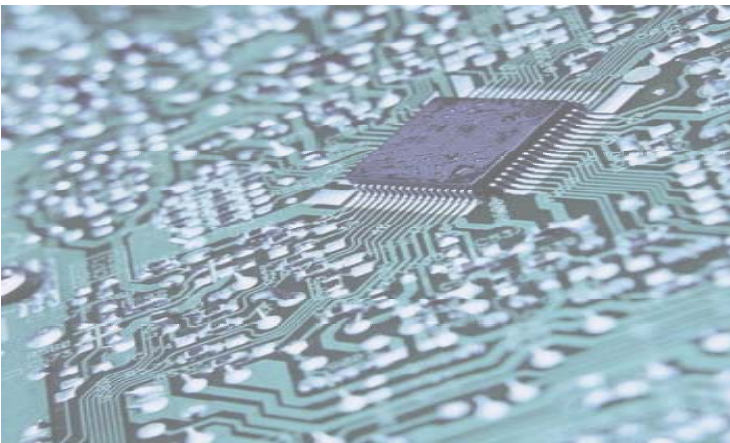


OUTSOURCING Inc.
(JASDAQ 2427)

Financial Results
for the Fiscal Year ended December 31, 2008

March, 2009



Financial Summary for the Fiscal Year ended December 31, 2008



Consolidated

Consolidated (JPY Million)	FY12/07 Annual		FY12/08 Annual		Year-on-Year	
	Amount	Composition Ratio	Amount	Composition Ratio	Change in Amount	Change in Percentage
Net Sales	24,321	100.0%	24,148	100.0%	△ 173	-0.7%
Gross Profit on Sales	4,432	18.2%	4,495	18.6%	63	1.4%
Selling, General and Administrative Expenses	3,418	14.1%	3,382	14.0%	△ 36	-1.1%
Operating Income	1,013	4.2%	1,113	4.6%	99	9.8%
Ordinary Income	1,004	4.1%	1,134	4.7%	130	13.0%
Net Income	583	2.4%	641	2.7%	57	9.9%

1st Half versus 2nd Half (Consolidated)

(JPY Million)	1H		2H		Year-on-Year	
	Amount	Composition Ratio	Amount	Composition Ratio	Change in Amount	Change in Percentage
Net Sales	12,195	100.0%	11,952	100.0%	△ 243	-23.0%
Gross Profit on Sales	2,233	18.3%	2,262	18.9%	29	1.3%
Selling, General And Administrative Expenses	1,705	14.0%	1,676	14.0%	△ 29	-1.7%
Ordinary Income	552	435.0%	582	4.9%	30	5.4%

Business results for 1st half

Given buoyant economic mood, most manufacturers increase production



Our business also grew smoothly, using a Labor contracting model (which aims to provide stable, sustained employment conditions) that links added personal value and demand for higher compensation to improved business results based on in-house interpretative guidelines of Notification No. 37.

Business results for 2nd half

Economic slowdown exceeds projections, with sharp decline in manufacturing output from September. The 2nd half sales fall below the 1st half sales for first time in our Company's history.



While our Group results were also hurt by the recession, the impact was softened compared to competitors due to our diversification into industries that remain relatively immune from the downturn

Summary for full-year FY12/08









- Net sales of JPY 24,148 million
 - Due to our outsourced contracting model utilizing the in-house interpretative guidelines of Notification No. 37 and linking added personal value and demand for higher compensation to improved business results with net sales growth was smooth in the 1st half; in the 2nd half, net sales remained the same as the previous year despite a dramatic cutback in production due to our diversification into industries that remain relatively immune from the downturn.
- Gross profit of JPY 4,495 million (gross profit margin of 18.6%)
 - Due to productivity improvements from the conversion to outsourced contracting and greater efficiency of outsourced contracting site operations, gross profit margin rose by 0.4%.
- Selling, general and administrative expenses of JPY 3,382 million (SG&A ratio of 14.0%)
 - Because our major frontloaded investments had already been completed, there was no significant increase in SG&A.
- Operating income of JPY 1,113 million (operating margin of 4.6%), ordinary income of JPY 1,134 million (ordinary margin of 4.7%) and net income of JPY 641 million (net margin of 2.7%)
 - We maintained the increased incomes due to the gross profit margin improvement and reduction in SG&A expenses.
 - **Operating income, ordinary income and net income the highest ever recorded**

Composition of Net Sales by Industry

Rather than specializing in any one industry, we have diversified into a wide range of industries, shifting from depressed industries to relatively healthy.

With the automotive, electrical equipment and similar industries experiencing drastic production declines from September 2008, we began shifting our business to relatively stable industries such as food, chemicals and pharmaceuticals, and by the 1st quarter of FY12/09, our business composition by industry had undergone significant realignment.

In order to lower our exposure to ongoing production cutbacks in the auto, electrical equipment and other industries, we will continue shifting to healthier industries to maintain business growth.

			FY12/08	FY12/08	FY12/09	FY12/2009	
			3Q	4Q	1Q	2Q~	
			Accumulated		Forecast		
Manufacturing Outsourcing Business	Firmer Industries	Foods	23.50%	23.20%	25.00%		
		Chemicals and Medicals	13.40%	15.60%	22.00%		
		Metals	3.10%	3.00%	3.00%		
		Others	7.10%	9.20%	9.00%		
		Total	47.10%	 51.00%	 59.00%		
	Depressed Industries	Electricals and Electronics	28.20%	25.80%	20.00%		
		Transport Equipment	23.60%	22.20%	17.00%		
		Total	51.80%	 48.00%	 37.00%		
	Other Businesses		1.10%	1.00%	 4.00%		

OUTSOURCING Inc. Only

(JPY Million)	FY12/07 Annual		FY12/08 Annual		Year-on-Year	
	Amount	Composition Ratio	Amount	Composition Ratio	Change in Amount	Change in Percentage
Net Sales	21,270	100.0%	20,528	100.0%	△ 741	-3.5%
Gross Profit on Sales	3,812	17.9%	3,769	18.4%	△ 43	-1.1%
Selling, General and Administrative Expenses	2,892	13.6%	2,739	13.3%	△ 153	-5.3%
Operating Income	920	4.3%	1,029	5.0%	109	12.0%
Ordinary Income	918	4.3%	1,027	5.0%	109	11.9%
Net Income	524	2.5%	589	2.9%	65	12.4%

Consolidated Balance Sheets

(JPY Million)	FY12/07		FY12/08		Change in Value
	Annual		Annual		
	Amount	Composition Ratio	Amount	Composition Ratio	
【Assets】					
Total Current Assets	4,089	72.2%	3,836	63.4%	Δ 252
Total Fixed Assets	1,571	27.8%	2,210	36.5%	639
Total Assets	5,660	100.0%	6,051	100.0%	390
【Liabilities・Net Assets】					
Total Current Liabilities	2,966	52.4%	2,558	42.3%	Δ 407
Total Long-Term Liabilities	506	8.9%	834	13.8%	327
Total Liabilities	3,472	61.3%	3,393	56.1%	Δ 79
Shareholders' Equity	2,109	37.3%	2,542	42.0%	433
Capital Stock	474	8.4%	479	7.9%	5
Capital Surplus	585	10.3%	590	9.8%	5
Retained Earnings	1,418	25.1%	2,001	33.1%	583
Treasury Stock	Δ 369	-6.5%	Δ 529	-8.8%	Δ 160
Valuation, Translation Adjustment	0	0.0%	Δ 9	-0.2%	Δ 8
Share Warrants	8	0.1%	22	0.4%	13
Minority Interests	70	1.3%	102	1.7%	31
Total Net Assets	2,188	38.7%	2,657	43.9%	469
Total Liabilities and Equity	5,660	100.0%	6,051	100.0%	390

Decrease in notes and accounts receivable-trade due to the sales decline in December

Increase due to acquisition of property, buildings and equipment

Decrease in accounts payable and accrued taxes due to net sales decline in December

Increase in corporate bond and long-term debt

Increase due to profit generation

Consolidated Statements of Cash Flows

(JPY Million)	FY12/07 Annual Amount	FY12/08 Annual Amount	Change in Value	
Income Before Income Taxes and Minority Interest	1,025	1,157	132	
Depreciation	178	164	△ 13	
△Increase/Decrease in Trade Accounts Receivable	△ 219	272	492	
Increase/△Decrease in Trade Accounts Payable	80	△ 295	△ 376	Decrease due to increase in payments such as income taxes
Others	△ 43	△ 751	△ 708	
Net Cash Provided by Operating Activities	1,021	547	△ 474	
Net Cash Used in Investing Activities	△ 42	△ 927	△ 885	Decrease due to acquisition of property, buildings and equipment, and equity investments in subsidiaries
Increase/△Decrease in Loans Payable	△ 637	167	805	
Repurchase of Treasury Stock	△ 161	△ 160	0	
Dividends Paid	△ 36	△ 58	△ 21	
Others	59	230	171	
Net Cash Provided by Financing Activities	△ 776	179	956	Increase due to long-term debt and issuance of corporate bond
Cash and Cash Equivalents, End of Year	792	591	△ 200	

Our Strategy to Survive and Succeed
in the Industry-wide Shakeout:
Changes in Manufacturers' Needs to Respond to Changes
in Their External Business Environment



Current market environment

Sharply decelerating economy

The global depression, triggered by the U.S. financial meltdown, quickly grew worse from the 2nd half of 2008, developing into what was described as a once-in-a-century crisis of unprecedented



Enormous production cutbacks by Manufacturers

Manufacturers have cut output **by more than 30%** since peak production.

* Production cutbacks have been particularly drastic in the automotive industry, as our client-manufacturers in the automotive parts and components industry report **as much as a 70% drop-off in output.**



Termination of temporary worker contracts accelerate

As manufacturers slash their temporary employee workforce—a move that is **likely to peak in March—some 400,000 temporary workers** out of the estimated 1.4 million contracted hires of the manufacturing outsourcing industry are expected **to lose their jobs.**



Economic uncertainty: No end in sight

As uncertainty over the economy spreads, manufacturers will keep production at an unstable and low level.



Negativity toward the manufacturing outsourcing market, including perceptions of a stagnant and contracting market, will also linger.

Traditional needs of manufacturers

Demand for additional workers when expanding production—generated only when the economy is healthy or during an output increase.



No demand generated during a recession or in times of production cutback



Outsourcing companies with expertise limited only to ways to expand their pool of contracted workers are hardest hit



Their business outlook remains uncertain until the economy recovers and output increases.

Emerging needs of manufacturers

Demand for draconian reforms to production framework

... emerges during economic recession or in times of production cutbacks.



To cope with major production cutbacks, manufacturers resorted to wholesale terminations of temporary workers; yet, because these companies still posted losses, they are being forced to implement draconian measures, including mass layoffs of permanent workers.



Manufacturers that have to undertake such drastic reforms are now seeking ways to achieve maximum production efficiency, either by transplanting factories to developing countries such as China or Vietnam, or through outsourced manufacturing in Japan.



Outsourcing companies that can provide solutions to raising production efficiency superior to that achievable at overseas transplants are most likely to see increased order inflows.

Emerging Needs of manufacturers

Demand for draconian reforms to production framework

Outsourcing companies that can provide solutions to raising production efficiency superior to that achievable at overseas transplants are most likely to see increased order inflows.



Because the size of individual orders from manufacturers will exceed that of traditional orders for increased manpower during output surges, outsourcing companies with such expertise are now facing opportunities for dramatic growth.



We are currently making outsourced contracting proposals to manufacturers on a per-factory and/or per-product (entire refrigerator or liquid crystal display lines) basis.

* We have already concluded an agreement in principle with Company A (a blue-chip electrical equipment manufacturer) for an outsourced contracting contract for an entire factory block manned by 1,200 workers.

Because the vast majority of outsourcing companies possess only the expertise to meet workforce increases for output surges and lack the knowledge base to raise production efficiency superior to that achievable at overseas transplants, they cannot respond to the emerging needs of manufacturers.

Comparison of manufacturing outsourcing by need

	Manufacturing outsourcing in response to workforce surge		Manufacturing outsourcing for draconian reforms to production framework	
Risks of manufacturers	Low	Slight deviations occur in production plan as a result of delays in increasing workforce	High	Mistakes made by the outsourcing company may, in a worst-case scenario, result in bankruptcy for the client-manufacturer.
Risks of outsourcing companies	Low	Since payment is fixed, based on the number of contracted workers placed regardless of actual work performance, the only major cost involved is recruitment expenses.	High	Mistakes made by the outsourcing company may result in litigation in which the client-manufacturer seeks compensation for damages.



It is possible for outsourcing companies that have developed a sophisticated knowledge base in manufacturing outsourcing to accept orders encumbered with.



Because the outsourcing company is taking the risk, it can raise its gross profit margin through improvements in production through improving production efficiency.

Summary of Emerging Needs

It is imperative to possess the manufacturing outsourcing expertise that meets the needs of manufacturers engaged in a thorough rationalization because their survival depends on it.



The magnitude of this new demand far surpasses traditional needs.



Only those outsourcing companies that meet this new demand will see a dramatic expansion of business.

Our Strategy to Survive and Succeed in the Industry-wide Shakeout: Our Edge in Meeting New Client Needs



Our Edge in Meeting New Client Needs

- 1) Business and capital tie-up with TECHNOSMILE, INC.
Enhancing our outsourced contracting framework
- 2) Increased Orders for Outsourced Contracting Cases
from ORJ Order Inflows
- 3) Improvements to Manufacturing Outsourced Contracting:
Partnerships with Government

1) Business and capital tie-up with TECHNOSMILE, INC.
To enhance the outsourced contracting framework

1) Business and capital tie-up with TECHNOSMILE, INC.
To enhance the outsourced contracting framework

Overview of TECHNOSMILE, INC.

(1) Corporate Name	TECHNOSMILE, INC. (hereinafter TECHNOSMILE)
(2) Major businesses	<ul style="list-style-type: none"> ▪ Highly skilled manufacturing outsourcing business services, including manufacturing and quality controls ▪ Consulting services for productivity improvement ▪ Consulting and supporting services for foreign trainee system
(3) Headquarters	2-14-13 Tenjin, Chuo-ku, Fukuoka City, Fukuoka Prefecture
(4) Representative	Yuzuru Mamizuka
(5) Established	September 2001
(6) Capital stock	JPY 151 million
(7) Number of employees	1,678 (as of March 31, 2008)
(8) Net sales	JPY 10.9 million (FY3/08)

- 1) Business and capital tie-up with TECHNOSMILE, INC.
 - To enhance the outsourced contracting framework

Outline of capital tie-up:

In order to reinforce the financial foundations of TECHNOSMILE, the company will carry out a third-party allocation of 3,700 newly issued shares at 35,000 yen per share, with the entire allocation to be acquired by OUTSOURCING INC.

Tie-up Timetable

- | | |
|--------------------------------|--|
| February 23, 2009 (scheduled): | Signing date of memorandum of understanding on business and capital tie-up |
| March 18, 2009 (scheduled): | Signing date of agreements for the business and capital tie-up and allocation of new shares to a third party |
| March 25, 2009 (scheduled): | Payment of shares |

1) Business and Capital Tie-up with TECHNOSMILE, INC. ---Enhancing our outsourced contracting framework

Outline of business tie-up

(1) Business Introduction

Increase revenues of both companies through coordinated securing of complex outsourced contracting orders

(2) Sharing Information, Knowledge Bases

Increase revenues of both companies by sharing information on each other's outsourced contracting knowledge base and bring TECHNOSMILE's consultancy expertise to bear on OUTSOURCING's outsourced contracting proposals to improve manufacturing productivity of clients

(3) Personnel

Utilize foreign engineers trained through TECHNOSMILE and introduce them to OUTSOURCING's client-manufacturers; also, facilitate the efficient utilization of the Japanese personnel of both companies by introducing them to each other and allowing them to interact

(4) Training and Education

Reduce educational/training costs through the mutual sharing of educational/training programs and facilities, thereby enhancing the overall quality of the educational/training components of our two companies, as well as complementing each other's regional coverage

(5) Employee Benefits

Reduce operating costs of employee benefit packages, dormitory administration and other back office functions through collaborative management

In addition, implement co-beneficial strategies with regards to the respective business activities of the two companies

- 1) Business and Capital Tie-up with TECHNOSMILE, INC.
---Enhancing our outsourced contracting framework

Core competencies of TECHNOSMILE

1. It is a keiretsu affiliate of one of the most advanced manufacturers in the world.
2. It employs a large expert staff skilled in the Toyota Production System and provides advanced consultation and training services.
3. With its expertise in production management and quality control that ranks among the best in the industry, it not only operates its own factory at a superior level, but also operates an entire factory block under an outsourced contracting contract.
4. It possesses the training and recruiting infrastructure for engineers from Vietnam and China, and is expert in consulting services for foreign trainee programs.

- 1) Business and Capital Tie-up with TECHNOSMILE, INC.
---Enhancing our outsourced contracting framework

Core competencies of Out-Sourcing

1. Partnership with client-manufacturers

Due to our track record as a trusted business partner of our client-manufacturers, which we have achieved through a proprietary business model that incorporates such concepts as a Japan-style manufacturing outsourcing PEO and profit sharing, we have successfully engaged in activities to institute ceaseless innovation—a track record that has enabled us as a full-fledged partner to participate in the draconian reforms of our clients, which now extend as far as workforce restructuring of permanent employees.

2. While engaging in human resource development that links career improvements to productivity enhancement, we have also succeeded in developing a Japan-style manufacturing outsourcing PEO model that allows for considerable labor mobility by diversifying into qualified industries.
3. We now carry numerous proposed orders for outsourced contracting projects that target productivity improvements, which are being generated as a result of our involvement in our client-manufacturers' efforts to drastically rationalize operations.
4. ORJ also carries numerous proposals for outsourced contracting projects.

1) Business and Capital Tie-up with TECHNOSMILE, INC. ---Enhancing our outsourced contracting framework

Initiatives by integration of management resources

1. Utilization of highly skilled staff who have mastered the Toyota Production System
 - We achieve a higher level of productivity improvement, either by converting an entire factory to an outsourced contracting contract or through other innovative reforms.
 - We secure a greater volume of work or improve profitability by introducing consulting services at worksites Out-Sourcing is converting into an outsourced contracting site or for ORJ projects.
2. By integrating the education/training knowledge base of the Toyota Production System into our existing education/training system, we train highly capable personnel who can also offer consultation services.
3. Using TECHNOSMILE's expertise, we place foreign engineers and trainees at our outsourced contracting worksites to improve productivity and further enhance their skill sets, thereby allowing us to assign them to manufacturing worksites that require advanced production knowhow.

By integrating our management resources, both companies can co-propose and secure orders together for outsourced contracting contracts that deliver greater productivity than production frameworks manned by permanent employees or that achievable at factories transplanted overseas.

1) Business and Capital Tie-up with TECHNOSMILE, INC. ---Enhancing our outsourced contracting framework

The Goals of Our Two Companies

Propose outsourced contracting contracts in which we commit to specific numerical targets to improve productivity



Productively expand revenues by converting outsourced contracting contracts
from small- to large- manufacturing lots
(Per-Process) (Per-Factory)



Add greater value to our outsourced contracting business by assuming the risk of improving manufacturing productivity of our clients, rather than merely offer outsourced contracting services that are restricted only to meeting production fluctuations



By firmly establishing our outsourced contracting framework with our client-manufacturers, we expect them to retain our services even if another recession similar in magnitude as the current recession occurs at a later business cycle, preferring instead to reduce their workforce of permanent employees as a first option.

1) Business and Capital Tie-up with TECHNOSMILE, INC.

We plan to announce the performance figures from our business tie-up as quickly as possible following the conclusion of the tie-up agreement on March 18.

2) Increased Orders for Outsourced Contracting Cases from ORJ Order Inflows

2) Increased Orders for Outsourced Contracting Cases from ORJ Order Inflows

The preferred response for a manufacturer who faces the legally mandated deadline date in which the three-year worker dispatching contracts expire is **to convert to an outsourced contracting contract as a fundamental solution**; the problem, however, is that **the outsourcing company that is currently under contract cannot provide outsourced contracting services.**



Many manufacturers prefer outsourced contracting contracts, but **must opt to hire workers directly as a provisional solution** due to time constraints imposed by an impending deadline Date.



Demand is then created for the outsourced administration of directly-hired workers.



The legally stipulated deadline for worker dispatching contracts to expire **will peak from April to September 2009.**



We project ORJ will receive a greater influx of orders from April onwards.

2) Prospective Firms for ORJ’s Administrative Services for FY12/09 (Based on Top 5 No. of Workers)

Industries	Estimated number of workers	Scheduled window of commencement
A Company Group Manufacturer of copiers and peripheral devices	Approx. 650	Begins in April from Kansai region factories; coverage to be completed in October
Company B Manufacturer of medical equipment	Approx. 430	Concurrent start at two factories from August
Company C Fabricator and assembler of construction materials	Approx. 380	Sequential orders for three factors received; coverage slated to begin by July’s end
Company D Manufacturer of chemical products	Approx. 340	Scheduled start in September
Company E Manufacturer of food products	Approx. 320	Scheduled to start in June

Total number of workers managed under ORJ admin services in September: approx. 15,000 (81 companies with 100–500 workers each)

2) Increased Orders for Outsourced Contracting Cases from ORJ Order Inflows

Manufacturing sites managed under ORJ administrative services contract



A high volume of proposals have been generated that seek to convert ORJ admin services contracts into manufacturing outsourced contracting Contracts.



The number of cases which propose conversion to manufacturing outsourced contracting will increase even further after TECHNOSMILE expertise is integrated.

3) Improvements to Manufacturing Outsourced Contracting: Partnerships with Government

3) Improvements to Manufacturing Outsourced Contracting: Partnerships with Government

Worker dispatching services and outsourced contracting services require totally different business models and expertise.



Government approval will not be extended to outsourcing companies that lack the management resources for and expertise in outsourced contracting Services.



We clearly delineate between our worker dispatching and outsourced contracting services from the time we enter into a contract with a client.



Outsourcing companies that lack the management resources required for outsourced contracting services will never be able to provide such services, no matter how many years.

3) Improvements to Manufacturing Outsourced Contracting: Partnerships with Government

Our Initiatives

Formulation and application of in-house interpretative guidelines of Notification No. 37, which aims to provide stable, sustained employment conditions

Interpretative guidelines highly evaluated after submission to and approval by 40 Labor Department offices in 40 prefectural governments nationwide



Our outsourced contracting model that links added personal value and demand for higher compensation to improved business results

At our outsourced contracting worksites, we improve manufacturing productivity through our training and human resources development of our contract employees, thereby serving to increase wages and provide for stable employment conditions.



The government has recognized our company as already possessing the necessary management resources to provide outsourced contracting services.

3) Improvements to Manufacturing Outsourced Contracting: Partnerships with Government

It is precisely because the government has recognized us as possessing the necessary management resources to provide outsourced contracting services that regulators took part in an association that we, a private company, organized.

We founded the association—which explores ways by and for manufacturers to ensure the optimal use of human resources at manufacturing sites—to facilitate, through the participation of the government, the adoption of our interpretative guidelines of Notification No. 37 as an industry standard.

Activities of the association, which invited key persons from manufacturers

1. To deepen understanding of the interpretation and application of laws, regulations and guidelines regarding employment through partnerships and information sharing with relevant public agencies and related institutions
2. To hold association conferences with the participation of government regulators (to be held some seven times a year)
3. To publish a newsletter based on association reports and minutes of discussions held at the conferences
4. To hold hearings and lectures on the use of diverse human resources and experts on labor laws and legislation



Thus, a framework through which manufacturers can raise and resolve issues regarding outsourced contracting has been established through the association and participating government regulators.

3) Improvements to Manufacturing Outsourced Contracting: Partnerships with Government

The first association conference on Notification No. 37 issued by the former labor ministry (now Ministry of Health, Labour and Welfare) was held on January 29, 2009.



Health, Labour and Welfare Ministry,
Employment Security Bureau
Mr. Hidejiro Suzuki, Director, Employment Service
Business Division, Employment Security Bureau
Mr. Suzuki presented a regulatory overview of Notification
No. 37, speaking on its general principles and the facilitation
of legally ideal outsourced contracting.



University of Tokyo, Institute of Social Science
Mr. Hiroki Sato, Professor

Prof. Sato spoke on the use of external human resources to enhance manufacturing competitiveness, explaining that less emphasis should be placed on short-term costs than on mid- and long-term costs that factor in sustenance and succession of manufacturing basics, including optimizing a manufacturer's human resources portfolio and the importance of selecting the most appropriate outsourcing company to meet these needs.



Industrial Relation & International Affairs Research Center
Mr. Daiju Kimura, Representative

Mr. Kimura discussed the historical backdrop of Notification No. 37, as well as on the misunderstandings involving outsourced contracting, noting that outsourced contracting can be adopted without adverse ramifications as long as the Notification is properly interpreted and the guidelines that distinguish worker dispatching and outsourced contracting are followed.

The association's second conference is scheduled to be held on March 4, 2009, and then held in sequence thereafter.

Our Strategic Responses to Long-Term Trends



Global strategy

- In the long term, the domestic manufacturing outsourcing market will stagnate due to a contracting consumption market as the Japanese population decreases from a steadily declining birthrate.
- From a global vantage, we see great potential for market growth due to the increase in population worldwide.



It will be difficult for outsourcing companies that remain focused only on the domestic market to sustain business growth.

Using TECHNOSMILE's expertise, we will recruit foreign engineers and trainees, placing them at outsourced contracting worksites of the Out-Sourcing Group either for work or for on-the-job training.



Place our skilled workers with manufacturers who are expanding production overseas and require startup assistance Outsourcing businesses capable of earning foreign currency.



As it becomes increasingly difficult for outsourcing companies that remain focused only on the domestic market to sustain business growth, we aim to sustain business expansion and growth through our global strategy Leadership.

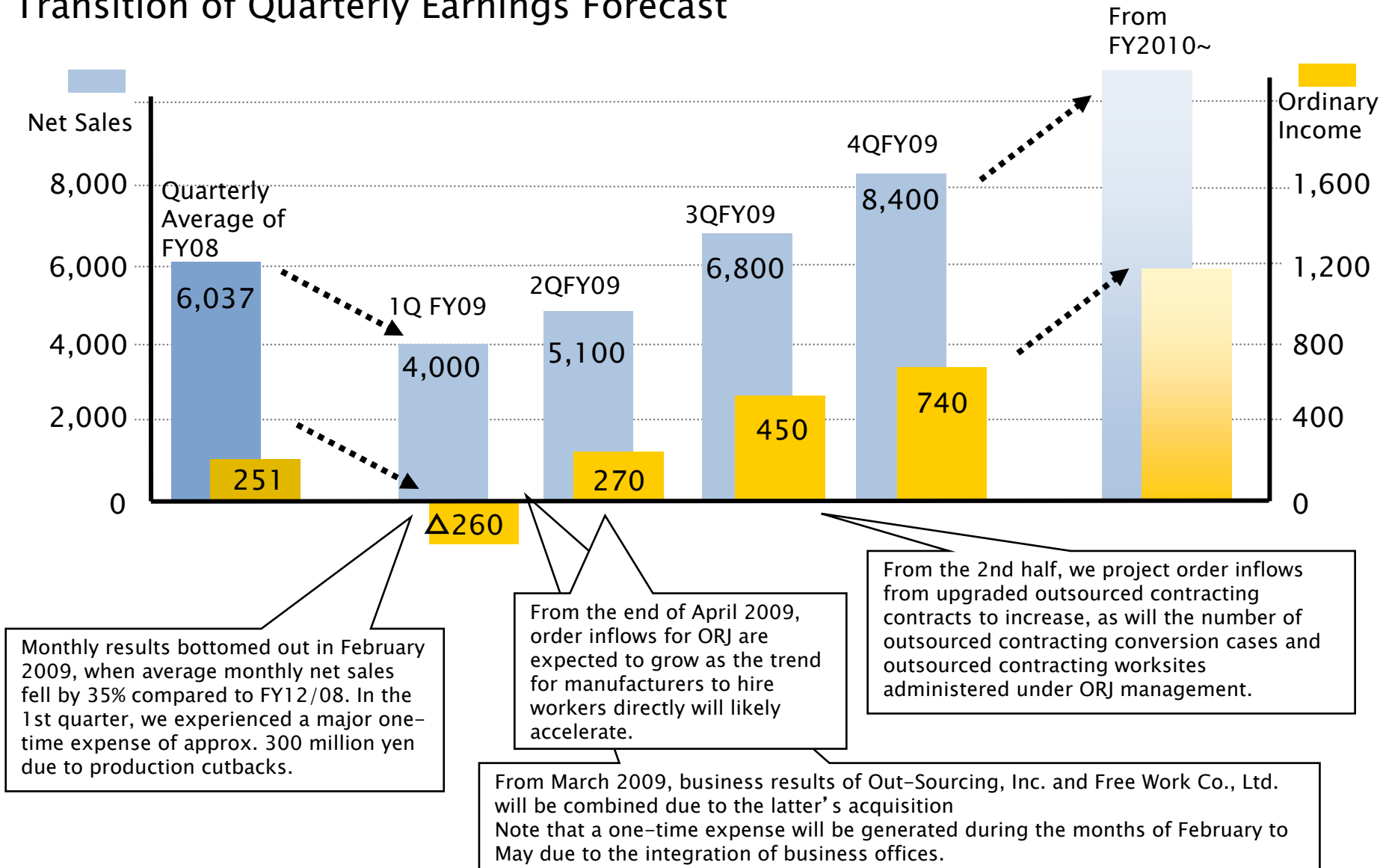
Earnings Forecast for the Fiscal Year Ending December 31, 2009



Earning Forecast for FY12/09 (Consolidated)

(JPY Million)	FY12/08 Annual Actual	FY12/09 Annual Forecast	Year-on-Year	
			Change in Amount	Change in Percentage
Net Sales	24,148	24,300	152	0.6%
Operating Income	1,113	1,150	37	3.3%
Ordinary Income	1,134	1,200	66	5.8%
Net Income	641	670	29	4.5%

Transition of Quarterly Earnings Forecast



Reference (Supplementary Data for Financial Results)



Earning Forecast for FY12/09

OUTSOURCING Inc. only

(JPY Million)	FY12/08 Annual Actual	FY12/09 Annual Forecast	Year-onYear	
			Change in Amount	Change in Percentage
Net Sales	20,528	17,800	△ 2,728	-13.3%
Operating Income	1,029	630	△ 399	-38.8%
Ordinary Income	1,027	700	△ 327	-31.8%
Net Income	589	400	△ 189	-32.1%

Earnings Forecast for FY12/08

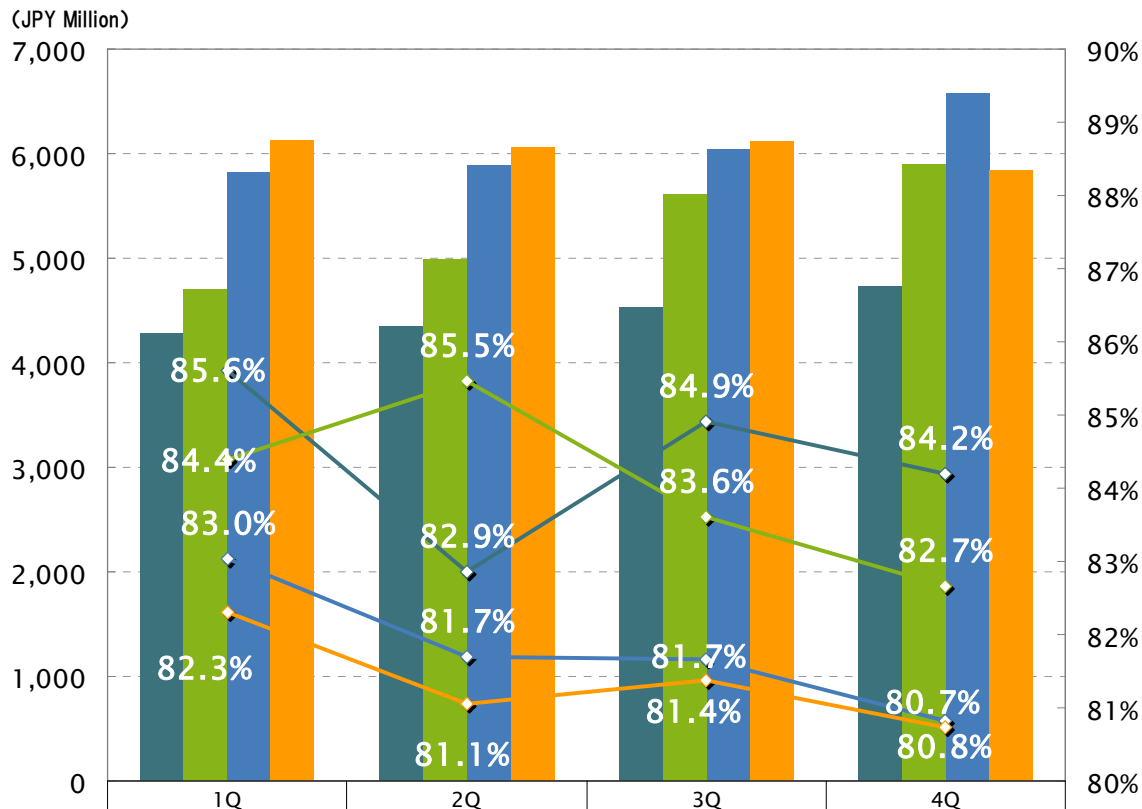
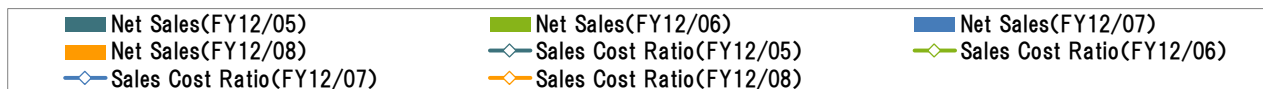
ORJ INC. only

(JPY Million)

FY12/08
Annual
Forecast

Net Sales	1,800
Operating Income	450
Ordinary Income	450
<u>Net Income</u>	<u>260</u>

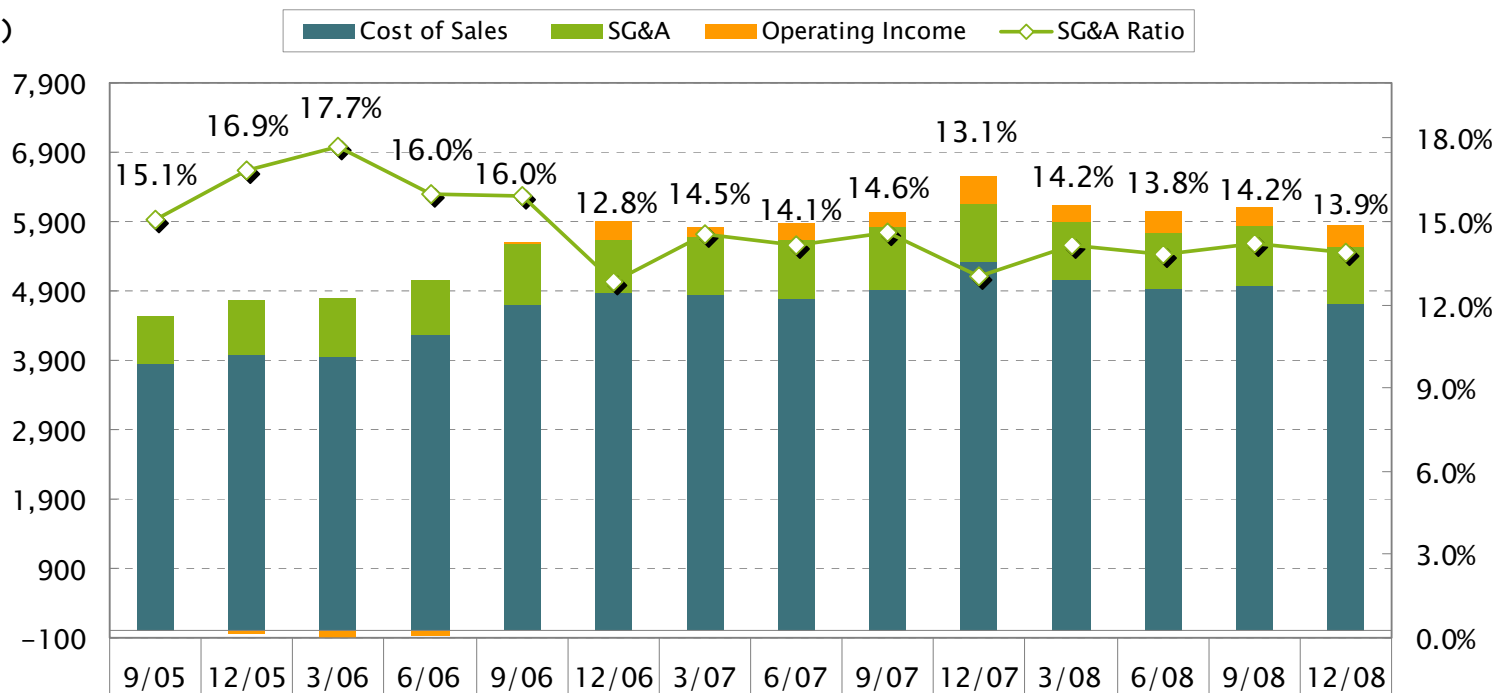
Quarterly Changes in Net Sales and Cost Ratio (Consolidated)



Net Sales (FY12/05)	4,274	4,353	4,525	4,728
Net Sales (FY12/06)	4,696	4,990	5,611	5,898
Net Sales (FY12/07)	5,824	5,884	6,041	6,571
Net Sales (FY12/08)	6,130	6,064	6,116	5,836
Sales Cost Ratio (FY12/05)	85.6%	82.9%	84.9%	84.2%
Sales Cost Ratio (FY12/06)	84.4%	85.5%	83.6%	82.7%
Sales Cost Ratio (FY12/07)	83.0%	81.7%	81.7%	80.8%
Sales Cost Ratio (FY12/08)	82.3%	81.1%	81.4%	80.7%

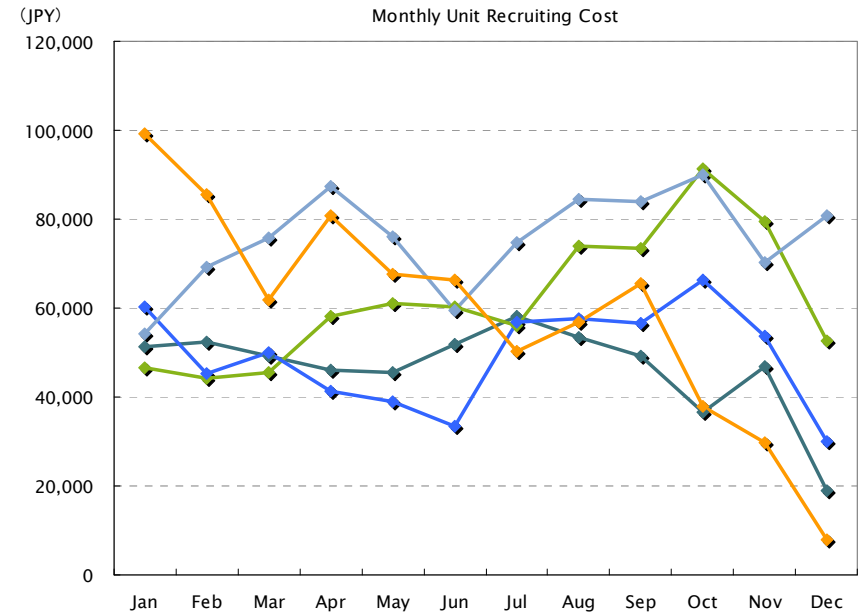
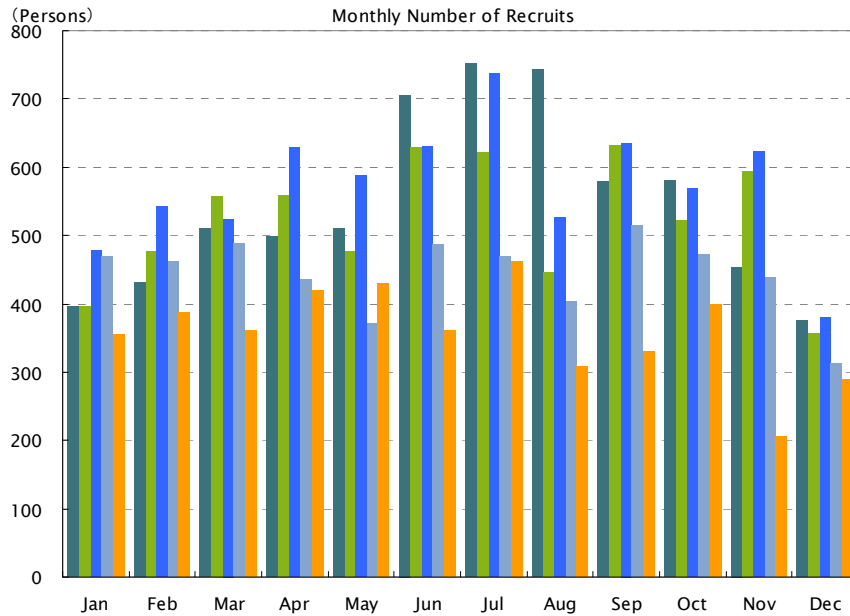
Quarterly Changes in SG&A Expenses and Operating Income (Consolidated)











(JPY Million)



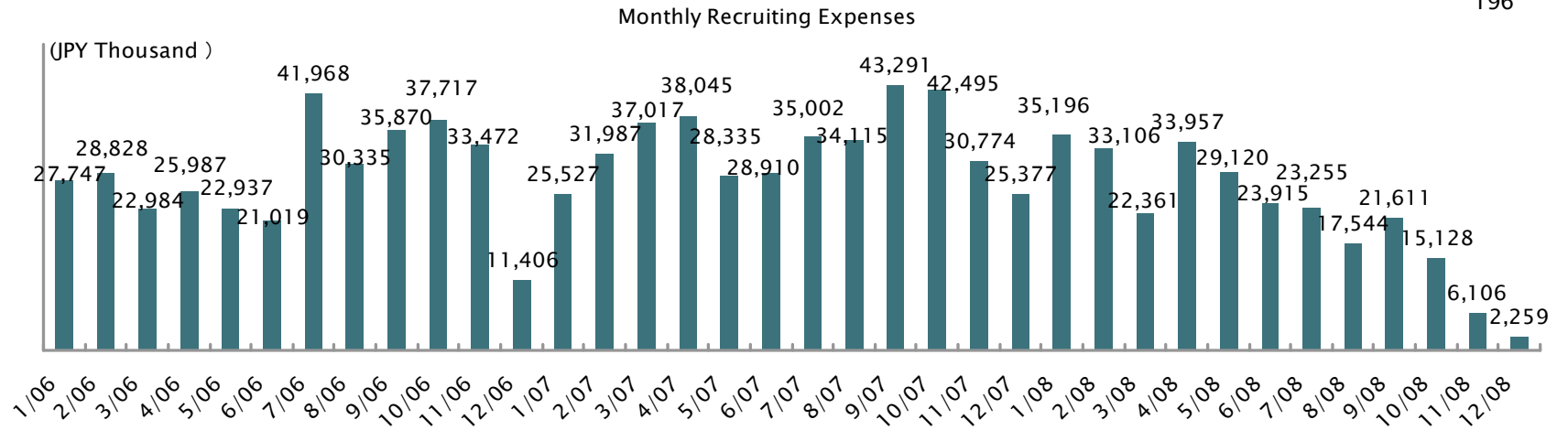
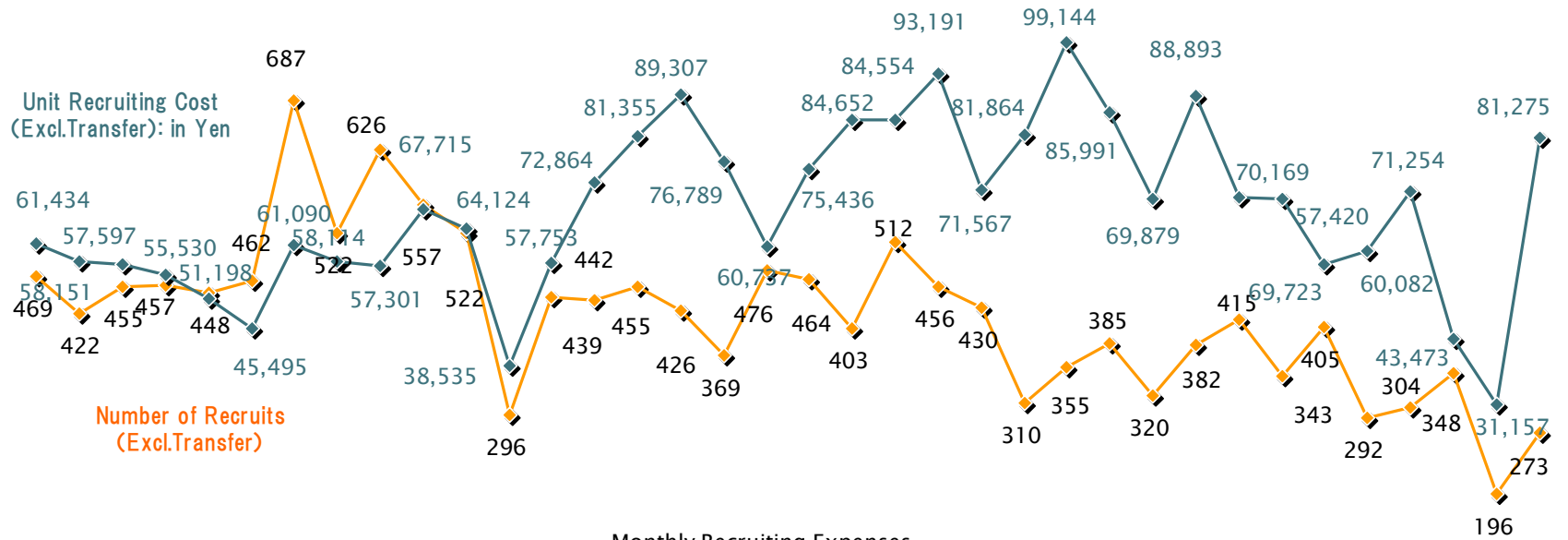
Operating Income	0	(50)	(96)	(74)	24	265	140	245	227	401	216	311	270	315
SG&A	682	797	830	799	895	757	847	831	881	858	868	836	868	808
Cost of Sales	3,842	3,981	3,963	4,265	4,691	4,875	4,836	4,807	4,933	5,311	5,045	4,915	4,977	4,712
SG&A Ratio	15.1%	16.9%	17.7%	16.0%	16.0%	12.8%	14.5%	14.1%	14.6%	13.1%	14.2%	13.8%	14.2%	13.9%

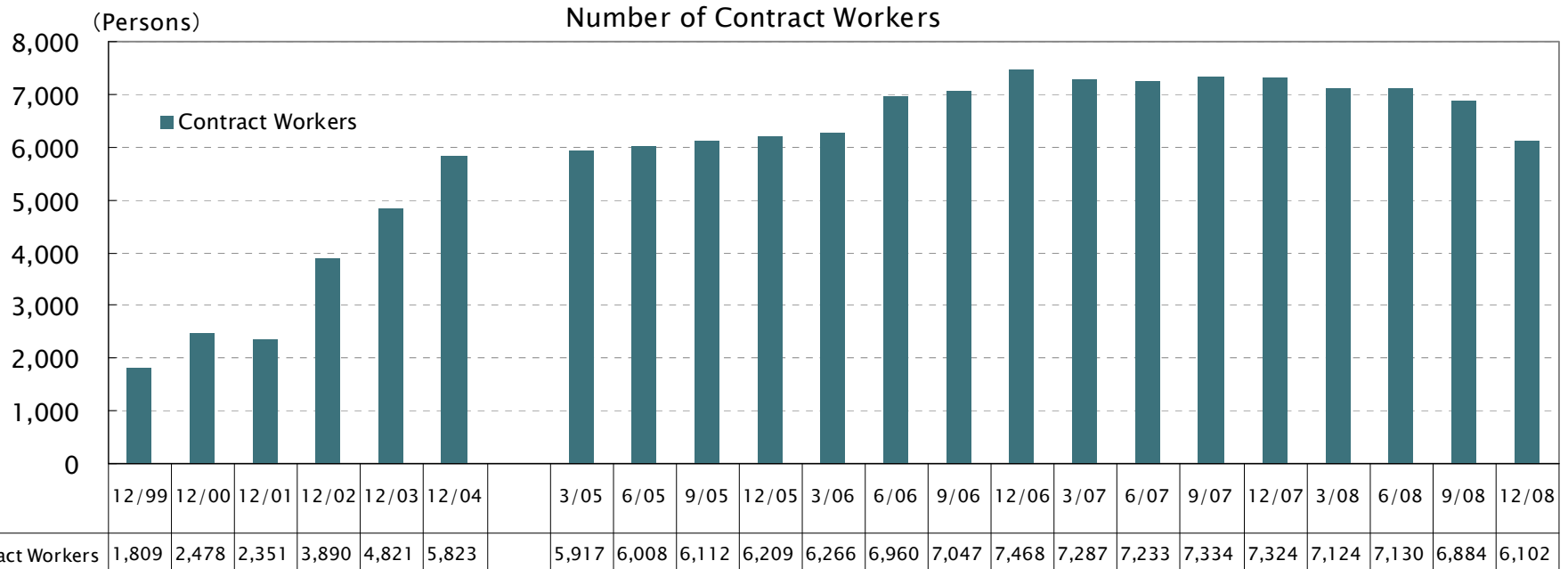
Monthly Changes in Recruiting Cost per Head



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
 No. of Recruits in 2004	396	431	511	499	510	706	752	744	579	581	454	375
 No. of Recruits in 2005	396	476	556	558	477	629	622	446	632	523	594	356
 No. of Recruits in 2006 (Incl. Transfer)	478	543	525	629	588	630	737	526	635	568	624	381
 No. of Recruits in 2007 (Incl. Transfer)	470	462	489	435	372	486	469	404	516	472	438	314
 No. of Recruits in 2008 (Incl. Transfer)	355	387	362	420	430	361	463	308	331	399	205	290
 Unit Recruiting Cost in 2004	51,367	52,498	49,174	46,118	45,545	51,878	58,199	53,370	49,226	36,644	46,756	18,933
 Unit Recruiting Cost in 2005	46,511	44,333	45,518	58,054	61,163	60,246	56,180	73,906	73,404	91,198	79,354	52,576
 Unit Recruiting Cost in 2006 (Incl. Transfer)	60,278	45,193	49,917	41,316	39,008	33,363	56,946	57,672	56,489	66,403	53,642	29,938
 Unit Recruiting Cost in 2007 (Incl. Transfer)	54,313	69,236	75,699	87,460	76,169	59,487	74,631	84,442	83,899	90,032	70,259	80,819
 Unit Recruiting Cost in 2008 (Incl. Transfer)	99,144	85,546	61,772	80,850	67,721	66,247	50,227	56,961	65,441	37,917	29,789	7,790

Monthly Changes in General Applicants Recruitment





- Contract workers are those working at clients' manufacturers' worksites, which includes currently active temporarily placed workers.

Contact: Shigeo Namikawa
Corporate Planning Office
OUTSOURCING Inc.

Phone: +81-54-281-4888
Fax: +81-54-654-3101
E-Mail: or-ir@outsourcing.co.jp
URL: <http://www.outsourcing.co.jp>

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