

RareJob Inc.

Six Months Financial Results Briefing for the Fiscal Year Ending March 2021

November 12, 2020

Event Summary

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Gaku Nakamura Co-Founder, CEO

Seishi Yasunaga Director, Representative Executive Officer,

COO, Corporate Sales Division Head

Presentation

Nakamura: From here on, I would like to hold the financial results briefing for the second quarter of the fiscal year ending March 2021 for RareJob Inc. I am Nakamura, Chief Executive Officer of RareJob Inc.

This is today's explanation of the financial results for the second quarter. We will accept questions following the explanation.

Agenda

- 1. FY2021/3 2Q Result
- 2. FY2021/3 Plan
- 3. FY2021/3 2Q Topics
- 4. Management Strategy

Appendix



Today, I will first discuss the results for the second quarter, and then discuss the plans for the fiscal year ending in March, the progress made on those plans, as well as topics for the second quarter going forward, and future strategies.

FY2021/3 2Q Results Summary

Net sales rose 27.7% year on year.

- YoY net sales increase exceeded 5 year CAGR 21%. Net sales growth is accelerating.
- B2C sales increased 27.7% YoY due in part to demand created by COVID-19.
- B2B & B2School sales rose 27.8% YoY due to increase of sales per client.

Operating income increased 102.1% year on year.

- Gross profit ratio was recovered from 1Q and reached to the same level of FY 2020/3 2Q.
- Growth in operating income was achieved by moderate increase of SG&A due to raising productivity and business efficiency.

Both net sales and operating income hit post-IPO highs for the first half.



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We begin with the results for the second quarter of the fiscal year ending March 2021.

This is the summary of financial results. Net sales increased by 27.7% YoY. Sales growth has accelerated, exceeding the 21% growth rate in cumulative sales for the second quarter of the last five years.

Particularly in April and May, home hours increased due to the outbreak of the COVID-19. With this, the number of paying members grew significantly. As a result, sales increased 27.7% YoY. Sales to corporations and educational institutions increased by 27.8% YoY due to an increase in sales per customer.

Regarding operating income, in the first quarter, the number of lessons per customer increased due to the fact that customers are in the home and demand for service increased. As a result, the gross margin ratio would have been lower than normal, but the number of lessons per customer from July to September was considerably lower than from April to June. So, the gross margin recovered.

In addition, due to productivity improvements and business efficiency improvements, the increase in SG&A expenses was more moderate and significantly higher than the increase in sales, and operating income increased 102.1% YoY.

Both net sales and operating income reached record highs for the second quarter since listing.

Financial Results for the Six Months Ended September 30, 2020

Net sales rose +27.7% and operating income increased 102.1% year on year. Achieved both net sales growth and profitability improvement with increased demand by COVID-19.

	FY 2020/3 2Q cumulative	FY 2021/3 2Q cumulative	YOY
Net sales	2,083	2,661	+27.7%
Gross profit	1,274	1,562	+22.7%
Operating income	182	369	+102.1%
Ordinary income	172	365	+112.3%
Net income attributable to owners of parent	93	233	+150.4%
Operating margin	8.8%	13.9%	+5.1pt
ROE*	14.4%	30.6%	+16.2pt



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A summary of financial results.

Net sales were JPY2.661 billion for the second quarter, an increase of 27.7% compared with the same period of the previous fiscal year. Gross profit of JPY1.562 billion, plus 22.7%. Operating profit, JPY369 million, up 102.1%. Ordinary profit: JPY365 million, plus 112.3%. Net income was JPY233 million, a positive 150.4%.

The operating income margin was 13.9%, an increase of 5.1 percentage points YoY.

Consolidated 2Q Result

Both net sales and operating income in FY2021/3 2Q hit a record high since listing. YoY of net sales increased.



A trend in business performance.

Both net sales and operating income are steadily increasing, and net sales were JPY2.661 billion, a record high for the second quarter since our foundation.

Operating income was also the highest figure since the Company's founding in the second quarter.

Net Sales Breakdown for the Six Months Ended September 30, 2020

B2C sales increased 27.7% YoY due in part to demand created by COVID-19. B2B & B2School sales rose 27.8% YoY due to increase of sales per client by fulfilling demand on online training under remote work circumstance.

(In JPY MM)

	FY 2020/3 2Q cumulative	FY 2021/3 2Q cumulative	YOY
Net Sales	2,083	2,661	+27.7%
B2C Sales (constituent ratio)	1,482 (71.2%)	1,893 (71.2%)	+27.7%
B2B & B2School Sales (constituent ratio)	600 (28.8%)	767 (28.8%)	+27.8%



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A breakdown of net sales.

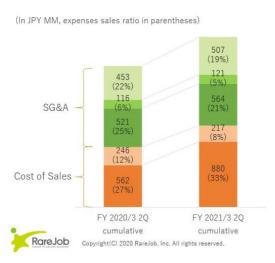
B2C sales accounted for JPY1.893 billion, a YoY increase of 27.7%. For B2B & B2School sales were JPY767 million, an increase of 27.8% YoY.

In the Consumer Sector, the number of paying subscribers grew sharply due to demand for services from customers, following the declaration of emergency situations in April and May. As a result, B2C sales are expected to grow steadily.

B2B & B2School sales increased 27.8% YoY, reflecting an increase in net sales per customer, reflecting an increase in the need to implement online English training, due to the replacement of offline training, and changes from training such as study abroad.

Expenses (Cost of Sales and SG&A) Breakdown for the Six Months Ended September 30, 2020

Tutor fees ratio to net sales increased 6pt due to increase of lessons caused by COVID-19. SG&A to net sales ratio decreased due to increased productivity and efficiency.



Expenses	YoY (ratio)	Factors
Other SG&A	+54 (+12%)	Minimized cost increase by productivity improvement.
Advertising	+5 (+4%)	Minimized cost increase by more efficient acquisition of users.
Labor cost (SG&A)	+43 (+8%)	Employees increased due to active recruiting last year, but cost kept in control due to increased productivity and efficiency.
Other cost of sales	△29 (△12%)	
Tutor fee(Cost of Sales)	+318 (+56%)	Cost of sales increased due to tutor fees led by user increase and increase of lessons per user caused by COVID-19.

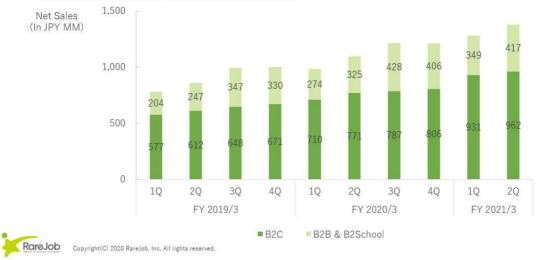
A breakdown of expenses.

The cost of sales was as high as 6 percentage points compared with the same period of the previous fiscal year. On this front, the cost of sales ratio has risen due to an increase in the number of lessons, particularly in the April and May periods. As a result, the cost of sales ratio increased by 6 percentage points from the same period of the previous fiscal year.

On the other hand, increases in other expenses were restrained as a result of efforts to improve cost efficiency by improving productivity and improving business efficiency.

Net Sales of Each Quarter

B2C sales have accumulated steadily quarter by quarter. B2B & B2School sales have increased though there has been some fluctuation due to each contract.



Quarterly sales trends.

B2C sales increased resulting in a steady accumulation on a quarterly basis. In addition, the business for B2B & B2School is continuing to expand, although there are fluctuations due to individual contracts.

Gross Profit of Each Quarter

Gross profit ratio of 1Q was worsened due to increase of number of lessons per student triggered by COVID-19 but that of 2Q was recovered.



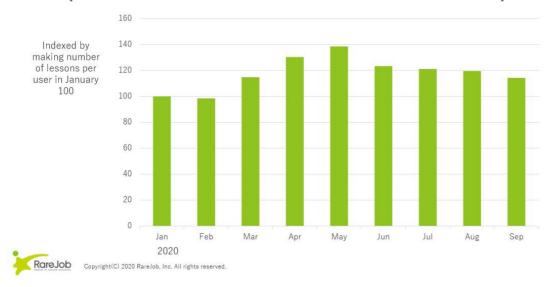
The trend of gross profit on a quarterly basis.

In the past, the gross profit margin has been around 61%, although there have been some seasonal factors. In this first quarter, as a result of increased home hours, more people received more lessons, resulting in a gross margin of 56%, which is lower than in the past.

On the other hand, this portion recovered in the second quarter, and the gross profit margin recovered to 61.5%.

(Reference) Number of RareJob Eikaiwa Lessons per User

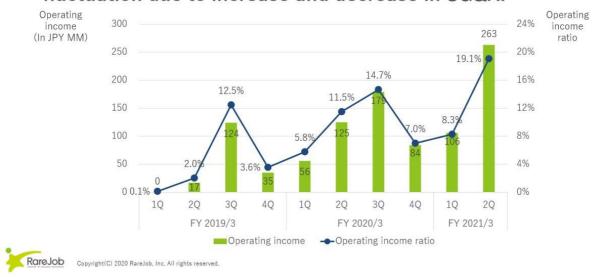
The number of lessons per user peaked in April and May due to the impact of COVID-19 but it has decreased from June to September.



Specifically, as shown in this graph, the number of lessons per person has been on a downward trend in June, July, August, and September after peaking in April, May, and especially May.

Operating Income of Each Quarter

Operating income has increased though there has been fluctuation due to increase and decrease in SG&A.



Changes in operating income on a quarterly basis.

There were increases and decreases in SG&A expenses, yet the upward trend has been maintained, although there has been increases and decreases in operating income on a quarterly basis. In particular, there are seasonal factors which tend to increase in first quarter, second quarter, and third quarter, and decrease slightly in fourth quarter. First quarter and second quarter are trending steadily in the current fiscal year as well.

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Revision of earnings forecast

Both net sales and profit were revised upward because of net sales increase due to COVID-19, smaller number of lessons per user than expectation and improvement in productivity and business efficiency.

		FY2021/3 Previous forecast	FY2021/3 Revised forecast	Change	(In JPY MN
Ν	et sales	5,300	5,400	+100	
	B2C Sales	3,761	3,800	+39	
	B2B & B2School Sales	1,538	1,600	+62	
0	perating income	500	640	+140	
0	rdinary income	450	600	+150	
	et income Attributable owners of parent	270	370	+100	

The earnings forecast was revised by keeping forecast of second half the same with initial forecast as the impact of COVID-19 to the business in the future is unclear.



The plan for the fiscal year ending March 2021.

Last month, as announced on October 14, we made revisions to our full-year earnings forecasts. Previously, we had targeted net sales of JPY5.3 billion, but due to steady performance, we have revised our net sales forecast to JPY5.4 billion.

Regarding operating income, we made a relatively conservative plan because we did not know what the situation of COVID-19 was when we had made our initial plan, and we, therefore, did not know the trend in the number of lessons.

However, looking at this second quarter, the number of lessons has been reduced to some extent, and a certain gross profit margin has become visible. Accordingly, we have also revised our operating income forecast to JPY640 million.

Due to uncertainty regarding the impact of the COVID-19 infectious disease on the business in the future, the Company has revised its full-year earnings forecasts for the third quarter and beyond, with the initial forecasts left unchanged.

FY2021/3 Plan and Progress

The progress of business performance was good in form as net sales achieved about 50% and operating profit achieved more than 50% in first half.

	FY 2020/3 Results	Guidance for FY2021/3	Change YoY
Net sales	4,512	5,400	+19.7%
B2C Sales	3,077	3,800	+23.5%
B2B & B2School Sales	1,435	1,600	+11.5%
Gross margin	2,829	3,150	+11.3%
Operating income	446	640	+43.3%
Ordinary income	415	600	+44.3%
Net income Attributable to owners of parent	205	370	+80.3%
Operating margin	9.9%	11.9%	+2.0pt
ROE	15.2%	At least 10.0%	_

FY2021/3 2Q cumulative	Progress
2,661	49.3%
1,893	49.8%
767	48.0%
1,562	49.6%
369	57.7%
365	60.9%
233	63.0%
13.9%	F
*30.6%	-

*Annual basis

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We will continue to make progress against the plan for the current fiscal year.

As for net sales, we made steady progress, achieving a progress rate of 49% at JPY2.661 billion compared to JPY5.4 billion. Regarding operating income, as of the target of JPY640 million, we have reached JPY369 million at present, and we have made progress exceeding 50% with a progress rate of 57.7%, which is an extremely favorable trend.

Consolidated Results

We expect net sales to increase for 13 consecutive fiscal years, operating income to increase for 5 consecutive fiscal years and the highest profit in our history.



Consolidated results.

For the current fiscal year, we are aiming for net sales of JPY5.4 billion, and we are forecasting an increase in sales for the 13th consecutive fiscal year since our foundation. We also expect operating income to increase for the fifth consecutive year and to reach a record high of JPY640 million.

FY2021/3 Initiatives

Carry out business operations focusing on improvements in profitability, expansion of net sales, system development, and R&D eyeing the use of technology.

Improvement of profitability

- There is enough human resource to operate the business, and the growth rate of employees, excluding Filipino tutors, has been kept in check.
- · Continue to enhance productivity and business efficiency.

Expansion of net sales

- As for B2C sales, aim for growth in net sales by meeting growing demand from adults and students for training programs due to impact of COVID-19 (increase in time spent at home and school closures).
- · As for B2B sales, aim for net sales growth by capturing demand for replacements for offline training and studying

System development

· Implement a major system replacement for sales expansion and service enhancement going forward.

R&D eyeing the use of technology, including data and AI

- Expand sales of an automated scoring system for speaking test PROGOS by combining AI and speech recognition technology.
- Continue to analyze massive amounts of lesson data and research methods to improve learning efficiency and increase the learning retention rate.



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We plan to continue our efforts in the current fiscal year.

With regards to improving profitability, we intend to continue to improve profitability by further improving productivity and improving business efficiency in various ways.

With regards to sales, we aim to grow sales by capturing increased demand from adults and students.

With regards to corporate clients, we will take advantage of demand for switching from offline training and studying abroad to achieve further sales growth.

We are also engaged in large-scale replacements of systems to expand sales and expand services in the future.

We are also conducting R&D using data, AI, and other technology. We have released a speaking test PROGOS that enables automatic scoring combining AI with machine learning, and in particular, voice recognition technology. We are aiming to expand these sales. We will continue to analyze our massive amount of lesson data, and work on ways to increase learning efficiency and learning retention rates.

What is PROGOS?

PROGOS is the automated scoring service by AI for accessing English speaking skill with CEFR-J which is designed for Japanese based on CEFR as the international standards.





Focusing on business English speaking skill

Setting problems based on actual business scenes. Accessing speaking skill at meeting, presentation, discussion and negotiation.

Convenient



Test duration 20mins Al automated scoring

You can take the online test anywhere with the Internet. Process is easy and you can get the result quickly due to automated scoring.

Common Measurement



Compliant to international standards, CEFR(CEFR-J)

Assessment criteria is CEFR-J based on global used CEFR, Common European Framework for Reference.

For Learning



Detail feedback for learning

Providing feedback sheet with assessment of overall and 6 factors for learning.



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Let me explain a little bit about PROGOS.

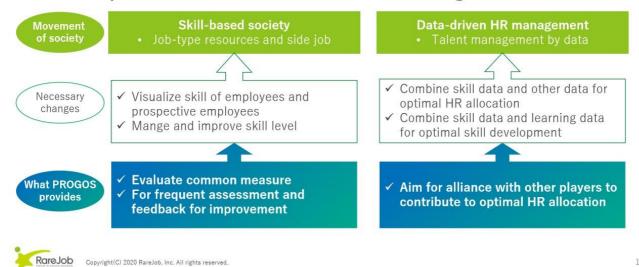
We released PROGOS, which is a speaking test that allows automatic scoring using AI/machine learning. It is a service that measures business English-speaking capabilities in accordance with CEFR-J designed for Japanese people based on CEFR, an international index.

It can be used very easily, and the test time is about 20 minutes, and the results are returned after five minutes and 10 minutes. The findings are in accordance with CEFR-J, CEFR, which is a common measure, and are extremely reliable.

Regarding the results, detailed feedback is provided so that it can be utilized for the next study. Based on the results, the results are used for the next study to make it even more English-speaking.

PROGOS for next society

PROGOS provides skill data as one of skills of business person and important data for data-driven talent management.



PROGOS is focused with an eye on the future of society.

From what we see currently in society, I believe that a society that emphasizes skills in the future. In other words, we believe that it will become a society in which job-type human resources, side businesses, and diversified businesses will permeate. In such a society, when various skills are easily visualized, such a society moves very smoothly.

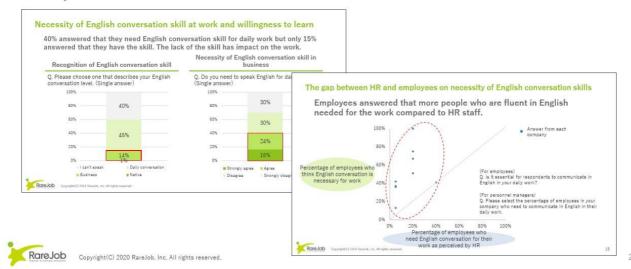
For example, in an easy-to-understand example, what is the skill of programming in a language with an engineer, or what is their English ability? Then what is their negotiation and bargaining power? When a variety of skills are presented visually, it will become easier to attract people who need those skills.

We also believe that visualization of such skills within the company will make talent management easier, optimize the allocation of various human resources, and facilitate the successful implementation of projects, etc.

In such societies, visualizing data of various skills is of great importance. One of PROGOS's aims is to provide this data by first presenting visually English skills, particularly the skill levels of speaking English. To this end, many people use it, and then measure their English ability to make it visible. We intend to proceed with this PROGOS.

Result of survey for corporate clients

The survey revealed that there is huge gap between necessary person who is fluent in English and actual workforce. The gap is more than expected for HR staff.



Topics in the second quarter of the fiscal year ending March 2021.

The first topic. We conducted a survey of corporate customers. We have highlighted that there is a gap between employees on the front lines of business, the English skills that human resources staff think they need, and the need for English conversational skills beyond what our clients' human resources staff anticipate. We recognize the need to bridge this gap and improve the English ability of many people.

Initiatives of Increasing Adding Value and Expanding Customer Base

We launched high adding value service for up-sell and new service for expansion of customer base.

Launched Smart Method® course to consumer customers

- ✓ High adding value service. 450 thousand yen for 4 months and 50 thousand yen of initial fee.
- We launched the service to corporate clients from October 2018 and based on results, we launched it to consumer customers.



Launched Escholar-Online Eikaiwa for high and junior high school students

- ✓ Providing seamless learning between schools and homes by foreseeing fulfilled ICT environment led by GIGA school initiative.
- ✓ Providing new service that enables students to learn the same curriculum with school classes.
- ✓ Collaborating with Z-kai group to accelerate service expansion.

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We will continue our efforts to increase added value and expand our customer base.

We are increasing the unit price per customer through high-value-added services and launching new services to expand our customer base. Previously, the smart method course, which steadily improved English proficiency in four months, was being developed for corporations. We have accumulated a track record in sales to corporations, and we have found that we can reliably guarantee results. We have also laid the foundation for expanding this business, so we have decided to expand it not only to corporations, but also to individuals. We intend to roll out this to increase the average unit price for individuals.

For middle and high school students, we launched a new service called Escholar-Online providing English conversational skills for middle-aged and high school students. Currently, the GIGA School concept is progressing, but with an eye to improving the ICT-environment in the education field, we will realize the provision of schools, homes, and this seamless learning.

So, you can take lessons at home based on the curriculum you are studying at school and subsequent teaching materials. We will develop such an online English conversation service. We aim to accelerate the development of this business through collaboration with the Z-kai Group.

The "With Corona, After Corona" Business Environment

Individual

- ✓ Some adherence to working in remote environments
- More side jobs and side businesses due to a poorer hiring environment
- ✓ No commuting frees up time for learning

Corporate

- Not just business, but also hiring and training is going online
- More remote work is stimulating freelancing, etc.
- ✓ Overseas businesses are managed remotely when you can't travel abroad

Educational institutions

- More ICT and online learning due to school closures
- Lack of school teaching could be compensated with private online services at home

We are seeing **accelerated online learning**, which has been a goal of RareJob, and new opportunities due to a shift to **skill-based work styles**.



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This i0073 our management strategy going forward.

Currently, various changes are being made due to the impact of the new coronavirus. For individuals, working in remote environments is popular and creates opportunities for learning with fluctuating commuting hours.

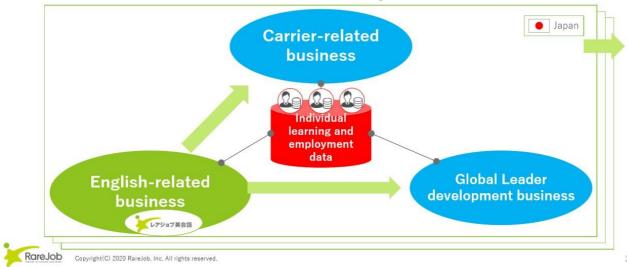
Companies are also making progress in the development of online recruitment and training, and in the promotion of freelancing, et cetera. Amid the difficulty of traveling overseas, our Overseas Business is changing to a remote management environment.

As for educational institutions, the adoption of ICT/online learning has progressed to a certain extent due to the suspension of schools, and it is also becoming increasingly supplemented by private sector online services.

RareJob has been seeking to accelerate online learning, and a shift to skills-based working styles will lead to new opportunities. In this business environment, we intend to develop this kind of business.

Future business development

With the advancement of online and skill-based work style, we are building on our English-related business. Developing global leader business and carrier-related business in Japan and overseas.



In order to create a foundation for people to thrive on a global scale under our vision of "Chances for Everyone, Everywhere", we will first use English, which is a shared communications language.

What is at the heart of the current business is this English-Related Business. Especially, it is online English conversation. We will provide the skills needed by those who have become able to use English before that time.

It becomes a Global Leader Development Business. In addition, we will conduct Career-Related Businesses that match these individuals with the companies that need them. At the heart of these activities is a collection of learning data and skill data, so we will use this data effectively to develop this business.

In addition, there are similar issues not only in Japan but also overseas, so we are considering expanding them overseas.

English-related business

Aiming for a Breakthrough Improvement of Learning Effect Using Technology

Develop products offering a strong learning effect using technology, work in cooperation with other companies, provide a platform for acquiring English conversation skills, and aim to dramatically improve the learning effect.



The English-Related Business can be divided into two categories, learning efficiency and learning volume.

With regards to learning efficiency, we will need to first conduct assessments, followed by recommendations, provision of learning, and continuation of learning. We will strive to dramatically improve the learning effect by combining these technologies with those that utilize other companies, as well as those that collaborate with other companies.

In the assessment part, PROGOS is utilized to measure first the state of learning and current English ability. Then, grasp what is lacking and make recommendations on what should be done. Initially, we make and provide this part. We will aim to provide a platform for English learning that unifies these.

Direction of Business Development

As work styles change, we aim to provide services that accommodate the needs of those new work styles.

Global leader development business

- English is a tool, and the aim is to acquire skills for working on the global level.
- Creating new business with low cost by leveraging Filipino tutors and learning platforms in online English conversation business.

Career-related business

- Matching individuals with English fluency and global skills with companies in need of global talent.
- Dramatically improving humanresource matching precision by using speaking-test results and global-skills assessment results.



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We will continue to cultivate Global Leaders and Career-Related Businesses.

As working styles change, we aim to provide services that respond to the needs of new work styles. In the Global Leader Development Business, English is a tool, and it is necessary to acquire skills to work globally, so we will provide them. Leveraging the strengths, we have cultivated, we will make effective use of online platforms and Philippine instructors to create new services.

In the Career-Related Business, we will match individuals who have gained English conversational skills and global skills with corporations seeking human resources who are active globally. In doing so, we will use the results of speaking tests and assessments of global skills to improve the accuracy of our human resource matching, and then dispatch and match appropriate personnel to companies.

Progress towards medium-term performance targets from FY2020/3 through FY2022/3

We expect that we will hit the performance targets for the medium-term, despite being affected by COVID-19 for FY2021/3.



This is the achievement status of the three-year plan.

Last year, we announced a three-year plan. This is the second term of our three-year plan. In the current fiscal year, we are making steady progress despite the impact of the new corona contagious disease, and we expect results to exceed the three-year plan established last year. For the next fiscal year, we expect to achieve our three-year performance targets.

The above is an explanation of the financial results for the second quarter of the fiscal year ending March 2021.

After this, it will be time for Q&A. So, if you have any questions, we appreciate your cooperation.

Question & Answer

Nakamura: Thank you for your question. First question: What is the pace of increase in the number of private paying members in the second half of the fiscal year compared to the previous fiscal year? Also, what is the trend regarding the number of courses taken per person since October?

I have received this kind of question, so I will reply to you regarding this matter.

The pace of growth in the number of paying subscribers for individuals has seasonal factors and it have been quite substantial. In January or in April, the beginning of the year is a time when people notably feel like studying English, and many members will be registered at that time.

On the other hand, as for December, for example, there are events such as year-end parties. Because of these influences, we are at a time when the mood for studying English is not very heightened. There are quite a number of seasonal factors, and the reasons for this are quite significant.

In addition, in the current fiscal year, the impact of COVID-19 has made it difficult to see how it will fluctuate as a seasonal factor. Especially in April and May, a very large number of members have come into the market compared to the past.

As a result, in the second half of the current fiscal year and beyond, we anticipate that the pace of increase will fluctuate from the previous fiscal year, perhaps due to the same seasonal factors.

We believe that there will be some fluctuations in the future, depending on measures for the infectious diseases of the new COVID-19. We believe that the situation will be as close to usual, but it is still unclear what will happen.

Regarding the number of courses taken per person, we have included the slides until September, but in the same way, we believe that they will continue after October. In the past, however, the number of lessons tends to be very low in December. As for this year, I think it is unknown what the number of lessons will be.

This is because how the number of lessons changes when people stop attending year-end parties and other events. This is something that we cannot yet anticipated. I think there is a possibility that the trend will be a little different from the past. So far, it is not as high as last year's, but I feel that the situation is relatively the same around September. These are the responses to the first question.

Second question: Please refer to page 16 of the briefing material on improving profitability. Please tell us about specific initiatives that you have focused on in this fiscal year to improve productivity and improve business efficiency. Please tell us if you have any projected figures, such as the amount to be recorded as expenses and the amount to be reaped as benefits, due to the above initiatives.

Regarding this question, I would like the reply to come from Director, COO, Yasunaga.

Yasunaga: This is Yasunaga, the Board of Director. I would like to answer your questions.

We will improve productivity, but I think it will be mainly two factors to increase the top line and the operating income margin, as well as the factors to increase this.

In particular, there are many concrete measures, but these measures are mainly related to people. This is the center of our plan.

In particular, the productivity that forms the top line are related to 20 corporate sales staff. We are focusing on developing our sales staff and having each of them target corporations.

I wonder if you can get an image if you can compare sales. Regarding our sales productivity per salesperson, we consider acquiring sales of around JPY100 million per person to be a standard for productivity. Therefore, even with these measures, we track on a daily basis, we face up to the question of how to increase our sales efficiency on a daily basis.

Furthermore, with regard to the improvement of the operating income margin, the number of customers has rapidly increased in recent years. In this sense, we have been expanding the scale of our operations, including the recruitment of tutors.

The recruitment of human resources had been generally completed at this time last year. I think that productivity has been rising, since the current number of employees has been maintaining due to the tendency of labor-intensive efforts employees, by responding firmly to the expansion by making full use of systems and other means.

With regards to the above two points, I hope I have answered your question. As for the specific figures, there are some parts that are difficult to express in terms of numbers, so I hope you are satisfied with the explanation at the moment. That is all.

Nakamura: As the above questions have been asked, the explanation of the financial results for the second quarter for today will be completed here. Thank you very much for watching.

[END]

Document Notes

- 1. Portions of the document where the audio is unclear are marked with [Inaudible].
- 2. Portions of the document where the audio is obscured by technical difficulty are marked with [TD].
- 3. This document has been translated by SCRIPTS Asia.

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