Second Quarter of 2015

## Presentation of Results

August 10, 2015
F@N Communications, Inc.

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Second Quarter of 2015 Performance Highlights

## Second Quarter of 2015: Key Points

■ Net sales were $¥ 9,070$ million and ordinary income was $¥ 1,598$ million, both new records.

The main factor in the record results was the strong performance of A8.net as it approached its 15th anniversary.

■nend exceeded the results of the previous quarter, but continued to transform its business structure.

## Performance Highlights (Consolidated)

Results of Operations

| (¥ thousands) | 2015 Q2 | 2014 Q2 | Year-on-Year <br> Change | \% of Net <br> Sales |
| :--- | ---: | ---: | ---: | :---: |
| Net sales | $\mathbf{1 7 , 3 4 2 , 6 0 3}$ | $\mathbf{1 5 , 2 4 8 , 5 9 8}$ | $13.7 \%$ | $100 \%$ |
| Operating income | $\mathbf{3 , 0 2 6 , 7 1 8}$ | $\mathbf{2 , 8 0 0 , 5 8 6}$ | $8.1 \%$ | $17.5 \%$ |
| Ordinary income | $\mathbf{3 , 0 6 1 , 9 5 7}$ | $\mathbf{2 , 8 2 8 , 0 3 1}$ | $8.3 \%$ | $17.7 \%$ |
| Net income | $\mathbf{1 , 9 4 8 , 8 2 5}$ | $\mathbf{1 , 7 4 1 , 8 6 0}$ | $11.9 \%$ | $11.2 \%$ |
| Ordinary income <br> margin | $\mathbf{1 7 . 7 \%}$ | $\mathbf{1 8 . 5 \%}$ | -0.8 poins | - |
| Net income per <br> share | $\mathbf{¥ 2 5 . 1 5}$ | $\mathbf{¥ 2 2 . 6 9}$ | $10.8 \%$ | - |
| Diluted net income per <br> share | $\mathbf{¥ 2 5 . 0 1}$ | $\mathbf{¥ 2 2 . 3 2}$ | $12.1 \%$ | - |

Note: The Company conducted a 2-for-1 split of its common stock on April 1, 2014, but net income per share and diluted net income per share are calculated as if the stock split had occurred on January 1, 2013.

## Performance Highlights (Non-consolidated)

 Results of Operations| (¥ thousands) | 2015 Q2 | 2014 Q2 | Year-on-Year <br> Change | \% of net <br> sales |
| :--- | ---: | ---: | ---: | ---: |
| Net sales | $\mathbf{1 6 , 1 9 7 , 6 8 3}$ | $\mathbf{1 4 , 4 3 7 , 2 3 9}$ | $12.2 \%$ | $100 \%$ |
| Operating <br> income | $\mathbf{2 , 8 7 8 , 3 9 8}$ | $\mathbf{2 , 7 3 2 , 3 4 3}$ | $5.3 \%$ | $17.8 \%$ |
| Ordinary <br> income | $\mathbf{2 , 9 2 3 , 4 9 0}$ | $\mathbf{2 , 7 7 5 , 4 7 2}$ | $5.3 \%$ | $18.0 \%$ |
| Net income | $\mathbf{1 , 8 5 9 , 4 1 2}$ | $\mathbf{1 , 7 1 3 , 1 1 0}$ | $8.5 \%$ | $11.5 \%$ |
| Ordinary <br> income margin | $\mathbf{1 8 . 0 \%}$ | $\mathbf{1 9 . 2 \%}$ | -1.2 points | - |

## Consolidated Financial Statements Balance Sheets

| ( $¥$ thousands) | December 31, 2014 | Second Quarter of 2015 |
| :---: | :---: | :---: |
| Assets |  |  |
| Current assets | 15,911,394 | 16,669,948 |
| Cash and deposits | 9,426,329 | 10,296,035 |
| Notes and accounts receivable - trade | 4,435,298 | 4,520,024 |
| Securities | 1,702,824 | 1,523,305 |
| Other | 367,594 | 344,596 |
| Allowance for doubtful accounts | $\triangle 20,653$ | $\triangle 14,012$ |
| Fixed assets | 2,443,533 | 2,380,937 |
| Property and equipment | 172,166 | 243,177 |
| Intangible assets | 211,099 | 235,117 |
| Investments and other assets | 2,060,267 | 1,902,641 |
| Total assets | 18,354,927 | 19,050,885 |
| Liabilities and Net Assets |  |  |
| Current liabilities | 6,298,662 | 6,170,738 |
| Notes and accounts payable - trade | 3,674,452 | 4,268,513 |
| Income taxes payable | 1,577,198 | 1,074,573 |
| Other current liabilities | 1,047,011 | 827,651 |
| Long-term liabilities | 153,941 | 136,540 |
| Total liabilities | 6,452,604 | 6,307,278 |
| Total net assets | 11,902,323 | 12,743,606 |
| Total liabilities and net assets | 18,354,927 | 19,050,885 |

Main factors were $¥ 11,984$ thousand in work related to layout changes and an $¥ 82,112$ thousand increase for expansion of nend servers.

Main component was $¥ 1,580,602$ thousand in investment securities.

Main factor was a $¥ 706,176$ thousand increase in performance-based fees associated with sales growth of A8.net.

Main component was long-term guarantee deposits.

Main factors were dividend payments of $¥ 1,160,677$ thousand and net income of $¥ 1,948,825$ thousand.

## Consolidated Performance Forecast

| (¥ millions) | Full-Year <br> Forecast <br> (\% change from <br> Same Period of Previous Year) | Interim Period <br> Actual | Ratio to <br> Full-Year <br> Forecast |
| :--- | ---: | ---: | ---: |
| Net sales | $36,500(14.1)$ | 17,342 | $47.5 \%$ |
| Operating <br> income | $6,500(10.4)$ | 3,026 | $46.6 \%$ |
| Ordinary <br> income | $6,570(10.4)$ | 3,061 | $46.6 \%$ |
| Net income | $4,220(16.2)$ | 1,948 | $46.2 \%$ |

Note: Figures in the full-year forecast are after the revision on July 31.

## Dividend Forecast

|  | 2015 <br> Forecast | 2014 <br> Actual |
| :--- | :---: | :---: |
| Year-end <br> dividend <br> per share |  |  |

Management Indicators (Quarterly Basis)

## Management Indicators (Non-consolidated/Quarterly basis) Net Sales, Ordinary Income and Ordinary Income Margin



Net sales and ordinary income were both record highs.

## Management Indicators (Consolidated/Quarterly basis) Net Sales, Ordinary Income and Ordinary Income Margin



Note: Data are non-consolidated to 2011 Q2 and consolidated from 2011 Q3.
Net sales and ordinary income were both record highs.

## Management Indicators (Non-consolidated/Quarterly basis) <br> Number of Employees



The number of non-consolidated employees was 305, a record high. The number increased by 14 from the end of the previous quarter.

## Management Indicators (Consolidated/Quarterly basis) <br> Number of Employees



[^0]
## Management Indicators (Non-consolidated/Quarterly basis) <br> Cost of Sales Ratio and SG\&A Expenses Ratio



The cost of sales ratio increased 0.4 percentage points, but the selling, general and administrative (SG\&A) expenses ratio decreased 0.3 percentage points.

## Management Indicators (Consolidated/Quarterly basis) <br> Cost of Sales Ratio and SG\&A Expenses Ratio



[^1]The cost of sales ratio increased 0.4 percentage points, but the selling, general and administrative (SG\&A) expenses ratio decreased 0.3 percentage points.

## Management Indicators (Non-consolidated/Quarterly basis) <br> Selling, General and Administrative Expenses

( $¥$ thousands)


Expenses included wage increases, new graduate hires, floor expansions, and promotional campaigns to mark the 5th anniversary of nend and the 15th anniversary of A8.

## Management Indicators (Consolidated/Quarterly basis) Selling, General and Administrative Expenses

( $¥$ thousands)


Note: Data are non-consolidated to 2011 Q2 and consolidated from 2011 Q3.
There were no significant changes from the previous quarter.

## Management Indicators (Non-consolidated/Quarterly basis) Cost of Sales

( $¥$ thousands)


Note: Media expenses include expenses for other companies' media, nend and nex8.
The rate of performance-based compensation payments to media increased due to the increase in sales of A8.net.

## Management Indicators (Consolidated/Quarterly basis) Cost of Sales

\begin{abstract}


| $(1,000,000)$ | $\begin{gathered} 2010 \\ \text { Q2 } \end{gathered}$ | $\begin{gathered} 2010 \\ \text { Q3 } \end{gathered}$ | $\begin{gathered} 2010 \\ \text { Q4 } \end{gathered}$ | $\begin{gathered} 2011 \\ \text { Q1 } \end{gathered}$ | $\begin{aligned} & 2011 \\ & \text { Q2 } \end{aligned}$ | $\begin{aligned} & 2011 \\ & \text { Q3 } \end{aligned}$ | $\begin{gathered} 2011 \\ \text { Q4 } \end{gathered}$ | $\begin{gathered} 2012 \\ \mathrm{Q} 1 \end{gathered}$ | $\begin{gathered} 2012 \\ \text { Q2 } \end{gathered}$ | $\begin{gathered} 2012 \\ \text { Q3 } \end{gathered}$ | $\begin{gathered} 2012 \\ \mathbf{Q 4} \end{gathered}$ | $\begin{gathered} 2013 \\ \text { Q1 } \end{gathered}$ | $\begin{gathered} 2013 \\ \text { Q2 } \end{gathered}$ | $\begin{gathered} 2013 \\ \text { Q3 } \end{gathered}$ | $\begin{gathered} 2013 \\ \text { Q4 } \end{gathered}$ | $\begin{gathered} 2014 \\ \text { Q1 } \end{gathered}$ | $\begin{gathered} 2014 \\ \text { Q2 } \end{gathered}$ | $\begin{gathered} 2014 \\ \text { Q3 } \end{gathered}$ | $\begin{gathered} 2014 \\ \text { Q4 } \end{gathered}$ | $\begin{gathered} 2015 \\ \text { Q1 } \end{gathered}$ | $\begin{gathered} 2015 \\ \text { Q2 } \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| -Transfer to other account | 0 | 0 | 0 | $\triangle 3,202$ | $\triangle 3,182$ | $\triangle 3,766$ | $\Delta 9,149$ | $\triangle 7,039$ | $\Delta 4,610$ | $\triangle 6,963$ | $\Delta 2,884$ | $\Delta 2,420$ | 90 | $\triangle 5,228$ | $\Delta 15,286$ | $\triangle 10,313$ | $\triangle 16,030$ | $\triangle 11,882$ | $\triangle 15,778$ | $\triangle 27,600$ | $\triangle 19,591$ |
| -Overhead | 17,611 | 17,457 | 24,082 | 19,521 | 20,082 | 65,157 | 61,870 | 49,158 | 49,782 | 50,387 | 47,797 | 50,086 | 53,697 | 66,541 | 95,241 | 136,481 | 140,800 | 128,387 | 152,976 | 183,567 | 170,335 |
| -Personnel expenses | 24,360 | 28,745 | 30,335 | 23,877 | 22,201 | 19,695 | 46,390 | 45,761 | 49,678 | 40,765 | 47,826 | 56,935 | 56,537 | 61,750 | 70,400 | 67,686 | 78,056 | 79,960 | 90,632 | 112,932 | 128,742 |
| -Media expenses (incl. nend) | 86,489 | 89,724 | 111,864 | 126,758 | 168,522 | 236,591 | 313,974 | 372,491 | 594,770 | 750,680 | 864,672 | 1,122,067 | 1,204,996 | 1,659,546 | 1,960,683 | 2,147,395 | 2,345,331 | 2,614,524 | 3,129,333 | 2,682,124 | 2,741,405 |
| -Moba8.net affiliated programs | 374,185 | 408,663 | 398,215 | 397,431 | 394,566 | 349,994 | 320,232 | 337,235 | 317,307 | 331,691 | 323,522 | 322,583 | 453,356 | 437,186 | 404,245 | 501,055 | 554,355 | 478,888 | 415,362 | 392,287 | 427,125 |
| - A8.net affiliated programs | 846,683 | 889,207 | 1,030,937 | 1,094,976 | 1,148,472 | 1,152,897 | 1,160,836 | 1,247,620 | 1,333,834 | 1,454,190 | 1,528,774 | 1,550,862 | 1,870,940 | 1,965,527 | 1,867,407 | 2,160,132 | 2,260,948 | 2,133,520 | 2,096,742 | 2,410,493 | 2,902,774 |

Notes: 1. Data are non-consolidated to 2011 Q2 and consolidated from 2011 Q3.
2. Media expenses include expenses for other companies' media, nend, nex8, 8 crops and adjapon.

The trend is the same as non-consolidated, but weighting has not changed substantially.

Overview by Main Service Area
Non-consolidated Businesses

## Net Sales by Reportable Segment (Non-consolidated/Quarterly basis)

| (¥ thousands) | 2015 Q2 (April - June) | 2014 Q2 (April -June) | Change |
| :--- | ---: | ---: | ---: |
| CPA Ad Network <br> Business | $4,687,647$ | $\mathbf{4 , 0 3 0 , 4 1 5}$ | $16.3 \%$ |
| CPC/Targeting Ad <br> Network Business | $3,736,871$ | $3,366,592$ | $11.0 \%$ |
|  | 98,673 | 89,287 | $10.5 \%$ |
| Others | $8,523,192$ | $\mathbf{7 , 4 8 6 , 2 9 5}$ | $13.9 \%$ |

Note: Reportable segments have changed as of this quarter.
Main services of CPA Ad Network Business: A8.net, Moba8.net, adcrops (adcrops is consolidated)
Main services of CPC/Targeting Ad Network Business: nend, nex8
Main services of Others: Own media operations, advertising agency (own media operations is consolidated), others

## Net Sales by Reportable Segment (Non-consolidated/Quarterly basis)



The CPA segment has made a comeback for two straight quarters.

## CPA Ad Network Business (Non-consolidated)

## A8.net

Summary

|  |  |  |  |
| :--- | ---: | ---: | ---: |
|  | 2015 Q2 (April - June) | 2014 Q2 (April - June) | Change |
| Sales (¥ thousands) | $\mathbf{4 , 1 1 5 , 4 5 0}$ | $\mathbf{3 , 3 0 1 , 0 0 7}$ | $24.7 \%$ |
| Number of operating <br> advertiser IDs | $\mathbf{2 , 7 5 7}$ | $\mathbf{2 , 5 9 4}$ | $6.3 \%$ |
| Number of registered <br> partner sites | $\mathbf{1 , 8 9 2 , 5 6 6}$ | $\mathbf{1 , 6 7 7 , 8 1 5}$ | $12.8 \%$ |

## CPA Ad Network Business (Non-consolidated)

A8.net
Net Sales (Quarterly basis)


Sales topped $¥ 4.0$ billion and set a record.

## CPA Ad Network Business (Non-consolidated)

A8.net
Ratio of Smartphones in Affiliated Programs (Monthly basis)



The ratio of affiliated programs using smartphones began growing again during the quarter and is currently over $50 \%$.
Note: The above affiliated program ratios are not final and are subject to change.

## CPA Ad Network Business (Non-consolidated)

## A8.net

Number of Operating Advertisers and Affiliate Sites (Quarterly basis)


Notes: 1. The number of operating advertisers is as of the final month of each quarter.
2. The number of overseas advertisers is included from 2014 Q3.

The number of operating advertisers increased by 39 from the previous quarter. The number of overseas operating advertisers was 87.

## CPA Ad Network Business (Non-consolidated)

A8.net
New Advertiser Start-ups and Cancellations


Note: "Change in inactive" is the difference in number of customers who switched between "operating" and "inactive," adjusted for the number of customers who switched from "inactive" to "cancelled" included in the number of cancellations.

New start-ups exceeded the number in the previous quarter.

## CPA Ad Network Business (Non-consolidated) A8.net

Average Monthly New Affiliate Site (AS) Registrations and Withdrawals


There was no major change in the number of monthly new registrations, which remained around 9,000.

## CPA Ad Network Business (Non-consolidated) A8.net

## Average Monthly Sales per Advertiser



Set new record due to increase in the amount of performance-based fees

## CPA Ad Network Business (Non-consolidated)

## Moba8.net

Summary

|  |  |  |  |
| :--- | ---: | ---: | ---: |
|  | 2015 Q2 (April - June) | 2014 Q2 (April - June) | Change |
| Sales (¥ thousands) | 571,525 | $\mathbf{7 2 7 , 9 0 4}$ | $-21.5 \%$ |
| Number of operating <br> advertiser IDs | $\mathbf{1 , 1 9 9}$ | $\mathbf{1 , 0 4 6}$ | $14.6 \%$ |
| Number of registered <br> partner sites | $\mathbf{2 5 6 , 7 5 2}$ | $\mathbf{2 3 4 , 4 2 0}$ | $9.5 \%$ |

The number of operating advertiser IDs increased by 153 from the same period of the previous year.

## CPA Ad Network Business (Non-consolidated)

## Moba8.net

Net Sales (Quarterly basis)


Sales have struggled, but there is a sense that they bottomed out in Q1.

## CPA Ad Network Business (Non-consolidated)

## Moba8.net

Number of Operating Advertisers and Affiliate Sites (Quarterly basis)


Note: The number of operating advertisers is as of the final month of each quarter.
The number of operating advertisers increased over the previous quarter.

CPA Ad Network Business (Non-consolidated)
Moba8.net
New Advertiser Start-ups and Cancellations (Quarterly basis)


New start-ups were roughly the same as in the previous quarter.

## CPA Ad Network Business (Non-consolidated)

## Moba8.net

Average Monthly New Affiliate Site (AS) Registrations and Withdrawals


[^2]
## CPA Ad Network Business (Non-consolidated)

## Moba8.net

## Average Monthly Sales per Advertiser



[^3]
## CPA Ad Network Business (Non-consolidated)

(8crops non-consolidated)
Net Sales (Quarterly basis)


Notes: 1. The above figures are non-consolidated net sales of 8 crops Inc. before elimination of consolidated intercompany transactions.
2. Sales of 8crops are recorded in "Affiliate ad sales for mobile devices" in the consolidated net sales of F@N Communications.

While sales declined for the second straight quarter, they were up $29 \%$ compared with the same period of the previous year.

## CPC/Targeting Ad Network Business (Non-consolidated) nend <br> Summary

|  |  |  |  |
| :--- | ---: | ---: | ---: |
|  | 2015 Q2 (April - June) | 2014 Q2 (April - June) | Change |
| Sales (¥ thousands) | $3,435,215$ | $3,357,697$ | $2.3 \%$ |
| Number of operating <br> advertiser IDs | 484 | 464 | $4.3 \%$ |
| Number of registered <br> partner sites | 397,761 | 196,261 | $102.7 \%$ |

Note: Figures are those of nend only, and do not include other services.
The number of operating advertisers increased by 20 compared with the same period of the previous year. Registered media more than doubled.

## CPC/Targeting Ad Network Business (Non-consolidated) <br> nend

Net Sales (Quarterly basis)


Sales increased only slightly over the previous quarter and the same quarter of the previous year.

## CPC/Targeting Ad Network Business (Non-consolidated) nend

Number of Operating Advertisers and Media (Quarterly basis)


Notes: 1. The number of operating advertisers is as of the final month of each quarter.
2. The method of calculating the number of operating advertisers was changed as of this presentation. Therefore, figures are different from those disclosed in the past.

The number of operating advertisers increased by 9 from the previous quarter. We are trying to increase the number of operating advertisers.

## CPC/Targeting Ad Network Business (Non-consolidated) nend

## ( $¥$ thousands)

## Average Monthly Sales per Advertiser



Sales per advertiser were roughly the same as in the previous quarter.

## CPC/Targeting Ad Network Business (Non-consolidated)

nex8
Net Sales (Quarterly basis)


Sales are growing, although many issues need to be addressed. Sales for the quarter reached $¥ 300$ million.

## Consolidated Group Businesses

## 8crops Inc.

```
Established: August 1, 2011
(Wholly owned by F@N Communications)
Main Business
Operation of adcrops CPI* advertising
services for smartphone applications
```

* Cost Per Install

| (* thousands) | 2015 <br> First Two Quarters | 2014 <br> Full Year |
| :--- | ---: | ---: |
| Net sales | $1,040,156$ | $1,776,840$ |
| Operating <br> income | 114,249 | 202,506 |
| Net income | 70,679 | 126,561 |

Note: The above figures are before elimination of consolidated intercompany transactions

## Ad Japon Inc.

Established: March 1, 2012
(Wholly owned by F@N
Communications)
Main Business
Design and operation of an integrated platform for global ad networks, multilingual affiliate services and a
adjapon media localization business

| (\# thousands) | 2015 <br> First Two Quarters | 2014 <br> Full Year |
| :--- | ---: | ---: |
| Net sales | 484,759 | 827,207 |
| Operating <br> income | 33,303 | 52,435 |
| Net income | 21,357 | 39,592 |

Note: The above figures are before elimination of consolidated intercompany transactions.

## FAN MEDIA INC.

| Established: September 12, 2000 |
| :--- |
| Name changed from REALUS INC. |
| and business transferred from |
| meetLabo, Inc. on April 1, 2014 |
| (Wholly owned by F@N |
| Communications) |
|  |
| Main Business |
| Operation of net media |


| (t housands) | 2015 <br> First Two Quarters | 2014 <br> Full Year |
| :--- | ---: | ---: |
| Net sales | 181,851 | $\mathbf{3 4 6 , 1 0 5}$ |
| Operating <br> income <br> (loss) | 3,120 | $\mathbf{( 5 3 , 2 2 2 )}$ |
| Net income <br> (loss) | $\mathbf{1 , 4 3 1}$ | $\mathbf{( 4 3 , 8 8 6 )}$ |



Note: The above figures are before elimination of consolidated intercompany transactions.

## Stock Information

## Stock Information

Number of Individual Shareholders and Percentage of Shares Held by Foreign
Shareholders


## Reference Materials on Former Service Areas

## Reference: Net Sales by Service Area (Former Service Areas) (Non-consolidated/Quarterly basis)

| (\#thousands) | 2015 Q2 (April - June) | 2014 Q2 (April - June) | Change |
| :---: | :---: | :---: | :---: |
| Affiliate ad services for PCs | 4,115,450 | 3,301,007 | 24.7\% |
| Affiliate ad services for mobile devices | 4,309,068 | 4,096,000 | 5.2\% |
| F@N media business | 0 | 0 | - |
| Media ad sales to other companies | 98,667 | 89,287 | 10.5\% |
| Other sales | 5 | 0 | - |
| Total net sales | 8,523,192 | 7,486,295 | 13.9\% |



## Reference: Net Sales by Service (Former Service Areas) (Non-consolidated/Quarterly basis)

( $¥$ thousands)


## Reference Materials

## Management Vision

## F@N seeks to become one of the largest affiliated program network corporate groups on the globe.

We will implement our affiliate program advertising model among advertisers, affiliate site application developers (media), and consumers in order to build ad networks that result in the largest and most optimized win-win relationships.

Our model will provide sustainable benefits such as the optimization of marketing costs for advertisers, the maximization of profit for affiliate site application developers, and the reduction of consumption costs and enhanced quality of service for consumers.

We will continue to expand our global presence by involving ourselves in the production, sales and consumption cycles best suited to the Internet Era, and create added value that contributes to society.

## Company Overview

Company nameSecurities code
Fiscal year-end
■ Established
Capital
President and Representative Director

Number of employeesHeadquartersPhone Fax

F@N Communications, Inc.
2461 (Tokyo Stock Exchange, First Section)
December
October 1, 1999
$¥ 1,123.1$ million (As of June 30, 2015)
Yasuyoshi Yanagisawa

Non-consolidated: 305
Group total: 360
(As of June 30, 2015; includes part-time and temp staff)
Aoyama Diamond Building
1-1-8, Shibuya, Shibuya-ku, Tokyo 150-0002, Japan
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## Disclaimer

Forward-looking statements such as the performance forecasts, other predictions of future events and strategies published in this document are based on the Company's judgment within the scope of events foreseeable under normal conditions using data that were reasonably available at the time of preparation. However, there is a risk that actual results may differ from the Company's published performance forecasts due to reasons including special events or outcomes that are unforeseeable under normal conditions. The Company works to proactively disclose information that it considers important for investors. However, we strongly advise that you not rely solely on the performance forecasts in this document in making decisions. The Company makes every effort to ensure the accuracy of published content, but takes no responsibility for errors in the information or damage caused by downloading the data. These materials may not be reproduced or retransmitted for any purpose without the prior written consent of the Company.

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[^0]:    Note: Data are non-consolidated to 2011 Q2 and consolidated from 2011 Q3.
    The total number of employees in the Group was 360, an increase of 45 from the same period of the previous year.

[^1]:    Note: Data are non-consolidated to 2011 Q2 and consolidated from 2011 Q3.

[^2]:    The trend has not changed significantly.

[^3]:    The trend reversed after decreases for three straight quarters.

