



# Financial Results for the First Half of FY3/23

Careerlink Co., Ltd. (6070)

Tuesday, November 22, 2022



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## Net sales exceeded 22 billion yen in the first half of FY3/23\*.

- We steadily received orders for BPO projects, including spot transactions (for short periods from 3 months to 6 months), from local governments and leading BPO providers. In addition, the number of orders from the manufacturing sector progressed smoothly.
- For profit, it's contributed by the sales growth, the high profitability of BPO projects, the rationalization and saving of expenses for soliciting registration, recruitment, etc.
- From the previous term, the account closing date was changed from the last day of February to March 31. In addition, the Accounting Standard for Revenue Recognition, etc. have been applied since the beginning of the first quarter of this fiscal year.

(Unit: Millions of yen)

	1H of FY3/22 (Mar.-Aug.)	1H of FY3/23 (Apr.-Sep.)*
<b>Net sales</b>	<b>16,239</b> (100%)	<b>22,025</b> (100%)
<b>Operating profit</b>	<b>1,406</b> (8.7%)	<b>2,629</b> (11.9%)
<b>Ordinary profit</b>	<b>1,421</b> (8.8%)	<b>2,650</b> (12.0%)
<b>Profit attributable to owners of parent</b>	<b>956</b> (5.9%)	<b>1,812</b> (8.2%)

Consolidated

\*Since the account closing date was changed and the Accounting Standard for Revenue Recognition has been applied since the first quarter of this fiscal year, year-on-year increase/decrease rates are not written.

## <Comparison under the inspection standards>

Figures are compared after assuming that the same accounting period in the previous fiscal year is April to September and adjusting net sales in the first half of the current term to meet the inspection standards like in the same period of the previous term.

(Unit: Millions of yen, %)

	The same period in the previous fiscal year after the accounting period adjustment (Apr.-Sep.) (a)	Results in the first half (Apr.-Sep.) of the current term (b)	Effect of revenue recognition on the results in the first half (Apr.-Sep.) of the current term (c)	Results excluding the effect of revenue recognition in the first half (Apr.-Sep.) of the current term (d) (b-c = Inspection standards)	Y/y increase (d)-(a)	Y/y increase rate (d-a)/a
<b>Net sales</b>	<b>15,921</b> (100%)	<b>22,025</b> (100%)	<b>1,598</b>	<b>20,426</b> (100%)	<b>+4,504</b>	<b>+28.3%</b>
<b>operating profit</b>	<b>1,179</b> (7.4%)	<b>2,629</b> (11.9%)	<b>542</b>	<b>2,086</b> (10.2%)	<b>+ 906</b>	<b>+76.9%</b>
<b>Ordinary profit</b>	<b>1,194</b> (7.5%)	<b>2,650</b> (12.0%)	<b>542</b>	<b>2,107</b> (10.3%)	<b>+ 913</b>	<b>+76.4%</b>
<b>Profit attributable to owners of parent</b>	<b>786</b> (4.9%)	<b>1,812</b> (8.2%)	<b>376</b>	<b>1,436</b> (7.0%)	<b>+ 650</b>	<b>+82.7%</b>

\*As shown in the above table, the effect of the application of the Accounting Standard for Revenue Recognition on the results in the first half quarter of the current term is 1,598 million yen for net sales, 542 million yen for operating profit and ordinary profit, and 376 million yen for profit attributable to owners of parent. These amounts exert almost no significant effects on the consolidated financial statements in the current consolidated fiscal year, because most commissioned projects are scheduled to be completed and inspected by the end of March 2023, which is the end of this fiscal year.

\*As of September 30, 2022, the application of the Accounting Standard for Revenue Recognition produced some effect on only the BPO-related business segment among the clerical human resources service business, and no effect on the CRM-related business segment, office services business segment, and other segment.

## <Comparison under the Accounting Standard for Revenue Recognition>

Figures are compared after assuming that the same accounting period in the previous fiscal year is April to September and adjusting the previous period to meet the Accounting Standard for Revenue Recognition.

(Unit: Millions of yen, %)

	The same period in the previous fiscal year after the accounting period adjustment (Apr.-Sep.) (a)	Effect of revenue recognition on the results in the same period (Apr.-Sep.) of the previous fiscal year (b)	Results including the effect of revenue recognition in the same period (Apr.-Sep.) of the previous fiscal year (c = a+b)	Results in the first half (Apr.-Sep.) of the current term (d)	Y/y increase (d)-(c)	Y/y increase rate (d-c)/c
Net sales	15,921 (100%)	1,728	17,650	22,025 (100%)	+4,374	+24.8%
operating profit	1,179 (7.4%)	578	1,757	2,629 (11.9%)	+ 871	+49.6%
Ordinary profit	1,194 (7.5%)	578	1,773	2,650 (12.0%)	+ 877	+49.5%
Profit attributable to owners of parent	786 (4.9%)	401	1,187	1,812 (8.2%)	+ 625	+52.6%

\*The figures in this table are not subject to review by audit corporation.

After assuming that the same accounting period in the previous fiscal year is April to September, the year-on-year increases under the Accounting Standard for Revenue Recognition and the inspection standards were compared.

(Unit: Millions of yen, %)

	Increase under the Accounting Standard for Revenue Recognition (a)	Increase under the inspection standards (b)	Difference between the increases under the Accounting Standard for Revenue Recognition and the inspection standards (a)-(b)	Difference ratio (with respect to the inspection standards) (a-b)/b
Net sales	4,374	4,504	-130	-2.9%
operating profit	871	906	-35	-4.0%
Ordinary profit	877	913	-35	-3.9%
Profit attributable to owners of parent	625	650	-24	-3.8%

\*As shown in the above table, the year-on-year differences between the increases in net sales, operating profit, etc. under the Accounting Standard for Revenue Recognition (the table on Slide 6) and the inspection standards (the table on Slide 5) are not significant. The year-on-year increase under the Accounting Standard for Revenue Recognition, which has been applied since the first quarter of this fiscal year, is down 130 million yen or -2.9% for net sales and down 24 million yen to down 35 million yen or -3.8% to -4.0% for operating profit, etc. compared with the conventional inspection standards, which are minor.

\*The figures in this table are not subject to review by audit corporation.

## Comparison of net sales in the first half of FY3/23 under the inspection standards

	1H (Mar.-Aug.) of FY3/22	1H (Apr.-Sep.) of FY3/23	(Unit: Millions of yen)
	(Exclusion of the effect of revenue recognition = Inspection standards)		
<b>Clerical human resources</b>	<b>Net sales</b>	<b>13,695</b>	<b>17,227</b>
	<b>Segment profit</b>	<b>1,352</b> (9.9%)	<b>1,964</b> (11.4%)
<b>Manufacturing human resources</b>	<b>Net sales</b>	<b>1,858</b>	<b>2,588</b>
	<b>Segment profit</b>	<b>51</b> (2.8%)	<b>117</b> (4.5%)
<b>Sales human resources</b>	<b>Net sales</b>	<b>538</b>	<b>461</b>
	<b>Segment profit</b>	<b>-8</b> (-)	<b>-10</b> (-)
<b>Other human resources</b>	<b>Net sales</b>	<b>147</b>	<b>149</b>
	<b>Segment profit</b>	<b>10</b> (7.5%)	<b>15</b> (10.1%)
<b>Total</b>	<b>Net sales</b>	<b>16,239</b>	<b>20,426</b>
	<b>Operating profit</b>	<b>1,406</b> (8.7%)	<b>2,086</b> (10.2%)

\*Our accounting period was changed in the previous term, so first half of the current term (April to September) is different from that in the previous term (March to August). Therefore, year-on-year increase/decreases are not written.

## BPO-related business segment

- We kept receiving a healthy number of orders for continuous projects, Social Security and Individual Number projects from local governments, leading BPO providers, etc.
- Clients increased as we started new transactions with some local governments etc.

## CRM-related business segment

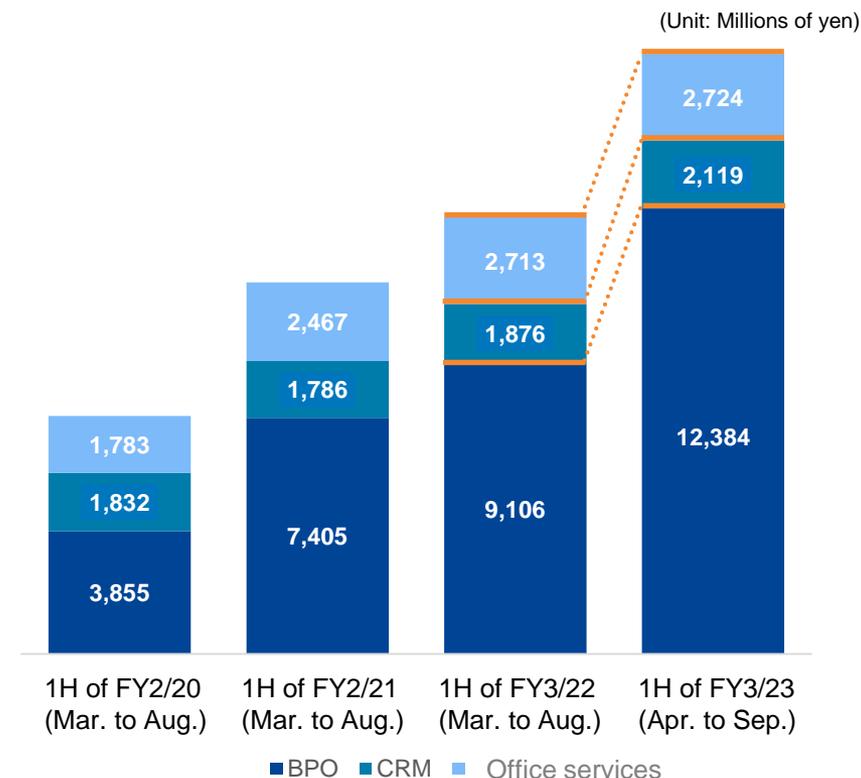
- The amount of orders from existing clients has recovered to the pre-pandemic level as a whole. In particular, orders from telemarketing enterprises in the fields of medical care, mail order, and finance increased significantly.
- In addition, we steadily received orders for call center operations from new clients in Sapporo, Sendai, Fukuoka, and Okinawa.

## Office services business segment

- We received new orders for the dispatch of workers to local governments in a healthy manner, and orders for staffing for financial institutions.

## Variation in sales of clerical human resources service (comparison under the inspection standards)

(In order to compare the results with those in the same period of the previous fiscal year, we used the inspection standards, excluding the effects of the Accounting Standard for Revenue Recognition in the first half of FY3/23.)

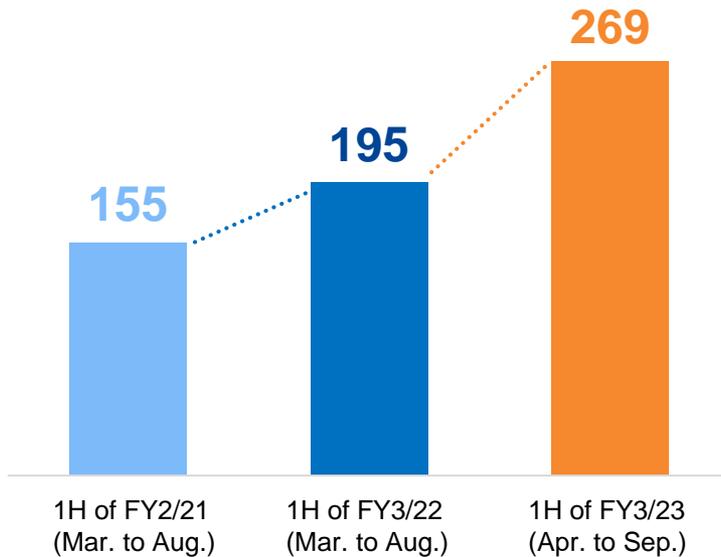


**The number of orders for BPO projects is large, thanks to the enhancement of marketing capability for increasing orders from local governments.**

- We concentrated on the increase of orders from local governments, and enhanced the recruitment of core personnel, operation staff, and workers to be dispatched, in order to improve our marketing capability and our capacity to deal with commissioned projects. The number of orders for BPO projects in a quarter hit a record high, and the agreed amount per BPO project increased, improving profitability.

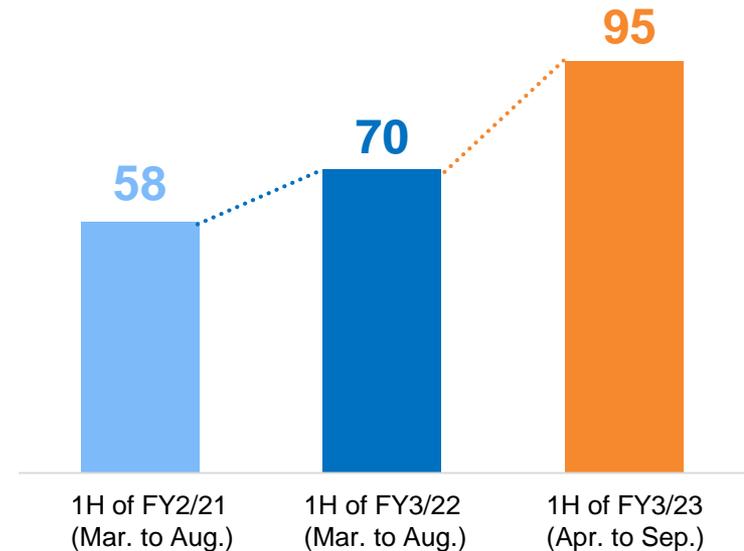
**Variation in the number of core personnel**

(Unit: People)



**Variation in the number of BPO projects**

(Unit: Projects)



\*The number of core personnel means the average number of core personnel enrolled in each period.

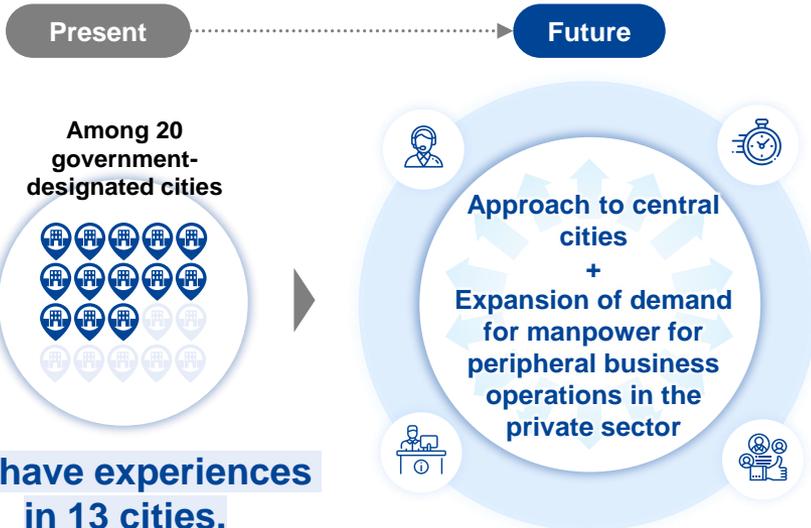
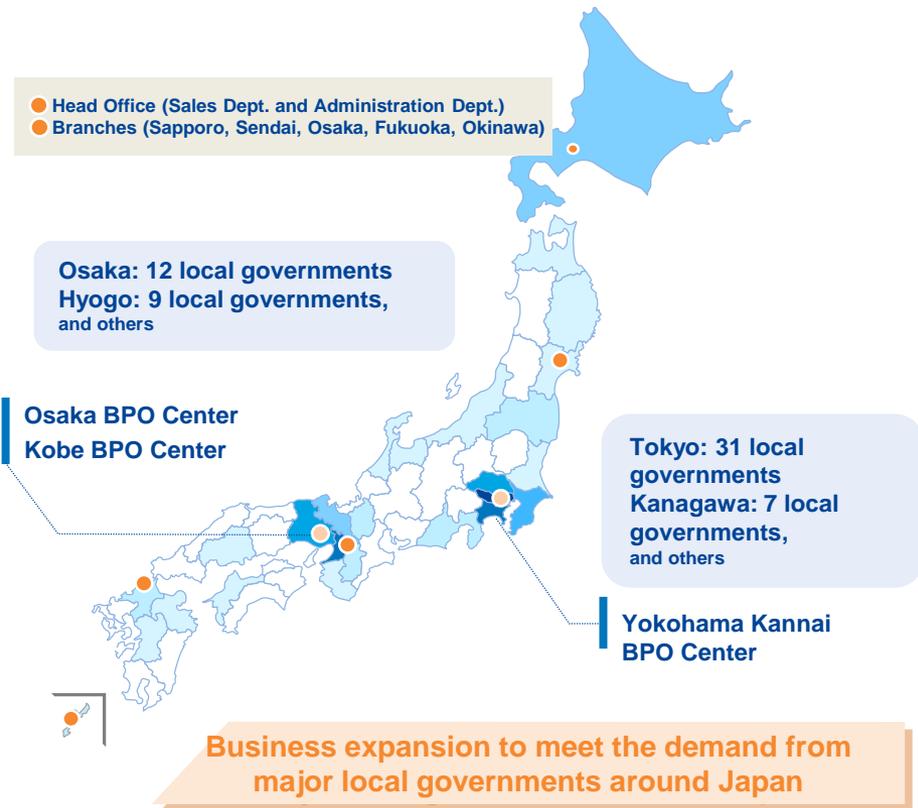
## To capture the demand associated with DX in the public sector against the backdrop of Government Tech promotion

- In bidding for BPO projects, design capabilities and track records tend to be evaluated. The Company has been engaged in projects for issuing Social Security and Individual Number Cards since the beginning, so we have experiences in 13 cities among 20 government-designated cities.
- We are expected to receive orders from central cities (320 cities with a population of 100,000 people or more) and meet the demand in the private sector through peripheral business operations.

### Number of municipalities with which we have transactions\* (Prefectures/municipalities)



\*Including subcontractors



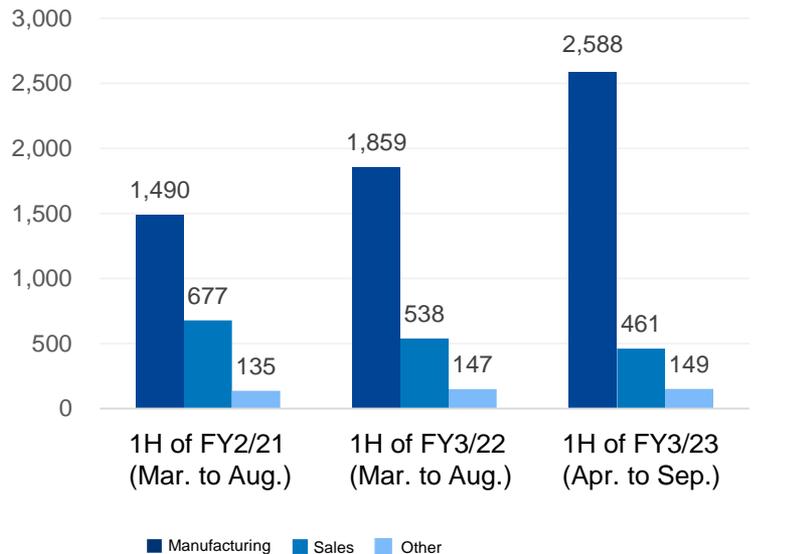
**Manufacturing human resources service business saw growth in sales and profit.**

- As the 6 offices established in the previous term performed well, nationwide business operation progressed.
- We enhanced marketing activities targeted at the clients of existing offices, and increased new clients, mainly the affiliates of existing clients.

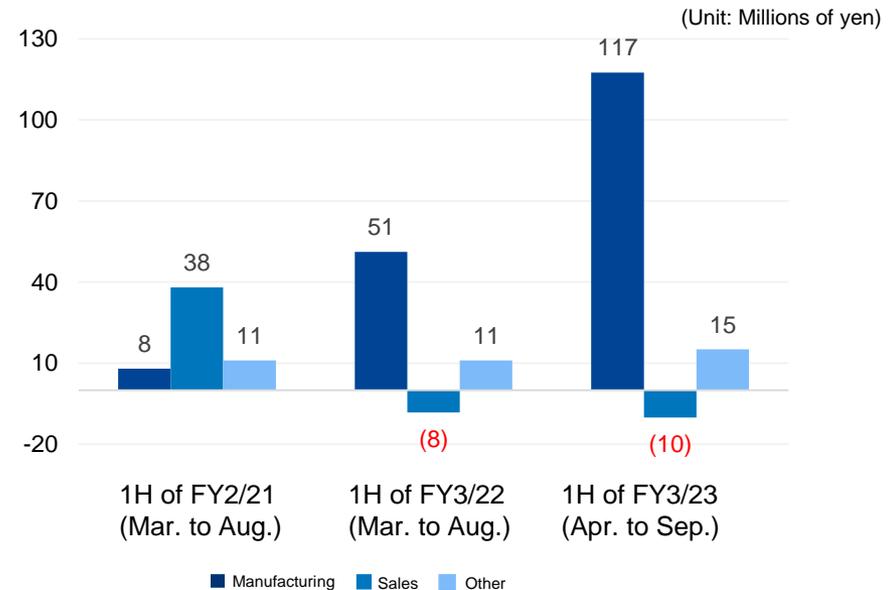
**Sales human resources service business started recovering.**

- Since the impact of COVID-19 subsided, we conducted active promotion to increase new clients, and our business is recovering.

**Variations in sales of manufacturing, sales and other human resources services (comparison under the inspection standards)** (Unit: Millions of yen)



**Variations in segment profits of manufacturing, sales and other human resources services (comparison under the inspection standards)** (Unit: Millions of yen)



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## Upward revision of the earnings forecast for the first half of the current term

- As mentioned in “Notification on the revision to the earnings forecast” announced on November 9, 2022, we revised the earnings forecasts for the first half and the full year of the current term.
- The primary reasons for the revision to the earnings forecast for the first half of the current term are that the sales of the BPO-related business segment and the manufacturing human resources service business increased and the profitability of BPO projects was healthy, although net sales were almost in line with the initial forecast.

(Unit: Millions of yen)

First half of the current term	Initial forecast for the first half (Apr.-Sep.) of FY3/23	Results for the first half (Apr.-Sep.) of FY3/23	Progress rate toward the initial forecast	
<b>Consolidated</b>	<b>Net sales</b>	<b>22,736</b>	<b>22,025</b>	<b>96.9%</b>
	<b>Operating profit</b>	<b>1,639</b>	<b>2,629</b>	<b>160.4%</b>
	<b>Ordinary profit</b>	<b>1,638</b>	<b>2,650</b>	<b>161.8%</b>
	<b>Profit attributable to owners of parent</b>	<b>1,103</b>	<b>1,812</b>	<b>164.3%</b>

\*The Accounting Standard for Revenue Recognition has been applied since the first quarter of this fiscal year.

## Upward revision of the full-year earnings forecast

- The primary reasons for the revision to the full-year earnings forecast are as follows. In terms of sales, BPO projects, which were ordered by the second quarter, are expected to continue throughout the term, and from the third quarter, the BPO-related business segment is expected to receive new orders and enjoy the extension of periods of existing projects. In terms of profit, gross profit margin is projected to be healthy.

(Unit: Millions of yen)

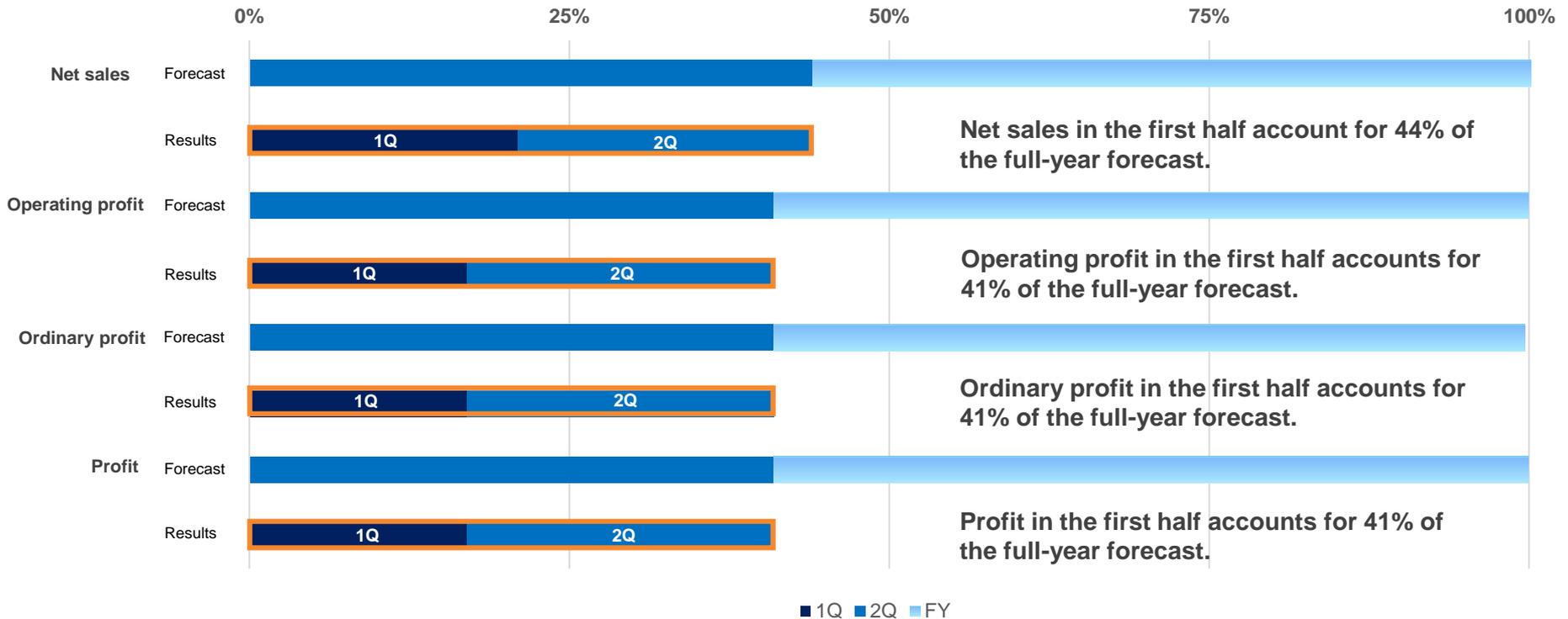
Full year		Initial full-year forecast for FY3/23 (Apr.-Mar.)	Revised full-year forecast for FY3/23 (Apr.-Mar.)	Progress rates toward the initial forecast
Consolidated	Net sales	50,019	50,500	101.0%
	Operating profit	4,642	6,390	137.7%
	Ordinary profit	4,640	6,410	138.1%
	Profit attributable to owners of parent	3,173	4,410	139.0%

\*The Accounting Standard for Revenue Recognition has been applied since the first quarter of this fiscal year.

**Progress rates toward the full-year earnings forecast as of the end of the first half of FY3/23**

- The progress rate toward the upwardly-revised full-year forecast for operating profit, which was announced on November 9, 2022, is 41% as of the end of the first half.

**Progress toward the full-year earnings forecast**



Net sales in the first half account for 44% of the full-year forecast.

Operating profit in the first half accounts for 41% of the full-year forecast.

Ordinary profit in the first half accounts for 41% of the full-year forecast.

Profit in the first half accounts for 41% of the full-year forecast.

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## Opened Aomori, Akita, Morioka, and Yamagata Offices (Nara Office to be opened in December 2022)

- For the purpose of receiving more orders in the Tohoku region, we will make efforts to streamline marketing activities and strengthen our marketing foundation.

## Obtained “Eruboshi,” a mark for certifying enterprises empowering women, from the Ministry of Health, Labour and Welfare.

- “Eruboshi” is a system for certifying excellent enterprises that satisfy certain standards in accordance with the Act on the Promotion of Women’s Active Engagement in Professional Life and have a working environment where women can flourish.
- We satisfied the standards for all of the items: recruitment, continuous employment, ways of working including working hours, the ratio of female managers, and diverse career courses, and obtained the highest grade “Certification Level 3.”

### Aomori Office of Careerlink



### “Eruboshi,” a mark for certifying enterprises that empower women



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Various efforts will be made to achieve the goals in the medium-term profit plan and the forecast for the current fiscal year.

- The earnings forecast calls for a consecutive record-high profit.
- Although profitability is high, PER and EBITDA are below the market average.

To actively promote investor relations to improve PER commensurate with the value of the Company

- We aim to achieve PER of 16.0 and strengthen our dialogue with the market participants by actively engaging in IR.

### ROE and Stock Price Index

Description	ROE (Actual)	PBR (Actual)	PER (Forecast)	EBITDA (Actual)
Careerlink (FY 3/22)	45.4 %	3.6	7.9	8.3
Average among companies with a market capitalization of 30-50 billion yen	11.4	2.0	20.6	9.9
Average in the Prime Market	11.3	1.8	20.4	9.7
Average in the service industry	17.1	3.6	29.6	11.8
Average for the past 10 years of the Company	26.2	2.9	15.9	7.3

\*All other figures are as of November 18, 2022, unless otherwise indicated, and are taken from Bloomberg.

\*ROE = Profit (actual results for the last 12 months) ÷ Shareholder's equity (as of the end of the latest fiscal year)

\*PBR is an actual value (as of the end of the latest fiscal year).

\*The Company's PER is forecast as of November 18.

\*The Company's EBITDA is calculated by the Company based on the results of FY3/22.

\*Operating profit levels after May 2022 (right chart) are forecasts for the current fiscal year and are not guarantees of actual results.

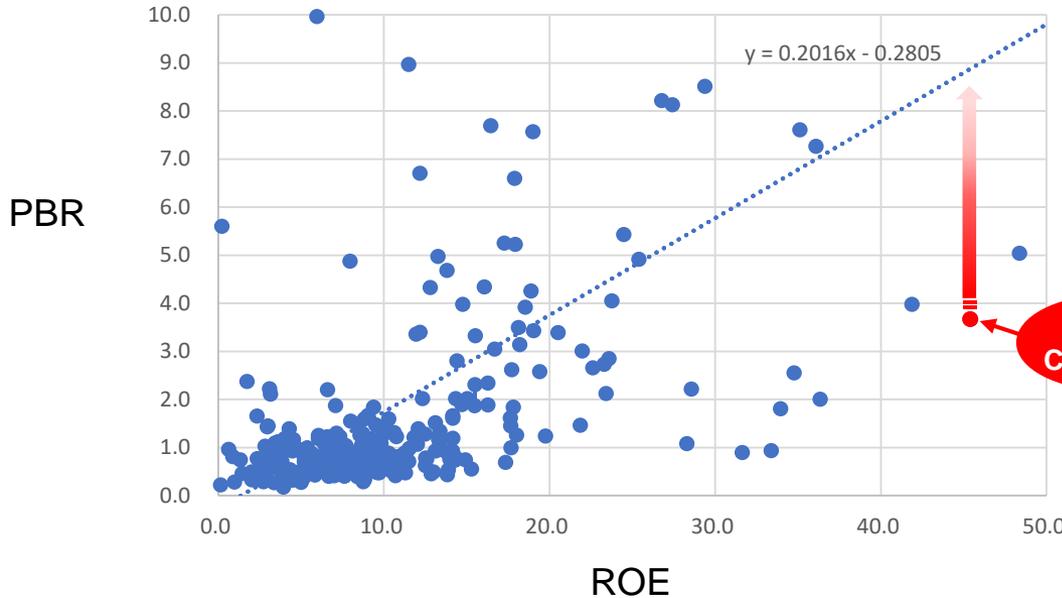
### Operating Profit Levels and Stock Price Trends



**The Company's PBR is relatively low for the correlation between ROE and PBR.**

- As shown in the chart below, there is a positive correlation between ROE and PBR for companies of similar size to the Company.
- Applying the Company's ROE of 45.4%, the current PBR of 3.6 as of the end of FY3/22 has room to grow.

**ROE/PBR of listed companies with a market capitalization of 30-50 billion yen**



\*As of November 18, 2022. 277 stocks with a market capitalization of 30-50 billion yen, excluding loss-making stocks, were taken from Bloomberg.

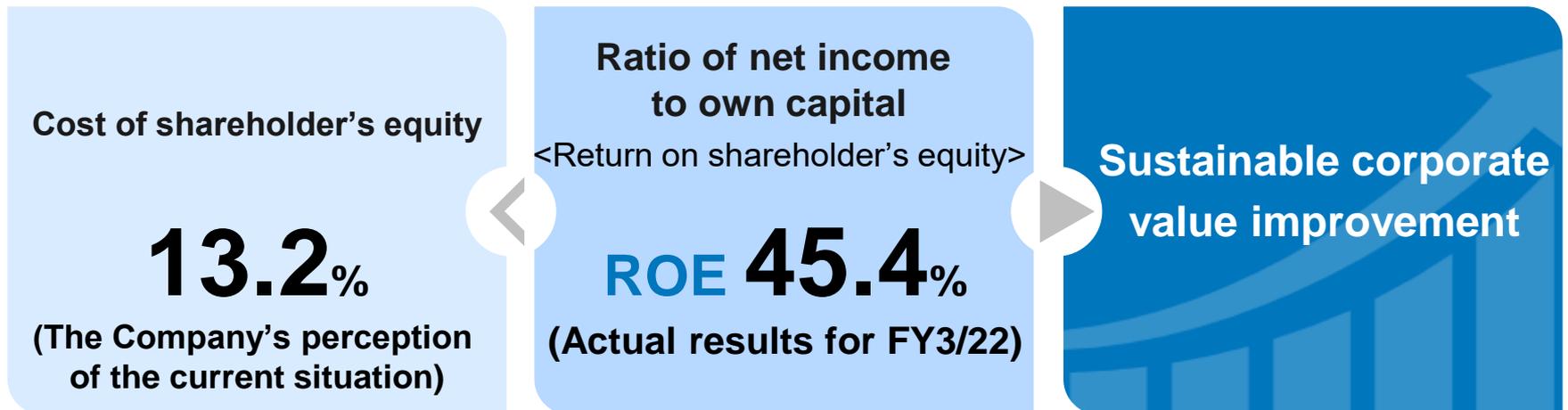
\*ROE (return on equity) = Profit (actual results of FY3/22) ÷ Shareholder's equity (as of the end of the latest fiscal year).

\*PBR (price book value ratio) = Share price ÷ Net assets per share (as of the end of the latest fiscal year).



Sharing medium-term management indicators across the group, we aim for sustainable improvement of corporate value.

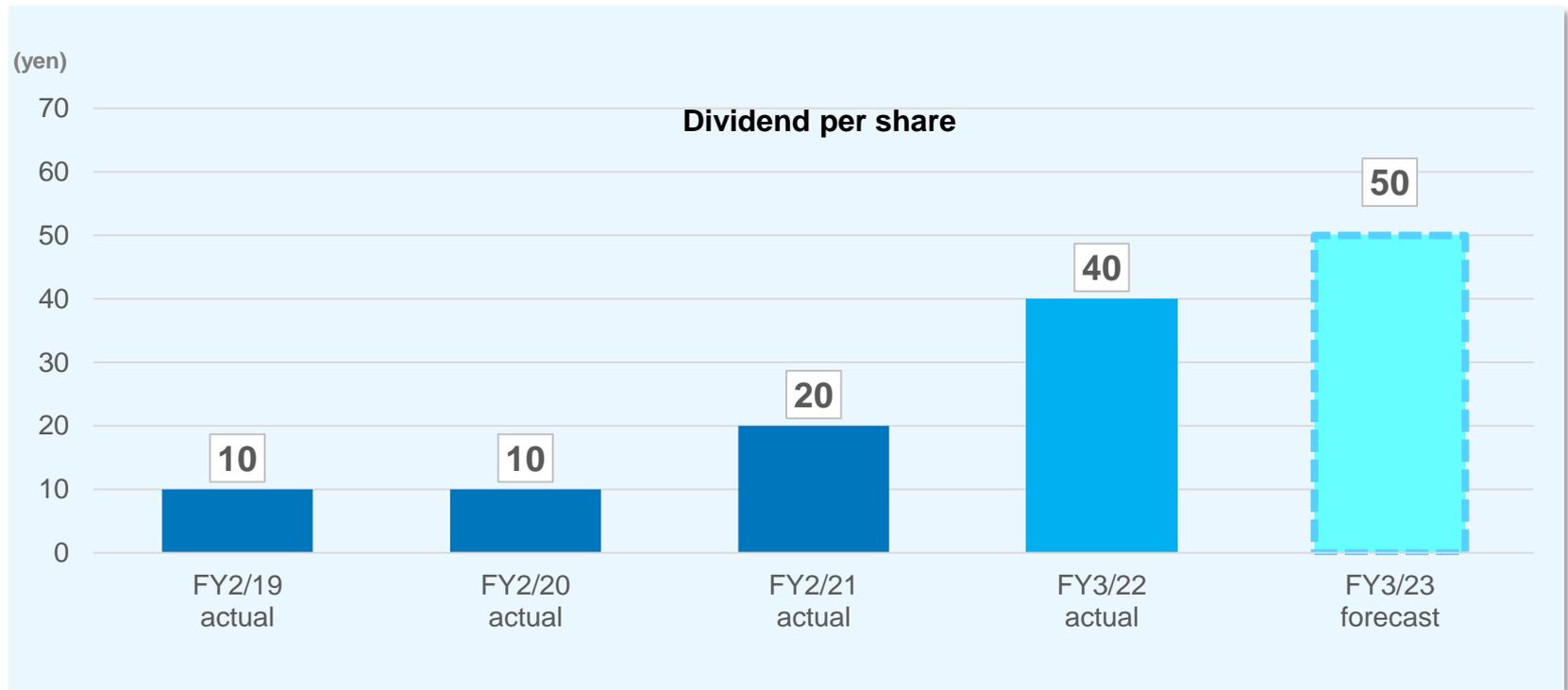
- The Company's key management indicators are net sales, operating profit, operating margin, profit attributable to owners of parent, and ROE.
- We pay attention to the cost of capital and will work to improve return on shareholder's equity.
- We will continuously achieve an ROE exceeding the cost of shareholder's equity, in order to improve corporate value sustainably.



## The forecast dividend for FY3/23 is 50 yen.

The Company's basic policy is to continue to pay appropriate and stable dividends based on a comprehensive assessment of business performance and overall management, while securing the internal reserves necessary for business development for sustainable growth and strengthening the management base. The year-end dividend for FY2/21 was increased from 10 yen to 20 yen per share, and for FY3/22, it was increased to 40 yen per share, with a forecast of 50 yen per share for FY3/23.

We will continue to aim for dividend increases and a payout ratio of 30%.



To give Quo Cards according to the number of shares held and the number of years of shareholding

We present Quo Cards as shareholder benefits to shareholders who hold 1 trading lot (100 shares) or more as of September 30 once every year.



Number of shares held	Held for less than 3 years	Held continuously for 3 years or longer
100-199 shares	Quo Card (worth 500 yen)	Quo Card (worth 500 yen)
200-299 shares	Quo Card (worth 1,000 yen)	Quo Card (worth 2,000 yen)
300-399 shares	Quo Card (worth 1,000 yen)	Quo Card (worth 3,000 yen)
400-499 shares	Quo Card (worth 1,000 yen)	Quo Card (worth 4,000 yen)
500 shares or over	Quo Card (worth 2,000 yen)	Quo Card (worth 5,000 yen)

Benefits of long-term holding

\*The number of shares held for the shareholder benefit program shall be determined based on the Company's shareholder register as of the record date (September 30) of each year.

\*\*Held continuously for 3 years or longer" means that a shareholder has held the above number of shares for 3 or more years (as of record date (September 30), the same shareholder number is listed or recorded in the Company's shareholder register for 7 consecutive times or more on each of March 31 and September 30 every year).

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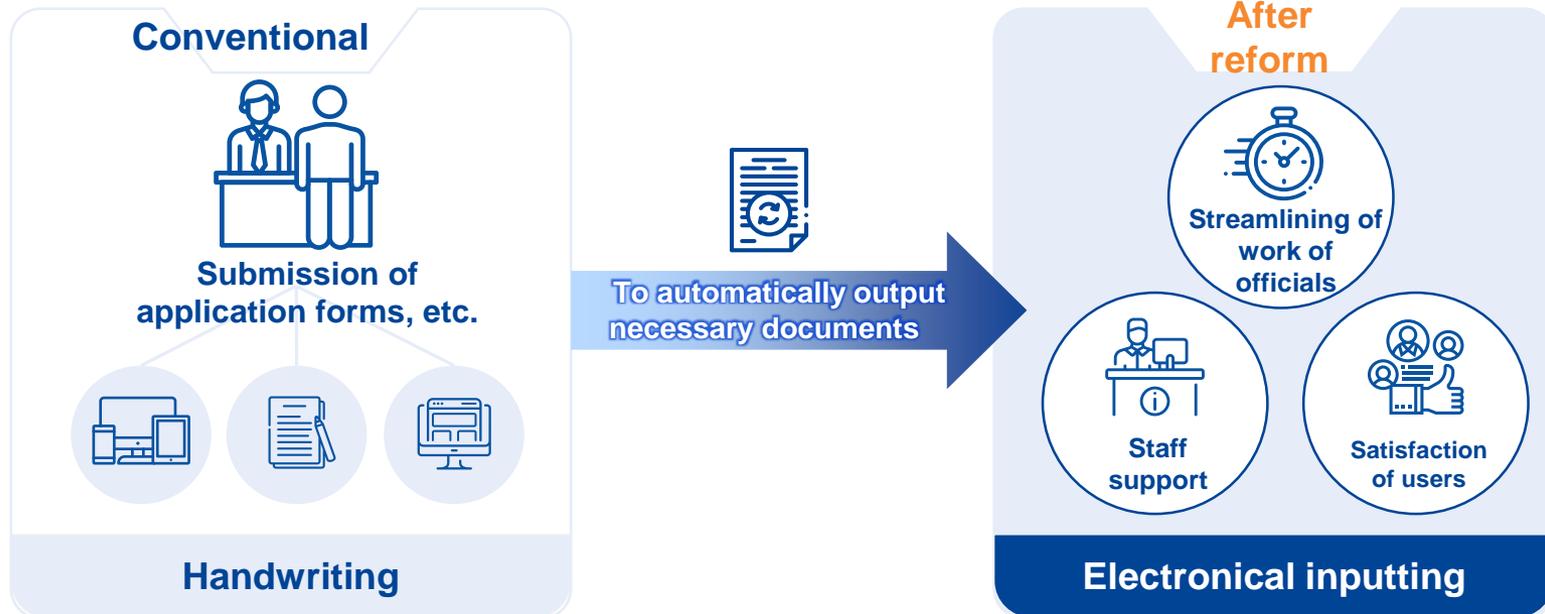
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## Drastically reformed the workflow in a governmental BPO project, shifting from handwriting to electronic inputting in application forms

- Since the 2010s, the Company has accumulated the know-how for various desk operations through the projects of “dispatching workers” and “undertaking tasks” for local governments. Today, we propose desk operation improvement solutions for streamlining their workflow, including systems. Representative cases include digitization of methods for filling out forms to be submitted to municipalities and the shift to electronic data with OCR.

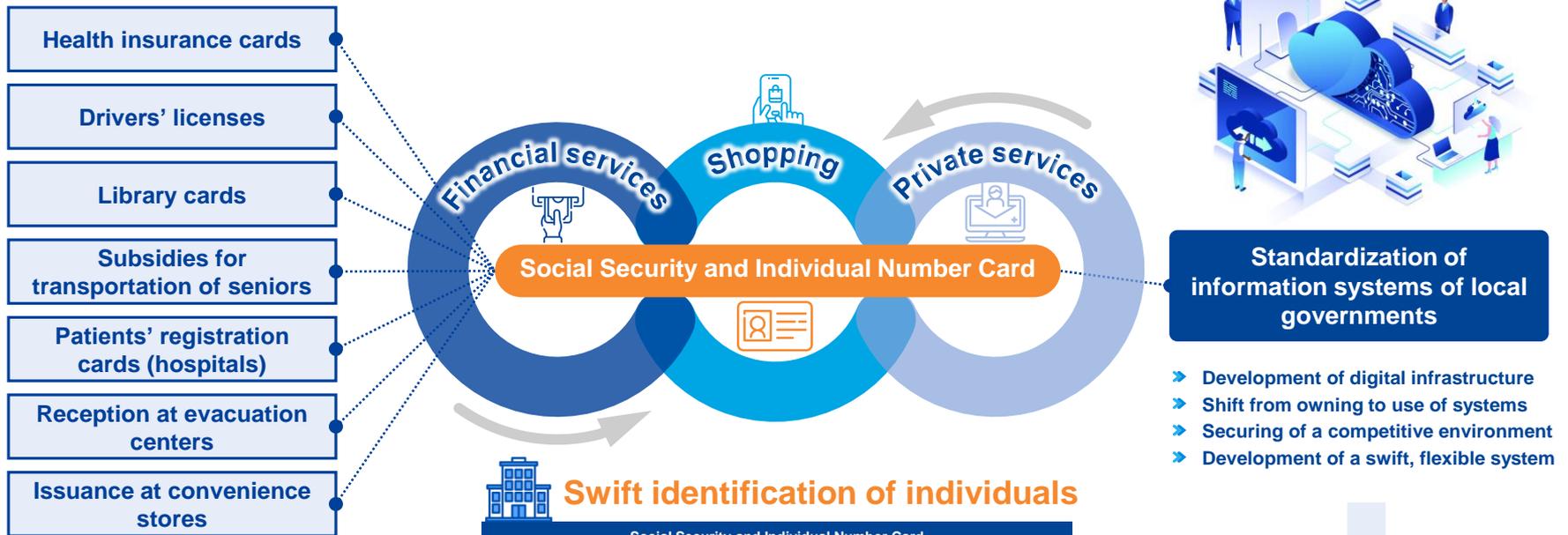
### Streamlining of production of administrative documents



\*Taken from the workflow design proposed by the Company

## Development of digital infrastructure of local governments with Social Security and Individual Number Cards

- As the development of digital infrastructure progresses, the linkage with administrative services and new peripheral services are expected to emerge.



**Standardization of information systems of local governments**

- Development of digital infrastructure
- Shift from owning to use of systems
- Securing of a competitive environment
- Development of a swift, flexible system

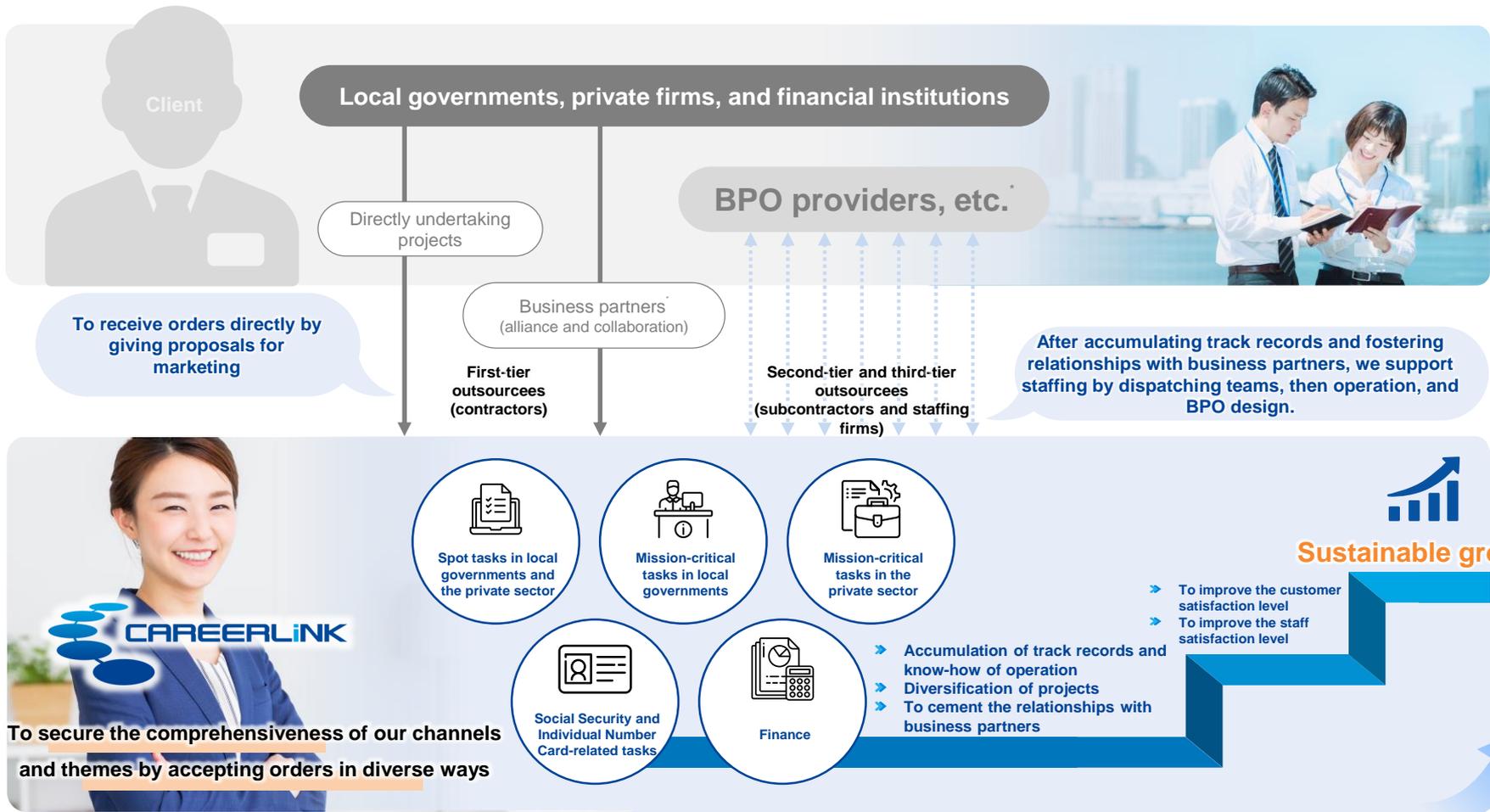
### Swift identification of individuals

Social Security and Individual Number Card (Issuance started in Jan. 2016)	
Oct. 2021	Full-scale use of Social Security and Individual Number Cards as health insurance cards began.
Mar. 2022	Account registration for receiving public funds started.
Feb. 2023	It became possible to submit moving-out notifications online around Japan.
May	To install the card's functions in smartphones (Android ones for the foreseeable future)
2024	In the fall, health insurance cards will become invalid, and their functions will be incorporated into Social Security and Individual Number Card.
Until Mar. 2025	The functions of drivers' licenses will be incorporated into Social Security and Individual Number Card (which may be realized earlier).

**Utilization of the Government Cloud Migration by FY2025**

**We aim to reduce the expenses for operating information systems, etc. by 30% from FY2018.**

## Enhancement of strengths as a platform provider



\*BPO providers, etc.

- Ad agencies
- Printing BPO providers
- Call center enterprises

- IT system vendors
- Travel vendors
- Finance/think-tanks
- Consulting firms, etc.

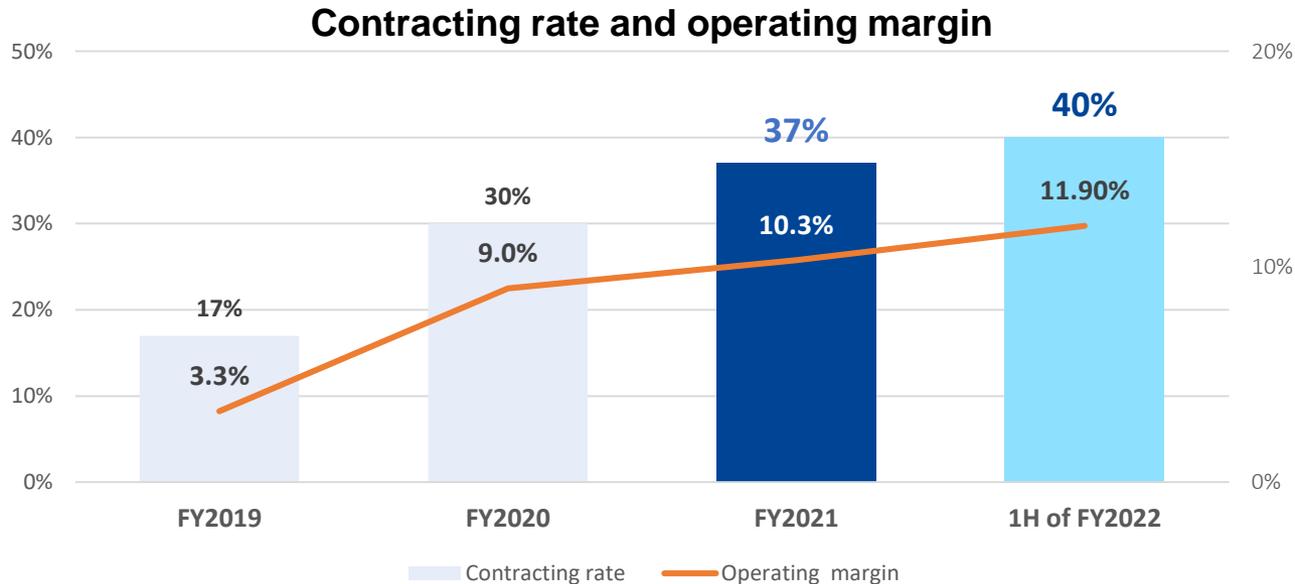
\*Business partners

- Ad agencies
- Printing BPO providers
- IT system vendors

- Forwarders
- Local event organizers
- Local staffing firms, etc.

We have enhanced the dispatch of teams and the undertaking of projects, improving our competitiveness further.

- As our company is becoming a platform provider, we increasingly dispatch teams and sign contracts for undertaking projects.
- In contracts for undertaking projects, we can rationalize the number of workers in each process based on our know-how, so business operation efficiency can be improved sustainably by allocating the time saved through streamlining to peripheral tasks and the design and trial execution of further improvement measures.
- We will keep developing systems for expanding business scale including investment in systems while maintaining appropriate operating margin and invest in human resources and infrastructure, to improve the functions of the platform and strengthen the competitiveness of the Company.

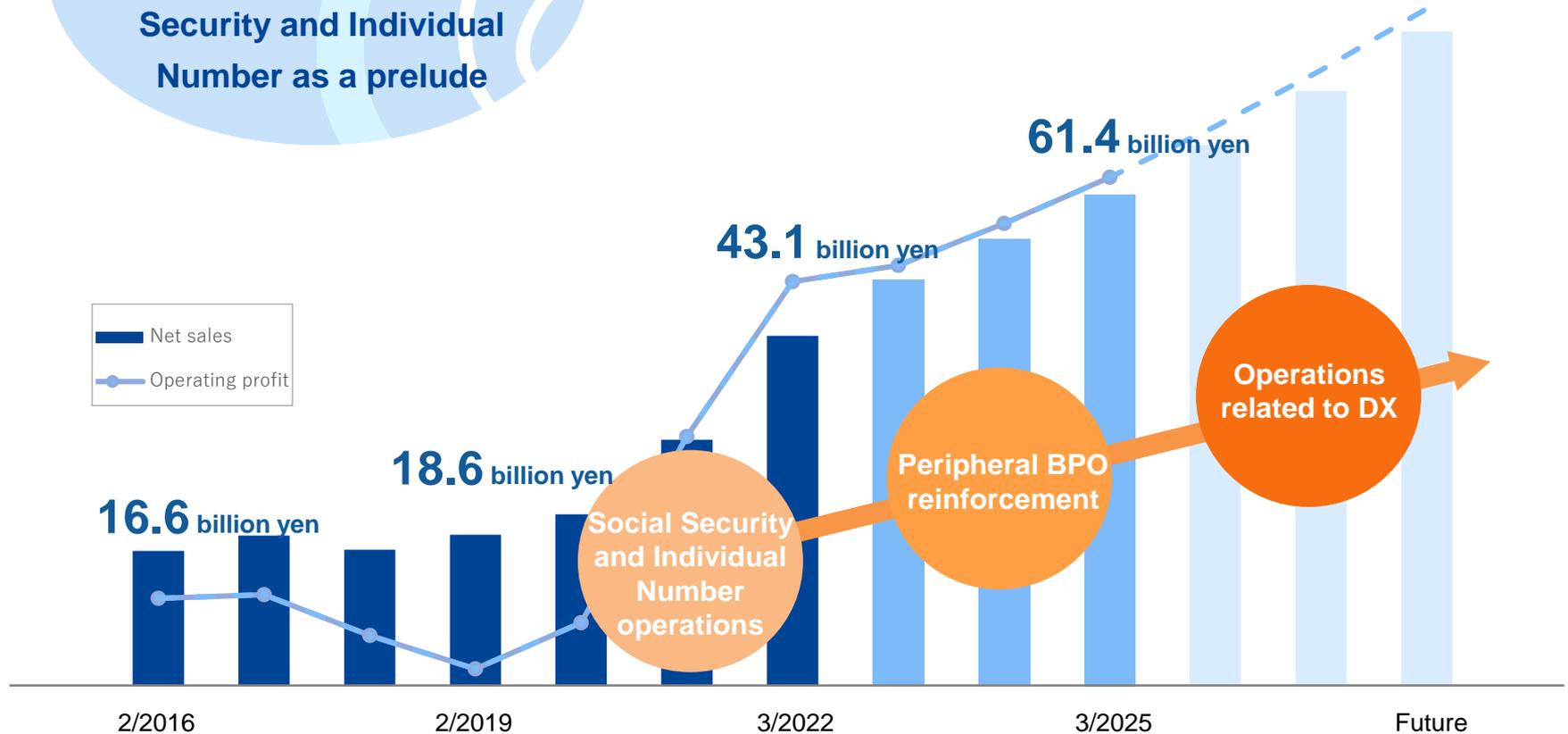


## Medium/long-term growth vision

Targeting DX in the public sector as a growth opportunity, with Social Security and Individual Number as a prelude

Medium-term profit plan

Long-term vision to support public DX



## Contributing to society through our business

- Since the establishment of Careerlink Co., Ltd. in October 1996, the Company's Group has grown to date by providing a wide variety of employment opportunities to many job seekers, with the mission of contributing to society through the expansion of employment and by aiming to be "the best human resource service company in Japan."
- We will continue with this mission and promote our efforts toward the SDGs based on our corporate philosophy, "We believe the joy of work."

## SUSTAINABLE DEVELOPMENT GOALS



SDGs (Sustainable Development Goals) are international goals for the period from 2016 to 2030 described in the 2030 Agenda for Sustainable Development adopted at the UN Summit in September 2015.

## Basic sustainability policy

- We recognize that contributing to sustainable society by expanding employment and offering a variety of occupations and work opportunities based on our corporate philosophy, “We believe the joy of work,” is an important management challenge for the Company and we shall proactively engage in various challenges regarding sustainability.



### 1 Implementing our corporate philosophy, “We believe the joy of work”

We shall strive for the realization of a society which ensures the joy of all people by expanding employment and offering a variety of occupations and work opportunities in diverse working hours based on our corporate philosophy, “We believe the joy of work.”



### 2 Promoting “workstyle reform”

We shall proactively promote workstyle reform by improving the health and working environment of our staff, promoting DX and telecommuting, the advancement of women, proactive acquisition of childcare and nursing care leave, improving work-life balance suited for diverse lifestyles, etc.



### 3 Promoting diversity

We shall ensure staff diversity and turn it into a driving force for our sustainable growth by respecting fundamental human rights and fairly evaluating and treating our staff based on experience, skills, ability, achievements, etc. regardless of gender, nationality, career or age.



### 4 Adhering to compliance and maintaining a sound governance system as well as risk resilience

We shall engage in honest and fair corporate activities by maintaining a sound governance system while strictly adhering to various laws, regulations and rules. Moreover, we shall strive to maintain the ability and system for appropriate response in regard to risk management in case of natural disasters, etc. (risk resilience).



### 5 Proactively addressing environmental issues such as climate change

We shall proactively address challenges for reducing the environmental burden brought about by business activities, through initiatives such as energy conservation, shift to paperless administration, reduction of waste and promotion of recycling.

## Process for identifying material issues

- The Company's Group has reinforced initiatives regarding sustainability based on our corporate philosophy, "We believe the joy of work," while taking into consideration the opinions of our stakeholders inside and outside the Company.
- While taking into account the megatrends of social challenges, we devised a process for identifying material issues based on the following concrete points while considering the concepts of important principles and themes regarding sustainability and ESG.



## Material issues and promotion of ESG

- We have identified material issues for the Company's Group as follows based on the process for identifying them. They show challenges we should preferentially address in order to make our corporate value sustainably grow by solving social challenges.

	Megatrends of social challenges	Material issues for the Company's Group	ESG effects	Management effects
<b>Social structure</b>	<ul style="list-style-type: none"> <li>● Accelerating decline of working age population and decline in workforce</li> <li>● Improvement of inequality in regard to income, nationality, gender, etc.</li> <li>● Concentration of population in urban areas and decline in population in regional cities</li> </ul>	<ul style="list-style-type: none"> <li>● Securing human resources</li> <li>● Promoting the advancement of women, reinforcing the recruitment of seniors, encouraging the employment of foreign workers, etc.</li> <li>● Expanding BPO project orders received from municipalities</li> </ul>	<b>Offering various occupations and forms of employment</b> <b>Improving diversity</b> <b>Securing employment opportunities</b>	<b>Securing human resources</b> <b>Effectively utilizing personnel</b> <b>Expanding the business range</b>
<b>Workstyle</b>	<ul style="list-style-type: none"> <li>● Changes in the employment market</li> <li>● Diversification of employment (working from home, side jobs, and freelancing) and increase of people changing their career and non-regular workers</li> </ul>	<ul style="list-style-type: none"> <li>● Supporting the change to a variety of business types and occupations in response to the employment market</li> <li>● Arranging the employment environment and accommodating various types of employment</li> <li>● Consideration toward work-life balance</li> </ul>	<b>Increasing employment</b> <b>Reducing unemployment</b> <b>Improving the labor environment</b>	<b>Reinforcing job matching</b> <b>Increasing opportunities for staff recruitment</b> <b>Maintaining and elevating the quality of the business process</b>
<b>Occupation and education</b>	<ul style="list-style-type: none"> <li>● Insufficiency of specific occupations and skills</li> <li>● Decrease of specific tasks caused by the adoption of AI and robots</li> </ul>	<ul style="list-style-type: none"> <li>● Continuous education and training of employees and necessity of reskilling</li> <li>● Mechanization of simple tasks</li> </ul>	<b>Improving labor conditions (hourly wage, occupation, etc.)</b>	<b>Reinforcing competitiveness</b> <b>Reducing recruitment costs</b>
<b>DX</b>	<ul style="list-style-type: none"> <li>● Promotion of the digitalization of administrative and work processes</li> </ul>	<ul style="list-style-type: none"> <li>● Reinforcing the system to keep up with the promotion of DX</li> <li>● Keeping up with the unification and standardization of municipal service systems</li> </ul>	<b>Increasing employment</b> <b>Offering convenient services for everyday life</b>	<b>Continuing business, expanding the business range and differentiating ourselves from industry peers</b>
<b>Environment</b>	<ul style="list-style-type: none"> <li>● Promotion of GX (green transformation), aiming for decarbonization</li> </ul>	<ul style="list-style-type: none"> <li>● Conserving energy by working from home, etc.</li> <li>● Lessening resource depletion and reducing greenhouse gas emissions through a shift to paperless administration, etc. such as the digitization of contracts</li> </ul>	<b>Reducing greenhouse gas emissions</b> <b>Reducing waste</b>	<b>Curtailing costs</b>
<b>Compliance</b>	<ul style="list-style-type: none"> <li>● Adherence to laws and regulations, social norms and corporate ethics</li> </ul>	<ul style="list-style-type: none"> <li>● Further enriching the management system for personal information and internal information</li> <li>● Proactively (aggressively and actively) addressing labor-related laws and regulations</li> </ul>	<b>Protecting personal information</b> <b>Ensuring the rights and profit of stakeholders</b>	<b>Elevating corporate credibility</b>

## Promoting and supporting women in enriching their private and business lives

- The Company's Group aims to enable each woman to flourish by exerting her individuality and ability. We have been developing an environment in which both men and women can enrich their private and business lives, including childbirth and childcare, and systems for preventing prolonged working hours.



### Efforts to realize work-life balance

- System for working from home
- To allow various ways of working, including short-time working, working in limited areas, and limited tasks
- To promote employees to take paid leave with a refreshing holiday system
- To set and apply overtime-less days in each section

### Average overtime hours per month

**31.4h**

(Eruboshi standards: within 45 hours)

### Ratio of female employees

**33.8%**

(Average: 27.2%)

### Ratio of female managers

**14.0%**

(Average: 9.4%)

### Ratio of female directors

**22.2%**

(Average: 12.0%)

### Ratio of employees who have taken paid leave

**68.3%**

(Average: 63.0%)

The above blue numerical characters indicate the latest actual values of the Company. The average value in the parenthesis represents the average among 583 companies that responded to the survey of METI regarding "Nadeshiko Brand" in 2021.

The forecasts, plans, and business developments of Careerlink Co., Ltd. discussed in this document are based on judgments made with reference to information available as of the date of the announcement of the financial results.

In addition to the impact of the spread of COVID-19, the Company's forecasts are subject to significant changes in macroeconomic conditions, trends in the Company's related industries, and the development of new technologies.

Accordingly, please be aware that there are risks and uncertainties that could cause actual results, etc., to differ materially from those presented in this document.

If there are any major changes, we will make an announcement accordingly.





すべての人  
に働くよろこびを  
*We Believe the joy of work*

For inquiries

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