

Fact Sheet

2008年12月期

Fiscal Year ended Dec. 31, 2008

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主要財務データ Major Financial Data

株式会社アウトソーシング及び連結子会社

(百万円)

OUTSOURCING Inc. and Consolidated Subsidiaries

(in millions of yen)

| 経営成績 | Business Results | 12/05 | 12/06 | 12/07 | 12/08 |
|-------|------------------|--------|--------|--------|--------|
| 売上高 | Net Sales | 17,881 | 21,197 | 24,321 | 24,148 |
| 営業利益 | Operating Income | 95 | 119 | 1,013 | 1,113 |
| 経常利益 | Ordinary Income | 103 | 118 | 1,004 | 1,134 |
| 当期純利益 | Net Income | 34 | 97 | 583 | 641 |

| 財政状況 | Financial Status | 12/05 | 12/06 | 12/07 | 12/08 |
|--------|------------------|-------|-------|-------|-------|
| 総資産 | Total Assets | 3,630 | 5,267 | 5,660 | 6,051 |
| 純資産合計 | Total Net Assets | 1,844 | 1,711 | 2,188 | 2,657 |
| 自己資本比率 | Equity Ratio | 50.8% | 32.5% | 37.3% | 41.9% |

| キャッシュ・フローの状況 | Cash Flows | 12/05 | 12/06 | 12/07 | 12/08 |
|--------------------|---|-------|-------|-------|-------|
| 営業活動によるキャッシュ・フロー合計 | Net Cash Provided by Operating Activities | △ 229 | 102 | 1,021 | 547 |
| 投資活動によるキャッシュ・フロー合計 | Net Cash Used in Investing Activities | △ 724 | △ 413 | △ 42 | △ 927 |
| 財務活動によるキャッシュ・フロー合計 | Net Cash Provided by Financing Activities | 2 | 487 | △ 776 | 179 |
| 現金及び現金同等物の期末残高 | Cash and Cash Equivalents, End of Year | 412 | 589 | 792 | 591 |

| 1株当たり情報 | Per Share Data | 12/05 | 12/06 | 12/07 | 12/08 |
|------------------------|----------------------|-----------|-----------|-----------|-----------|
| 1株当たり当期純利益(基本的)(円) | EPS(Basic)(In Yen) | 273.51 | 783.25 | 4,917.29 | 5,412.28 |
| 1株当たり当期純利益(潜在株式調整後)(円) | EPS(Diluted)(In Yen) | 267.79 | 773.21 | 4,887.11 | 5,397.02 |
| 1株当たり純資産 | BPS | 14,625.40 | 14,123.04 | 17,816.76 | 22,524.56 |

| その他のデータ | Other Data | 12/05 | 12/06 | 12/07 | 12/08 |
|-------------------|--|---------|---------|---------|---------|
| 自己資本当期純利益率(ROE) | Return on Equity | 1.9% | 5.5% | 30.6% | 27.6% |
| 総資産経常利益率(ROA) | Return on Assets (Based On Ordinary Income) | 2.8% | 2.7% | 18.4% | 19.4% |
| 株価収益率(倍)(基本的) | Price Earnings Ratio(Basic)(In Times) | 274.9 | 35.6 | 6.9 | 3.3 |
| 株価収益率(倍)(潜在株式調整後) | Price Earnings Ratio (Diluted)(in Times) | 280.8 | 36.1 | 7.0 | 3.3 |
| 配当性向 | Dividend Payout Ratio | 109.7% | 38.3% | 10.0% | 11.9% |
| 期末発行済み株式数(株) | Number of Shares Issued, at Term End (in Shares) | 126,100 | 127,050 | 127,620 | 128,220 |
| 有利子負債計 | Total Borrowings And Debts | - | 1,269 | 612 | 1,141 |
| 短期 | Short-Term Borrowings | - | 744 | 220 | 334 |
| 長期 | Long-Term Debts | - | 525 | 392 | 807 |
| 従業員数計 | Total Number of Employees | 6,560 | 7,838 | 7,674 | 6,447 |
| 外勤社員 | Contract Workers | 6,209 | 7,468 | 7,324 | 6,102 |
| 内勤社員 | Corporate Employees | 351 | 370 | 350 | 345 |

主要財務データ Major Financial Data

株式会社アウトソーシング単体

(百万円)

OUTSOURCING Inc. Only

(in millions of yen)

| 経営成績 | Business Results | 12/05 | 12/06 | 12/07 | 12/08 |
|------------------------|--|-----------|-----------|-----------|-----------|
| 売上高 | Net Sales | 17,847 | 19,161 | 21,270 | 20,528 |
| 営業利益 | Operating Income | 110 | 195 | 920 | 1,029 |
| 経常利益 | Ordinary Income | 118 | 194 | 918 | 1,027 |
| 当期純利益 | Net Income | 42 | 160 | 524 | 589 |
| 財政状況 | Financial Status | 12/05 | 12/06 | 12/07 | 12/08 |
| 総資産 | Total Assets | 3,608 | 4,469 | 4,790 | 4,644 |
| 純資産合計 | Total Net Assets | 1,852 | 1,782 | 2,127 | 2,518 |
| 自己資本比率 | Equity Ratio | 51.3% | 39.9% | 44.2% | 53.7% |
| 1株当たり情報 | Per Share Data | 12/05 | 12/06 | 12/07 | 12/08 |
| 1株当たり当期純利益(基本的)(円) | EPS(Basic)(in Yen) | 335.45 | 1,287.04 | 4,417.53 | 4,975.86 |
| 1株当たり当期純利益(潜在株式調整後)(円) | EPS(Diluted)(in Yen) | 328.44 | 1,270.54 | 4,390.42 | 4,961.83 |
| 1株当たり配当金 | Dividends(in Yen) | 300.00 | 300.00 | 492.00 | 644.00 |
| 1株当たり純資産 | BPS | 14,687.34 | 14,700.18 | 17,900.62 | 22,193.22 |
| その他のデータ | Other Data | 12/05 | 12/06 | 12/07 | 12/08 |
| 自己資本当期純利益率(ROE) | Return on Equity | 2.3% | 8.8% | 26.9% | 25.5% |
| 総資産経常利益率(ROA) | Return on Assets (Based on Ordinary Income) | 3.3% | 4.8% | 19.8% | 21.8% |
| 株価収益率(倍)(基本的) | Price Earnings Ratio(Basic)(in Times) | 224.2 | 21.7 | 7.7 | 3.6 |
| 株価収益率(倍)(潜在株式調整後) | Price Earnings Ratio (Diluted)(in Times) | 229.0 | 22.0 | 7.8 | 3.6 |
| 配当性向 | Dividend Payout Ratio | 89.4% | 23.3% | 11.1% | 12.9% |
| 期末発行済み株式数(株) | Number Of Shares Issued, at Term End (in Shares) | 126,100 | 127,050 | 127,620 | 128,220 |
| 有利子負債計 | Total Borrowings And Debt | - | 712 | 262 | 212 |
| 短期 | Short-Term Borrowings | - | 450 | 50 | 50 |
| 長期 | Long-Term Borrowings | - | 262 | 212 | 162 |
| 従業員数計 | Total Number of Employees | 6,522 | 7,151 | 6,918 | 5,880 |
| 外勤社員 | Contract Workers | 6,177 | 6,830 | 6,603 | 5,556 |
| 内勤社員 | Corporate Employees | 345 | 321 | 315 | 324 |

1. 第10期(2006年12月期)より、貸借対照表の純資産の部の表示に関し、新たな会計基準及び適用指針を適用しています。

Since FY12/06 the new Corporate Accounting Policy and Guideline have been adopted for the booking of Net Assets Section in Statements of Balance Sheets.

2. 2005年3月18日付にて株式1株につき10株の分割を行っております。

As March 18, 2005 1-for-10 stock split was implemented.

3. 従業員数は就業人数で、稼働中の派遣契約社員を外勤社員に含めております。

The number of employees is that of employees at work, including temporary placed workers.

連結貸借対照表 Consolidated Balance Sheets

株式会社アウトソーシング及び連結子会社

(百万円)

OUTSOURCING Inc. and Consolidated Subsidiaries

(in millions of yen)

| [資産の部] | [Assets Section] | 12/05 | 12/06 | 12/07 | 12/08 |
|-----------|-------------------------------------|-------|-------|-------|-------|
| 総資産 | Total Assets | 3,630 | 5,267 | 5,660 | 6,051 |
| 流動資産 | Total Current Assets | 2,634 | 3,622 | 4,089 | 3,836 |
| 現金及び預金 | Cash and Deposits | 422 | 670 | 832 | 784 |
| 受取手形及び売掛金 | Trade Notes and Accounts Receivable | 1,959 | 2,607 | 2,827 | 2,602 |
| たな卸資産 | Inventories | 16 | 78 | 77 | 77 |
| 前払費用 | Accrued Expenses | 191 | 210 | 261 | 245 |
| 繰延税金資産 | Deferred Tax Assets | 6 | 10 | 21 | 9 |
| その他 | Others | 37 | 46 | 70 | 118 |
| 貸倒引当金 | Allowance for Doubtful Accounts | 0 | △ 2 | △ 1 | △ 2 |
| 固定資産 | Total Fixed Assets | 996 | 1,644 | 1,571 | 2,210 |
| 有形固定資産 | Total Property and Equipment | 224 | 793 | 904 | 1,437 |
| 建物及び構築物 | Buildings and Structures | 23 | 569 | 531 | 722 |
| 機械装置及び運搬具 | Machinery and Vehicle | 8 | 46 | 68 | 72 |
| 工具機器備品 | Tools, Equipment and Fixtures | 181 | 105 | 61 | 54 |
| 土地 | Land | 0 | 72 | 141 | 246 |
| 建設仮勘定 | Construction In Progress | 11 | - | 101 | 341 |
| その他 | Others | - | - | - | - |
| 無形固定資産 | Total Intangible Assets | 179 | 424 | 343 | 436 |
| 連結調整勘定 | Consolidated Adjustment Account | - | 204 | - | - |
| のれん | Goodwill | - | - | 158 | 273 |
| その他 | Others | 179 | 220 | 185 | 163 |
| 投資その他の資産 | Total Investments and Other Assets | 592 | 425 | 323 | 336 |
| 投資有価証券 | Investment Securities | 320 | 230 | 115 | 103 |
| 敷金保証金 | Guarantee Deposits | 162 | 149 | 164 | 175 |
| 長期貸付金 | Long-Term Loans | 83 | - | - | - |
| 繰延税金資産 | Deferred Tax Assets | 6 | 8 | 13 | 18 |
| その他 | Others | 18 | 36 | 29 | 39 |
| 貸倒引当金 | Allowance for Doubtful Accounts | 0 | 0 | - | - |
| 繰延資産 | Deferred Assets | - | 1 | - | 4 |
| 資産合計 | Total Assets | 3,630 | 5,267 | 5,660 | 6,051 |

| [負債の部] | [Liability Section] | 12/05 | 12/06 | 12/07 | 12/08 |
|---------------|-----------------------------------|-------|-------|-------|-------|
| 流動負債 | Total Current Liabilities | 1,741 | 2,965 | 2,966 | 2,558 |
| 支払手形及び買掛金 | Trade Notes and Accounts Payable | - | 22 | 19 | 12 |
| 短期借入金 | Short-Term Bank Loans | - | 565 | 130 | 165 |
| 未払金 | Accounts Payable | 1,340 | 1,639 | 1,723 | 1,546 |
| 未払費用 | Accrued Expenses | 131 | 137 | 146 | 98 |
| 未払法人税等 | Income Taxes Payable | 0 | 94 | 396 | 267 |
| 未払消費税等 | Accrued Consumption Taxes | 162 | 225 | 314 | 168 |
| 繰延税金負債 | Deferred Tax Assets | 4 | - | - | - |
| 1年以内返済予定長期借入金 | Current Portion Of Long-Term Debt | - | 156 | 71 | 119 |
| その他 | Others | 100 | 123 | 164 | 181 |
| 固定負債 | Total Long-Term Liabilities | 12 | 590 | 506 | 834 |
| 社債 | Corporate Bond | - | 70 | 55 | 270 |
| 長期借入金 | Long-Term Debt | - | 455 | 337 | 460 |
| 退職給付引当金 | Liability for Retirement Benefits | 12 | 15 | 21 | 25 |
| その他 | Others | - | 49 | 92 | 77 |
| 負債合計 | Total Liabilities | 1,753 | 3,555 | 3,472 | 3,393 |

| [純資産の部] | [Net Asset Section] | 12/05 | 12/06 | 12/07 | 12/08 |
|----------|--|-------|-------|-------|-------|
| 株主資本 | Shareholders' Equity | - | 1,711 | 2,109 | 2,542 |
| 資本金 | Capital Stock | - | 469 | 474 | 479 |
| 資本剰余金 | Capital Surplus | - | 580 | 585 | 590 |
| 利益剰余金 | Retained Earnings | - | 871 | 1,418 | 2,001 |
| 自己株式 | Treasury Stock | - | △ 209 | △ 369 | △ 529 |
| 評価・換算差額等 | Valuation, Translation Adjustments and Other | - | 0 | 0 | △ 9 |
| 新株予約権 | Share Warrants | - | 0 | 8 | 22 |
| 少数株主持分 | Minority Interests | - | 0 | 70 | 102 |
| 純資産合計 | Total Net Assets | - | 1,711 | 2,188 | 2,657 |
| 負債純資産合計 | Total Liabilities and Equity | - | 5,267 | 5,660 | 6,051 |

| [少数株主持分] | [Minority Interests] | 12/05 | 12/06 | 12/07 | 12/08 |
|----------|----------------------|-------|-------|-------|-------|
| 少数株主持分 | Minority Interests | 32 | - | - | - |

| [資本の部] | [Shareholders' Equity] | 12/05 | 12/06 | 12/07 | 12/08 |
|-----------------|--|-------|-------|-------|-------|
| 資本金 | Capital Stock | 460 | - | - | - |
| 資本剰余金 | Capital Surplus | 571 | - | - | - |
| 利益剰余金 | Retained Earnings | 811 | - | - | - |
| その他有価証券評価差額金 | Unrealized Gain on Available-for-Sale Securities | 0 | - | - | - |
| 資本合計 | Total Shareholders' Equity | 1,844 | - | - | - |
| 負債、少数株主持分及び資本合計 | Total Liabilities, Minority Interests and Shareholders' Equity | 3,630 | - | - | - |

個別貸借対照表 Statement of Balance Sheets on a Parent Basis

株式会社アウトソーシング単体

(百万円)

OUTSOURCING Inc. Only

(in millions of yen)

| [資産の部] | [Assets Section] | 12/05 | 12/06 | 12/07 | 12/08 |
|-----------------|--|-------|-------|-------|-------|
| 総資産 | Total Assets | 3,608 | 4,469 | 4,790 | 4,644 |
| 流動資産 | Total Current Assets | 2,528 | 2,985 | 3,486 | 2,753 |
| 現金及び預金 | Cash and Deposits | 332 | 320 | 516 | 126 |
| 受取手形 | Trade Notes | 7 | 21 | 10 | 54 |
| 売掛金 | Accounts Receivable | 1,947 | 2,314 | 2,509 | 2,243 |
| 貯蔵品 | Inventories | 15 | 6 | 9 | 7 |
| 前払費用 | Accrued Expenses | 187 | 185 | 237 | 221 |
| 関係会社短期貸付金 | Short-Term Loans to Subsidiaries And Affiliates | - | - | 146 | - |
| 立替金 | Advances Paid | - | 82 | 0 | - |
| 繰延税金資産 | Deferred Tax Assets | - | 10 | 21 | 9 |
| その他 | Others | 37 | 45 | 32 | 91 |
| 貸倒引当金 | Allowance for Doubtful Accounts | 0 | 0 | 0 | △0 |
| 固定資産 | Total Fixed Assets | 1,080 | 1,484 | 1,304 | 1,891 |
| 有形固定資産 | Total Property and Equipment | 223 | 357 | 325 | 437 |
| 建物 | Buildings | 22 | 249 | 241 | 239 |
| 構築物 | Structures | - | 12 | 10 | 9 |
| 機械装置及び運搬具 | Machinery and Vehicle | - | - | - | - |
| 機械及び装置 | Machinery and equipment | - | - | 3 | 1 |
| 車両運搬具 | Vehicles | 8 | 4 | 17 | 20 |
| 工具機器備品 | Tools, Equipment and Fixtures | 181 | 91 | 51 | 38 |
| 土地 | Land | 0 | 0 | 0 | 104 |
| 建設仮勘定 | Construction in Progress | 11 | - | - | 23 |
| 無形固定資産 | Total Intangible Assets | 179 | 210 | 174 | 152 |
| ソフトウェア | Software | 63 | 199 | 145 | 142 |
| ソフトウェア仮勘定 | Software in Progress | 106 | - | - | - |
| その他 | Others | 9 | 10 | 29 | 9 |
| 投資その他の資産 | Total Investments and Other Assets | 677 | 916 | 804 | 1,301 |
| 投資有価証券 | Investment Securities | 320 | 219 | 103 | 96 |
| 関係会社株式 | Stocks of Subsidiaries and Affiliates | 85 | 464 | 524 | 1,016 |
| 敷金保証金 | Guarantee Deposits | 162 | 132 | 146 | 153 |
| 出資金 | Investments | 2 | 2 | 0 | 0 |
| 関係会社長期貸付金 | Long-Term Loans to Subsidiaries and Affiliates | 83 | 69 | - | - |
| 破産更生債権等 | Claims Provable in Bankruptcy, Claims Provable in Rehabilitation and Other | 0 | 0 | 0 | - |
| 長期前払費用 | Long-term prepaid expenses | 0 | 10 | 6 | 7 |
| 繰延税金資産 | Deferred Tax Assets | 7 | 9 | 14 | 19 |
| その他 | Others | 15 | 8 | 8 | 8 |
| 貸倒引当金 | Allowance for Doubtful Accounts | 0 | 0 | - | - |
| 繰延資産 | Deferred Assets | - | - | - | - |
| 資産合計 | Total Assets | 3,608 | 4,469 | 4,790 | 4,644 |
| [負債の部] | [Liability Section] | 12/05 | 12/06 | 12/07 | 12/08 |
| 流動負債 | Total Current Liabilities | 1,743 | 2,408 | 2,429 | 1,938 |
| 短期借入金 | Short-Term Bank Loans | - | 400 | - | - |
| 1年以内返済予定長期借入金 | Current Portion of Long-Term Debt | - | 50 | 50 | 50 |
| 未払金 | Accounts Payable | 1,334 | 1,457 | 1,477 | 1,283 |
| 未払費用 | Accrued Expenses | 131 | 135 | 145 | 96 |
| 未払法人税等 | Income Taxes Payable | - | 90 | 355 | 245 |
| 未払消費税等 | Accrued Consumption Taxes | 161 | 181 | 264 | 125 |
| 預り金 | Deposits Payable | 100 | 93 | 136 | 138 |
| 繰延税金負債 | Deferred Tax Liabilities | 4 | - | - | - |
| その他 | Others | 10 | - | - | - |
| 固定負債 | Total Long-Term Liabilities | 12 | 278 | 233 | 188 |
| 長期借入金 | Long-Term Debt | - | 262 | 212 | 162 |
| 退職給付引当金 | Liability for Retirement Benefits | 12 | 15 | 21 | 25 |
| その他 | Others | - | - | - | - |
| 負債合計 | Total Liabilities | 12 | 278 | 2,663 | 2,126 |
| [純資産の部] | [Net Asset Section] | | | | |
| 株主資本 | Shareholders' Equity | - | 1,782 | 2,120 | 2,502 |
| 資本金 | Capital Stock | - | 469 | 474 | 479 |
| 資本剰余金 | Capital Surplus | - | 580 | 585 | 590 |
| 利益剰余金 | Retained Earnings | - | 941 | 1,429 | 1,961 |
| 自己株式 | Treasury Stock | - | △ 209 | △ 369 | △ 529 |
| 評価・換算差額等 | Valuation, Translation Adjustments and Other | - | 0 | △ 1 | △ 6 |
| 新株予約権 | Share Warrants | - | 0 | 8 | 22 |
| 少数株主持分 | Minority Interests | - | - | - | - |
| 純資産合計 | Total Net Assets | - | 1,782 | 2,127 | 2,518 |
| 負債純資産合計 | Total Liabilities and Equity | - | 4,469 | 4,790 | 4,644 |
| [資本の部] | [Shareholders' Equity] | | | | |
| 資本金 | Capital Stock | 460 | - | - | - |
| 資本剰余金 | Capital Surplus | 571 | - | - | - |
| 利益剰余金 | Retained Earnings | 819 | - | - | - |
| その他有価証券評価差額金 | Unrealized Gain on Available-for-Sale Securities | 0 | - | - | - |
| 資本合計 | Total Shareholders' Equity | 1,852 | - | - | - |
| 負債、少数株主持分及び資本合計 | Total Liabilities, Minority Interests and Shareholders' Equity | 3,608 | - | - | - |

損益計算書 Consolidated Statements of Income

株式会社アウトソーシング及び連結子会社
OUTSOURCING Inc. and Consolidated Subsidiaries

(百万円)
(in millions of yen)

| | | 12/05 | 12/06 | 12/07 | 12/08 |
|-----------------|---|--------|--------|--------|--------|
| 売上高 | Net Sales | 17,881 | 21,197 | 24,321 | 24,148 |
| 売上原価 | Cost of Sales | 15,091 | 17,795 | 19,888 | 19,652 |
| 売上総利益 | Gross Profit on Sales | 2,790 | 3,401 | 4,432 | 4,495 |
| 販売管理費 | Selling, General and Administrative Expenses | 2,694 | 3,282 | 3,418 | 3,382 |
| 営業利益 | Operating Income | 95 | 119 | 1,013 | 1,113 |
| 営業外収益 | Non-Operating Income | 8 | 21 | 11 | 38 |
| 営業外費用 | Non-Operating Expenses | 0 | 22 | 20 | 17 |
| 経常利益 | Ordinary Income | 103 | 118 | 1,004 | 1,134 |
| 特別利益 | Extraordinary Income | 18 | 74 | 29 | 23 |
| 特別損失 | Extraordinary Expenses | 18 | 9 | 8 | 0 |
| 税金等調整前当期純利益 | Net Income Before Taxes and Other Adjustments | 103 | 184 | 1,025 | 1,157 |
| 法人税等 | Income Taxes and Others | 69 | 121 | 433 | 490 |
| 法人税・住民税及び事業税 | Income Taxes, Resistance Taxes and Business Taxes | 68 | 131 | 447 | 480 |
| 法人税等調整額 | Income Taxes-Deferred | 0 | △ 10 | △ 14 | 9 |
| 少数株主利益 | Minority Interests in Subsidiaries | - | - | 8 | 26 |
| 少数株主損失 | Loss of Minority Shareholders | - | 34 | - | - |
| 当期純利益 | Net Income | 34 | 97 | 583 | 641 |
| 対前期増減率 | Year-on-Year Change | | | | |
| 売上高 | Net Sales | 8.1% | 18.5% | 14.7% | -0.7% |
| 営業利益 | Operating Income | -84.2% | 24.7% | 750.7% | 9.8% |
| 経常利益 | Ordinary Income | -82.2% | 14.8% | 745.0% | 13.0% |
| 当期純利益 | Net Income | -87.8% | 183.3% | 497.5% | 9.9% |
| 対売上高比率 | Ratio to Net Sales | | | | |
| 営業利益 | Operating Income | 0.5% | 0.6% | 4.2% | 4.6% |
| 経常利益 | Ordinary Income | 0.6% | 0.6% | 4.1% | 4.7% |
| 当期純利益 | Net Income | 0.2% | 0.5% | 2.4% | 2.7% |
| 法人税等の負担率 | Tax Burden Ratio* | | | | |
| | | 66.7% | 65.8% | 42.2% | 42.3% |

株式会社アウトソーシング単体
OUTSOURCING Inc. Only

| | | 12/05 | 12/06 | 12/07 | 12/08 |
|-----------------|---|--------|--------|--------|--------|
| 売上高 | Net Sales | 17,847 | 19,161 | 21,270 | 20,528 |
| 売上原価 | Cost of Sales | 15,061 | 16,133 | 17,457 | 16,759 |
| 売上総利益 | Gross Profit on Sales | 2,785 | 3,027 | 3,812 | 3,769 |
| 販売管理費 | Selling, General and Administrative Expenses | 2,675 | 2,832 | 2,892 | 2,739 |
| 営業利益 | Operating Income | 110 | 195 | 920 | 1,029 |
| 営業外収益 | Non-Operating Income | 8 | 10 | 9 | 4 |
| 営業外費用 | Non-Operating Expenses | 0 | 11 | 10 | 6 |
| 経常利益 | Ordinary Income | 118 | 194 | 918 | 1,027 |
| 特別利益 | Extraordinary Income | 15 | 72 | 0 | - |
| 特別損失 | Extraordinary Expenses | 18 | 7 | 8 | 0 |
| 税金等調整前当期純利益 | Net Income Before Taxes and Other Adjustments | 116 | 259 | 910 | 1,027 |
| 法人税等 | Income Taxes and Others | 73 | 98 | 386 | 438 |
| 法人税・住民税及び事業税 | Income Taxes, Resistance Taxes and Business Taxes | 68 | 116 | 401 | 428 |
| 法人税等調整額 | Income Taxes-Deferred | 5 | △ 17 | △ 14 | 9 |
| 当期純利益 | Net Income | 42 | 160 | 524 | 589 |
| 対前期増減率 | Year-on-Year Change | | | | |
| 売上高 | Net Sales | 10.5% | 7.4% | 11.0% | -3.5% |
| 営業利益 | Operating Income | -80.8% | 76.0% | 371.3% | 12.0% |
| 経常利益 | Ordinary Income | -78.7% | 63.7% | 372.0% | 11.9% |
| 当期純利益 | Net Income | -84.2% | 279.5% | 226.6% | 12.4% |
| 対売上高比率 | Ratio to Net Sales | | | | |
| 営業利益 | Operating Income | 0.6% | 1.0% | 4.3% | 5.0% |
| 経常利益 | Ordinary Income | 0.7% | 1.0% | 4.3% | 5.0% |
| 当期純利益 | Net Income | 0.2% | 0.8% | 2.5% | 2.9% |
| 法人税等の負担率 | Tax Burden Ratio* | | | | |
| | | 63.6% | 38.1% | 42.4% | 42.6% |

*法人税等の負担率は、法人税、住民税及び事業税と、法人税等調整額を合計したものと、税金等調整前当期純利益との割合です。

* Tax Burden Ratio = (Residence Taxes + Enterprise Taxes + Income Taxes and other adjustments) / Net Income before Taxes and Other Adjustments

連結キャッシュフロー計算書 Consolidated Statements of Cash Flows

株式会社アウトソーシング及び連結子会社

(百万円)

OUTSOURCING Inc. and Consolidated Subsidiaries

(in millions of yen)

| | | 12/05 | 12/06 | 12/07 | 12/08 |
|---------------------------|--|--------------|--------------|--------------|--------------|
| 【営業活動によるキャッシュ・フロー】 | 【Cash Flows from Operating Activities】 | | | | |
| 税金等調整前当期純利益 | Income Before Income Taxes and Minority Interests | 103 | 184 | 1,025 | 1,157 |
| 減価償却費 | Depreciation | 68 | 240 | 178 | 164 |
| 連結調整勘定償却額 | Amortization on Consolidated Adjustment Account | - | 26 | - | - |
| のれん償却額 | Amortization on Goodwill | - | - | 46 | 57 |
| 貸倒引当金の増減額 | Increase/ΔDecrease in Allowance for Doubtful Accounts | 0 | 1 | 0 | 0 |
| 賞与引当金の増減額 | Increase/ΔDecrease in Accrued Bonuses | - | - | - | Δ 2 |
| 退職給付引当金の増減額 | Increase/ΔDecrease in Liability For Retirement Benefits | 3 | 2 | 5 | 4 |
| 受取利息及び受取配当金 | Interest and Dividend Income | Δ 7 | Δ 7 | Δ 5 | Δ 5 |
| 支払利息 | Interest Expense | 0 | 15 | 15 | 15 |
| 固定資産除売却損 | Loss on Sales and Retirement of Fixed Assets | 4 | 9 | 6 | 0 |
| 固定資産売却益 | Gain on Sales of Fixed Assets | Δ 1 | Δ 2 | 0 | Δ 0 |
| 保険解約返戻金 | Insurance Cancellation Return | Δ 13 | Δ 70 | Δ 1 | Δ 22 |
| 売上債権の増減額 | ΔIncrease/Decrease in Trade Accounts Receivable | Δ 103 | Δ 474 | Δ 219 | 272 |
| たな卸資産の増減額 | ΔIncrease/Decrease in Inventories | Δ 7 | Δ 2 | 0 | Δ 0 |
| 仕入債務の増減額 | Increase/ΔDecrease in Trade Accounts Payable | 193 | 167 | 80 | Δ 295 |
| 未払消費税等の増減額 | Increase/ΔDecrease in Accrued Consumption Taxes | Δ 123 | 48 | 89 | Δ 146 |
| 出資金評価損 | Loss on Revaluation of Investments | 7 | - | 1 | - |
| 投資有価証券売却益 | Gain on Sale of Investment Securities | - | Δ 1 | - | - |
| 持分変動損益 | Gain/Loss on Changes in Equity of Subsidiaries | - | - | Δ 28 | - |
| その他 | Others | Δ 97 | 12 | Δ 19 | Δ 32 |
| 小計 | Sub-Total | 24 | 148 | 1,177 | 1,168 |
| 利息及び配当金の受取額 | Interest and Dividend Income | 4 | 8 | 6 | 5 |
| 利息の支払額 | Interests Paid | 0 | Δ 16 | Δ 16 | Δ 16 |
| 法人税等支払額 | Income Tax Refund (ΔPaid) | Δ 258 | Δ 37 | Δ 145 | Δ 609 |
| 営業活動によるキャッシュ・フロー合計 | Net Cash Provided by Operating Activities | Δ 229 | 102 | 1,021 | 547 |
| 【投資活動によるキャッシュ・フロー】 | 【Cash Flows from Investing Activities】 | | | | |
| 定期預金の預入による支出 | Payments into Time Deposits | Δ 68 | Δ 132 | Δ 75 | Δ 155 |
| 定期預金の払戻による収入 | Repayment of Time Deposits | 64 | 64 | 116 | 200 |
| 有形固定資産の取得による支出 | Purchase of Property And Equipment | Δ 210 | Δ 356 | Δ 160 | Δ 623 |
| 有形固定資産の売却による収入 | Proceeds from Sales of Property and Equipment | 3 | 4 | 0 | 0 |
| 無形固定資産の取得による支出 | Purchases of Intangibles | Δ 150 | Δ 97 | Δ 27 | Δ 37 |
| 連結の範囲の変更を伴う子会社株式の取得による支出 | ΔDecrease in Cash And Cash Equivalent due to Newly Consolidated Subsidiaries | - | Δ 133 | - | Δ 322 |
| 連結の範囲の変更を伴う子会社株式の取得による収入 | Increase in Cash and Cash Equivalent due to Newly Consolidated Subsidiaries | - | 23 | - | - |
| 投資有価証券の取得による支出 | Purchases of Investment Securities | Δ 799 | 0 | Δ 105 | Δ 10 |
| 投資有価証券の売却による収入 | Proceeds from Sales of Investment Securities | 500 | 110 | 220 | 10 |
| 貸付金の回収による収入 | Proceeds from Collection of Loan | - | 24 | 1 | 0 |
| 敷金保証金の差入による支出 | Expenditures on Guarantee Money Paid | Δ 41 | Δ 68 | Δ 47 | Δ 49 |
| 敷金保証金の返還による収入 | Proceeds from Guarantee Money Refunded | 31 | 87 | 35 | 40 |
| 保険積立金の積立による支出 | Expenditures on Insurance Reserve Fund | Δ 1 | 0 | Δ 2 | Δ 1 |
| 保険積立金の解約による収入 | Proceeds from Surrender of Insurance Reserve Fund | 33 | 80 | 2 | 23 |
| 貸付による支出 | Disbursement of Loans | Δ 86 | - | - | - |
| その他 | Others | 0 | Δ 18 | 0 | Δ 2 |
| 投資活動によるキャッシュ・フロー合計 | Net Cash Used in Investing Activities | Δ 724 | Δ 413 | Δ 42 | Δ 927 |
| 【財務活動によるキャッシュ・フロー】 | 【Cash Flows from Financing Activities】 | | | | |
| 短期借入金の純増減額 | ΔIncrease/Decrease in Short-Term Bank Loans | - | 556 | Δ 435 | 35 |
| 長期借入れによる収入 | Proceeds from Long-Term Bank Loans | - | 350 | - | 250 |
| 長期借入金の返済による支出 | Repayments of Long-Term Bank Loans | Δ 2 | Δ 153 | Δ 202 | Δ 117 |
| 社債の償還による支出 | Redemption of Bonds Payable | - | Δ 15 | Δ 15 | Δ 15 |
| 株式の発行による収入 | Issuance of Common Stock | - | 17 | 10 | 10 |
| 自己株式の取得による支出 | Repurchase of Treasury Stock | - | Δ 210 | Δ 161 | Δ 160 |
| 配当金の支払額 | Dividends Paid | Δ 30 | Δ 37 | Δ 36 | Δ 58 |
| 少数株主からの払込による収入 | Payment from Minority Shareholders | 35 | - | 90 | 5 |
| 社債の発行による収入 | Proceeds from issuance of bonds | - | - | - | 245 |
| その他 | Others | - | Δ 19 | Δ 26 | Δ 15 |
| 財務活動によるキャッシュ・フロー合計 | Net Cash Provided by Financing Activities | 2 | 487 | Δ 776 | 179 |
| 現金及び現金同等物に係る換算差額 | Foreign Currency Translation Adjustments on Cash and Cash Equivalents | - | - | - | - |
| 現金及び現金同等物の増減額 | Increase/ΔDecrease in Cash and Cash Equivalents | Δ 951 | 176 | 202 | Δ 200 |
| 現金及び現金同等物の期首残高 | Cash and Cash Equivalents, Beginning of Year | 1,364 | 412 | 589 | 792 |
| 現金及び現金同等物の期末残高 | Cash and Cash Equivalents, End of Year | 412 | 589 | 792 | 591 |

業績予想 Business Forecast

株式会社アウトソーシング及び連結子会社

(百万円)

OUTSOURCING Inc. and Consolidated Subsidiaries

(in millions of yen)

| | | 12/08 | | 6/09E (中間 semi-annual) | | 12/09E | | | |
|--------------------|--------------------|--------------|--------------|---------------------------|--------------|----------------|--------------|-----|------|
| | | 実績 Actual | 百分比 Ratio | 予想 Forecast | 百分比 Ratio | 予想 Forecast | 百分比 Ratio | 増減額 | 増減率 |
| 売上高 | Net Sales | 24,148 | 100.0% | 9,100 | 100.0% | 24,300 | 100.0% | 152 | 0.6% |
| 営業利益 | Operating Income | 1,113 | 4.6% | - | 0.0% | 1,150 | 4.7% | 37 | 3.3% |
| 経常利益 | Ordinary Income | 1,134 | 4.7% | 10 | 0.1% | 1,200 | 4.9% | 66 | 5.8% |
| 当期純利益 | Net Income | 641 | 2.7% | 12 | 0.1% | 670 | 2.8% | 29 | 4.5% |
| 1株当たり当期純利益(基本的)(円) | EPS(Basic)(In Yen) | 5412.28 | | 77.48 | | 4326.24 | | | |

株式会社アウトソーシング単体

OUTSOURCING Inc. Only

| | | 12/08 | | 6/09E (中間 semi-annual) | | 12/09E | | | |
|--------------------|--------------------|--------------|--------------|---------------------------|--------------|----------------|--------------|---------|--------|
| | | 実績 Actual | 百分比 Ratio | 予想 Forecast | 百分比 Ratio | 予想 Forecast | 百分比 Ratio | 増減額 | 増減率 |
| 売上高 | Net Sales | 20,528 | 100.0% | 7,500 | 100.0% | 17,800 | 100.0% | △ 2,728 | -13.3% |
| 営業利益 | Operating Income | 1,029 | 5.0% | 10 | 0.1% | 630 | 3.5% | △ 399 | -38.8% |
| 経常利益 | Ordinary Income | 1,027 | 5.0% | 40 | 0.5% | 700 | 3.9% | △ 327 | -31.8% |
| 当期純利益 | Net Income | 589 | 2.9% | 20 | 0.3% | 400 | 2.2% | △ 189 | -32.1% |
| 1株当たり当期純利益(基本的)(円) | EPS(Basic)(In Yen) | 4975.86 | | 129.14 | | 2582.83 | | | |

業種別売上高、地域別売上高 Net Sales by Industry/ by Region

(百万円)
(in millions of yen)

| 業種別売上高 | Net Sales by Industry | 12/05 | | 12/06 | | 12/07 | | 12/08 | |
|----------------|------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| I 生産アウトソーシング事業 | Manufacturing Outsourcing Business | | | 21,010 | 99.1% | 23,841 | 98.0% | 23,879 | 98.9% |
| (電気機器関係) | (Electricals And Electronics) | 3,593 | 22.1% | 5,451 | 25.7% | 6,867 | 28.2% | 6,664 | 27.6% |
| (食品関係) | (Foods) | 6,375 | 35.7% | 6,479 | 30.6% | 6,616 | 27.2% | 5,652 | 23.4% |
| (輸送用機器関係) | (Transport Equipment) | 2,468 | 13.8% | 3,279 | 15.5% | 4,356 | 17.9% | 5,618 | 23.3% |
| (化学・薬品関係) | (Chemicals And Medicals) | 1,896 | 10.6% | 1,996 | 9.4% | 2,676 | 11.0% | 3,360 | 13.9% |
| (金属関係) | (Metals) | 1,045 | 5.8% | 975 | 4.6% | 929 | 3.8% | 749 | 3.1% |
| (その他) | (Other) | 2,141 | 12.0% | 2,827 | 13.3% | 2,394 | 9.8% | 1,835 | 7.6% |
| II その他の事業 | Other Businesses | - | - | 187 | 0.9% | 480 | 2.0% | 268 | 1.1% |
| 合計 | Total | 17,881 | 100.0% | 21,197 | 100.0% | 24,321 | 100.0% | 24,148 | 100.0% |

| 地域別売上高 | Net Sales by Region | 12/05 | | 12/06 | | 12/07 | | 12/08 | |
|----------|----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| 東北・関東 | Tohoku And Kanto | 5,417 | 30.3% | 5,834 | 27.5% | 5,898 | 24.3% | 6,115 | 25.3% |
| 東海 | Tokai | 8,639 | 48.3% | 10,239 | 48.3% | 12,444 | 51.2% | 12,349 | 51.1% |
| 北陸・甲信越 | Hokuriku And Kou-Shinetsu | 2,545 | 14.2% | 2,085 | 9.8% | 1,791 | 7.4% | 1,509 | 6.3% |
| 近畿・中国・九州 | Kinki, Chugoku, And Kyushu | 1,279 | 7.2% | 3,038 | 14.3% | 4,186 | 17.2% | 4,173 | 17.3% |
| 合計 | Total | 17,881 | 100.0% | 21,197 | 100.0% | 24,321 | 100.0% | 24,148 | 100.0% |

人員関連データ Personnel Data

株式会社アウトソーシング単体
OUTSOURCING Inc. Only

| | | 12/05 | 12/06 | 12/07 | 12/08 |
|----------|---|-------|-------|-------|-------|
| 年平均在籍者数 | ※1 Annual Average Enrollment (in persons) | 6,047 | 6,424 | 6,610 | 6,094 |
| 1人当たり売上高 | ※2 Net Sales per Head (in thousands of yen) | 2,937 | 2,994 | 3,201 | 3,369 |

※1 年平均在籍者数 = (第1四半期末在籍者数 + 第2四半期末在籍者数 + 第3四半期末在籍者数 + 第4四半期末在籍者数) / 4
Annual Average Enrollment = (Enrollment at 1Q end + Enrollment at 2Q end + Enrollment at 3Q end + Enrollment at 4Q end) / 4

※2 一人当たり売上高 = 年間売上高 / 年平均在籍者数
Net Sales per Head = Annual Net Sales / Annual Average Enrollment

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※2 予想、計画の数値は、現時点で得られた情報に基づき算定しております。実際の業績は
業況の変化などにより、記載の予想・計画と異なる場合がございますこと、ご了承ください。

*1 The data contained in the Fact Sheets are prepared for investors' research
purpose.

*2 The forecast and plan figures are based on the Company's assumptions
and beliefs judged from the information currently available.

This may cause actual results differ materially from those projected.

