

Profit and Loss Statement (Listed in Yen) Last updated: July 2020

	2019 Results	2020 Budget
Operating income	496,363,620	394,800,000
Membership income	210,120,602	187,200,000
Other income	286,243,018	207,600,000
Operating expense	520,707,479	436,400,000
Personnel expense	55,475,378	75,000,000
Transportation expense	151,771,581	138,700,000
Rent expense	29,383,255	29,500,000
Insurance expense	25,380,739	29,700,000
Supplies expense	17,122,155	17,100,000
Membership registration expense	24,466,671	5,400,000
Facility expense	37,959,859	39,000,000
Commission fee	9,065,391	9,100,000
Meeting expense	7,801,492	7,800,000
Outsourcing expense	29,670,172	25,200,000
Administrative fee	83,801,915	0
Production cost	39,912,908	47,900,000
Other expense	8,895,927	12,000,000
Operating profit	▲24,486,151	▲41,600,000
Interest income	1,828	0
Miscellaneous income	641,986	0
Non-operating profit	643,814	0
Ordinary profit	▲23,842,337	▲41,600,000
Insurance income	0	0
Extraordinary profit	0	0
Profit before tax	▲23,842,337	▲41,600,000
Income taxes	281,000	0
Profit after tax	▲24,123,337	▲41,600,000
Retained earning	▲24,123,337	▲41,600,000
Provision for World Cup fund	0	0
Provision for other reserve fund	▲24,123,337	▲1,876,663
Balance amount	0	▲39,723,337