

## New Year Greetings

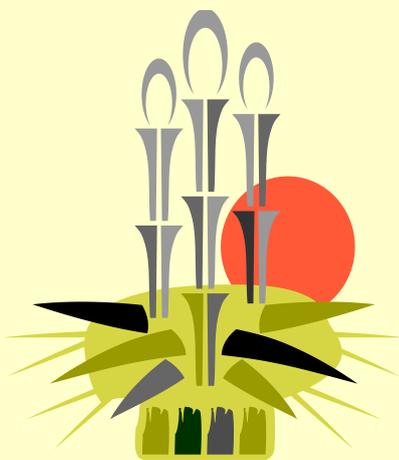
Happy New Year!

I would like to express my gratitude to everyone for this new year of 2021.

Shin-Ei Sogo Service was founded in May 1990 and will celebrate its 31st year in May 2021. Shin-Ei Hoikuen is in its 16th year, the outsourced hiring service is in its 5th year, the independence support service for the disabled is in its 3rd year and Sincero, which operates insurance services, is celebrating its 20th anniversary. All this thanks to our customers, employees and everyone who supports our activities.

Last year, a Worker Dispatch Law was revised in conjunction with the Working Style Reform. We reviewed internal systems and procedures and explained to customers and employees about the "Equal Pay for Equal Work" system. However around April 2020, when the Worker Dispatch Law came into force, we were affected by the coronavirus. Not only did recruitment stop, but sales fell dramatically, however, just like in the 2008 crisis, we received support from our customers, guaranteed employment for employees, and provided leave allowances.

From April to July, when the spread of the coronavirus was particularly severe, I was concerned about business, but it wasn't just bad things. Foreign employees, who are known to have little concept of savings, did not borrow money from the company, even though their salary has been reduced by 40% due to work stoppage. In addition, some people took the opportunity to get certifications. We helped with course registration, and they successfully obtained forklift certification. I was very happy to realize that this is the result of the employees' understanding and practice of the concepts that Shin-Ei values: "Living and thinking about how to manage and save money, instead of changing jobs due to hourly wages and overtime" and "Working for a long time in a company and becoming a necessary employee".



Last year started with the Equal Pay for Equal Work system, but then the year was turbulent due to the spread of the coronavirus. The supply of vaccines will start soon, but it is not yet clear how the world situation will be. However, in 2021, we will not forget our mission and, based on legal compliance, we will build a company that our customers and employees trust. We will continue to work together as a team so that as many people as possible can say: "I am happy to have chosen Shin-Ei". I would like you to continue supporting us. My most sincere wishes for prosperity and health to all of you in this new year.

**Kazuyo Kato, President  
Shin-Ei Sogo Service, Ltd**