

Insource Co., Ltd.

1H FY20 Consolidated Financial Results

(October 1, 2020 to March 31, 2021)

Thursday, May 6, 2021

- This report contains estimates and targets pertaining to the future plans and business results of the Insource Group (Insource Co., Ltd. and our affiliated companies). Such statements are based on information available at the time of the report's production and based on potential risks and uncertainties. Actual results may differ materially from estimates and targets contained herein.
- Unless otherwise noted, financial statements contained herein are presented in accordance with generally accepted accounting principles in Japan.
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Chap. 01 1H FY20 Consolidated Financial Results

Chap. 02 2Q FY20 Details by Business

- <Reference>
- Company Profile & Business Activities
 - Insource's Features
 - Mid-Term Management Plan, “Road to Next 2023”
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Chap. 01 1H FY20 Consolidated Financial Results

Net sales:

Net sales increased by 26.4% YoY to 3,673 million yen (+768 million yen YoY).

The breakdown consists of 1,838 million yen (+15.8%) for On-Site Training, 850 million yen (+20.0%) for Open Seminars, 558 million yen (+65.0%) for IT Services, and 426 million yen (+57.9%) for Other Businesses (e-Learning/Videos and Online seminar support service, etc.). Sales increased in all businesses and achieved the highest half-year sales ever.

Gross profit:

Gross profit increased by 36.3% YoY to 2,825 million yen (+752 million yen YoY), gross profit margin improved to 76.9% (+5.6pt YoY).

Operating profit:

Operating profit increased by 101.3% YoY to 1,257 million yen (+632 million yen). Operating profit margin improved to 34.2% (+12.7pt YoY).

Revision of full-year earnings forecasts:

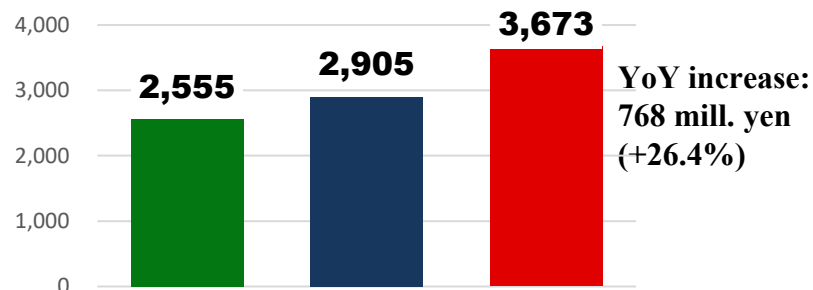
Net sales increased by 50.4% YoY to 7,700 million yen (an increase of 400 million yen, 5% from the previous forecast) .

Operating profit increased by 206.0% to 2,400 million yen (an increase of 300 million yen, 14% from the previous forecast) .

Operating profit margin improved by 15.8pt YoY to 31.2% (an improvement of 2.4pt from the previous forecast).

Net Sales (1H)

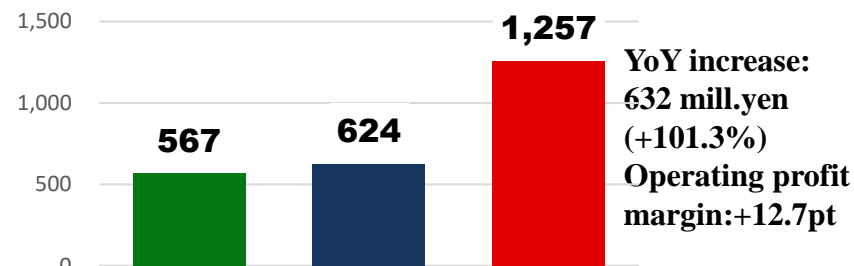
Unit: million yen



	FY18	FY19	FY20
YoY	+481	+349	+768
YoY	+23.3%	+13.7%	+26.4%

Operating profit & Operating profit margin (1H)

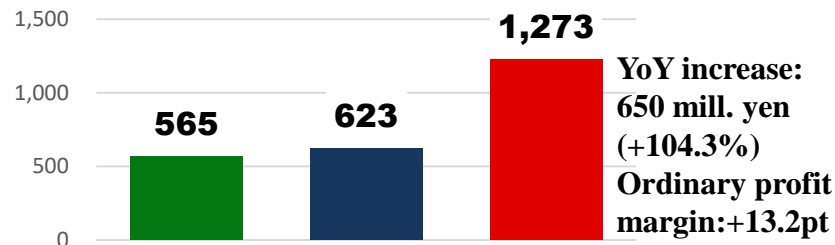
Unit: million yen



	FY18	FY19	FY20
YoY	+140	+56	+632
Operating profit margin	22.2%	21.5%	34.2%

Ordinary profit & Ordinary profit margin (1H)

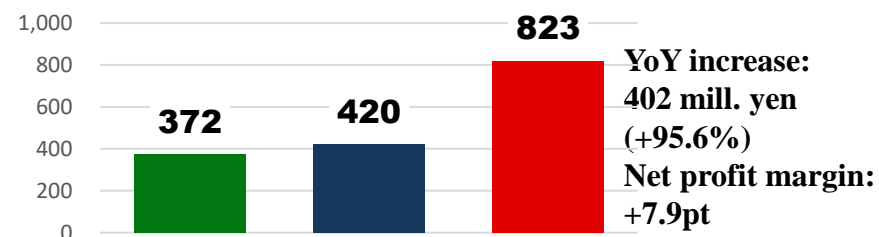
Unit: million yen



	FY18	FY19	FY20
YoY	+146	+57	+650
Ordinary profit margin	22.2%	21.5%	34.7%

Net profit & Net profit margin (1H)

Unit: million yen



	FY18	FY19	FY20
YoY	+89	+48	+402
Net profit margin	14.5%	14.5%	22.4%

Consolidated Profit & Loss Statement ① Overview

- FY20 financial forecast have been revised to reflect 1H results and the expansion of training needs due to the recovery of corporate earnings
- The 1H progress for the revised target: 47.7% for net sales and 52.4% for operating profit

Unit: million yen

	1H FY18 (Actual)	1H FY19 (Actual)	1H FY20 (Actual)	YoY	FY18 Full-year (Actual)	FY19 Full-year (Actual)	FY20 Full-year (Revised target)
Net sales	2,555	2,905	3,673	+26.4%	5,608	5,119	7,700
(YoY)	(+481)	(+349)	(+768)		(+1,071)	(▲488)	(Progression rate: 47.7%)
Gross profit	1,781	2,073	2,825	+36.3%	3,959	3,643	5,900
(YoY)	(+357)	(+292)	(+752)		(+862)	(▲315)	(Progression rate: 47.9%)
(Gross profit margin)	(69.7%)	(71.4%)	(76.9%)	(+5.6pt)	(70.6%)	(71.2%)	(76.6%)
Operating profit	567	624	1,257	+101.3%	1,303	784	2,400
(YoY)	(+140)	(+56)	(+632)		(+365)	(▲519)	(Progression rate: 52.4%)
(Operating profit margin)	(22.2%)	(21.5%)	(34.2%)	(+12.7pt)	(23.2%)	(15.3%)	(31.2%)
Ordinary profit	565	623	1,273	+104.3%	1,298	795	2,410
(YoY)	(+146)	(+57)	(+650)		(+365)	(▲502)	(Progression rate: 52.9%)
Net profit	372	420	823	+95.6%	835	445	1,600
(YoY)	(+89)	(+48)	(+402)		(+200)	(▲389)	(Progression rate: 51.5%)

Consolidated Profit & Loss Statement ② By Business

Net sales and gross profit in all businesses increased from the previous year, and profitability improved

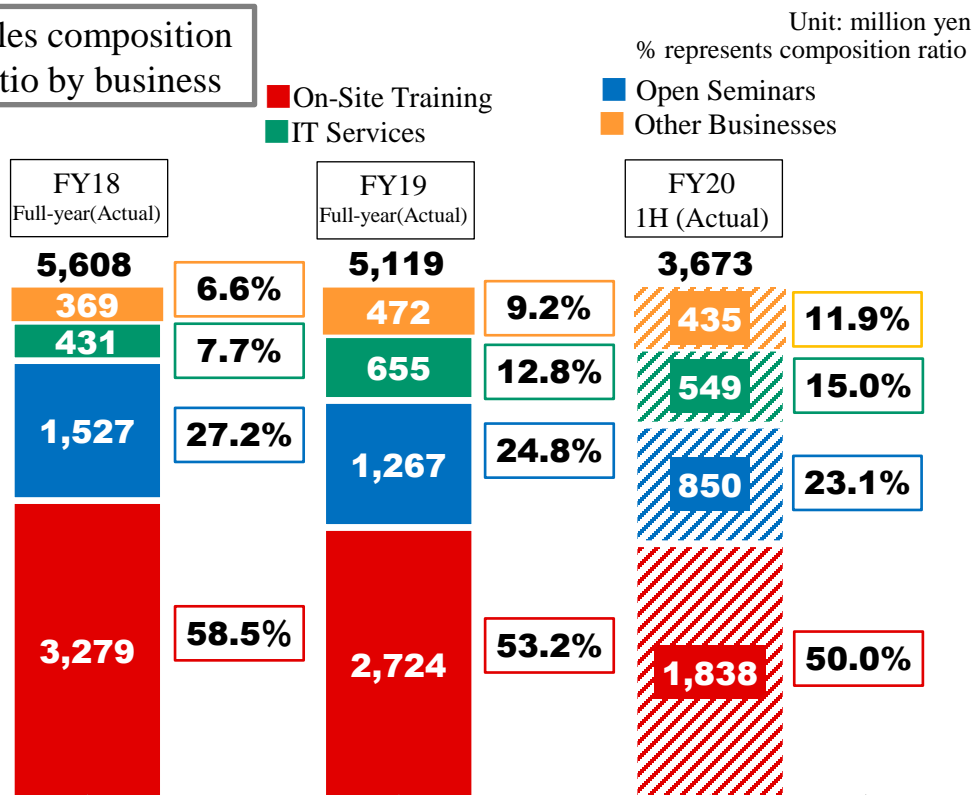
Unit: million yen

		1H FY18 (Actual)	1H FY19 (Actual)	1H FY20 (Actual)	YoY	FY18 Full-year (Actual)	FY19 Full-year (Actual)	FY20 Full-year (Revised target)
Whole Business	Net Sales	2,555	2,905	3,673	+26.4%	5,608	5,119	7,700
	(YoY)	(+481)	(+349)	(+768)		(+1,071)	(▲488)	(Progression rate:47.7%)
	Gross profit	1,781	2,073	2,825	+36.3%	3,959	3,643	5,900
	(YoY)	(+357)	(+292)	(+752)		(+862)	(▲315)	(Progression rate:47.9%)
	(Gross profit margin)	(69.7%)	(71.4%)	(76.9%)	(+5.5pt)	(70.6%)	(71.2%)	(76.6%)
On-Site Training	Net sales	1,482	1,588	1,838	+15.8%	3,297	2,724	3,900
	(YoY)	(+206)	(+105)	(+250)		(+451)	(▲555)	(Progression rate:47.1%)
	Gross profit	1,062	1,182	1,430	+20.9%	2,341	2,045	3,050
	(YoY)	(+130)	(+120)	(+247)		(+328)	(▲296)	(Progression rate:46.9%)
	(Gross profit margin)	(71.7%)	(74.5%)	(77.8%)	(+3.3pt)	(71.4%)	(75.1%)	(78.2%)
Open Seminars	Net Sales	627	708	850	+20.0%	1,527	1,267	1,870
	(YoY)	(+130)	(+80)	(+141)		(+360)	(▲260)	(Progression rate:45.5%)
	Gross profit	388	457	642	+40.4%	1,011	785	1,400
	(YoY)	(+69)	(+69)	(+184)		(+238)	(▲226)	(Progression rate:45.9%)
	(Gross profit margin)	(61.8%)	(64.6%)	(75.5%)	(+11.0pt)	(66.2%)	(62.0%)	(74.9%)
IT Services	Net Sales	250	338	549	+62.1%	431	655	1,050
	(YoY)	(+108)	(+88)	(+210)		(+192)	(+224)	(Progression rate:52.3%)
	Gross profit	183	235	436	+85.7%	327	478	835
	(YoY)	(-)	(+51)	(+201)		(-)	(+150)	(Progression rate:52.3%)
	(Gross profit margin)	(73.2%)	(69.4%)	(79.5%)	(+10.1pt)	(76.0%)	(73.0%)	(79.5%)
Other Businesses	Net sales	194	269	435	+61.4%	369	472	880
	(YoY)	(+36)	(+75)	(+165)		(+67)	(+102)	(Progression rate:48.4%)
	Gross profit	146	197	316	+60.0%	277	333	615
	(YoY)	(-)	(+51)	(+118)		(-)	(+56)	(Progression rate:51.5%)
	(Gross profit margin)	(75.3%)	(73.3%)	(72.7%)	(▲0.6pt)	(75.0%)	(70.6%)	(69.9%)

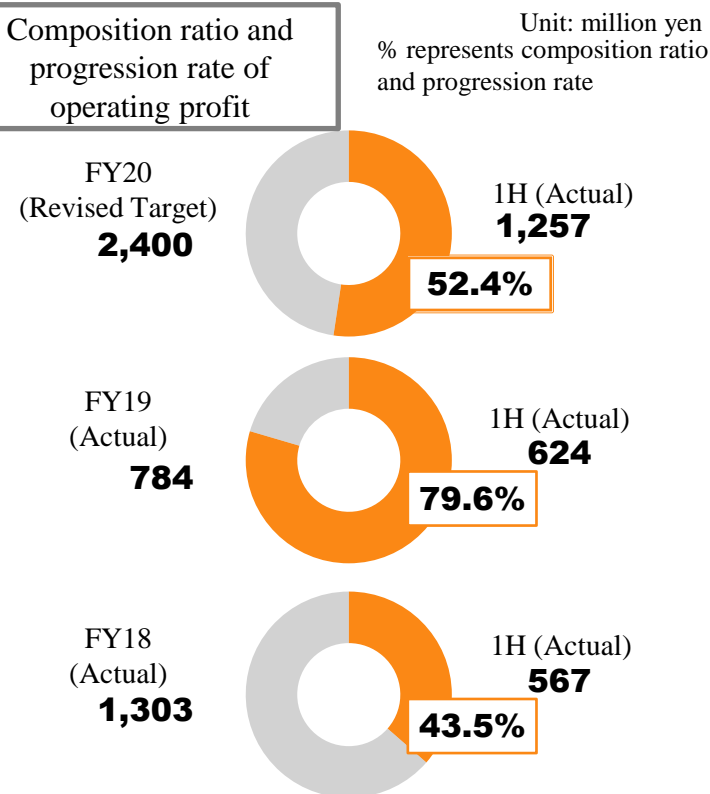
* Our gross profits by business were not audited by Ernst & Young ShinNihon LLC.

Composition Ratio and Progression Rate of Net Sales (by business/ by quarter) & Operating Profit

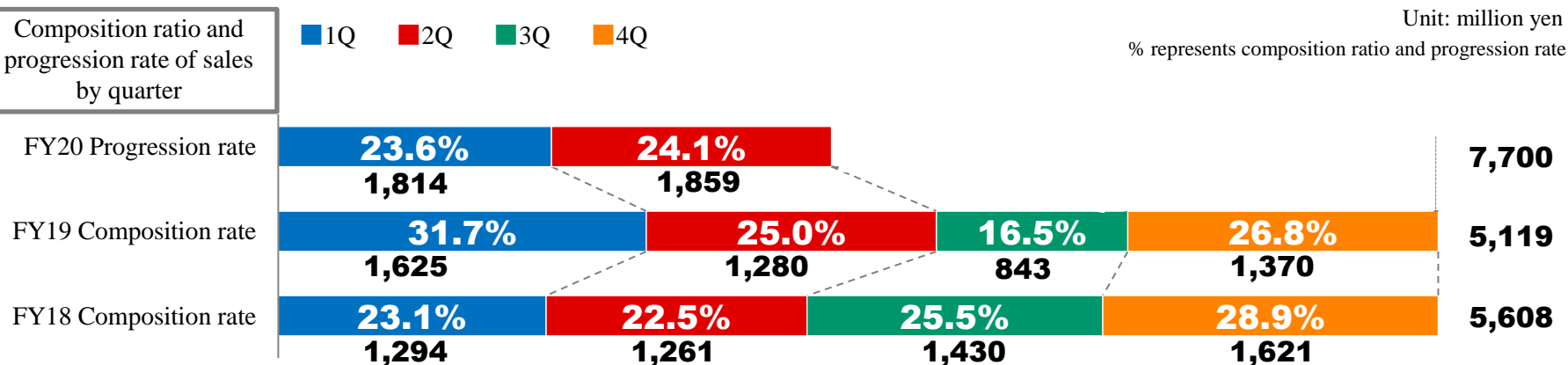
Sales composition ratio by business



Composition ratio and progression rate of operating profit



Composition ratio and progression rate of sales by quarter



Consolidated Financial Forecast for FY20

FY20 financial forecast announced on February 22, 2021 have been revised to reflect 1H results and the expansion of training needs due to the recovery of corporate earnings

FY20 Financial Forecast

*Figures in parentheses indicate an increase from the previous forecast.

Net Sales	increased by 50.4% YoY to 7,700 million yen (an increase of 400 million yen*)
Operating profit	increased by 206.0% YoY to 2,400 million yen (an increase of 300million yen*)
Ordinary profit	increased by 202.9% YoY to 2,410 million yen (an increase of 300 million yen*)
Net profit	increased by 259.2% YoY to 1,600 million yen (an increase of 160 million yen*)

	1Q (Actual)	2Q (Actual)	3Q (Forecast)	4Q (Forecast)	FY20(Forecast)
Net Sales YoY	112%	145%	220%	160%	150.4%
Net Sales Changes from two years ago	140%	147%	130%	135%	137.3%
Operating profit margin	35.6%	32.8%	28.0%	30.0%	31.2%

Reasons for revision

1. Even considering the fact that a certain number of training services will be postponed or cancelled due to the continuation of the Coronavirus crisis, corporate performance is recovering significantly, especially in the manufacturing and information/telecommunications industries, and the need for career development education is high, so sales are expected to grow.
2. In addition, growth in online training and non-face-to-face education services such as LMS and e-Learning/videos in 1H is expected to continue in 2H.
3. Personnel expenses will increase due to the hiring of approximately 70 new graduates and mid-career employees from April,2021 to the end of FY20, but the growth in other expenses is expected to be limited, so the possibility of a significant decline in the operating profit margin, including the above-mentioned sales expansion, is assumed to be low.

Positive Sides

Structural changes in career development education market

Shift from face-to-face training to online and e-Learning/videos has accelerated, leading to structural changes in career development education market

⇒ Insource has an advantage as we can offer various services

*Results from Jan. 2021 to Mar. 2021

<Composition ratio of online trainings*> On-Site Training: 60.9% Open Seminars: 81.0%

Growth of IT Services, e-Learning/Video production and Online seminar support service

LMS and e-Learning/ video production has grown significantly in response to changes in the external environment. In addition, online seminar support service was newly launched

Strengthen content development in growth areas

Such contents as DX-related and after-corona which meet the needs for a new era were rapidly developed

Accelerated productivity improvement

Promoted systemization and cost reduction by acquiring our own building

Decrease in the number of trainings conducted due to the declaration of a state of emergency

Postponements and cancellations of face-to-face trainings occurred due to declaration of state of the emergency

Negative Sides

Shortage of human resources due to restraint on mid-career hiring

Curbed mid-career hiring to cope with the Coronavirus crisis (now resumed)

Decline in productivity due to increased need for face-to-face training

Increased operating costs due to parallel implementation of face-to-face and online training

⇒ **We will take this change as an opportunity to accelerate our growth**

- The Coronavirus crisis has changed the focus from face-to-face training to three options: face-to-face training, online training, and e-Learning/video
- Online training is becoming more common nationwide in both the public and private sectors
- The use of LMS and e-Learning/video, which education cost per-person is inexpensive, is rapidly expanding, especially among companies with large numbers of employees

Structural Changes in the Career Development Education Market and Our Services	On-Site Training		Open Seminars		e-Learning/Video		
	Customization available		From min. of 1 person		Available for viewing anytime, anywhere		
	Face-to-face	Online	Face-to-face	Online	Rental	Buying-out	Monthly subscription
Cost per attendee*1	30,000 yen or more	20,000 yen or more	20,000-30,000 yen	15,000 yen to 25,000yen	1,870 yen or more	200-300yen*2	350 yen-/month
Work from home		○		○	○	○	○

Factors for Our Growth

- Training business
By offering online training promptly, replacement of competitors increased
- e-Learning/Video business
Acquired new clients with a wide variety of contents and delivery methods

Society after the Coronavirus Crisis

Structural changes such as "lifestyle changes," "generalization of online education," and "diversification of educational methods" will continue after the Coronavirus crisis

⇒ We respond to change as quickly as possible and provide education that meets the needs of society

*1 The cost per attendee is calculated based on our model plan. Online training is less expensive than face-to-face training due to reduced transportation and accommodation costs.

*2 Assuming more than 1,000 people use each video.

■ SG&A ratio decreased to 42.7% (-7.2pt YoY) by curbing mid-career hiring to deal with Coronavirus crisis

Unit: million yen

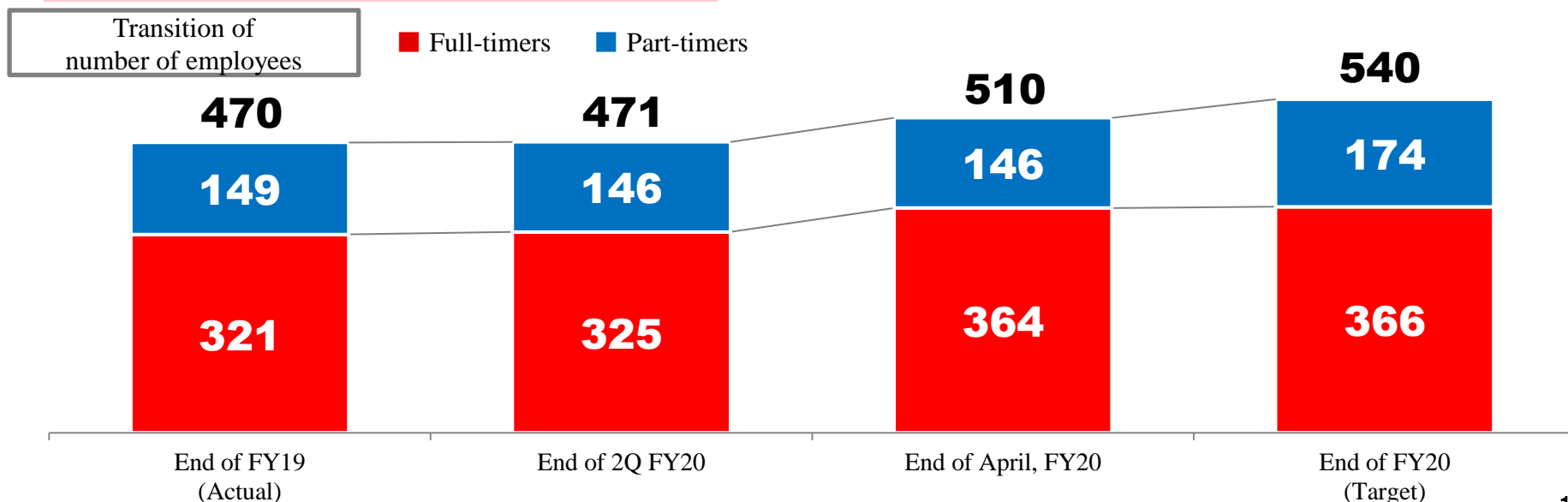
Breakdown of SG&A	1H FY18	1H FY19	1H FY20	YoY		FY20
	(Actual)	(Actual)	(Actual)			(Revised Target) (End of FY19 vs 1H FY20)
Personnel expenses	926	1,100	1,241	+141	+12.8%	2,810 (+549)
Rent expenses	62	72	69	▲3	▲4.4%	125 (▲5)
Office & system expenses	80	106	100	▲6	▲5.9%	225 (+46)
Other expenses	143	169	157	▲12	▲7.1%	340 (+49)
Total SG&A expenses	1,213	1,449	1,568	+119	+8.3%	3,500 (+640)
(SG&A expense ratio)	(47.5%)	(49.9%)	(42.7%)	(▲7.2pt)	-	(45.5%)

* Total personnel expenses include wages, recruitment, training, and benefit expenses, outsourcing expenses.

Consolidated Number of Employees

- Resumed strengthening recruitment of personnel and encouraging all employees to be competent in IT knowledge and skills to improve productivity
- SG&A expenses are expected to increase because in April, 30, new graduates and 11 mid-career employees joined the company, and in 2H, the number of new employees is expected to increase by about 70

	End of FY19 (Actual)	1H FY20(Actual) (End of FY19 vs. 1H FY20)	1H progression rate against FY20 target	End of FY20(Target) (End of FY19 vs. End of FY20)
<u>Total number of employees</u>	470	471 (+1)	1.4%	540 (+70)
<u>Number of full-time employees</u>	321	325 (+4)	8.9%	366 (+45)
<u>Number of part-time employees</u>	149	146 (▲3)	▲12.0%	174 (+25)



Consolidated Balance Sheet

■ Fixed assets increased due to acquisition of the company's building (600 million yen)

■ Current liabilities increased due to short-term loans (700 million yen) for securing working capital

Unit: million yen

	End of FY18 (Actual)	End of FY19 (Actual)	1H FY20 (Actual)	End of FY19 vs. 1H FY20	
Current assets	4,150	3,025	3,801	+776	+25.7%
Out of which, cash and deposits	3,292	2,219	2,846	+626	+28.2%
Fixed assets	806	1,319	1,958	+639	+48.5%
Total assets	4,957	4,344	5,760	+1,416	+32.6%
Current liabilities	1,787	1,379	2,373	+993	+72.0%
Out of which, short-term loans payable	0	0	700	+700	-
Fixed liabilities	86	81	65	▲16	▲19.8%
Net assets	3,082	2,883	3,322	+439	+15.2%
Total liabilities and net assets	4,957	4,344	5,760	+1,416	+32.6%

Consolidated Cash Flow

- Cash flow from operating activities increased significantly from the end of FY19 after having recorded profit
- Cash flow from investing activities decreased due to acquisition of our own building
- Cash flow from financing activities increased because of short-term loans payable

Unit: million yen

	FY18 (Actual)	FY19 (Actual)	1H FY20 (Actual)	End of FY19 vs 1H FY20
Cash flow from operating activities	1,345	191	1,073	+881
Cash flow from investing activities	▲236	▲624	▲760	▲135
Cash flow from financing activities	▲642	▲639	313	+953
Translation differences on cash and cash equivalents	▲0	▲0	▲0	±0
Changes in cash and cash equivalents	466	▲1,072	626	+1,699
Cash and cash equivalents at beginning of period	2,825	3,292	2,219	—
Cash and cash equivalents at end of period	3,292	2,219	2,846	—

- Targeting a payout ratio of 40%, dividends are planned to be linked to business performance
- In accordance with the above policy, dividends will be paid out based on the results for the FY20

	FY18 (Actual)	FY19 (Actual)	FY20 (Forecast)
Dividend per share Before the stock split*	8 yen 00 sen (16 yen 00 sen)	9 yen 25 sen (18 yen 50 sen)	10 yen 00 sen (20 yen 00 sen)
Total dividends	336 million yen	387 million yen	—
Dividend payout ratio (consolidated)	40.3%	87.2%	—

* As of January 1, 2021, we conducted a 2-for-1 stock split of common stock.

Chap. 02 2Q FY20 Details by Business

2Q FY20 Highlights – Overall (QoQ)

Net Sales:

Net sales increased by 2.5% QoQ to 1,859 million yen (+45 million yen).

Gross profit:

Gross profit increased by 3.2% QoQ to 1.435 million yen (+44 million yen), and the gross profit margin was 77.2% (+0.5pt QoQ).

Operating profit:

Operating profit decreased by 5.5% QoQ to 610 million yen (-35 million yen), and the operating profit margin was worsened by 2.8pt QoQ to 32.8%. Operating profit decreased due to an increase in personnel expenses.

Results by Business:

- Because net sales in the training business decreased due to seasonal factors (sales tend to be higher in 1Q and 3Q), On-Site Training decreased by 27.6% QoQ to 772 million yen and Open Seminars decreased by 9.8% QoQ to 403 million yen
- In IT Services, in addition to an increase in customized sales due to seasonal factors (sales tend to be higher in 2Q and 4Q), monthly subscription fees increased by 165.8% QoQ to 399 million yen due to an increase in subscribers
- In Other Businesses, sales increased by 88.8% QoQ to 284 million yen due to increased sales of e-Learning/video on “Video Department Store” (EC site) and completion of a large consulting project

Consolidated Profit & Loss Statement ① Overview (QoQ)

■ Operating profit margin decreased by 2.8pt QoQ due to an increase in SG&A expenses, mainly personnel expenses

Unit: million yen

	2Q FY19 (Actual)	3Q FY19 (Actual)	4Q FY19 (Actual)	1Q FY20 (Actual)	2Q FY20 (Actual)	YoY	
Net Sales (QoQ)	1,280 (▲344)	843 (▲436)	1,370 (+526)	1,814 (+443)	1,859 (+45)	+578	+45.2%
Gross profit (QoQ)	911 (▲249)	544 (▲367)	1,026 (+481)	1,390 (+364)	1,435 (+44)	+523	+57.4%
(Gross profit margin)	(71.2%)	(64.5%)	(74.9%)	(76.6%)	(77.2%)	(+6.0pt)	
Operating profit (QoQ)	210 (▲203)	-190 (▲400)	350 (+540)	646 (+296)	610 (▲35)	+400	+190.3%
(Operating profit margin)	(16.4%)	(-22.6%)	(25.5%)	(35.6%)	(32.8%)	(+16.4pt)	
Ordinary profit (QoQ)	208 (▲206)	-191 (▲399)	363 (+555)	659 (+295)	614 (▲45)	+405	+194.9%
Net profit (QoQ)	144 (▲131)	-159 (▲304)	184 (+343)	452 (+268)	370 (▲81)	+226	+156.6%

Consolidated Profit & Loss Statement ② By Business (QoQ)

Compared to the previous quarter, both sales and profit in IT Services increased significantly due to

Unit: million yen

seasonal factors		2Q FY19 (Actual)	3Q FY19 (Actual)	4Q FY19 (Actual)	1Q FY20 (Actual)	2Q FY20 (Actual)	YoY	
Whole Business	Net sales (QoQ)	1,280 (+19)	843 (▲587)	1,370 (▲251)	1,814 (+189)	1,859 (+578)	+578	+45.2%
	Gross profit (QoQ)	911 (+26)	544 (▲468)	1,026 (▲139)	1,390 (+228)	1,435 (+523)	+523	+57.4%
	(Gross profit margin)	(71.2%)	(64.5%)	(74.9%)	(76.6%)	(77.2%)	(+6.0pt)	
On-Site Training	Net sales (QoQ)	581 (▲424)	392 (▲188)	742 (+349)	1,066 (+323)	772 (▲293)	+190	+32.8%
	Gross profit (QoQ)	440 (▲302)	294 (▲145)	568 (+273)	822 (+253)	608 (▲213)	+168	+38.2%
	(Gross profit margin)	(75.7%)	(75.0%)	(76.5%)	(77.1%)	(78.7%)	(+3.1pt)	
Open Seminars	Net sales (QoQ)	289 (▲130)	257 (▲32)	301 (+44)	447 (+145)	403 (▲43)	+113	+39.4%
	Gross profit (QoQ)	172 (▲111)	128 (▲44)	199 (+71)	339 (+140)	302 (▲37)	+129	+74.9%
	(Gross profit margin)	(59.7%)	(50.0%)	(66.1%)	(76.1%)	(75.0%)	(+15.2pt)	
IT Services	Net sales (QoQ)	232 (+126)	94 (▲244)	222 (+127)	150 (▲72)	399 (+249)	+166	+71.7%
	Gross profit (QoQ)	163 (+92)	60 (▲174)	183 (+122)	110 (▲73)	326 (+216)	+162	+99.3%
	(Gross profit margin)	(70.5%)	(63.9%)	(82.3%)	(73.3%)	(81.9%)	(+11.3pt)	
Other Businesses	Net Sales (QoQ)	177 (+84)	99 (▲170)	103 (+4)	150 (+47)	284 (+133)	+107	+60.7%
	Gross profit (QoQ)	134 (+72)	60 (▲137)	75 (+14)	118 (+43)	198 (+79)	+63	+46.7%
	(Gross profit margin)	(76.2%)	(61.1%)	(72.8%)	(78.6%)	(69.5%)	(▲6.7pt)	

* Our gross profits by business were not audited by Ernst & Young ShinNihon LLC.

Status of Training Businesses ① (QoQ)

- The number of On-Site Training conducted exceeded that of previous year and online ratio has risen nationwide both in public or private sectors (60.9%)
- The number of attendees for Open Seminars declined QoQ due to seasonal factors, but it rose significantly YoY (+34.5%) due to the increase in online training. In addition, the number of attendees per training increased by 0.9 QoQ

	2Q FY19 (Actual)	3Q FY19 (Actual)	4Q FY19 (Actual)	1Q FY20 (Actual)	2Q FY20 (Actual)	YoY	
On-Site Training: Number of trainings conducted (times) (QoQ)	2,480 (▲1,991)	1,512 (▲968)	2,927 (+1,415)	4,247 (+1,320)	2,609 (▲1,638)	+129	+5.2%
Among above, number of online trainings (times) (composition ratio)	-	551 (36.4%)	1,010 (34.5%)	1,567 (36.9%)	1,589 (60.9%)	-	-
On-Site Training Average Unit Price per training unit: thou.yen (QoQ)	234.6 (+9.5)	259.9 (+25.3)	253.8 (▲6.1)	250.8 (▲3.0)	296.0 (+45.2)	+61.4	+26.2%
Open Seminars: Number of attendees (QoQ)	13,717 (▲7,415)	10,286 (▲3,431)	13,197 (+2,911)	22,111 (+8,914)	18,450 (▲3,661)	+4,773	+34.5%
Among above, number of attendees who took online (composition ratio)	-	8,621 (83.8%)	6,916 (52.4%)	14,400 (65.1%)	14,951 (81.0%)	-	-
Open Seminars: Number of attendees per training (QoQ)	6.3 (▲2.4)	7.6 (+1.3)	5.2 (▲2.3)	12.5 (+7.3)	13.4 (+0.9)	+7.1	+112.7%

Status of Training Businesses ② (YoY)

Overall/ Clients

1. The shift to online is further progressing across the country, both in the public and private sectors
During most of 2Q period (Jan.8-Mar.21), the second state of emergency was declared, and trainings have become more and more online nationwide in both the public and private sectors, with the online ratio at 60.9% for On-Site Training and 81.0% for Open Seminars.
Online training now accounts for 70% of training business sales, having improved business stability.
2. Trainings for the Telecommunications, IT services, manufacturing, and pharmaceutical industry have been conducted well.
3. Sales of large companies have expanded
While the ratio of overall sales of companies with 1,000 or more employees increased by 5.0pt YoY, sales of ones with less than 300 employees decreased by 3.4pt.

Sales composition ratio by size	FY19 (Full-year)	FY20 (2Q)	YoY
Large (1,000 or more employees)	39.1%	44.1%	+5.0pt
Mid-size (300-999)	25.2%	23.6%	▲1.6pt
Small (less than 300)	35.6%	32.3%	▲3.4pt

Themes

1. Follow-up trainings for new employees, which had been postponed due to the Coronavirus crisis, were conducted, resulting in 20% increase YoY.
2. Sales training increased 60% YoY as a measure to improve sales in the midst of the Coronavirus crisis.
Such trainings as career design and enhancing motivation increased by 40% YoY.

- Monthly subscription increased by 9.8% QoQ to over 30 million yen per month
- Customized sales increased 395.7% QoQ, of which more than 40% were large orders of 10 million yen or more
- Sales to the manufacturing industry, human resources industry, and local governments increased

*Note: Customization sales tend to concentrate in 2Q (end of March) and 4Q (end of September).

Unit: million yen

	2Q FY19 (Actual)	3Q FY19 (Actual)	4Q FY19 (Actual)	1Q FY20 (Actual)	2Q FY20 (Actual)	YoY	
Net Sales (QoQ)	232 (+126)	94 (▲244)	222 (+127)	150 (▲72)	399 (+249)	+166	+71.7%
<i><Breakdown></i>							
Leaf Monthly Subscription (QoQ)	59 (+1)	74 (+15)	75 (+0)	93 (+18)	102 (+9)	+43	+73.5%
Average Unit Price /Organization unit:thou.yen	108.4	116.7	105.7	111.3	104.7	▲3.7	▲3.4%
Leaf Customization	75	17	128	39	193	+117	+155.1%
Stress Check Support Service	97	2	18	17	102	+5	+5.6%
Gross Profit ^{*1} (QoQ)	163 (+92)	60 (▲103)	183 (+122)	110 (▲73)	326 (+216)	+162	+99.3%
(Gross profit margin)	(70.5%)	(63.9%)	(82.3%)	(73.3%)	(81.9%)	(+11.3pt)	

* Our gross profit margins by business were not audited by Ernst & Young ShinNihon LLC.

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- Amid the coronavirus crisis, education using e-Learning/video are spreading, mainly among large companies, and demands for LMS is increasing
- In addition to major manufacturing companies, the number of Leaf paid subscribers among local governments and school corporations is increasing
- As for customizations for Leaf, the number of repeat orders from existing customers increased

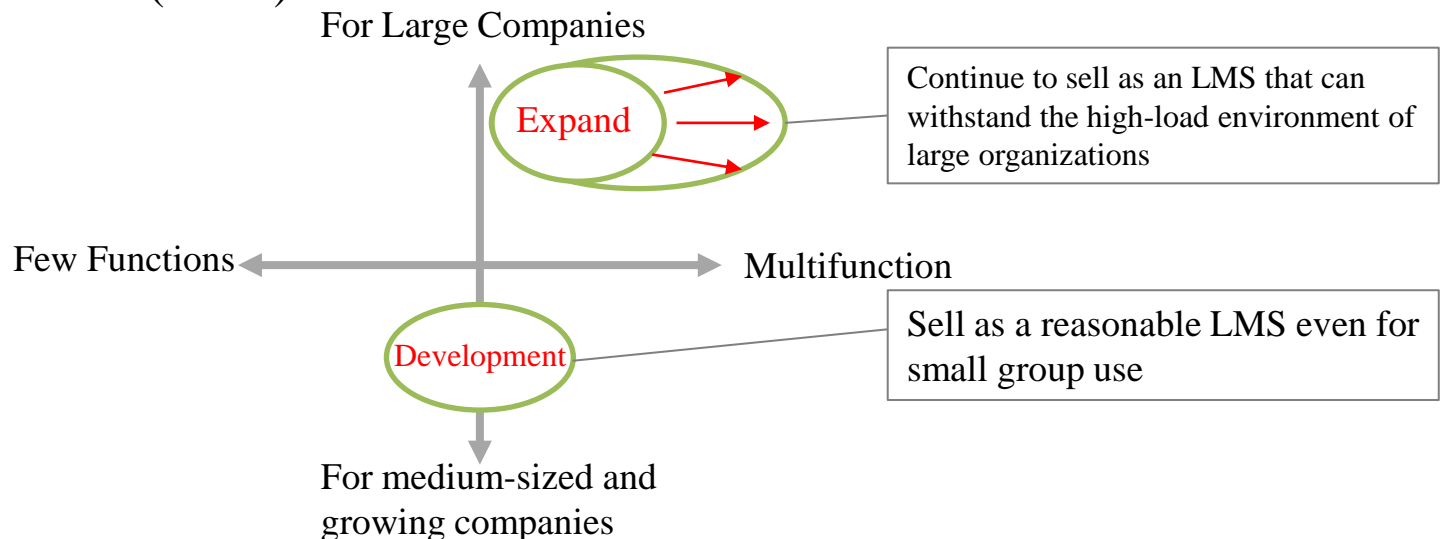
Monthly subscription model	2Q FY19 (Actual)	3Q FY19 (Actual)	4Q FY19 (Actual)	1Q FY20 (Actual)	2Q FY20 (Actual)	1H Progression rate against FY20 target	FY20 Full-year Target
Total number of Leaf paid subscribers (unit: organizations) (QoQ)	190 (+15)	224 (+34)	248 (+24)	298 (+50)	333 (+35)	55.9%	400 (+152)
Total number of organizations using on-the-web appraisal form service (unit: organizations) (QoQ)	67 (+9)	77 (+10)	93 (+16)	98 (+5)	108 (+10)	88.2%	110 (+17)
Case-by-case basis model	2Q FY19 (Actual)	3Q FY19 (Actual)	4Q FY19 (Actual)	1Q FY20 (Actual)	2Q FY20 (Actual)	1H Progression rate against FY20 target	FY20 Full-year Target
Total number of organizations which ordered customizations for Leaf (QoQ)	-	15 (+15)	43 (+28)	18 (▲25)	50 (+32)	-	-
Total number of organizations implementing Stress Check Support Service (QoQ)	201 (+177)	16 (▲185)	41 (+25)	56 (+15)	230 (+174)	89.4%	320

Established its position as a “reasonable” and “flexibly customizable” LMS for large companies

- Basic monthly fee is affordable to make implementation easy (Monthly subscription model)
- Because of flexible customization support, we obtain sales at the time of implementation and additional development (Case-by-case basis model)

Future Business Development

1. For large companies: Continue to develop a variety of optional functions as an LMS “Leaf”
2. For medium-sized and growing companies: Planning to introduce a plan focusing only on basic LMS functions (FY21)



Other Businesses (QoQ)

- Net sales increased by 98.4% QoQ to 284 million yen (+133 million yen QoQ), and especially, sales of buyout and rentals of e-Learning/video increased by 51.2% QoQ
- Gross profit rose to 198 million yen (+79 million yen QoQ) and gross profit margin declined to 69.5% (-6.7pt QoQ) due to increase in subcontracting costs for consulting

Unit: million yen

	2Q FY19 (Actual)	3Q FY19 (Actual)	4Q FY19 (Actual)	1Q FY20 (Actual)	2Q FY20 (Actual)	YoY	
Net Sales (QoQ)	177 (+84)	99 (▲170)	103 (+4)	150 (+47)	284 (+133)	+107	+60.7%
<Breakdown>							
e-Learning/ Video Production	78	72	80	98	194	+116	+148.7%
Buying-out/ Rentals	20	3	11	41	62	+42	+140.7%
Monthly Subscription (STUDIO)	29	46	34	22	38	+8	+52.0%
Video Production Solution	12	7	23	34	77	+65	+83.5%
Consulting/Online seminar support service	51	18	21	38	76	+24	+47.6%
Gross Profit *1 (QoQ)	134 (+72)	60 (▲74)	75 (+14)	118 (+43)	198 (+79)	+63	+46.7%
(Gross profit margin)	(76.2%)	(61.1%)	(72.8%)	(78.6%)	(69.5%)	(▲6.7pt)	

*1 Our gross profit margins by business were not audited by Ernst & Young ShinNihon LLC.

Other Businesses KPIs (QoQ)

- Through “Video Department Store” (EC site), sales of buying-up of e-Learning/videos from manufacturing industries and local governments have been strong
- Mitemo Co., Ltd have seen an increase in consulting projects received

	2Q FY19 (Actual)	3Q FY19 (Actual)	4Q FY19 (Actual)	1Q FY20 (Actual)	2Q FY20 (Actual)	YoY	FY20 Target
e-Learning/ Video Production							
Total number of video contents sold (Buying-up) (QoQ)	—	—	—	285 (+285)	430 (+145)	—	1,000 (Progression rate: 71.5%)
e-Learning/ Video Production							
Total number of rental viewers (QoQ)	—	—	—	1,090 (+1,090)	1,878 (+772)	—	5,000 (Progression rate: 59.4%)
e-Learning/ Video Production							
STUDIO (e-Learning) (unit: IDs) (QoQ)	17,756 (+1,356)	27,177 (+9,241)	19,651 (▲7,526)	42,488 (+22,837)	44,514 (+2,026)	+116.4%	95,000 (Progression rate: 91.6%)
e-Learning/ Video Production							
Total number of e-Learning/video production* (unit: orders) (QoQ)	38 (+19)	14 (▲24)	40 (+26)	41 (+1)	37 (▲4)	▲2.6%	150 (Progression rate: 52.0%)
Consulting							
Total number of consulting services (QoQ)	50 (+21)	16 (▲34)	19 (+3)	27 (+8)	83 (+56)	+66.0%	130 (Progression rate: 84.6%)
Online seminar support service							
Online seminar support service (QoQ)	—	—	—	27 (+27)	67 (+40)	—	—

*The calculation method for the number of video and consulting services has been changed to the number of video services only from 3Q FY18.

Website with 345※ e-Learning/Videos

*As of the end of March, 2021

↓The first page of “Video Department Store”



書くスキル



↑An example page of e-Learning training “Time Management”

Three types of sales methods are available

1. Buying-Up

Price: 198,000 yen or more per content

Method: Clients purchase the video content

2. Monthly Subscription Model (STUDIO)

Price: 1ID 350 yen or more/ month

Method: Plans available for a minimum of 50 people for more than 6 months *

3. Rentals

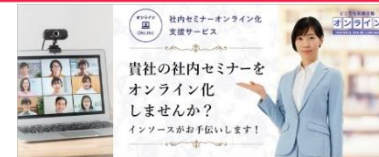
Price: 1,870 yen or more per person

Method: Available to watch for 7 days and even one person can apply to watch *

Sales performance for 2Q FY20

	1Q	2Q
Buying-Up	285 orders	430 orders
Monthly subscription model	42,488 IDs	44,514 IDs
Rentals	1,092 viewers	1,878 viewers

Features of Insource's online seminar support business



1. Service is available with any online tools

Compatible with a variety of tools including Zoom, Microsoft Teams, Webex, Google Meet, etc *.

2. Various services for conducting online seminars

Offer full support for online implementation, including trainings of in-house PC operators and rentals of equipment and venues

- Dispatching PC operators
- Full support of conducting in-house training online
- Venue rental service for online training
- Training management using “Leaf”
- PC equipment rentals
- (For online training speakers) Training for in-house instructors



3. More than 100 online training booths are available

We opened “Omori Studio (with 52 online training booths)” exclusively for online seminars on March 15, 2021 in order to meet the needs for online seminars

- 118 online training booths in total (Of which Omori Studio has 52)
- High-speed Internet connection (upstream/downstream, up to 1 Gbps)
- *We use multiple communication carriers' lines to cope with communication failures



4. Online support with extensive know-how

Available to support for all types of online seminars, including lectures and debriefing sessions, based on our experience in conducting numerous online trainings

Results of online seminar management

	1Q	2Q
No. of times conducted*	2,385	2,449
No. of attendees*	62,859	61,151

*The name and log of “Zoom” are trademarks or registered trademarks of Zoom Video Communications, Inc. in the United States and other countries, including Japan. *Actual results of On-Site Training and Open Seminars

*The Microsoft Teams name and logo are either registered trademarks or trademarks of Microsoft Corporation in the United States and/or other countries including Japan.

*The Webex name and logo are registered trademarks or trademarks of Cisco Systems, Inc. and its affiliates in the United States and/or other countries including Japan.

*Google Meet is a web conferencing service from Google LLC

- Omori Studio was opened in Tokyo on March 15, 2021 and increased 52 online booths
- The number of new e-Learning contents developed was 117 in 1H. Revised upward to 200 targeting FY20

	End of FY19 (Actual)	1Q FY20 (Actual)	2Q FY20 (Actual)	1H FY20 (Actual)	End of FY20 (Revised Target)
Number of new online training booths (Total number)	45 (45)	18 (63)	55 (118)	73 (Progression rate: 118.0%)	55 (100)
Total number of new contracts for WEBinsource (organizations) (Cumulative contracts)	2,157 (13,492)	513 (14,005)	607 (14,612)	1,120 (Progression rate: 44.8%)	2,500 (15,992)
Number of new programs/content types for On-Site training (Total number)	319 (3,140)	80 (3,220)	75 (3,295)	155 (Progression rate: 48.4%)	320 (3,460)
Number of new programs/content types for Open Seminars (Total number)	270 (2,859)	45 (2,904)	80 (2,984)	125 (Progression rate: 41.7%)	300 (3,159)
Number of new e-Learning/videos (Total number)	86 (86)	54 (140)	63 (203)	117 (Progression rate: 58.5%)	Revised +50 200 (286)
Total number of Core solution plans (Total number)	171	15 (186)	15 (201)	30 (Progression rate: 50.0%)	60 (231)
Number of websessions (Unit: thou. times)	1,835	456	515	971 (Progression rate: 45.5%)	2,135

*1 The counting method has been changed from that of the monthly KPI Progress Report. We will use this counting method from now on.

*2 Core solution plan is a one-stop service that solves organizational challenges by providing a unique mix of multiple trainings and services tailored to clients' specific needs by subject, industry or job function (former name: package plan).

<Reference> Company Profile & Business Activities

▪Company name	Insourse Co., Ltd.	▪Representative director and president	Takayuki Funahashi
▪Date of foundation	November, 2002	▪Capital	800,623 thousand yen
▪Tokyo Headquarters	Insourse Dokanyama Bldg. 4-19-12 Nishi Nippori, Arakawa-ku, Tokyo		
▪Affiliated companies	Mitemo Co., Ltd, Rashiku Corporation, MIRAI SOUZOU & COMPANY, Inc., Insourse Digital Academy Cooperation		

Affiliated Companies

Mitemo Co., Ltd

- e-Learning, Platform business
- Production of Training Materials
- Workshops/ Consulting
- Regional Revitalization Business

Rashiku Corporation

- Recruitment support business
- Support Service for Career Change

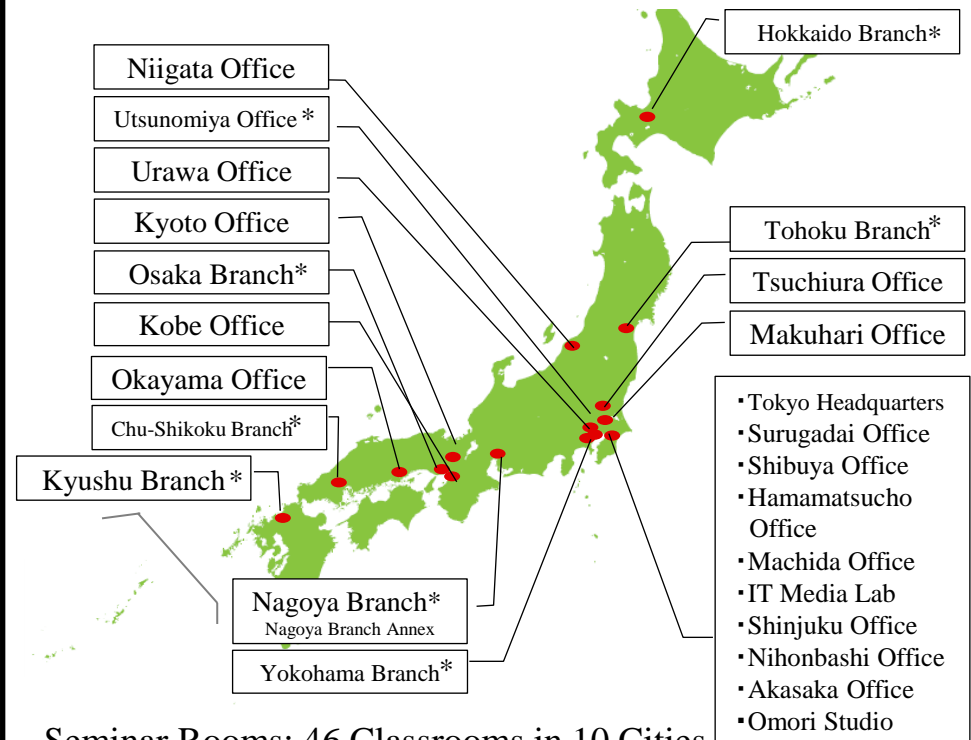
MIRAI SOUZOU & COMPANY, Inc.

- On-Site Training Business

Insourse Digital Academy Cooperation

- Human Resource Development with Digital Skills
(AI/ Support for Machine Learning Applications, Support for Utilizing RPA, Improving OA/IT Skills and Business Skills)

Branch Offices & Business Sites: 25 Places Nationwide



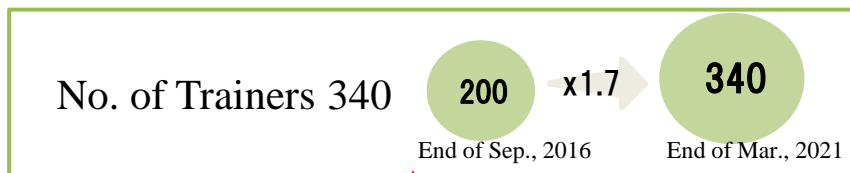
Seminar Rooms: 46 Classrooms in 10 Cities

Online Training Booths: 118 Booths

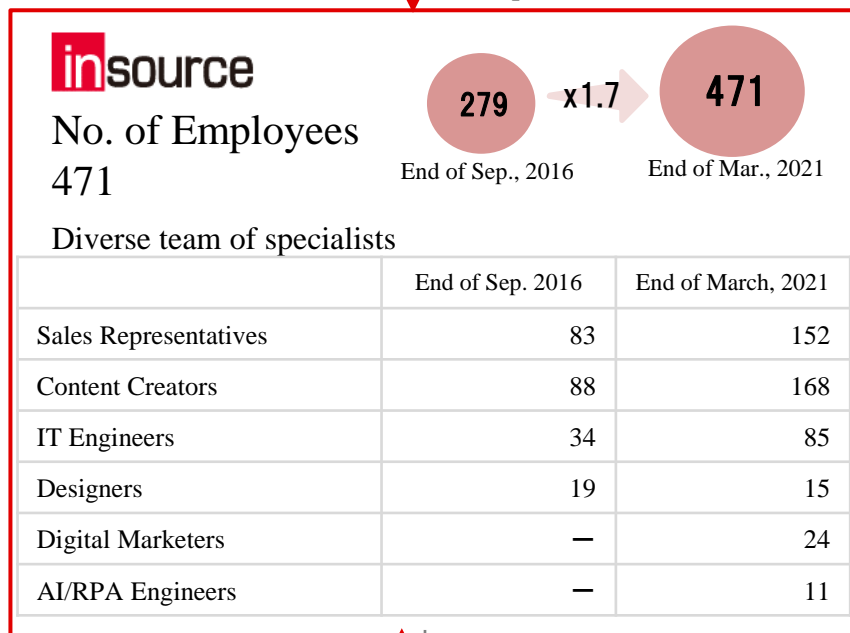
※Branches with Seminar Rooms

*As of the end of March, 2021

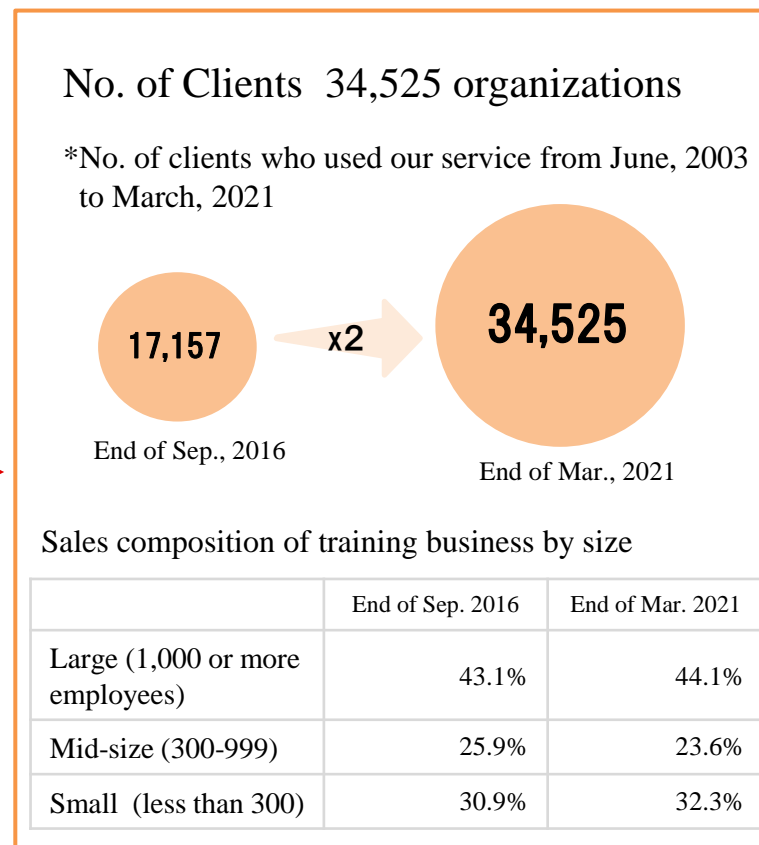
Comparison between when listed on Mothers market (2016) and today



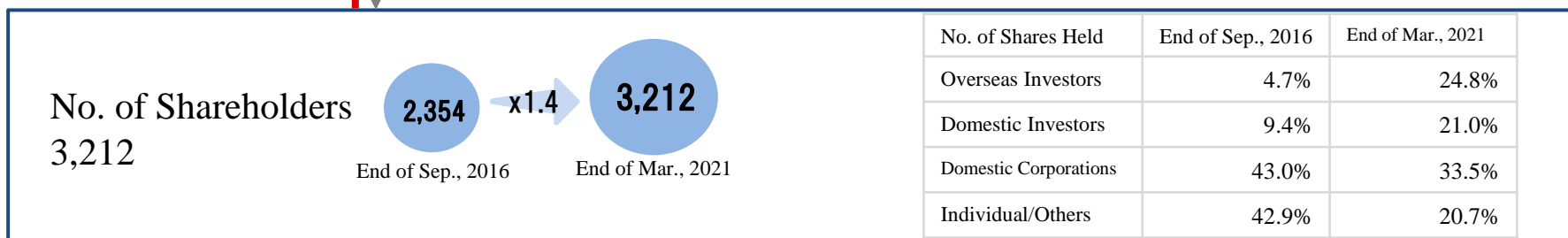
↑ In cooperation ↓



Products/Service →



Funds ↑ Reduction ↓



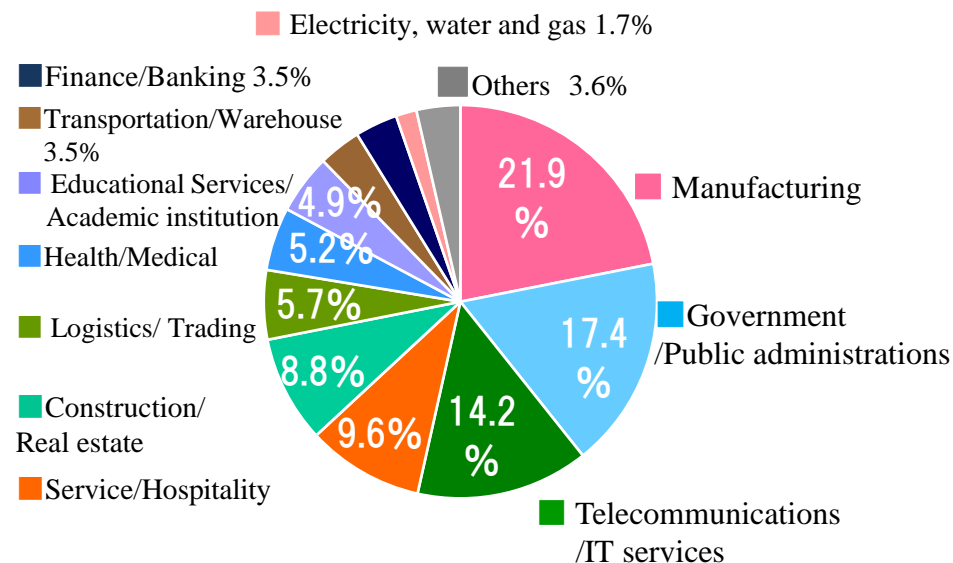
■ Composition ratio of clients by industry

The total number of clients who used our services from April, 2020 to March, 2021

9,745 organizations

The total number of clients who used our services from June, 2003 to March, 2021

34,525 organizations



■ Compound annual growth rate by business (Target)

	FY18 (Actual)	FY19 (Actual)	FY20 (Revised Forecast)	CAGR FY18-FY20
Whole Business	5,608	5,119	7,700	+19.3%
On-Site Training	3,279	2,724	3,900	+11.3%
Open Seminars	1,527	1,267	1,870	+17.0%
IT Services	431	655	1,050	+63.8%
Other Businesses	369	472	880	+42.7%

Business Activities ② Trainings

Developing more than 300 new training programs per year to meet the needs of the times, including a variety of new DX training programs

Positive feedback rates from training attendees

Positive feedback rate (trainings)

95.2%

Positive feedback rate (trainers)

93.6%

*From April, 2020 to March, 2021

The whole process of training management was IT enabled. High quality and high frequency training was realized.

Hands-on approach: Attendees can make the most use of what they have learned immediately, either face-to-face or online training. Programs mainly consist of exercises

On-Site Training (50.0%)

Offer On-Site Trainings tailored to organizations' needs

- Developed more than 3,200 textbooks in-house, customized to meet organizational issues
- 340 experienced trainers with practical experience
- Available for online as well as face-to-face training
Conducted 11,000 times per year (No. of times online: 40%)



Annual total number of trainings conducted/attendees

11,295 times **392** thou. attendees

Out of the total number of trainings conducted online:

4,717 times **148** thou. attendees

*From April, 2020 to March, 2021

Open Seminars (23.1%)

Offer Open Seminars that each person from various organizations can attend

- Both seminars held in 10 cities in the country and online recorded 64 thou. attendees in a year (No. of online attendees: 70%)
- More than 2,900 types of courses, including those offered by business partners, and new courses are introduced in a timely manner
- Up to 50% discount with "HRD Smart Pack"(our unique point service)
- Used by both startups and large companies nationwide



Annual total number of trainings conducted/attendees

6,349 times **64** thou. attendees

Out of the total number of trainings conducted online:

2,894 times **44** thou. attendees

*From April, 2020 to March, 2021

* Figures in parentheses indicate percentage of 1H FY20 sales ratio

Business Activities ③ IT Services and Other Businesses

Responded to structural changes in career development education: “changing lifestyles”, “generalization of online education”, and “reduction of education costs”

IT Services

(15.0%)

Leaf (HR support system, LMS)

- A system for management of all HR operations, from e-learning viewing to training management and personnel evaluation
- Reasonable usage fees and various customizations
- Used by around 1.5 million people, mainly from large companies

※LMS(Learning Management System): The system required for managing e-Learning

Total number of Leaf paid subscribers	333 organizations
The number of users	149 million IDs

*As of the end of March, 2021

Stress Check Support Service

- Implemented in many organizations, including central government and large companies
- Available on Local Government Wide Area Network (LGWAN)

Total number of organizations implementing Stress Check Support Service **343** organizations

*Results for April, 2020 to March, 2021

Other Businesses

(11.9%)

e-Learning / Video production

- Various ways of offering (buying-out, monthly subscription, rentals)
- Sales on Video Department Store (EC site)

Total number of e-Learning contents **345** contents

*As of the end of March, 2021

Online seminar support service

- Online support with extensive know-how
- Service is available with any online tools
- Various services for conducting online seminars

Consulting

- Assessment services (Level-based Assessment, giraffe)

Recruitment Services

- Recruitment promotion and service

* Figures in parentheses indicate percentage of 1H FY20 sales ratio

<Reference> Insource's Features

1. Our mission is to solve social issues

Insource's business objective is to contribute to career development by providing a wide range of services that enable people to learn how to work in a practical manner and educational infrastructure using IT.

2. Power of Innovation - Building new business models with the power of IT

We have developed a new business model for career development education, realizing cost reductions and quality improvements in training. In addition, we increased the number of our nationwide bases and membership sites to expand the platform for service provision

3. DX Power - Thorough use of data and IT from our founding

Achieved significant productivity improvements by digitalizing our training management process since the beginning of our business. With a database of information from all activities, the data is used for content development and sales activities. Also, self-developed system can be offered.

4. Ability of Content Development – More than 300 new products developed every year

In response to diverse needs, we continuously develop more than 300 new trainings every year. In the future, we will continue to develop new trainings, especially for DX/IT-related and packaged programs. Furthermore, a variety of delivery methods will be offered for a single content in order to meet the needs.

5. Behavioral Principles - “Speed and Focus” and “Competition and Integration”

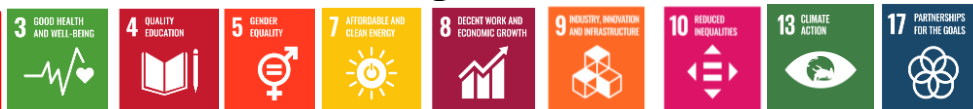
We flexibly shift our strategy in response to changing circumstances. In order to ensure diversity, various teams in contents development and sales are formed to compete against one another. At the same time, we ensure high productivity by standardizing and systemizing common tasks.

6. Emphasis on Diversity

Consisted of diverse human resources and specialists; 60% female workers (more than 30% in management), foreign nationals, seniors, LGBT and people with disabilities. Maintain diversity by hiring without regard to gender, age, educational background or nationality.

- Our mission is to help working people solve social issues
- We will continue to improve its performance while being conscious of ESG

Environment/Social



Environment: Company-wide power saving / LED installation

Social: Support for the Japan Blind Football Association as “Supply Service Partner” and “Partner for Sports Education”

Practicing diversity at work

The number of employees Female **273** Seniors (aged over 60) **12**
 ※ As of the end of March, 2021

Governance



- Active disclosure of non-financial information on a monthly basis

- Newly developed training programs
- No. of Open Seminars attendees
- No. of Leaf monthly paying subscribers (organizations)
- No. of On-Site training conducted
- No. of WEBinsource subscribers
- No. of organizations implementing Stress Check Support Service

- Disclose earnings forecasts frequently depending on the situation

We will disclose the situation as soon as it becomes apparent so that the right decision can be made for us in the ever-changing environment.

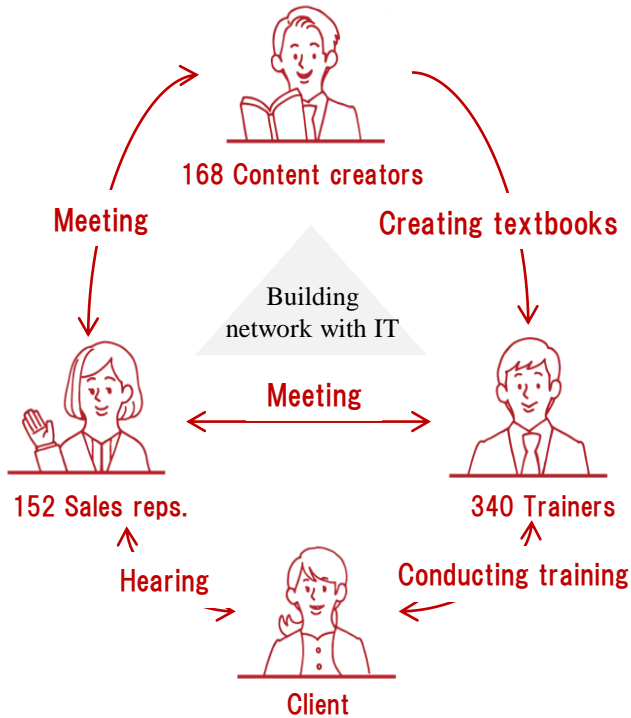
Performance

We contribute to society by solving social issues through trainings. In addition, we will continue to improve our performance by providing trainings at a low cost through our IT capabilities and systematization.

History of Insource's Innovation

Establish a new business model

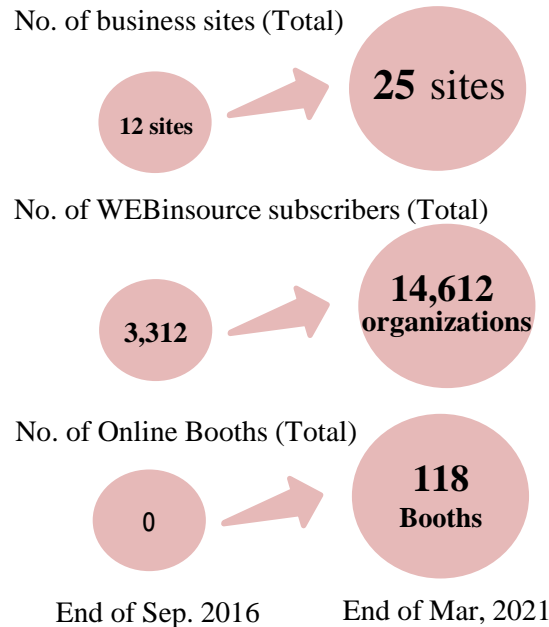
Using the power of IT to create a "division of labor" between trainers and textbook creators



- Created a "division of labor" system where textbooks are developed in-house and trainers focus on conducting trainings
- Develop contents quickly through thorough systemization

Build the Platform

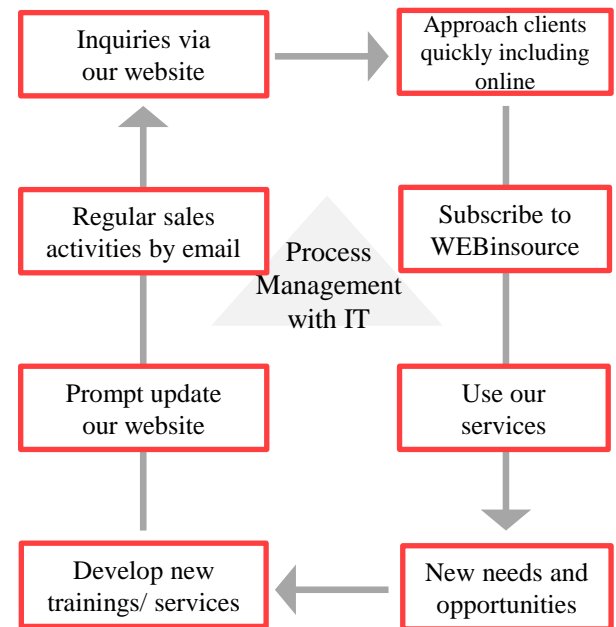
Provide good and reasonable services to organizations and local governments across the country



- 25 nationwide business sites, 46 seminar classrooms, 118 online booths
- Organized 14,612 public and private companies through the membership site "WEBinsource"

Rapidly develop products and provide services through the use of IT and data

Business processes are DX-enabled to link product development and sales activities



- Acquire about 5,000 web inquiries every year
- Develop around 300 new trainings every year

Promote systemization to improve business efficiency since our founding

Develop sales of training and videos on EC site

Self-developed ASP "Leaf" to be sold externally

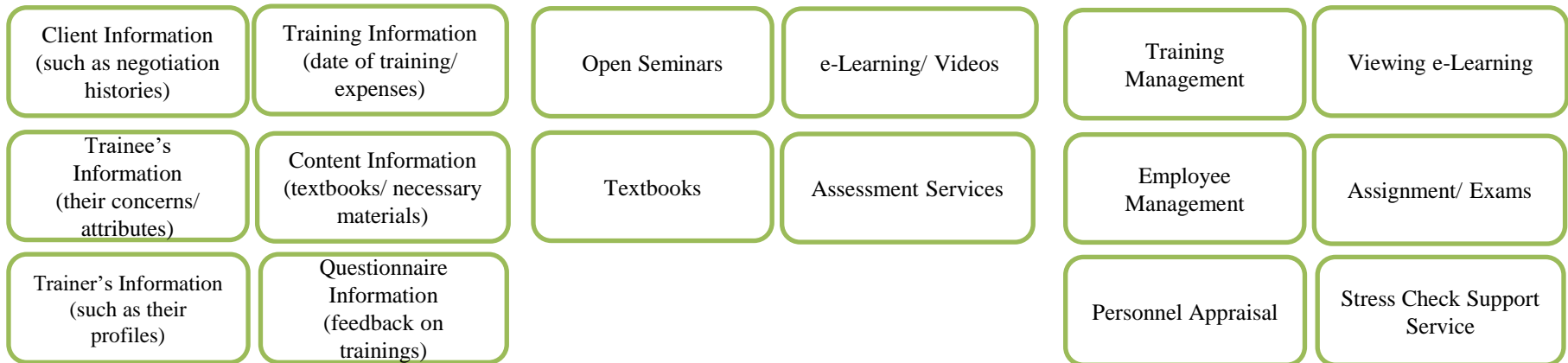
Developed a system to manage client information, training operations and content



Sales through WEBinsource (membership site), "Video Department Store" (EC site)



IT Service Division is established, and start selling the personnel support system "Leaf"



- Create a database of all information
- Systematize all operations

- In-house engineers quickly respond to new functions to meet client's needs and improve convenience

- Various functions as a tool to manage complicated HR operations
- 333 organizations have implemented the system as of the end of March, 2021

Content is developed in-house

Develop new products continuously

Delivery methods are diversified and digitized

Develop trainings on level-based and business skills trainings

300 new training programs are developed annually, offering a wider range of themes year by year

A variety of delivery and purchase methods are available to meet clients' needs

Level-based Skills Business Skills

For Managers

- Senior management
- Newly appointed managers

Mil-level employees

- Leaders
- Mid-level employees

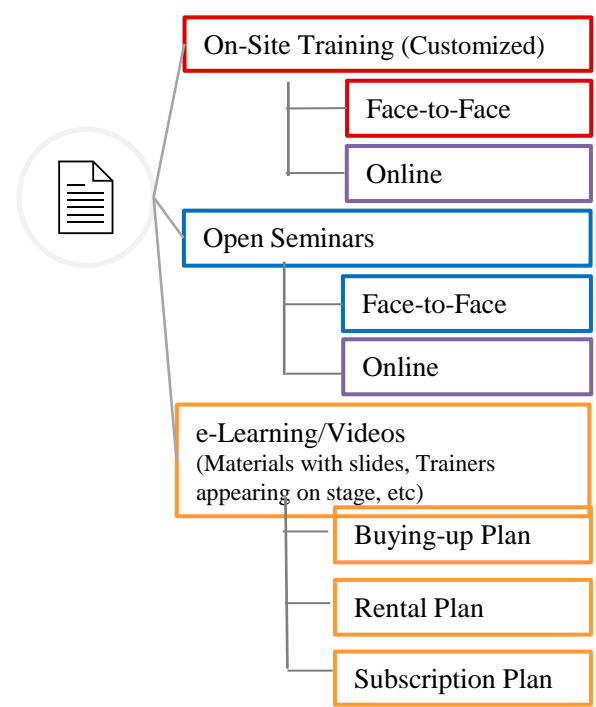
Newly employed and younger employees

- For those with the 1st to 5th year experiences
- Business basics

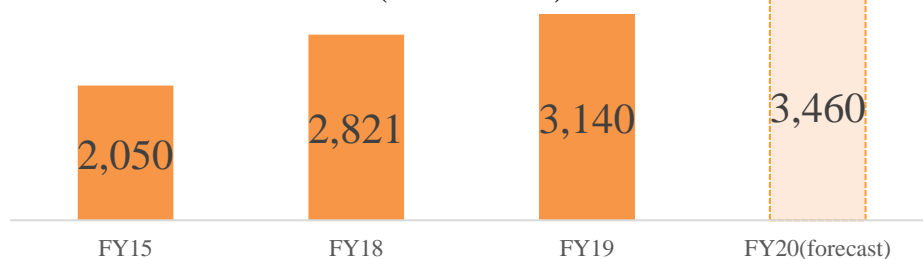
- Time Management
- Business documents
- Communication
- CS/Hospitality
- Complaint handling
- Negotiation skills
- Business improvement
- Creating manuals
-
-
-

Future Development Plans

- DX/IT-related
 - Recurrent Education Program
 - Packaged products (Core Solution Plan)
 - Videos/e-Learning
 - AI Voice Series
 - Animation
- etc.



Number of On-Site Training contents developed (cumulative)



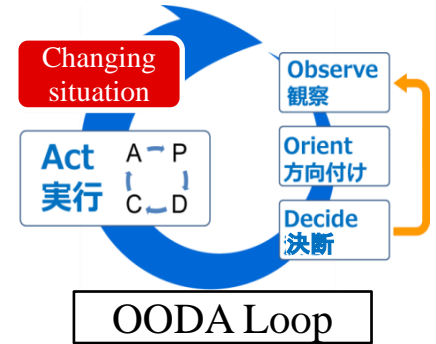
Speed and Focus - Respond flexibly and quickly to environmental changes based on OODA Model

- With decision-making process “OODA Loop”, we drive the business forward

- Information sharing throughout the company through IT systemization
- Set KPIs that break down performance targets into action levels, and have all employees analyze them on their own

- Overcoming the Coronavirus crisis and growing into a stronger organizations

- Systematized the complicated work involved in conducting online training in one week
- Expanded business scale through major personnel transfers to growth areas



*What is OODA Loop?

OODA Loop is a simple practical framework inspired by US Marine Corps' decision-making process. With OODA Loop, you can flexibly deal with changing situations at high speed.

Competition and Integration

- Increased productivity through a sense of competition and standardization of work within the company

- Due to in-house competition, we have created diverse products and services and realized highly creative sales activities

- The Content Development Department develops a wide variety of products and services on a daily basis by duplicating work and competing with different teams
- Base managers in Sales Department are appointed from their twenties to executive officers, and they compete and try to improve by learning from each other

- Thoroughly standardize and structure common operations

- Consolidate, standardize, and systemize operations common to all groups

Cooperation and Harmony – With no performance-based or penalty-based approach, we share information and results

Diverse Workforce - Diversity is a driving force for growth

- As of the end of April, ratio of female employees in managerial positions: 31.3%
- Employment rate of people with disabilities: 3.09%

*Figures are as of the end of March, and figures in parentheses are as of the end of April

	Total	Female employees
Total number of employees *2	471(510)	273(293) 57.9%(57.5%)
Total number of managerial positions	124(150)	35(47) 28.2%(31.3%)

Ratio of female employees in managerial positions:
14.9% *1
(Source: The Gender Equality Bureau of the Cabinet Office (2019))

Foreign nationals ※4	5	Seniors (aged over 60)	12	LGBTs	6	People with disabilities	9 Disability employment rate: 3.09% *3
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•Legal employment rate: **2.2%**
•Actual employment rate: **2.11%**
(Source: “2019 Disability Persons' Employment Status” released by the Ministry of Health, Labour and Welfare)

Workforce by job function: Diverse specialists work at Insource.

Content Creators	168	Sales Representatives	152	IT Engineers	85
Digital Marketers	24	AI /RPA Engineers	11	Designers	15

*1 Administrative and managerial workers include board members, managers or above, administrative civil servants.

(As of the end of March, 2021 (consolidated))

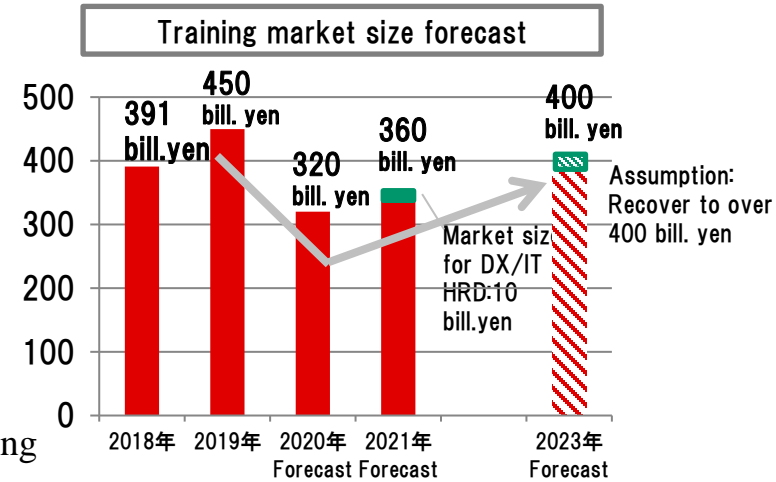
*2 Directors, auditors and corporate officers are excluded. *3 Non-consolidated (Insource only)

*4 “Foreign nationals” refers to employees with foreign nationalities. This includes foreign nationals who have acquired Japanese citizenship.

<Reference> Mid-Term Management Plan, “Road to Next 2023”

Market size of career development education is recovering

- The market size for FY20 is calculated based on the assumption that the number of companies implementing the training will increase by 10% from FY19. Assuming it will recover to 400 billion yen in FY22*1. Our market share is about 2%
- The DX training market in FY20 is expected to be 10 billion yen. There is a chronic shortage of IT human resources. The market is expected to expand due to a shift from mid-career hiring of external personnel to internal human resource development*2,3,4 .



*1 This figure is calculated based on the surveys done by Ministry of Health, Labour and Welfare (2019) and Ministry of Internal Affairs and Communications

*2 IT personnel training costs are calculated 450,000 yen per person (our own estimate).

*3 According to the survey done by Ministry of Economy, Trade and Industry in 2019, there is a shortage of 199,000 IT personnel in 2020.

*4 Calculated from the Ministry of Health, Labour and Welfare's "Human Resources Development Basic Survey (2009 - 2019)"; the percentage of companies outsourcing in 2019 was 57%.

Major Themes

1. Strengthen DX and IT-related education

- Python trainings will be mainly developed for those with liberal arts backgrounds (Sales target is set at more than 1 billion yen within two years)

2. Expand the educational infrastructure services

- Accelerating the LMS (Leaf) business to meet the need for enhancing educational productivity
- Expanding BPO services to support online operations

How we offer trainings

- Face-to-face (for real)
- Online

Sales methods of e-Learning/video production

- Buying-out
- Monthly Subscription
- Rentals

3. Thoroughly diversify methods of selling educational services

- Diversify sales methods to broaden client's choices and optimize means and cost

- In the mid term management plan, which is to be announced with FY20 full-year results, the earnings guidance for FY22 onwards is to be announced based on the upturn in the FY20 results from the current mid-term plan
- Temporary targets have been set based on the current sales situation

	FY19 (Actual)	FY20 (Revised Forecast)	FY21 <Temporary Target>	FY22 <Temporary Target>	CAGR FY20-FY22
Net sales (YoY: mil yen)	5,119 (▲488)	7,700 (+2,580)	8,500 or more	10,000 or more	-
Gross profit (YoY: mil yen)	3,643 (▲315)	5,900 (+2,256)			-
Operating profit (YoY: mil yen) (Gross profit margin)	784 (▲519) (15.3%)	2,400 (+1,615) (31.2%)			-
Net profit (YoY: mil yen)	445 (▲389)	1,600 (+1,154)			-