September 30, 2016

To Whom It May Concern

Company Name: OUTSOURCING Inc.
Representative: Haruhiko Doi
Chairman and CEO
(First Section of TSE, Securities Code 2427)
Contact: Kazuhiko Suzuki
Executive Vice President and
Executive General Manager
in charge of Business
Management Division
Phone: +81-3-3286-4888

Notice Concerning Enacting Corporate Governance Guidelines

OUTSOURCING Inc. (hereinafter the "Company") hereby announces that the Board of Directors, at its meeting held on September 15, 2016, resolved to enact Corporate Governance Guidelines (hereinafter the "Guidelines") and created its English version as set forth below.

Particulars

1. Reason for Enacting the Guidelines

   For striving sustainable growth and medium-to-long-term improvement of enterprise value as a company under continuous changing management environment, the Company has been recognized establishment of corporate governance with autonomic function and high moral value, as well as its regular verification, as one of the critical tasks on management.

   The Guidelines, which respects the aim of the "Corporate Governance Code" launched applying in line with the listing rules of the Tokyo Stock Exchange, summarizes the Company's basic idea and principle of the activities regarding corporate governance and defines the Company's accountability for building solid trusting relationship with stakeholders continuously.

2. Outline of the Guidelines

   Chapter 1 General Provisions
   Chapter 2 Relationship with Stakeholders, such as Shareholders
   Chapter 3 Collaboration with Stakeholders and ESG Management
   Chapter 4 Resposibilities of the Board of Directors, etc., and Information Disclosure

3. Available Link of the Guidelines

   The Guidelines is available on the Company's website below.
   http://www.outsourcing.co.jp/en/company/guideline.html

【Attachment】

Corporate Governance Guidelines

OUTSOURCING Inc.

(Foreword)

OUTSOURCING Inc. (hereinafter referred to as the “Company”) hereby establishes and publishes the Corporate Governance Guidelines (hereinafter referred to as the “Guidelines”) for the purpose of clarifying its basic concept of corporate governance and the guidelines for operation.

The Company reviews the Guidelines regularly, and hopes that its current approach to corporate governance becomes widely understood by the stakeholders through the publication of the Guidelines. (Texts in brackets represent the corresponding General Principles, Principles and Supplementary Principles of Japan’s Corporate Governance Code.)

Chapter 1. General Provisions

1-1 (Basic Concept of Corporate Governance) (Purpose of Establishment of the Guidelines)

In its effort to achieve sustainable growth as a corporation and increase corporate value over the medium to long term under ever-changing business circumstances, the Company has recognized the establishment of a highly self-motivated and ethical corporate governance and the periodic verification of corporate governance as one of the major management challenges.

Aiming to continuously work on the maximization of shareholder value and the improvement of corporate value over the medium to long term, the Company has established the Guidelines to sustainably build solid relationships of trust with stakeholders including shareholders, business partners, local communities and employees, and thereby clarify its accountability.

1-2 (Corporate Principles): [Principle 2.1]

As Corporate Principles, the Company pursues social missions that are to be carried out as a corporate citizen. The current Corporate Principles are as follows:

“By directing our expertise, creativity and innovative solutions to meet rapid changes in the business environment and facilitate productivity enhancements in shop-floor manufacturing (monozukuri), OUTSOURCING aims to contribute to the building of a brighter, prosperous society.”

1-3 (Corporate Governance Regime): [Principle 2.2], [Supplementary Principle 2.2.1], [Principle 2.5], [Supplementary Principle 2.5.1], [Principle 4.10]

In order to enhance the audit and supervisory functions of the Board of Directors and establish a highly fair and transparent corporate governance regime, the Company has elected itself to be a

company with an Audit and Supervisory Committee, in terms of institutional design, under the Companies Act. This Committee consists of at least three (3) Audit and Supervisory Committee Members.

As for the “internal control systems,” the Directors conduct the general management of the Company’s internal control in accordance with the “Basic Policy on Establishment of Internal Control Systems” under the laws and regulations. Additionally, in the actual execution of operations, each General Manager strives to establish and promote internal control in accordance with the specified authority. The Company also established the Internal Audit Office, which is independent of the Group’s respective business units and under direct control of the President. The Internal Audit Office not only audits based on the Company’s internal audit program, but it also conducts inspections to ensure that the Group remains in compliance with various laws and internal regulations, as well as to examine the status of the risk management program.

With regard to the “systems to deal with risks related to management,” the Head of the Business Management Dept. is tasked with overall authority over the risk management contingencies and solutions, while the General Affairs Dept. is engaged in the preparation and effective administration of the regulations and the Legal Dept. implements the legal responses and communicates the latest government regulations to the entire Company. It is also stipulated that if a contingent or emergency situation arises, an Emergency Task Force will be set up and headed by the President.

For the education of officers and employees, the Code of Conduct, which stipulates the behavior standards for business persons and members of society, has been established for the entire Group to ensure that each officer or employee is conscious of complying with and performing actions based on the laws and regulations and understands the Company’s history and culture as a corporation. The Board of Directors prepares and periodically revises the Code of Conduct, while the Directors and the Executive Officers verify whether or not this code is practiced in the department of which they are in charge.

For whistleblowing by employees, the Company has set up a point of contact in an external organization. The Company’s department in charge of cooperating with the external organization makes appropriate responses and reports to the Internal Audit Office in compliance with the protection of the confidentiality of whistleblowers and the prohibition of unfair treatment.

Chapter 2. Relationship with Stakeholders, such as Shareholders

2-1 (Information Disclosure): [General Principle 3], [Principle 3.1], [Principle 3.1(i)], [Principle 3.1(ii)], [Principle 3.1(iii)], [Principle 3.1(iv)], [Principle 3.1(v)], [Supplementary Principle 3.1.1], [Supplementary Principle 3.1.2], [Supplementary Principle 4.1.1], [Principle 5.2]

The Company recognizes that a disclosure of detailed and comprehensible information is necessary to increase the effectiveness of corporate governance. Therefore, on its website, the Company discloses the Corporate Principles, corporate information and description of services, as well as the financial results, securities reports, financial results materials, medium-term management plans, business reports, FACTBOOK, FACTSHEET, internal control reports, the Guidelines and other materials. English materials for these documents are also disclosed when necessary. Information to be disclosed in TDnet, the Tokyo Stock Exchange's timely communication system for information disclosure (hereinafter referred to as the "TDnet"), is disclosed without delay. In providing such information, the Company pays sufficient attention to the way of description and the content so that the users can correctly understand the information.

2-2 (Ensuring the Rights of and Equality Among Shareholders): [General Principle 1], [Supplementary Principle 1.1.3]

The Company seeks to ensure the rights of shareholders and develop an environment in which the rights can be exercised effectively, and makes efforts to create an environment in which the substantive equality of all shareholders, including minority shareholders and foreign shareholders, is ensured.

2-3 (General Meeting of Shareholders): [General Principle 1], [Principle 1.1], [Supplementary Principle 1.1.1], [Supplementary Principle 1.1.2], [Principle 1.2], [Supplementary Principle 1.2.1], [Supplementary Principle 1.2.2], [Supplementary Principle 1.2.3], [Supplementary Principle 1.2.4], [Supplementary Principle 1.2.5], [Principle 1.6]

1. The Company positions the general meeting of shareholders as its highest decision-making body and sends out a notice of the general meeting of shareholders at least two weeks prior to the date of the meeting as stipulated by the Companies Act so that sufficient time is secured for the shareholders to review the proposals for the meeting. In addition, the notice of the general meeting of shareholders is disclosed both in Japanese and in English on the website and the TDnet by the date of sending out the notice.
2. Striving to disclose a wide range of information so that shareholders can exercise their voting rights appropriately as stated in Chapter 2, 2-1, the Company also makes efforts to disclose sufficient information in the notice of the general meeting of shareholders.
3. The Company recognizes the general meeting of shareholders as a venue for constructive dialogue with shareholders and makes efforts to secure sufficient time for questions and answers.
4. For the exercise of voting rights, the Company has developed an environment in which the voting

rights can be exercised by electric means such as the Internet.

5. Since the Company settles accounts in December, it believes that, unlike companies that settle accounts in March, it does not have the problem of convening the general meeting of shareholders on days on which other shareholders' meetings are intensively held. Nevertheless, the Company makes sure to schedule the general meeting of shareholders on days that more shareholders can attend.

6. When matters to be resolved at the general meeting of shareholders are partially delegated to the Board of Directors, the content of such matters is fully discussed at an advance meeting of the Board of Directors, while making sure that the Board of Directors itself has a highly fair and transparent corporate governance regime established. In addition, a proposal that may have a significant impact on shareholders, such as capital policy, is submitted on the condition that sufficient discussions are made by the Board of Directors in advance.

7. For proposals against which not less than approximately 30% of votes were casted in the exercise of voting rights, the result is analyzed and discussed by the Board of Directors, and proper measures will be taken if the Board finds them appropriate.

8. In cases in which institutional investors and others who hold shares in the names of trust banks, etc., want to attend a general meeting of shareholders and exercise their voting rights on behalf of the nominal shareholders, the Company allows them to attend the meeting and exercise the voting rights in accordance with the Company's internal regulations after confirming that they are beneficial shareholders and avoiding in advance the duplicate exercise of voting rights by the institutional investors and the nominal shareholders, as well as consulting with the trust banks, etc. Likewise, if beneficial shareholders want to observe a general meeting of shareholders, the Company will also respond to such requests in accordance with the Company's internal regulations.

2-4 (Basic Policy on Capital Policy): [Principle 1.3], [Principle 5.2]

The Company believes that seeking to maximize profit from limited managerial resources leads to an increase in shareholder value. Becoming shareholders of the Company means having shareholders' equity of the Company. The Company considers that ROE (return on equity), which shows how much profit could be made from shareholders' equity (nearly the same as equity), is the most appropriate management index for measuring the efficiency of equity.

The target dividend payout ratio with respect to net profit is set at 30% or higher. DOE (dividends on equity), which is calculated by multiplying the ROE by the dividend payout ratio, represents the dividend payout ratio with respect to shareholders' equity. The Company aims to stably maintain this management index at a high level.

On the other hand, ROA, which is the ratio of operating profit (or ordinary profit) to total assets, is

also observed to measure the balance between financial health and growth. The Company strives to keep a stably large difference between its ROA and cost of liability.

The ROE and the ROA, which are ratios concerning profit generated from capital, and the dividend payout ratio and the DOE, which are ratios concerning return to shareholders, are seen as important indexes by the Company, and are regularly compared with the corresponding ratios of all listed companies, excluding financial companies, and of peer companies in order to make use of the data in management. The Company will continue to closely examine these management indexes and disclose the Company's indexes in the FACTBOOK, FACTSHEET, etc.

In revealing a medium-term management plan, the Company will present numerical targets based on these important management indexes if the Company considers the disclosure appropriate.

2-5 (Capital Policy that May Harm Shareholder Interests): [Principle 1.6]

When implementing a capital policy that will result in a change of control or a significant dilution of shareholders' equity, the Company is to provide sufficient explanation to shareholders from the perspective of its fiduciary responsibilities after the Board of Directors fully discusses the rationality, validity and necessity of the policy, and also disclose the content of the discussion in the explanation.

2-6 (Shares Held as Cross-Shareholdings): [Principle 1.4]

The Company may possess shares of other listed companies as cross-shareholdings in order to sustainably increase corporate value, expand businesses, strengthen relationships with business partners, etc. For shares held as cross-shareholdings, decisions on the holding, continuation of holding, selling, etc., of the shares are made after the Board of Directors fully discusses the effect of the cooperation with the investee on the Company's management and the risks of the shareholdings.

In addition, the Board of Directors determines the content of the exercise of voting rights by the investee after the Board judges whether the exercise will contribute to an increase in the corporate value of the investee and the Company over the medium to long term.

2-7 (Basic Policy on Control of the Company): [Principle 1.5], [Supplementary Principle 1.5.1]

The Company has not introduced anti-takeover measures and has no plan to do so. However, if any takeover activity that may undermine the Company's corporate value occurs in the future, the Company will make clear its policy regarding its response to such activity and fulfill its accountability to shareholders, including the explanation of the grounds, after consultation with lawyers and other experts, recognizing that its fiduciary responsibilities include the securing of the

common interests of the Company and the shareholders.

In case of a tender offer for shares of the Company, the Company shall request the tender offeror for an explanation of the measures for increasing the Company's corporate value and make clear the Company's stance and policies regarding those measures to the shareholders after discussion by the Board of Directors. However, the Company will respect the shareholders' rights and will not interfere with the acceptance of the tender offer by the shareholders.

2-8 (Related-Party Transactions): [Principle 1.7]

Before engaging in transactions with officers of the Company, principal shareholders, other stakeholders, etc., the Company shall obtain the Board of Directors' approval in accordance with the laws and regulations, Board of Directors rules, and Audit and Supervisory Committee rules in order to ensure that such transactions do not harm the common interests of the Company and its shareholders. It is also stipulated that the stakeholders do not participate in the resolution for this approval. Significant related-party transactions are disclosed in the securities reports.

2-9 (Constructive Dialogues with Shareholders, etc.): [General Principle 5], [Principle 5.1], [Supplementary Principle 5.1.1], [Supplementary Principle 5.1.2(i)], [Supplementary Principle 5.1.2(ii)], [Supplementary Principle 5.1.2(iii)], [Supplementary Principle 5.1.2(iv)], [Supplementary Principle 5.1.2(v)], [Supplementary Principle 5.1.3]

Specific measures for dialogues (meetings) with shareholders, etc., currently conducted by the Company are as follows:

1. Specific IR-related measures and achievements in Japan are disclosed through the "IR Calendar" on the website.
2. Other than the general meetings of shareholders, a results briefing for analysts and institutional investors, hosted by The Securities Analysts Association of Japan, is held twice a year in Tokyo, after the announcement of the financial results for the fiscal year and after the announcement of the financial results for the second quarter. With respect to the IR activities for individual investors, the Company attends IR events hosted by the media or securities companies once or several times a year. The Company participates in such IR events for individual investors not only in Tokyo but also in regional cities.
3. In recent years, with an increasing percentage of foreign investors, the Company has also proactively carried out overseas IR activities in other Asian countries, the U.S., the U.K., etc., and has held meetings with shareholders, institutional investors and others.
4. When the Company receives requests from shareholders to engage in dialogues (meetings),

relevant departments will make arrangements and respond to them to an extent that is considered reasonable.
5. The Company aims to prepare the materials for meetings and IR activities with operating results, description and direction of its business and a medium-term management plan, presented in an easy-to-read manner and in plain words. A system in which such materials, including numerical values, are reviewed periodically is in place.
6. The Representative Director deals with the dialogue as much as possible. Even in other cases, persons who fully understand the Company's business conditions engage in the dialogue.
7. As a general rule, two or more persons from the Company engage in the dialogue, while making sure that no insider information is leaked.
8. Persons who engaged in the dialogue will give feedback to the Board of Directors concerning the opinions received from the shareholders and institutional investors in the dialogue.
9. To enhance IR activities, the Company assesses the shareholder composition from the list of shareholders as of the end of every December and the end of every June.

Chapter 3. Collaboration with Stakeholders and ESG Management

3-1(Basic Concept): [General Principle 2]

The Company recognizes that sound and appropriate cooperation with stakeholders, excluding shareholders such as business partners, employees, local communities and capital market participants, is essential for sustainable growth and an increase in corporate value. Therefore, the Company has established the OUTSOURCING GROUP CSR Basic Policy, which clarifies its social responsibilities as a corporate citizen and clearly defines each of the following matters: "Compliance," "Employees," "Stakeholders" and "Contribution to Society."

3-2 (Employees): [Principle 2.4]

The Company continues to be conscious that invaluable human resources are generated from diverse values, and that diversity in terms of nationality, presence of physical or mental disability, gender, age, etc., is a source of innovative challenges for a corporation. In addition, the Company has developed the Action Plan for General Business Owners based on the Act on Advancement of Measures to Support Raising Next-Generation Children and the Act on Promotion of Women's Participation and Advancement in the Workplace, and has published this Action Plan.

3-3 (Sustainability): [Principle 2.3], [Supplementary Principle 2.3.1]

As part of its social responsibilities as a corporate citizen, the Company recognizes the significance of sustainability. In order to keep the business in existence and continue to increase corporate value in the future, it is necessary to conduct business with sufficient attention paid to the environment, society, legal compliance, information management and so on. The Company believes that this effort will lead to ESG management with full awareness of the Environment, Social and Governance. Therefore, the Company recognizes the risks related to sustainability as "risks related to management," as stated in Chapter 1, 1-3 (Corporate Governance Regime), and works to control and deal with such risks as a major management challenge.

Chapter 4. Responsibilities of the Board of Directors, etc., and Information Disclosure

4-1 (Roles and Responsibilities of the Board of Directors): [Principle 1.7], [Principle 3.1(iii)], [Principle 3.1(iv)], [General Principle 4], [General Principle 4(1)], [General Principle 4(2)], [General Principle 4(3)], [Principle 4.1(1)], [Supplementary Principle 4.1.1], [Supplementary Principle 4.1.2], [Supplementary Principle 4.1.3], [Principle 4.2(2)], [Supplementary Principle 4.2.1], [Principle 4.3(3)], [Supplementary Principle 4.3.1], [Supplementary Principle 4.3.2], [Principle 4.5], [Supplementary Principle 4.10.1], [Supplementary Principle 4.11.3]

Aiming for sustainable growth and an increase in corporate value over the medium to long term, as well as the ensuring of appropriate cooperation with stakeholders, the Company's Board of Directors is engaged in deliberations and decision making on important matters concerning management, including the matters as described below, and in the oversight of general management, in light of fiduciary responsibilities and the accountability to shareholders and in accordance with the Board of Directors rules.

1. Having sufficient constructive discussions and setting the broad direction of management strategies, etc., including the medium-term management plans.
2. When goals in management strategies including the medium-term management plan could not be achieved, conducting a factor analysis of the causes, measures taken by the Company and such and reflecting the results of the analysis in the corresponding plan and the management strategies for subsequent periods, as well as making decisions on the disclosure of the revised plan and strategies.
3. Making decisions on the operations for which each Director is responsible.
4. Making decisions on the scope of the execution of operations that is delegated to the management team including the Executive Officers.
5. Carrying out the oversight of the management team, which includes the Executive Officers and

the Directors, from an ndependent and objective standpoint.
6. Recognizing the risks related to management, carrying out oversight to make sure that internal control and risk management are operated properly, and developing an environment that enables the management team to take risks in an appropriate manner.
7. Making decisions on the appointment and dismissal of the members of the management team including the Directors (other than the Directors who are Audit and Supervisory Committee Members) in accordance with highly fair and transparent procedures, while taking into account the views of the Audit and Supervisory Committee.
8. Making decisions on the remuneration of the management team including the Directors (other than the Directors who are Audit and Supervisory Committee Members) in accordance with highly fair and transparent procedures, while taking into account the views of the Audit and Supervisory Committee. In doing so, the Board of Directors fully considers whether or not the remuneration is linked to business results and the potential risks are reflected in the remuneration, and if incentives that promote healthy entrepreneurship are deemed necessary, the Board will also take into account as a possible incentive the introduction of a stock option plan as share-based compensation.
9. Giving approval to transactions with conflicts of interest between the Company and related parties such as the management team and the controlling shareholders, and carrying out oversight to make sure that the relevant Director is not involved in such decision-making.
10. Conducting analysis and assessment of the effectiveness of the Board of Directors as a whole with reference to the self-assessment of each Director. If considered necessary, the Board will make a decision to disclose the analysis and assessment results.

4-2 (Roles and Responsibilities of the Audit and Supervisory Committee): [Principle 1.7], [Principle 3.1(iii)], [Principle 3.1(iv)], [Supplementary Principle 4.1.3], [Principle 4.4], [Principle 4.5], [Principle 4.6], [Principle 4.7(ii)], [Principle 4.7(iii)], [Supplementary Principle 4.10.1]

In accordance with the Audit and Supervisory Committee rules established by the Company, the Company's Audit and Supervisory Committee recognizes fiduciary responsibilities, aims to ensure appropriate cooperation with stakeholders and takes roles and responsibilities including those as described below. In conducting these activities, the Committee is expected to positively and proactively exercise its rights and express appropriate opinions from an independent and objective standpoint at any time.

1. Performing audits of the Directors' execution of duties and preparing audit reports.
2. Making decisions on the contents of the proposals on the appointment, dismissal and no-confidence of the Accounting Auditors.

3. Deciding the Audit and Supervisory Committee's views on the appointment, dismissal and resignation of the Directors (other than the Directors who are Audit and Supervisory Committee Members).
4. Deciding the Audit and Supervisory Committee's views on the remuneration of the management team including the Directors (other than the Directors who are Audit and Supervisory Committee Members).
5. Giving approval to transactions with conflicts of interest concerning the Directors.

4-3 (Structure of the Board of Directors and the Audit and Supervisory Committee, etc.): [Principle 4.4], [Supplementary Principle 4.4.1], [Principle 4.6], [Principle 4.7(i)], [Principle 4.7(ii)], [Principle 4.7(iii)], [Principle 4.7(iv)], [Principle 4.8], [Supplementary Principle 4.8.1], [Supplementary Principle 4.8.2], [Principle 4.9], [Principle 4.11], [Supplementary Principle 4.11.1], [Supplementary Principle 4.11.2], [Principle 4.12], [Supplementary Principle 4.12.1(i)], [Supplementary Principle 4.12.1(ii)], [Supplementary Principle 4.12.1(iii)], [Supplementary Principle 4.12.1(iv)], [Supplementary Principle 4.12.1(v)], [Principle 4.13], [Supplementary Principle 4.13.1], [Supplementary Principle 4.13.2], [Supplementary Principle 4.13.3], [Principle 4.14], [Supplementary Principle 4.14.1], [Supplementary Principle 4.14.2]

1. The Articles of Incorporation of the Company provide that the Company shall have not more than ten (10) Directors who are not Audit and Supervisory Committee Members and not more than five (5) Directors who are Audit and Supervisory Committee Members. Currently, the Company has six (6) Directors who are engaged in the execution of operations and four (4) Directors who are Audit and Supervisory Committee Members (including three (3) Outside Directors). The Company believes that it has established a highly efficient management system. In selecting the Directors, the Company pays sufficient attention to the diversity and the balance between knowledge, experience and skills. The Board of Directors welcomes free, open and constructive discussions and exchanges of views, including the raising of concerns by the Outside Directors.
2. Currently, the Company has three (3) Independent Outside Directors selected. In choosing a candidate for Outside Director, the Company selects a person who complies with the Companies Act and the independence criteria set forth in the Code of Corporate Conduct of the Tokyo Stock Exchange, a financial instruments exchange, is free from the risk of having conflicts of interest with general shareholders and has qualities and insight required to carry out objective oversight and audits based on his or her professional knowledge. In addition, the Company also takes into consideration the situation of the person, such as his or her concurrent position as an officer at another listed company and other factors, as a criterion for judgment on whether he or she can allot sufficient time for the operations of the Company to fulfill the role and responsibilities as a Director of the

Company.

3. Candidates for Directors are disclosed in the notice of the ordinary general meeting of shareholders, the Company's website, etc. For all Directors, positions in which they concurrently serve at other companies are disclosed in the securities reports every year.

4. Both the Board of Directors and the Audit and Supervisory Committee determine the annual schedule in advance, secure sufficient time for deliberations, develop and distribute materials by a date that allows time for sufficient advance preparations to be made and make decisions on the expected matters to be deliberated. The Company has a system that enables all Directors including the Outside Directors and the Audit and Supervisory Committee Members to request relevant departments including the Internal Audit Dept. for additional information, etc., whether before or after the meeting of the Board of Directors or the Audit and Supervisory Committee. Additionally, for deliberations, all Directors including the Outside Directors and the Audit and Supervisory Committee Members are permitted to utilize not only internal materials, but also information such as that provided through consulting and advisory services, etc., by external experts if considered necessary, whether before or after the meeting of the Board of Directors or the Audit and Supervisory Committee. Relevant expenses incurred will be borne by the Company if the Board of Directors and the Audit and Supervisory Committee give approval.

5. Independent Outside Directors regularly hold the "Independent Outside Directors' Meeting," which consists solely of the Independent Outside Directors, for the sharing of information and the exchange of views with regard to oversight of management, advice based on their knowledge and other matters. They are to make use of the views in fulfilling their roles and responsibilities as Independent Outside Directors as expected by the Company. The Independent Outside Directors' Meeting appoints one person as the representative among the members themselves.

6. The Directors, including the Outside Directors, need to acquire necessary knowledge on the Company's business, finances, organizations and other matters when assuming their respective positions, and relevant departments provide training for such knowledge. In addition, the Company believes that it is essential for the Directors, including the Outside Directors, to improve themselves by proactively attending internal and external training programs deemed necessary to fulfill their roles and responsibilities, and provide feedback on such training to the organization. Relevant departments offer information on the trainings, etc., that is deemed useful to the Directors and have embarked on the establishment of a corporate culture where the Directors find their own challenges and improve themselves. Any action in this effort shall be disclosed on the website, materials for briefing sessions, etc., when the disclosure is considered appropriate.

4-4 (Accounting Auditors): [Principle 3.2], [Supplementary Principle 3.2.1(i)], [Supplementary Principle 3.2.1(ii)], [Supplementary Principle 3.2.2(i)], [Supplementary Principle 3.2.2(ii)],

[Supplementary Principle 3.2.2(iii)], [Supplementary Principle 3.2.2(iv)]

The relationship between the Accounting Auditors and the Company is described below.

1. The Audit and Supervisory Committee appropriately selects a person with independence and a high level of expertise as a candidate for Accounting Auditor in accordance with the Audit and Supervisory Committee rules.
2. The Audit and Supervisory Committee shall evaluate whether or not the accounting audit activities are performed properly and are sufficiently appropriate, and determine the dismissal, no-confidence and reappointment of the Accounting Auditors in accordance with the Audit and Supervisory Committee rules.
3. When concluding an agreement with the Accounting Auditors, the Board of Directors shall do so after confirming that the Accounting Auditors recognize that they have responsibilities to stakeholders including shareholders.
4. The Company secures a system that enables the Accounting Auditors to cooperate with the Internal Audit Office and the Audit and Supervisory Committee to ensure an appropriate and high-quality auditing system, and allows sufficient time for audits.
5. The Company has built a system that, upon request from the Accounting Auditors, enables the Accounting Auditors to hold a meeting with the senior executives of the management team including the President, as well as with the officers and employees in the relevant departments, in addition to meetings with the Internal Audit Office and the Audit and Supervisory Committee.
6. The Company has built a system in which if an Accounting Auditor identifies any misconduct, the Accounting Auditor will promptly report it to the Internal Audit Office and the Audit and Supervisory Committee that are in cooperation, and in response, the Internal Audit Office and the Audit and Supervisory Committee will conduct an investigation and deal with the misconduct in a strict, fair and appropriate manner.

(Supplementary Provisions)

1. The Guidelines shall come into force on September 15, 2016.
2. The improvement or elimination of the Guidelines shall be put into operation upon a resolution at the meeting of the Board of Directors.

September 15, 2016
OUTSOURCING Inc. The Board of Directors