury shares	Other capital surplus	Other components of equity					Retained earnings	Total		
					Exchange differences on translation of foreign operations	Changes in fair value of debt instruments measured at fair value through other comprehensive income	Remeasurements of defined benefit plans	Changes in fair value of equity instruments measured at fair value through other comprehensive income	Total				
As of January 1, 2019	25,123	26,587	(0)	(14,178)	(2,301)	1	-	204	(2,096)	19,774	55,210	5,447	60,657
Profit for the year	-	-	-	-	-	-	-	-	-	8,227	8,227	748	8,975
Other comprehensive income	-	-	-	-	(567)	0	240	28	(299)	-	(299)	(80)	(379)
Comprehensive income for the year	-	-	-	-	(567)	0	240	28	(299)	8,227	7,928	668	8,596
Issuances of new shares	64	64	-	(29)	-	-	-	-	-	-	99	-	99
Dividends	-	-	-	-	-	-	-	-	-	(2,636)	(2,636)	(744)	(3,380)
Share-based remuneration transactions	-	-	-	15	-	-	-	-	-	-	15	-	15
Transfer from other components of equity to retained earnings	-	-	-	-	-	-	(240)	-	(240)	240	-	-	-
Other changes	-	(31)	-	-	-	-	-	-	-	(3)	(34)	-	(34)
Total contributions by owners and distributions to owners	64	33	-	(14)	-	-	(240)	-	(240)	(2,399)	(2,556)	(744)	(3,300)
Increase (decrease) by business combination	-	-	-	136	0	-	-	-	0	(43)	93	(1,006)	(913)
Total changes in ownership interests in subsidiaries	-	-	-	136	0	-	-	-	0	(43)	93	(1,006)	(913)
Total transactions with owners	64	33	-	122	0	-	(240)	-	(240)	(2,442)	(2,463)	(1,750)	(4,213)
As of December 31, 2019	25,187	26,620	(0)	(14,056)	(2,868)	1	-	232	(2,635)	25,559	60,675	4,365	65,040

(\$ million)	Equity attributable to owners of the Company											Non-controlling interests	Total equity
	Share capital	Capital surplus	Treasury shares	Other capital surplus	Other components of equity					Retained earnings	Total		
					Exchange differences on translation of foreign operations	Changes in fair value of debt instruments measured at fair value through other comprehensive income	Remeasurements of defined benefit plans	Changes in fair value of equity instruments measured at fair value through other comprehensive income	Total				
As of January 1, 2020	25,187	26,620	(0)	(14,056)	(2,868)	1	-	232	(2,635)	25,559	60,675	4,365	65,040
Profit for the year	-	-	-	-	-	-	-	-	-	3,324	3,324	764	4,088
Other comprehensive income	-	-	-	-	1,333	0	(313)	97	1,117	-	1,117	(17)	1,100
Comprehensive income for the year	-	-	-	-	1,333	0	(313)	97	1,117	3,324	4,441	747	5,188
Issuances of new shares	27	27	-	(6)	-	-	-	-	-	-	48	-	48
Dividends	-	-	-	-	-	-	-	-	-	(3,019)	(3,019)	(487)	(3,506)
Share-based remuneration transactions	-	-	-	(2)	-	-	-	-	-	-	(2)	-	(2)
Transfer from other components of equity to retained earnings	-	-	-	-	-	-	313	-	313	(313)	-	-	-
Other changes	-	-	-	(5)	-	-	-	-	-	226	221	-	221
Total contributions by owners and distributions to owners	27	27	-	(13)	-	-	313	-	313	(3,106)	(2,752)	(487)	(3,239)
Increase (decrease) by business combination	-	-	-	613	-	-	-	-	-	-	613	598	1,211
Total changes in ownership interests in subsidiaries	-	-	-	613	-	-	-	-	-	-	613	598	1,211
Total transactions with owners	27	27	-	600	-	-	313	-	313	(3,106)	(2,139)	111	(2,028)
As of December 31, 2020	25,214	26,647	(0)	(13,456)	(1,535)	1	-	329	(1,205)	25,777	62,977	5,223	68,200

Note: Fractions less than unit in the above amount figures are rounded off.

Consolidated Statement of Cash Flows [IFRS]

(¥ million)	FY12/16	FY12/17	FY12/18	FY12/19	FY12/20
Cash flows from operating activities					
Net cash provided by (used in) operating activities	1,246	10,132	8,496	22,560	22,498
Profit before tax	4,939	10,395	12,555	13,319	9,143
Depreciation and amortization	1,624	2,481	3,672	10,921	12,231
Impairment losses	564	37	721	381	548
Increase (decrease) in provision and retirement benefit liability	130	(53)	(46)	174	651
Finance income	(116)	(362)	(66)	(697)	(865)
Finance costs	740	1,327	2,102	2,780	6,132
Share of loss (profit) of investments accounted for using equity method	-	-	-	(60)	(73)
Decrease (increase) in inventories	19	(97)	(142)	(83)	(82)
Decrease (increase) in trade and other receivables	(3,759)	(4,094)	(7,226)	(1,410)	(1,677)
Increase (decrease) in trade and other payables	649	2,640	2,657	2,601	2,187
Increase (decrease) in accrued consumption taxes	(195)	693	1,799	1,328	1,526
Other	(338)	437	(1,120)	(1,309)	(717)
Subtotal	4,257	13,404	14,906	27,945	29,004
Interest and dividends received	54	53	66	180	91
Interest paid	(517)	(860)	(1,090)	(1,527)	(1,537)
Income taxes paid	(2,595)	(2,542)	(5,539)	(5,409)	(6,408)
Income taxes refund	47	77	153	1,371	1,348

Note: Fractions less than unit in the above amount figures are rounded off.

Consolidated Statement of Cash Flows [IFRS]

(¥ million)	FY12/16	FY12/17	FY12/18	FY12/19	FY12/20
Cash flows from investing activities					
Net cash provided by (used in) investing activities	(28,717)	(8,498)	(30,018)	(8,572)	(8,720)
Payments into time deposits	(343)	(370)	(790)	(3,125)	(566)
Proceeds from withdrawal of time deposits	1,411	831	610	4,115	855
Payments for purchase of other financial assets	-	-	(9,044)	(2,507)	-
Proceeds from full redemption of other financial assets	-	-	6,482	5,068	-
Payments into deposits paid	(7,568)	(228)	-	-	(257)
Purchase of property, plant and equipment	(492)	(1,287)	(1,844)	(2,131)	(1,905)
Purchase of intangible assets	(255)	(596)	(714)	(885)	(1,029)
Proceeds from sale of property, plant and equipment	220	84	108	4	16
Purchase of investments	(1)	(53)	(1,153)	(488)	(859)
Proceeds from sales of investments	200	8	23	59	-
Payments for purchase of business	(21,917)	(7,817)	(22,739)	(6,344)	(5,962)
Proceeds from purchase of business	-	1,059	-	240	-
Purchase of investments accounted for using equity method	-	-	-	(2,118)	-
Payments for loans receivable	(10)	(13)	(37)	(393)	(4)
Collection of loans receivable	29	114	76	35	1,078
Payments of leasehold and guarantee deposits	(390)	(662)	(1,149)	(1,149)	(562)
Proceeds from refund of leasehold and guarantee deposits	168	160	204	709	445
Purchase of insurance funds	(0)	(16)	(28)	(1)	(2)
Proceeds from cancellation of insurance funds	246	261	40	338	-
Other	(15)	27	(63)	1	32
Cash flows from financing activities					
Net cash provided by (used in) financing activities	31,688	5,389	32,442	(3,207)	26,905
Net increase (decrease) in short-term borrowings	11,778	(16,383)	(3,616)	1,648	40,119
Proceeds from long-term borrowings	23,500	25,277	8,797	30,084	13,334
Repayments of long-term borrowings	(2,519)	(9,628)	(8,850)	(19,008)	(12,080)
Proceeds from issuance of bonds	-	-	6,186	-	-
Redemption of bonds	(50)	(25)	-	-	(15)
Repayments of lease liabilities	-	-	-	(8,170)	(7,706)
Proceeds from issuance of shares	69	10,574	35,733	128	55
Purchase of treasury shares	(0)	-	-	-	-
Dividends paid	(610)	(733)	(1,937)	(2,636)	(3,019)
Transactions with non-controlling interests	-	(2,685)	(1,938)	(4,461)	(3,202)
Dividends paid to non-controlling interests	(11)	(455)	(573)	(744)	(487)
Other	(469)	(553)	(1,360)	(48)	(94)
Effect of exchange rate change on cash and cash equivalents	28	339	(577)	14	791
Net increase (decrease) in cash and cash equivalents	4,245	7,362	10,343	10,795	41,474
Cash and cash equivalents at beginning of period	7,501	11,746	19,108	29,451	40,246
Cash and cash equivalents at end of period	11,746	19,108	29,451	40,246	81,720

Note: Fractions less than unit in the above amount figures are rounded off.

Consolidated Information by Operating Segment and Region [IFRS]

(¥ million)	FY12/17		FY12/18		FY12/19		FY12/20	
	Amount	Composition Ratio	Amount	Composition Ratio	Amount	Composition Ratio	Amount	Composition Ratio
Revenue by operating segment								
Domestic Engineering Outsourcing Business	51,264	22.3%	72,434	23.3%	91,367	25.3%	103,840	28.3%
Electrical & Electronics	10,553	4.6%	14,596	4.7%	15,599	4.3%	16,558	4.5%
Transport Equipment	12,391	5.4%	18,212	5.8%	20,600	5.7%	22,417	6.1%
Pharm. & Chemicals	2,297	1.0%	4,642	1.5%	7,127	2.0%	8,138	2.2%
IT-related	15,835	6.9%	20,224	6.5%	27,822	7.7%	31,332	8.5%
Construction & Plant-related	6,568	2.8%	9,552	3.1%	14,031	3.9%	15,628	4.3%
Others	3,620	1.6%	5,208	1.7%	6,188	1.7%	9,767	2.7%
Domestic Manufacturing Outsourcing Business	49,175	21.3%	62,302	20.0%	70,530	19.5%	64,711	17.6%
Electrical & Electronics	18,153	7.9%	18,657	6.0%	17,422	4.8%	17,163	4.7%
Transport Equipment	16,876	7.3%	26,162	8.4%	32,563	9.0%	28,754	7.8%
Pharm. & Chemicals	4,474	1.9%	5,189	1.7%	5,460	1.5%	5,539	1.5%
Metals & Construction Materials	4,073	1.8%	4,419	1.4%	4,824	1.4%	3,813	1.0%
Foods	1,716	0.7%	1,932	0.6%	2,643	0.7%	2,887	0.8%
Others	3,883	1.7%	5,943	1.9%	7,618	2.1%	6,555	1.8%
Domestic Service Operations Outsourcing Business	13,086	5.7%	18,003	5.8%	20,569	5.7%	24,795	6.8%
Retail	1,729	0.8%	1,428	0.5%	812	0.2%	580	0.2%
Public Works	9,628	4.2%	13,876	4.4%	17,030	4.7%	21,971	6.0%
Others	1,729	0.7%	2,699	0.9%	2,727	0.8%	2,244	0.6%
Overseas Engineering Outsourcing Business	28,925	12.6%	36,570	11.7%	43,866	12.1%	39,460	10.8%
Electrical & Electronics	150	0.1%	325	0.1%	347	0.1%	528	0.2%
Transport Equipment	305	0.2%	689	0.2%	1,331	0.4%	1,011	0.3%
Pharm. & Chemicals	515	0.2%	535	0.2%	525	0.2%	466	0.1%
IT-related	2,593	1.1%	3,786	1.2%	4,445	1.2%	3,308	0.9%
Metals & Construction Materials	182	0.1%	311	0.1%	209	0.1%	158	0.0%
Construction & Plant-related	225	0.1%	170	0.1%	1,535	0.4%	2,528	0.7%
Foods	14	0.0%	66	0.0%	157	0.0%	23	0.0%
Retail	1,059	0.5%	1,201	0.4%	1,152	0.3%	1,871	0.5%
Public Works	16,865	7.3%	20,326	6.5%	24,134	6.7%	21,397	5.8%
Finance	4,646	2.0%	6,678	2.1%	7,716	2.1%	6,046	1.7%
Others	2,371	1.0%	2,483	0.8%	2,315	0.6%	2,124	0.6%
Overseas Manufacturing and Service Operations Outsourcing Business	87,262	37.9%	121,564	39.1%	134,208	37.2%	133,818	36.5%
Electrical & Electronics	17,471	7.6%	22,422	7.2%	18,091	5.0%	14,133	3.9%
Transport Equipment	15,413	6.7%	16,454	5.3%	13,909	3.9%	10,722	2.9%
Pharm. & Chemicals	4,330	1.9%	4,720	1.5%	3,784	1.0%	3,113	0.8%
IT-related	3,371	1.5%	3,435	1.1%	3,368	0.9%	3,207	0.9%
Metals & Construction Materials	1,349	0.6%	1,484	0.5%	1,160	0.3%	2,054	0.6%
Construction & Plant-related	1,303	0.6%	1,752	0.6%	2,014	0.6%	2,633	0.7%
Foods	1,963	0.8%	5,364	1.7%	4,529	1.3%	4,222	1.2%
Retail	7,232	3.1%	20,851	6.7%	33,171	9.2%	44,198	12.1%
Public Works	18,895	8.2%	27,165	8.7%	29,673	8.2%	29,415	8.0%
Finance	1,789	0.8%	1,967	0.7%	1,715	0.5%	1,600	0.4%
Others	14,146	6.1%	15,950	5.1%	22,794	6.3%	18,521	5.0%
Other Business	460	0.2%	438	0.1%	709	0.2%	87	0.0%
Total	230,172	100.0%	311,311	100.0%	361,249	100.0%	366,711	100.0%

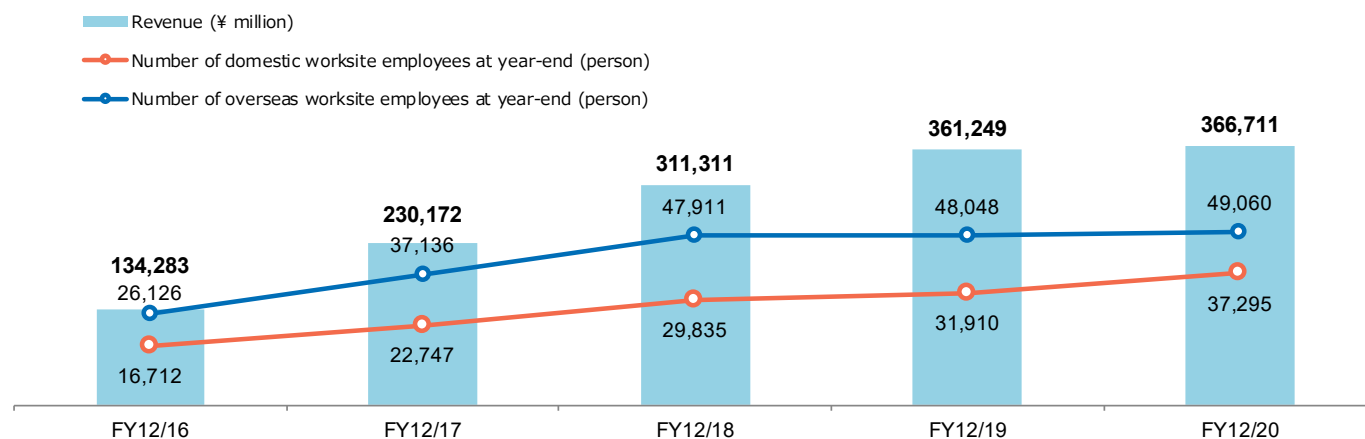
(¥ million)	FY12/17		FY12/18		FY12/19		FY12/20	
	Amount	Composition Ratio	Amount	Composition Ratio	Amount	Composition Ratio	Amount	Composition Ratio
Revenue by region								
Japan	113,985	49.5%	153,177	49.2%	183,175	50.7%	193,433	52.7%
Asia (excl. Japan)	18,772	8.2%	16,876	5.4%	13,397	3.7%	9,832	2.7%
Oceania	38,451	16.7%	44,450	14.3%	49,238	13.6%	45,020	12.3%
Europe	54,127	23.5%	89,655	28.8%	106,650	29.5%	110,375	30.1%
South America	4,837	2.1%	7,153	2.3%	8,789	2.5%	8,051	2.2%
Total	230,172	100.0%	311,311	100.0%	361,249	100.0%	366,711	100.0%

Note: Fractions less than unit in the above amount figures are rounded off.

Consolidated Other Information (Number of Workers / Recruitment Unit Price)

(person)	FY12/16	FY12/17	FY12/18	FY12/19	FY12/20
Number of worksite employees at year-end					
Consolidated	42,838	59,883	77,746	79,958	86,355
Domestic	16,712	22,747	29,835	31,910	37,295
Domestic Engineering Outsourcing Business	6,066	8,716	12,763	15,888	18,150
IT-related	1,472	2,278	2,680	3,445	4,325
Construction & Plant-related	841	1,330	1,856	2,525	2,890
Domestic Manufacturing Outsourcing Business	9,033	11,096	13,698	13,457	16,539
Domestic Service Operations Outsourcing Business	1,609	2,932	3,370	2,560	2,606
Retail	1,284	642	533	390	261
Public Works	278	960	982	978	1,544
Others	47	1,330	1,855	1,192	801
Other Business	4	3	4	5	0
Overseas	26,126	37,136	47,911	48,048	49,060
Overseas Engineering Outsourcing Business	1,836	1,956	3,043	3,468	2,729
Overseas Manufacturing and Service Operations Outsourcing Business	24,290	35,180	44,868	44,580	46,331
Production Outsourcing Business	13,732	22,113	28,733	26,575	12,163
Others	10,558	12,817	16,135	18,005	34,168
Number of outsourcing administrative workers at year-end					
	1,478	5,628	11,225	18,670	22,296
Number of placed workers					
	3,689	3,614	3,852	3,725	1,208

Note: the number of worksite employees includes dispatched employees.



	FY12/16	FY12/17	FY12/18	FY12/19	FY12/20
Recruitment efficiency					
Domestic Engineering Outsourcing Business					
Number of workers recruited (persons)	2,360	4,080	6,269	6,343	6,406
Recruitment unit price (¥/worker)	245,186	332,782	375,171	418,944	529,783
Utilization rate	98.2%	97.5%	96.1%	95.4%	92.2%
Domestic Manufacturing Outsourcing Business					
Number of workers recruited (persons)	7,543	7,847	10,023	7,818	6,747
Recruitment unit price (¥/worker)	57,112	66,024	66,580	73,796	113,975
Domestic Service Operations Outsourcing Business					
Number of workers recruited (persons)	2,659	4,408	4,736	3,240	1,861
Recruitment unit price (¥/worker)	13,323	14,832	18,150	28,940	27,660
Domestic Recruiting and Placing Business					
Number of workers recruited (persons)	3,689	3,614	3,852	3,725	1,208
Recruitment unit price (¥/worker)	130,710	137,460	143,244	155,797	293,940

Note: Fractions less than unit in the above amount figures are rounded off.

Consolidated Major Indicators (1) [IFRS]

(¥ million)	FY12/16	FY12/17	FY12/18	FY12/19	FY12/20
Revenue	134,283	230,172	311,311	361,249	366,711
Gross profit	27,764	45,816	62,400	70,784	71,129
SG&A expenses	21,649	34,786	47,751	58,866	60,863
Operating profit	5,563	11,360	14,591	15,342	14,337
Profit before tax	4,939	10,395	12,555	13,319	9,143
Profit attributable to owners of the Company	3,037	6,180	7,480	8,227	3,324

Note: Fractions less than unit in the above amount figures are rounded off.

(%)	FY12/16	FY12/17	FY12/17	FY12/18	FY12/20
Gross profit margin	20.7	19.9	20.0	19.6	19.4
SG&A expenses ratio	16.1	15.1	15.3	16.3	16.6
Operating profit margin	4.1	4.9	4.7	4.2	3.9
Profit before tax margin	3.7	4.5	4.0	3.7	2.5
Profit attributable to owners of the Company margin	2.3	2.7	2.4	2.3	0.9

Gross profit margin=Gross profit/Revenue

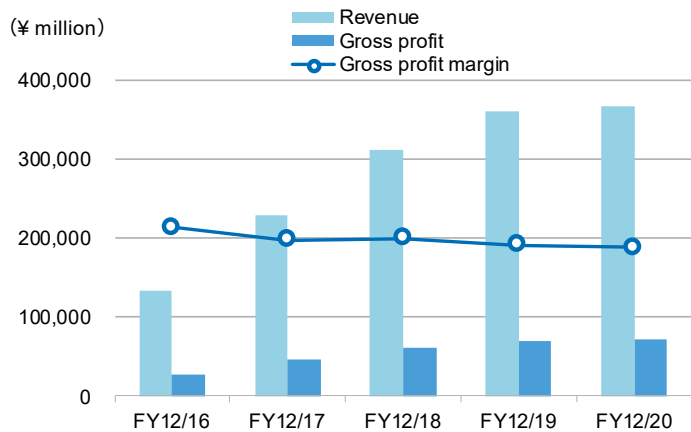
SG&A expenses ratio=SG&A expenses/Revenue

Operating profit margin=Operating profit/Revenue

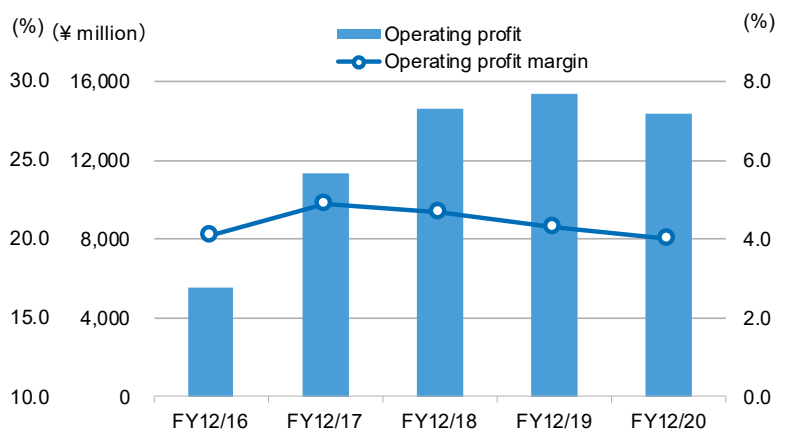
Profit before tax margin=Profit before tax/Revenue

Profit attributable to owners of the Company margin=Profit attributable to owners of the Company/Revenue

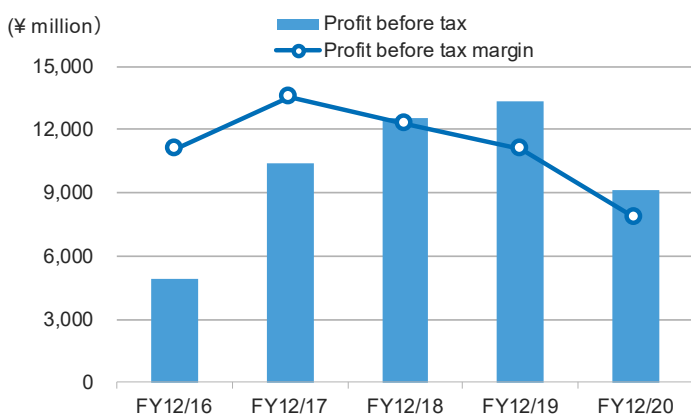
Gross Profit Margin



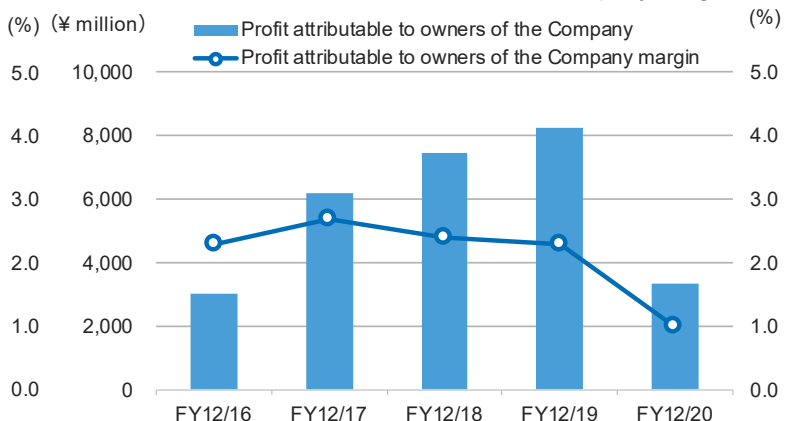
Operating Profit Margin



Profit Before Tax Margin



Profit Attributable to Owners of the Company Margin



Consolidated Major Indicators (2) [IFRS]

(¥ million)	FY12/16	FY12/17	FY12/18	FY12/19	FY12/20
Equity attributable to owners of the Company	7,699	24,958	55,210	60,675	62,977
Total assets	90,355	124,645	186,141	239,907	302,873
Current assets	36,251	59,312	93,636	112,441	160,767
Current liabilities	45,521	51,594	67,246	90,192	151,948
Interest-bearing liabilities	48,138	50,347	56,956	103,507	148,610

Interest-bearing liabilities=Short-term borrowings+Long-term borrowings+Lease obligations+Bonds

Note: Fractions less than unit in the above amount figures are rounded off.

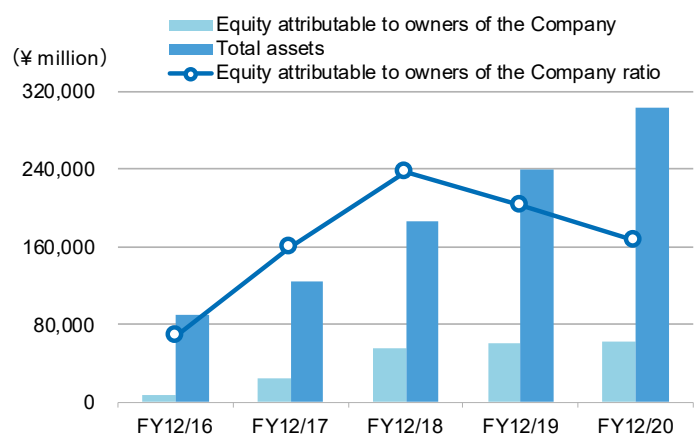
(%)	FY12/16	FY12/17	FY12/18	FY12/19	FY12/20
Equity attributable to owners of the Company ratio	8.5	20.0	29.7	25.3	20.8
D/E ratio	625.3	201.7	103.2	170.6	236.0
Current ratio	79.6	115.0	139.2	124.7	105.8

Equity attributable to owners of the Company ratio=Equity attributable to owners of the Company/Total assets

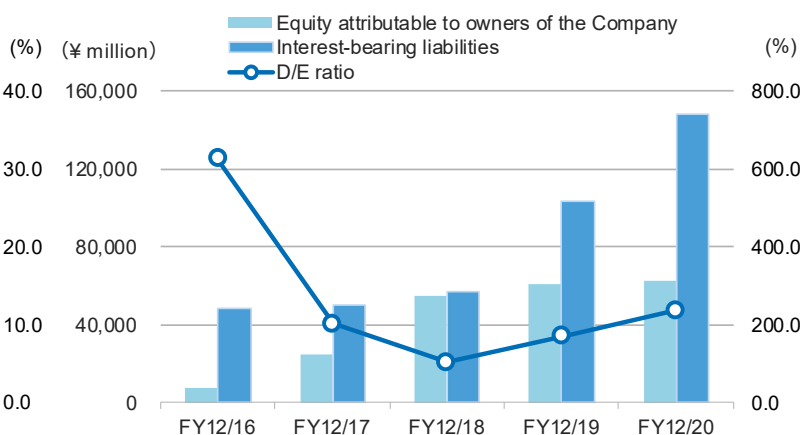
D/E ratio=Interest-bearing liabilities/Equity attributable to owners of the Company

Current ratio=Current assets/Current liabilities

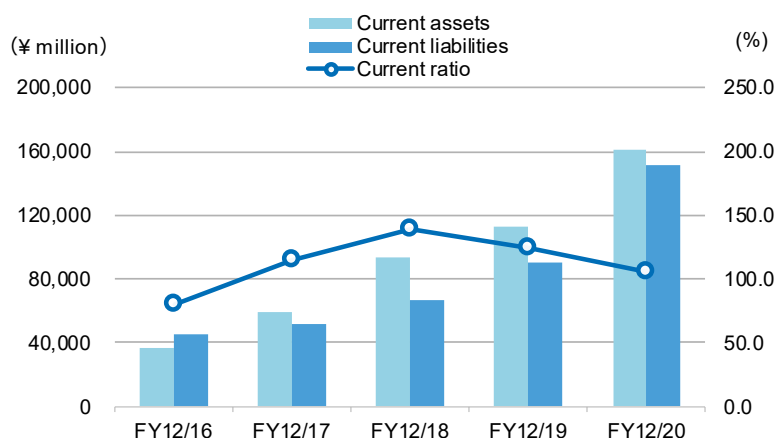
Equity Attributable to Owners of the Company Ratio



D/E Ratio



Current Ratio



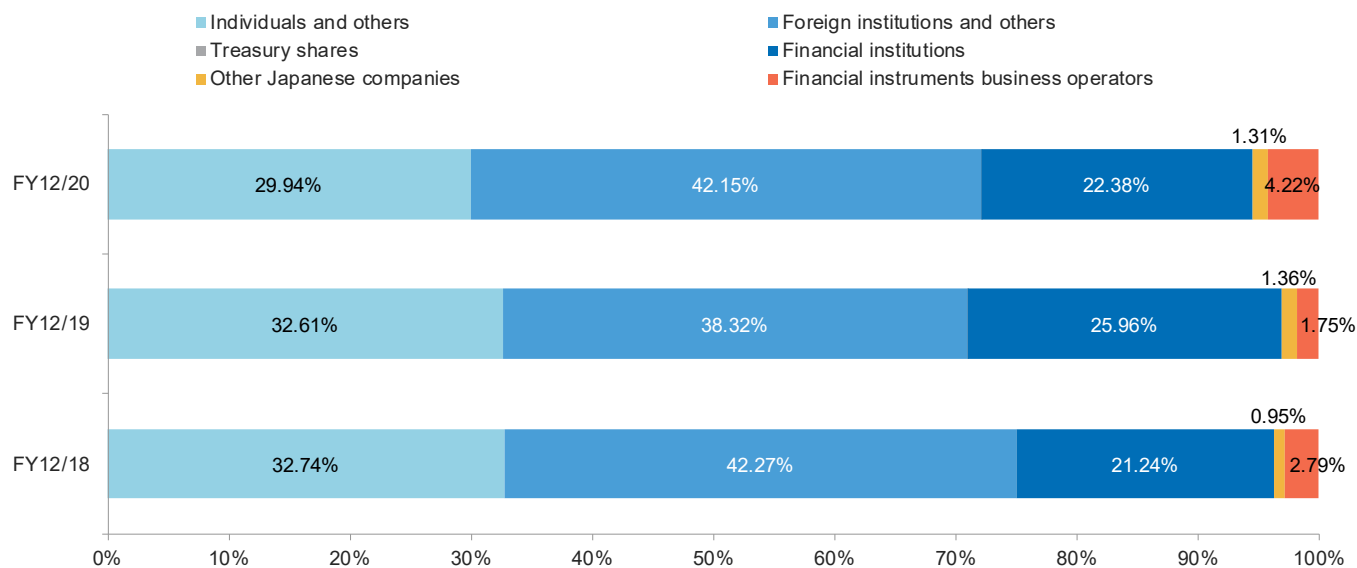
Stock Information

Major Shareholders

As of December 31, 2020

Top 10 Shareholders	Number of Shares	Shareholding Ratio
Haruhiko Doi	15,761,400	12.52%
THE MASTER TRUST BANK OF JAPAN, LTD. (Trust account)	8,348,300	6.63%
JP MORGAN CHASE BANK 385632	8,245,354	6.55%
CUSTODY BANK OF JAPAN, LTD. (Trust account)	7,862,700	6.24%
THE BANK OF NEW YORK MELLON 140051	5,931,000	4.71%
JP MORGAN CHASE BANK 380072	3,323,700	2.64%
SMBC NIKKO SECURITIES INC.	2,929,200	2.33%
THE BANK OF NEW YORK, NON-TREATY JASDEC ACCOUNT	2,600,000	2.06%
CUSTODY BANK OF JAPAN, LTD. (Trust account 9)	2,380,600	1.89%
THE BANK OF NEW YORK 133652	2,119,700	1.68%

Breakdown by Type of Shareholders



Per Share Indicators

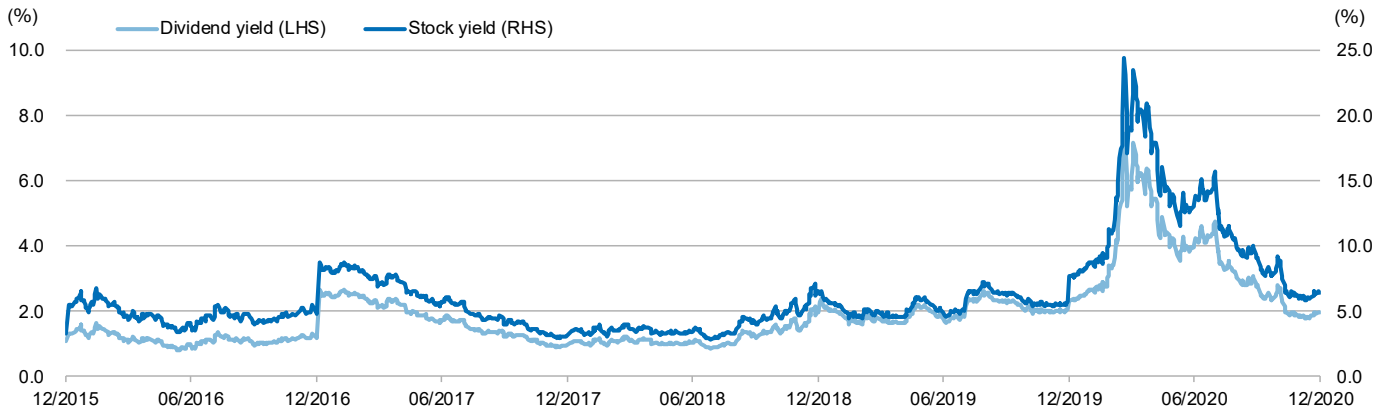
(¥)	FY12/16	FY12/17	FY12/18	FY12/19	FY12/20
Share price at year-end	729	2,054	1,056	1,158	1,381
Basic earnings per share	34.85	62.53	69.42	65.48	26.41
Diluted earnings per share	34.46	61.97	69.10	65.40	26.40
Equity attributable to owners of the Company per share	88.20	244.76	439.81	482.34	500.18
Dividend per share	8.40	19.00	21.00	24.00	10.00

Note1: The Company conducted a 5 for 1 split of common shares on October 1, 2017. The calculations of "Share price at year-end", "Basic earnings per share", "Diluted earnings per share", "Equity attributable to owners of the Company per share" and "Dividend per share" are based on the assumption that the 5 for 1 stock split was conducted at the beginning of the fiscal year ended December 31, 2015.

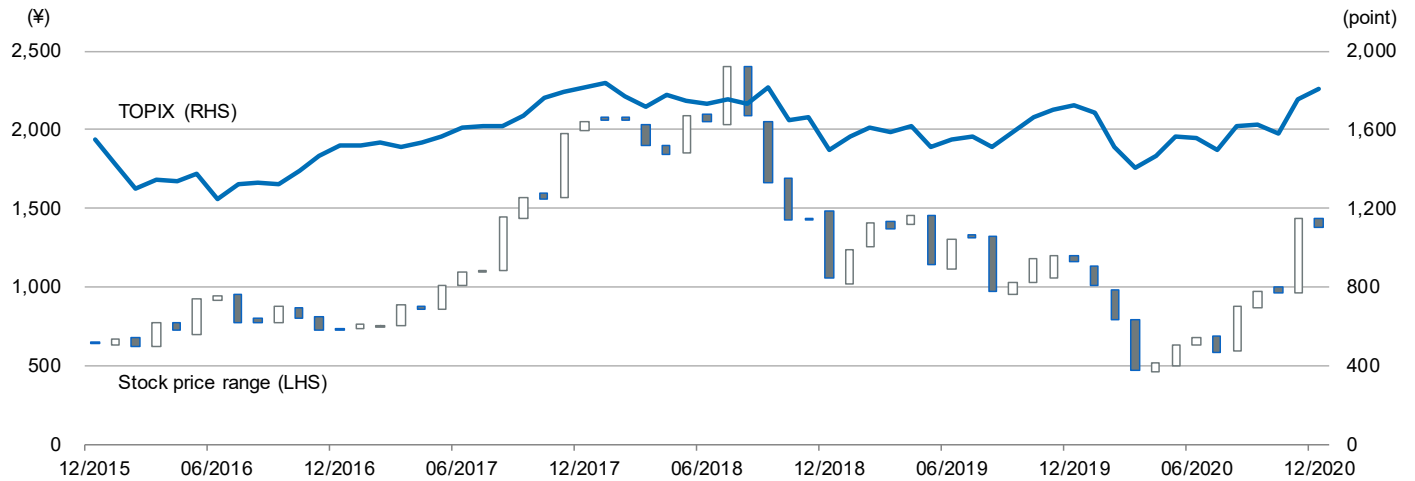
Note2: The Company conducted issuance of new shares through public offering on October 3, 2018 and issuance of new shares through third-party allotment on October 26, 2018, and "Basic earnings per share", "Diluted earnings per share", "Equity attributable to owners of the Company per share" and "Dividend per share" for FY12/18 are calculated to include the increased number of shares from said issues.

Stock Price Indicators / Stock Price Information

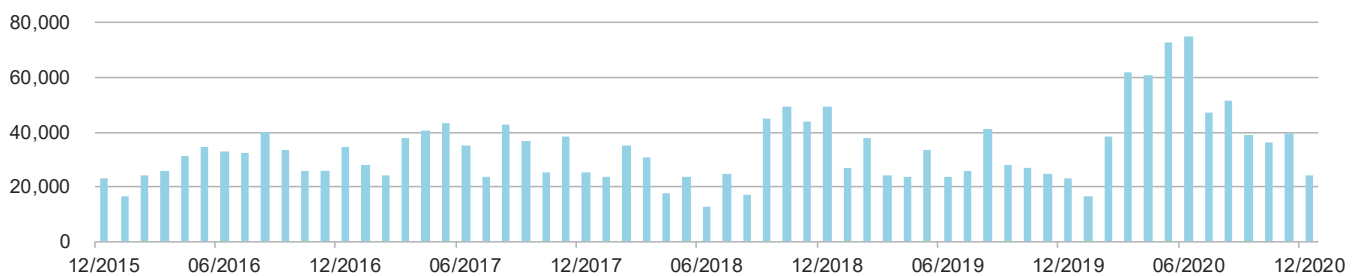
● Stock Yield / Dividend Yield



● Stock Price Range / Trading Volume



(thousand shares)

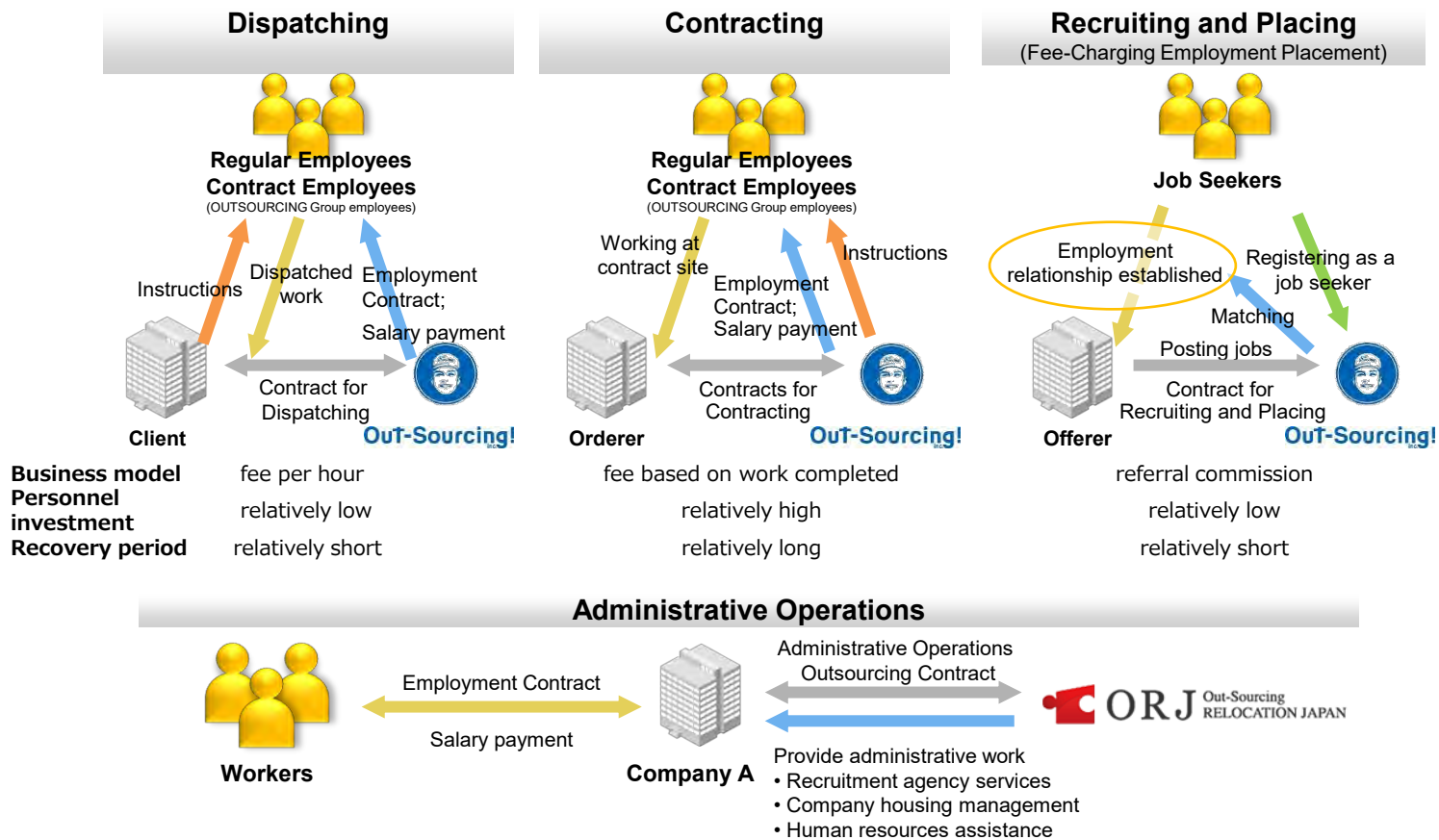


Reference Materials



OUTSOURCING Group: Legal and Regulatory Framework Affecting Our Domestic Outsourcing Business (1)

Major Employment Formats for Our Domestic Outsourcing Business



Revisions to the Worker Dispatching Act

- 1985**
 - Worker Dispatching Act is enacted (positive list employed)
- 1986**
 - Worker Dispatching Act goes into effect (approved job categories eligible to use dispatched workers are expanded from 13 to 16)
- 1996**
 - Job categories specified under the Act are expanded (eligible list expanded from 16 to 26 occupations)
- 1999 Major Revision (deregulation)**
 - Eligible job categories are deregulated in principle (negative list employed)
 - Deregulated job categories are restricted on period for accepting (maximum 1 year)
 - System created to secure period for accepting (notification before date limit, notification of dispatching termination etc.)
 - For deregulated job categories, obligation to make efforts to employ, creation of advice to hire in the case of contravention to the Act
- 2000**
 - Remove the ban on Employment Placement Dispatching
- 2004**
 - Period for accepting restriction is extended (1 year in principle, maximum 3 years)
 - Remove the ban on manufacturing occupations worker dispatching is lifted (maximum 1 year)
 - Creation of client's obligation to offer employment contracts to a dispatched worker(s) (deregulated occupations and regulated occupations)
 - Employment Placement Dispatching is formally covered under regulations
- 2012 Revision (regulations tightened)**
 - "Protecting dispatched workers" is explicitly stated in the title and the purpose of the Act
 - Business regulations strengthened (prohibition on day worker dispatching, regulations on dispatching to group companies, regulations for persons leaving jobs)
 - Treatment and benefits for dispatched workers (fair treatment, information disclosure, etc.)
 - Penalties addressing illegal worker dispatching (creation of systems for the deemed offers of an employment contract*, implementing grounds for causes of disqualification, etc.) *Note: Effective as of October 1, 2015
- 2015 Revision**
 - All worker dispatching undertakings fall under a license system, with distinctions between general dispatching and 26 specified occupations dispatching eliminated
 - Employment security measures for dispatched workers and training for their career advancement become mandatory for the dispatch business operators
 - Restrictions on the periods for receiving worker dispatching services are reviewed, with restriction on period for business office unit and individual unit
 - Introduction of the deemed offer system of an employment contract in the case of illegal worker dispatching

OUTSOURCING Group: Legal and Regulatory Framework Affecting Our Domestic Outsourcing Business (2)

● Revised Worker Dispatching Act

1. Revised Labor Contracts Act Enforced in April 2013

- When a fixed term employment contract is renewed repetitively and the total exceeds 5 years, the employer is required to convert it to an unlimited term employment contract at the request of the employee.

Key Points

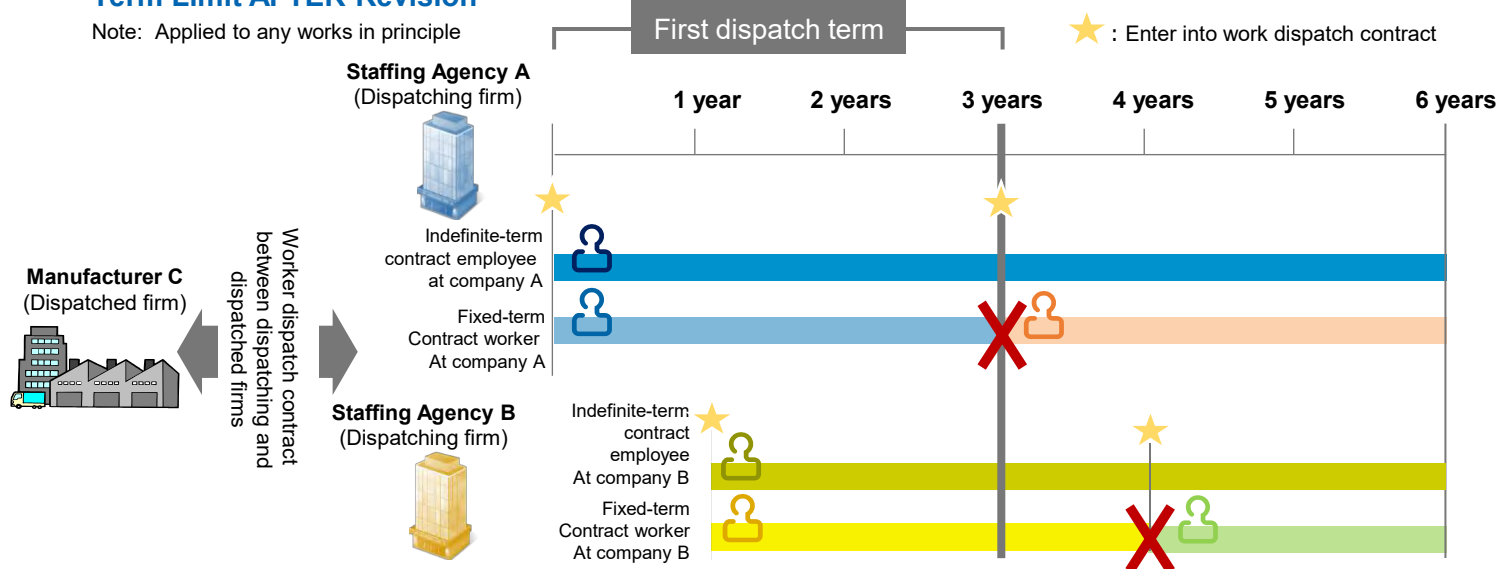
- The Revised Worker Dispatching Act aims for employment stabilization through foreclosing malicious businesses by imposing various requirements on dispatch business operators and relaxed term limit for indefinite-term contract worker dispatching.
- The Revised Labor Contracts Act aims to reduce unstable employments at any companies.

2. Revised Worker Dispatching Act Enforced in September 2015

- Requiring dispatch business operators to secure employment stabilization measures for dispatched workers at the expiration of dispatching period (partly obligation to make efforts)
- Abolishing specified works which had no restriction on period and limiting up to 3 years for dispatching all fixed-term contract employees employed by dispatch business operators to the same workplace
- **No restriction on period for indefinite-term contract worker dispatching (before revised: up to 3 years at the same manufacturing workplace)**
- **For dispatch business operators, planned education and training for dispatched workers and career consulting for those who desire it become mandatory**
- Specified worker dispatching undertaking (notification system) is abolished, and all worker dispatching undertakings come under a license system (the terms of license permissions tightened).

Term Limit AFTER Revision

Note: Applied to any works in principle



Dispatch to the same work

- No term limit for indefinite-term contract dispatching
- 3 years limit for fixed-term contract worker dispatching

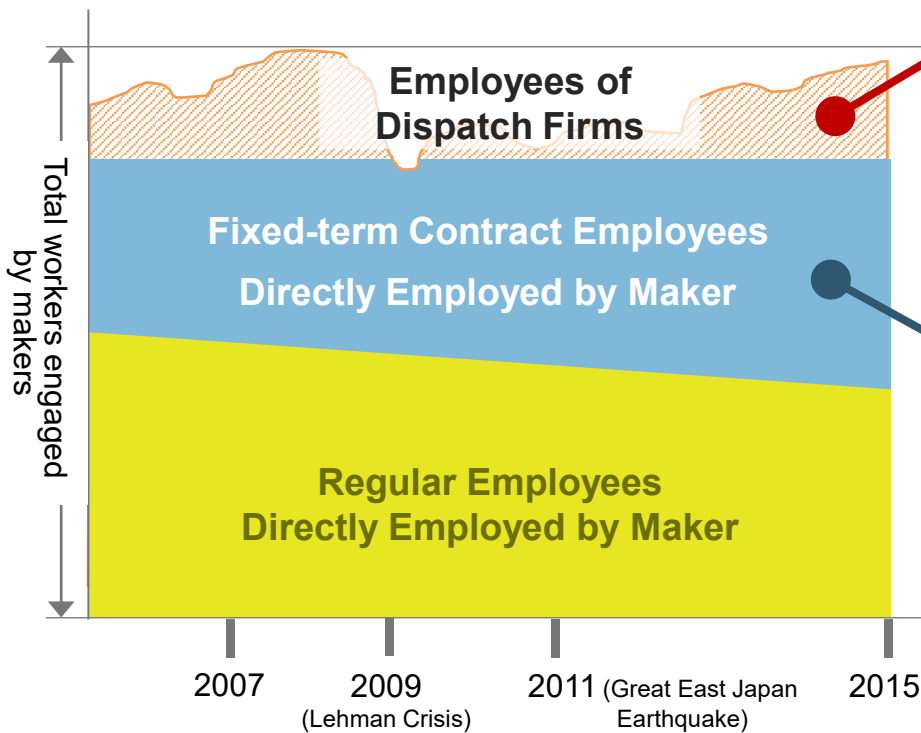
Note: When the worker is changed, continued dispatch to the same work is allowed without cooling-off period.

OUTSOURCING Group: Legal and Regulatory Framework Affecting Our Domestic Outsourcing Business (3)

● New Business Opportunities Created by Revision of Related Acts

1. Replacement Market Created by Revision of Related Acts

Composition of production workforce for major automobile makers (general image)



Adjustment domain for short-term cycle

- Core area for domestic manufacturing outsourcing providers
- Labor-intensive business field using unskilled workers

Adjustment domain for long-term cycle

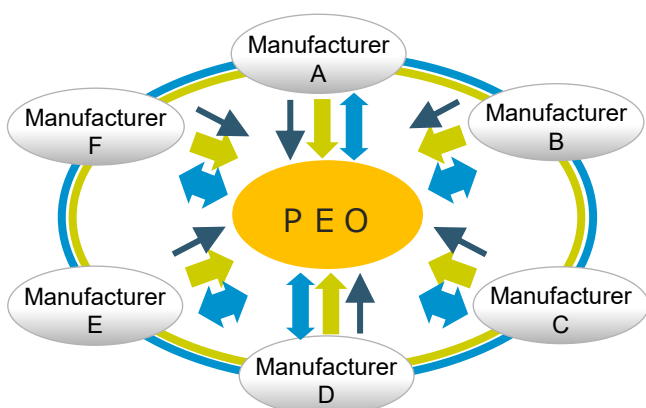
- Area that can target raising efficiency through using skilled workers trained for a cost
- Through revision of related acts, new market that can utilize indefinite-term contract employees of dispatch business operators as an effective means

*Source: Company estimates based on the Ministry of Internal Affairs and Communications Labor Force Survey results and other data

2. PEO Scheme

PEO stands for Professional Employer Organization.

- ➔ Manufacturers become members of the PEO Association managed by PEO Co., Ltd.
- ➔ PEO takes on fixed-term contract employees directly employed by the manufacturer as its indefinite-term contract employees.
- ↔ Dispatching of indefinite-term contract employees meeting the needs of manufacturers for long-term use

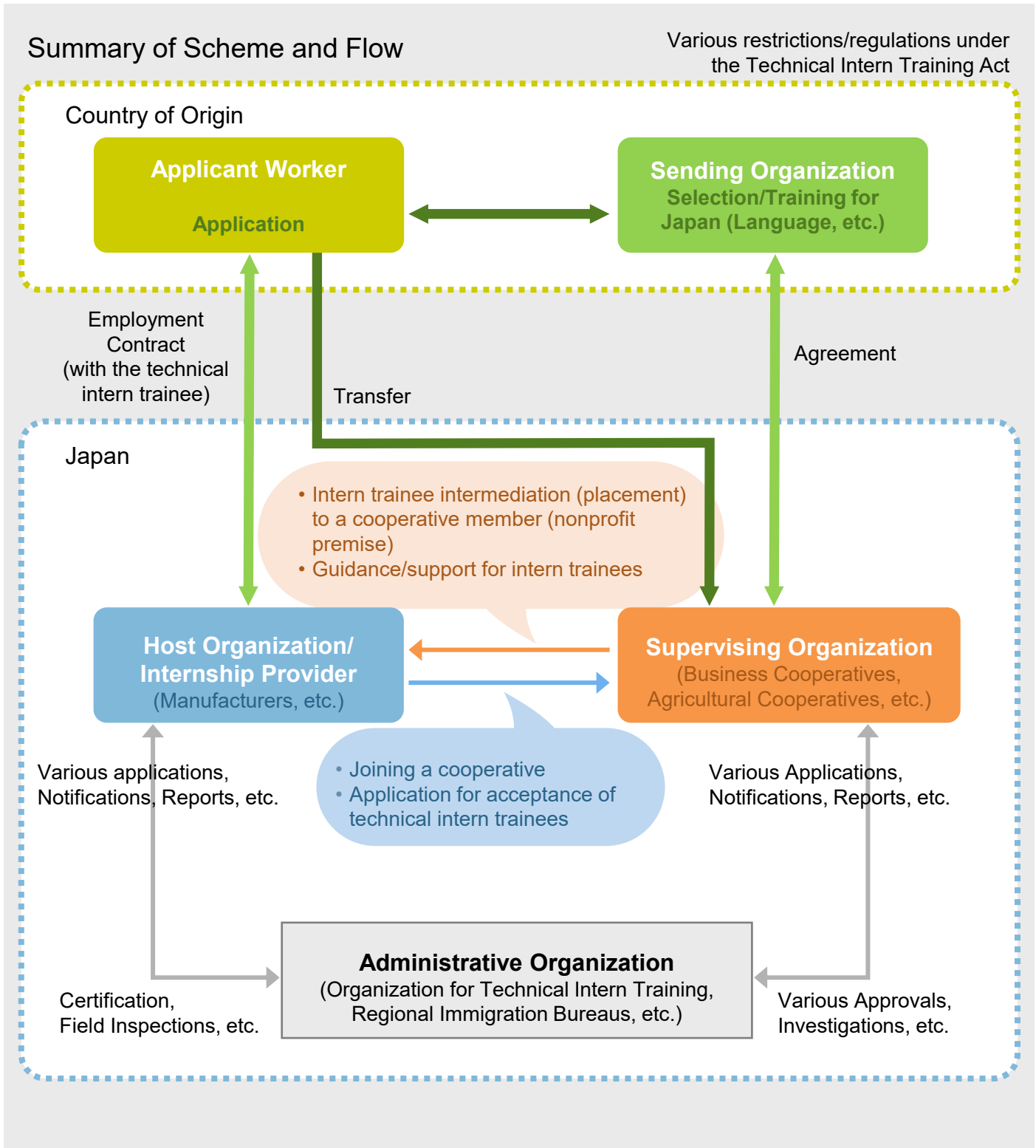


Key Points

- Using the OS Group's proprietary PEO Scheme, fixed-term contract employees employed directly by manufacturers are hired by the Company as indefinite-term contract employees, thereby converting business to the adjustment field meeting long-term cycle production fluctuation.
- While satisfying needs of manufacturers to make costs variable, this secures stable employment of workers.

OUTSOURCING Group: Business Outline Concerning Technical Intern Training Program (1)

● Outline of Technical Intern Training Program (Current)



OUTSOURCING Group: Business Outline Concerning Technical Intern Training Program (2)

● About Each of Related Organizations and Groups

(*1) Sending Organization

- In order to properly convey those wishing to become interns to the supervising organization, it is necessary to conform to related laws and ordinances in Japan.
- Revenue is comprised of commissions from intern trainees themselves and the supervising organizations (there are regulations for the calculation method and collection details, etc.).

Applicant Worker

- After receiving training in advance including Japanese language, etc. for at least 4 months in the home country, the candidate comes to Japan and is employed as an intern trainee after 1 month of training.
- The Technical Intern Training Program in principle is for completion of the internship period, and it is possible to secure stable income during the internship period.
- **There were roughly 270,000 technical intern trainees in Japan at the end of 2017, and the government announced a policy to expand that to 650,000.**

Administrative Organization

- Regional Immigration Bureaus grant permission to enter and stay, the Organization for Technical Intern Training approves supervising organizations and internship plans based on laws and regulations, and in coordination with other government agencies, provides supervision and guidance regarding human rights violations, unpaid wages, etc.

(*2) Supervising Organization

- In order for business cooperatives and agricultural cooperatives etc. to act as employment mediator (for placement) between internship providers and interns, they are approved by conforming to various strict approval standards on the premise of being non-profit (subject to cancellation for violations, with preferential treatment for excellent supervising organizations).
- Internship providers are billed for intern trainee administrative work, and guidance on various applications/report filings and creating internship plans.

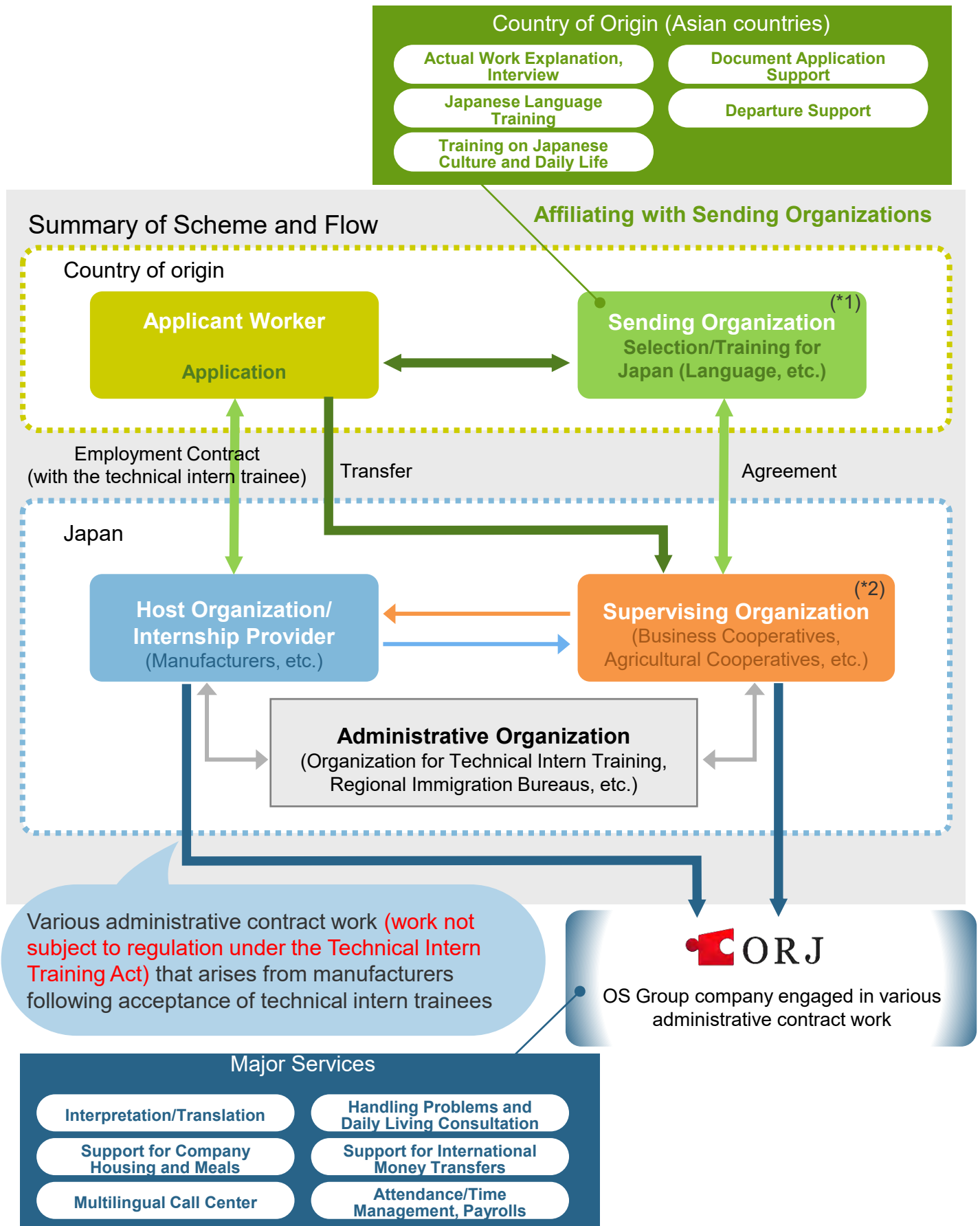
Host Organization/ Internship Provider

- Private enterprises and organizations such as manufacturers are certified by creating technical intern training plans for each intern trainee, but they are required to conform to certification standards for suitability to host interns, and there are measures for certification cancellation, etc. for violations after the internship period has started.
- **Manufacturers are expanding acceptance of intern trainees.**
⇒ **Since internships can be continued with the same person for 1 year, 3 years or 5 years, they can be used as stable interns**

There are organizations that cooperate closely with the Company among the sending organizations (*1) and supervising organizations (*2) in the figure above.

OUTSOURCING Group: Business Outline Concerning Technical Intern Training Program (3)

OS Group Business Model Concerning Technical Intern Training Program



There are organizations that cooperate closely with the Company among the sending organizations (*1) and supervising organizations (*2) in the figure above.

OUTSOURCING Group: Outline of Foreign National Residence Status (Visa Status) and Potential for OS Group

Foreign National Residence Status (Visa Status) Related to OS Group, Newly Established Specified Skilled Worker Status

Employment Support Activities from Proprietary Scholarship Program(*)

Part-time jobs for foreign students are limited to within 28 hours per week

Latent Market for ORJ Administrative Outsourcing Service for Technical Intern Trainees

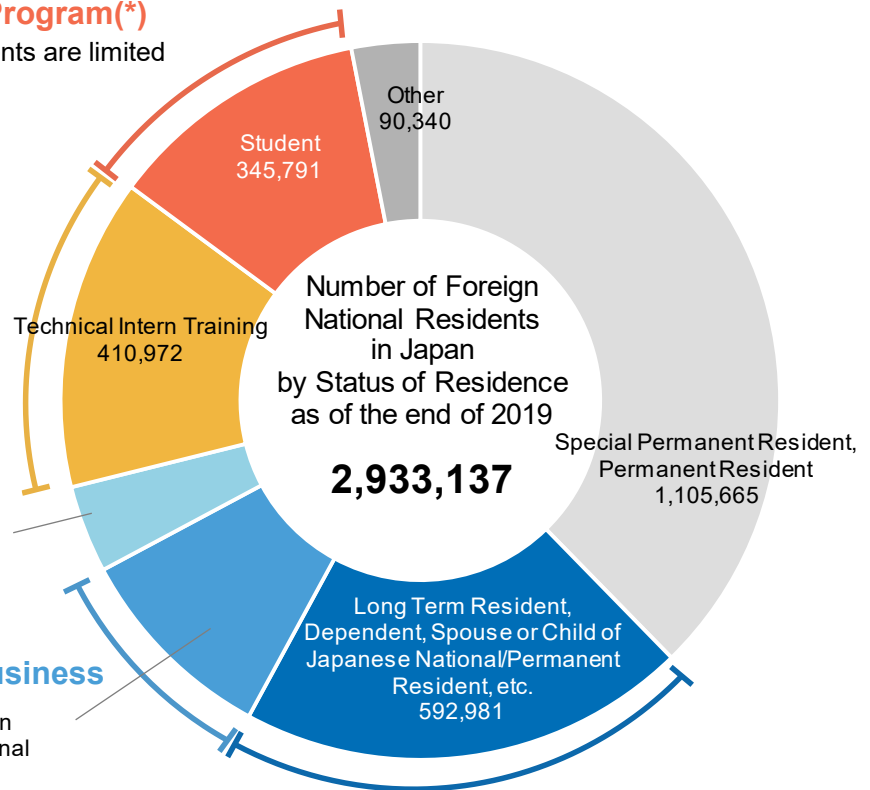
International cooperation toward developing countries through skill transfer is the objective; returning home after the internship and conveying the skills learned to the home country is the premise.

Skilled Labor, Business Manager, Intra-Company Transferee, Instructor, Highly Skilled Professional
115,389

Latent Markets for Engineering OS Business

Engineer/Specialist in Humanities/International Services
271,999

Latent Markets for Manufacturing OS and Engineering OS Business



Source: Compiled by the Company from the Ministry of Justice's "Regarding the number of foreign nationals in residence as of the end of 2019"



In order to resolve critical labor shortages concerning specified fields, to raise productivity, and to realize HR development reform, the Specified Skilled Worker status has been newly established since April 1, 2019 (targeting to receive up to a maximum 345,150 over 5 years).

⇒ Latent markets for Manufacturing OS, Engineering OS and ORJ Administrative Outsourcing Service

Specified Skilled Worker (i)	Foreign nationals with a level of skill that can be put to use immediately for a certain degree of work without receiving special training	5 years in total
Specified Skilled Worker (ii)	Foreign nationals who can oversee operations as supervisors and who can put to work expert skills	Renewable, can bring family members along

Note* Through the International Human resource Network Organization Foundation (IHNO), scholarships are paid to foreign students who work while studying; provides supports for foreign students from overseas studying and living in Japan, and for job hunting after graduation.

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