



# Financial Results for the Nine Months of FY3/25

Careerlink Co., Ltd. (6070)



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**The performance for the consolidated cumulative period of In the first three quarters shows that both sales and profits at each stage are below the levels of the same period last year**

- In the first three quarters of the term ending March 31, 2025, we failed to obtain orders due to lower bid prices in some projects in the first two quarters or decided not to bid for projects unlikely to result in the anticipated gross profit. In the third quarter, due to factors such as projects, related to economic measures falling short of the expected scale, sales amounted to 30.5 billion yen, which was below the level of the same period last year.
- In terms of profit, we continued to make efforts to lower the cost of sales by pursuing higher operational efficiency while improving quality, and to reduce and efficiently manage selling expenses. However, the decline in sales caused a substantial impact on profit, resulting in a profit of 1.9 billion yen, a 9.0% decrease compared to the same period last year.
- Based on the performance during the consolidated cumulative period of In the first three quarters, as mentioned in “Notification on the revision to the earnings forecast” announced on February 14, 2025, we revised the earnings forecasts for the full year of the current term.

(Unit: Millions of yen)

Performance for the Nine Months of FY3/25		9 Months of FY 3/24 (Apr.-Dec.)	9 Months of FY 3/25 (Apr.-Dec.)	Y/y Change
Consolidated	Net sales	<b>32,796</b> (100%)	<b>30,552</b> (100%)	<b>93.2%</b>
	Operating profit	<b>2,141</b> (6.5%)	<b>1,949</b> (6.4%)	<b>91.0%</b>
	Ordinary profit	<b>2,144</b> (6.5%)	<b>1,952</b> (6.4%)	<b>91.0%</b>
	Profit attributable to owners of parent	<b>1,411</b> (4.3%)	<b>1,315</b> (4.3%)	<b>93.2%</b>

(Unit: Millions of yen)

Performance for the Nine Months of FY3/25 Each segment		9 Months of FY3/24 (Apr.-Dec.)	9 Months of FY3/25 (Apr.-Dec.)	Y/y Change
Clerical human resources	Net sales	27,540	24,749	89.9%
	Segment profit	1,913 (6.9%)	1,707 (6.9%)	89.2%
Manufacturing human resources	Net sales	5,038	5,586	110.9%
	Segment profit	195 (3.9%)	212 (3.8%)	108.9%
Other	Net sales	217	216	99.5%
	Segment profit	32 (15.2%)	28 (13.4%)	87.9%

## BPO-related business segment

- We expand the area of the business focusing on projects with long-term contracts for highly specialized operations. These efforts led to starting transactions with nine new local government clients, resulting in doing business with 186 local governments, including existing clients.
- Also with regard to transactions with private enterprises, we benefitted from a steady stream of orders from leading BPO operators for new projects involving central government agencies and an increase in orders for large-scale projects involving private enterprises for which we had received orders in the previous fiscal year.
- However, we also encountered the completion or decreased scale of large-scale projects that had operated in the previous fiscal year involving local governments and private enterprises, along with decreased orders for social security and tax number projects as operations to deal with new applications peaked out nationwide.

## CRM-related business segment

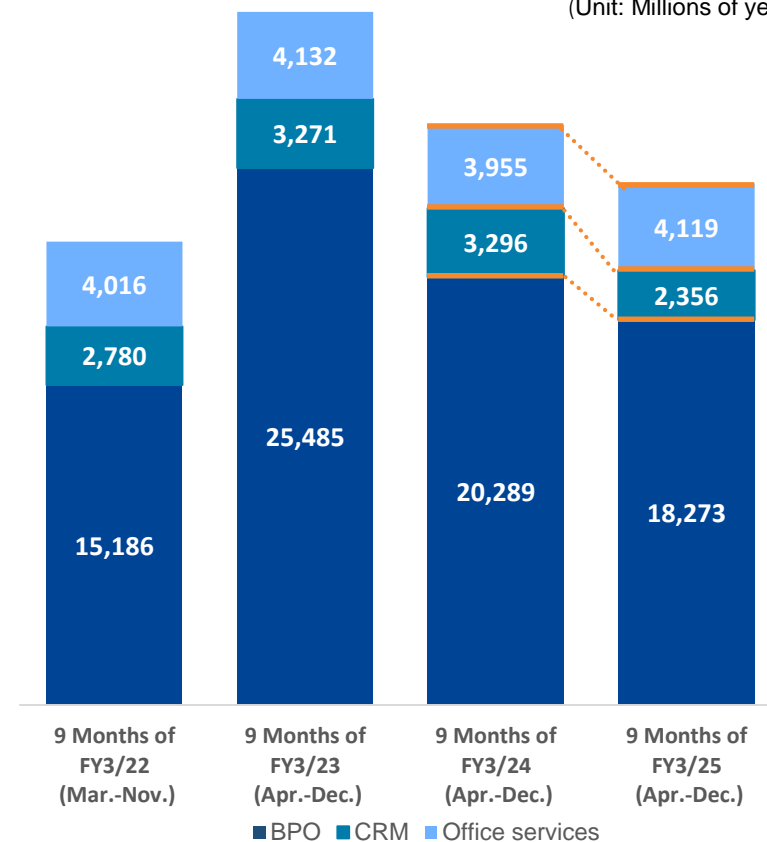
- We expanded transactions with existing clients, most notably by acquiring orders from leading telemarketing operators, which are existing clients, for several new medium-scale call center projects. On the other hand, we saw the completion or decreased scale of projects ordered in the previous fiscal year—namely, large-scale call center projects ordered and short-term projects ordered by financial institutions.

## Office services business segment

- We faced a decline in orders, dragged down by the completion or decreased scale of social security and tax number projects for local governments, as operations to deal with new applications peaked out nationwide. At the same time, we enjoyed a steady stream of orders from local governments primarily for projects related to economic measures. We also benefitted from the development of new transactions in broad business areas with public corporations associated with local governments as well as from increased orders.

## Variation and breakdown in net sales of clerical human resources service

(Unit: Millions of yen)



\*The Accounting Standard for Revenue Recognition has been applied since the first quarter of FY3/23. Also, we integrated the sales human resources service business into the BPO-related business segment in the clerical human resources service business as of the first three months of FY3/24.

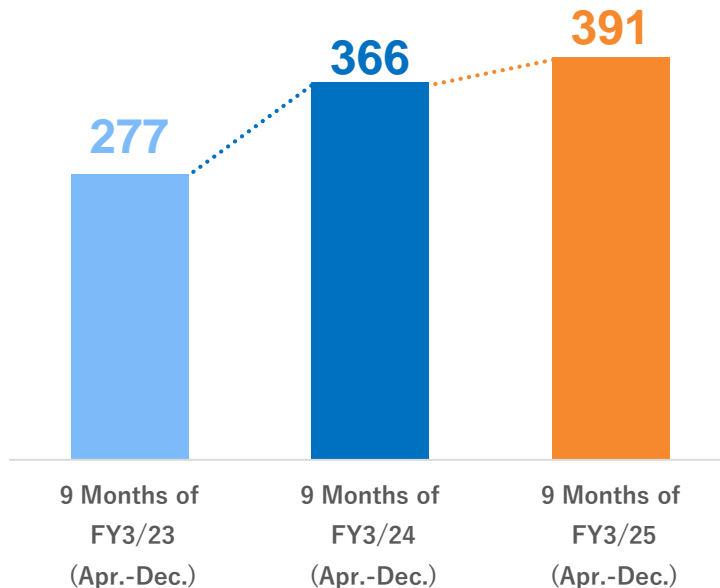
For year-on-year comparability, net sales for the BPO-related business in the nine months of FY3/23 and before include those for the sales human resources service business.

## Variation in the number of core personnel and the number of orders for BPO projects

- While curbing new hiring, as a result of recruiting highly specialized personnel in areas such as business construction and information systems, and focusing on the development and education of existing personnel hired in the previous fiscal year, the number of core personnel enrolled averaged 391 for the nine months of FY3/25.
- The number of BPO projects has steadily increased, although the scale of the projects has decreased, and the actual number of BPO projects for the nine months of FY3/25 was 182.

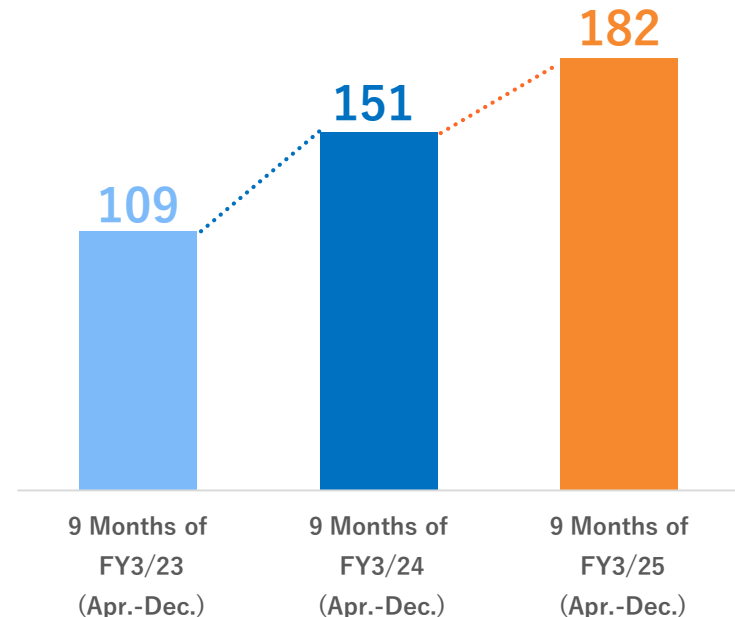
### Variation in the number of core personnel

(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

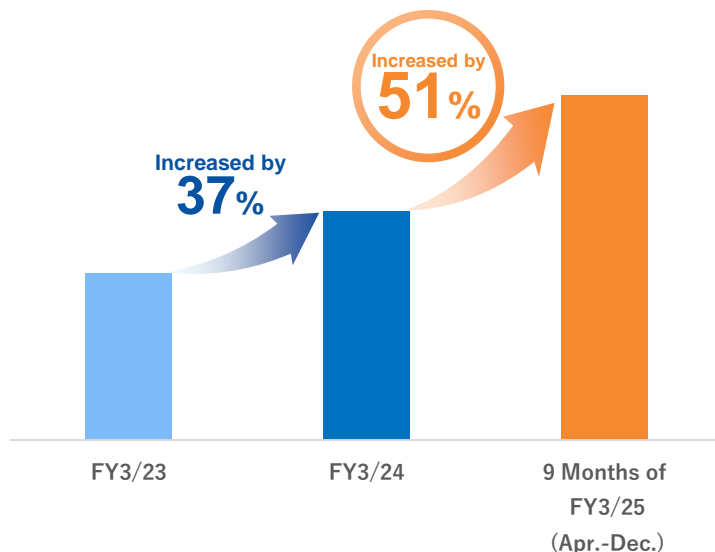
## Increase in the number of long-term BPO contract projects for local governments

- The ratio of long-term contracts, lasting 12 months or more, BPO contract projects for local governments is on the rise. The performance for the nine months of FY3/25 showed an increase of +51% compared to the end of the previous term.
- We are promoting the acquisition of long-term, ongoing projects as outlined in our medium-term management plan.

## Increase in Private enterprises BPO project sales

- As a result of strengthening initiatives in private enterprises BPO, with regard to transactions with private enterprises, we benefitted from a steady stream of orders from leading BPO operators for new projects involving central government agencies and an increase in orders for large-scale projects involving private enterprises for which we had received orders in the previous fiscal year.

**Increase rate in the number of long-term BPO contract projects for local governments**



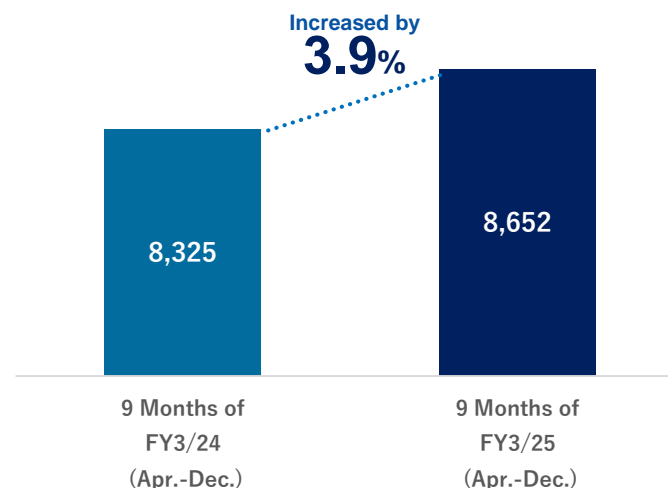
\* Increase rate of projects with a contract period of 12 months or more in ordered projects.

\* The number of cases itself is not disclosed.

\* For discretionary contracts that continue with the same project content, the contract period is calculated on a continuous basis.

**Private enterprises BPO project sales (Y/y Change)**

(Unit: Millions of yen)







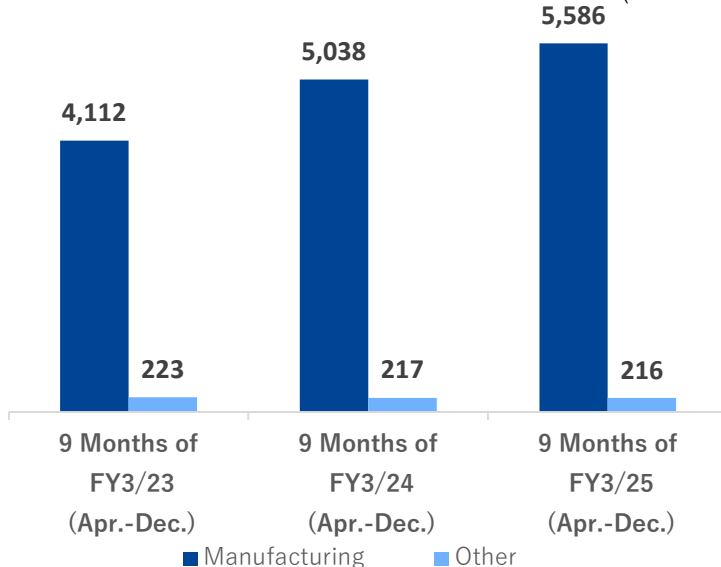
## Manufacturing human resources service business saw growth in sales and profit

- In the food processing category, whereas orders from some clients declined due in part to a shift from relying on dispatched workers to hiring workers on their own, orders remained strong from existing clients. In the manufacturing and processing category, although orders from some automotive-related clients decreased owing to production adjustment, we saw a continued steady increase in orders from existing clients in the housing equipment manufacturing, plant manufacturing, machinery manufacturing, and other industries, as well as an increase thanks to orders from new clients in the cosmetic, metalworking and other industries.
- In terms of profit, although we worked proactively to build an organization for future business expansion, including staff increase we achieved increased profits due to effects such as increased revenue and cost reductions.

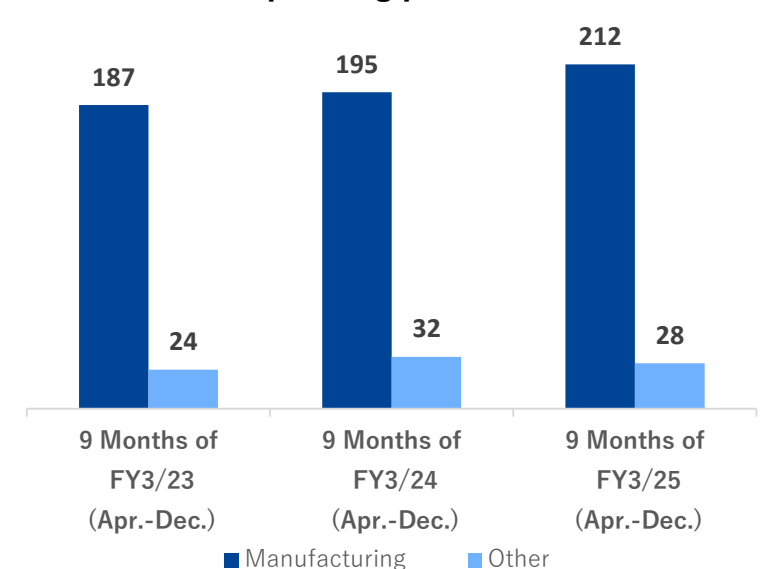
## Other saw decreased profit

- Due to the implementation of initiatives such as strengthening personnel in response to the upper limits of overtime that came into effect on April 1, 2024, there was a slight decrease in profit.

**Manufacturing human resources service and Others Net sales trends** (Unit: Millions of yen)



**Manufacturing human resources service and Others Operating profit trends** (Unit: Millions of yen)



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## Downward revision of the Full-Year Earnings Forecast for FY3/25

- For the forecast for the consolidated financial results for the fiscal year, Although measures are being taken to respond to changes in the market environment, we failed to obtain orders due to lower bid prices in some projects in the first two quarters or decided not to bid for projects unlikely to result in the anticipated gross profit. In the third quarter, due to factors such as projects, related to economic measures falling short of the expected scale, sales are expected to fall short of the initial forecast.
- In terms of profit, in addition to the impact of the decline in sales caused a substantial impact on profit, we will revise down our operating profit, ordinary profit, and profit attributable to owners of parent due to proactive investments in building a system for new order business areas and expanding our business operations.
- We will continue to promote our medium-term growth strategy aimed at enhancing corporate value.

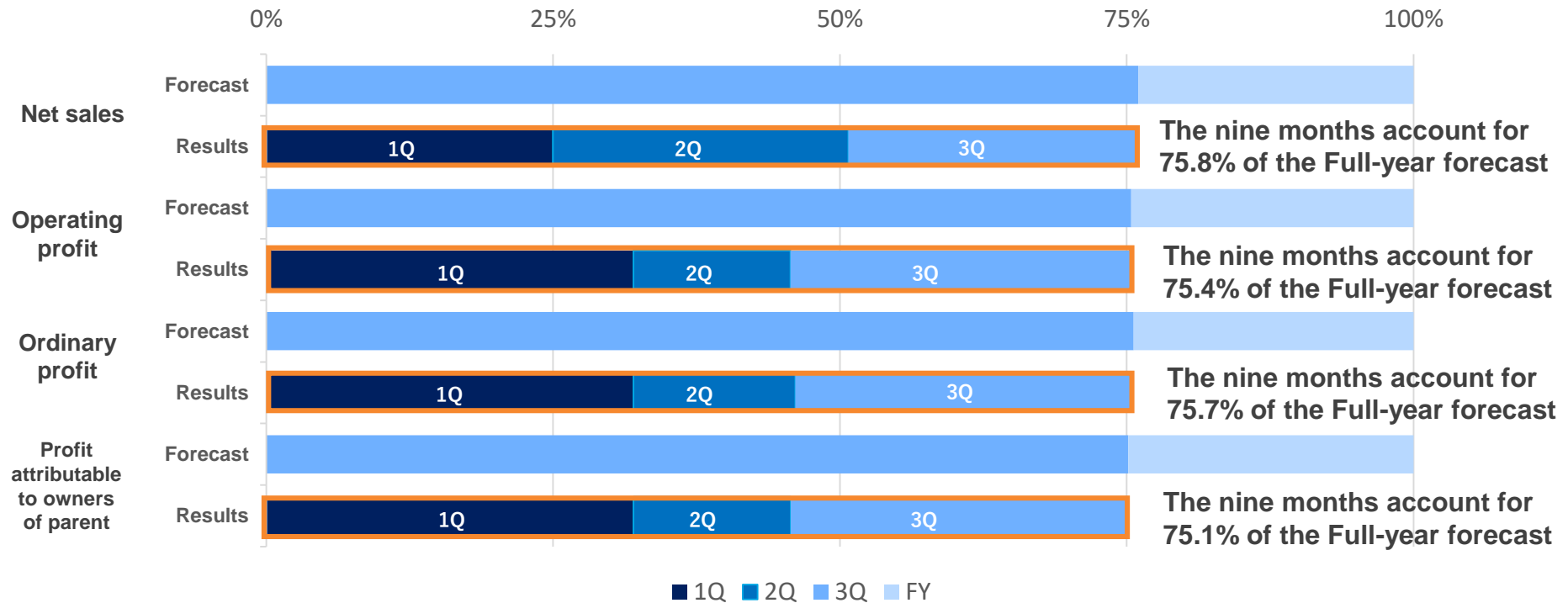
(Unit: Millions of yen)

Full-year	FY3/25 Beginning of the Forecast	FY3/25 Revised Forecast	Ratio against the Beginning of the Forecast	
Consolidated	Net sales	48,000	40,330	84.0%
	Operating profit	3,495	2,585	74.0%
	Ordinary profit	3,490	2,580	73.9%
	Profit attributable to owners of parent	2,389	1,750	73.3%

**Progress rate of the cumulative results for the nine months of FY3/25 against the revised full-year performance forecast as of the first three quarters of the term ending March 2025**

- The progress rate of the nine months of FY3/25(cumulative) results against the revised full-year performance forecast (announced on February 14, 2025) is 76%.

## Progress with respect to forecasts



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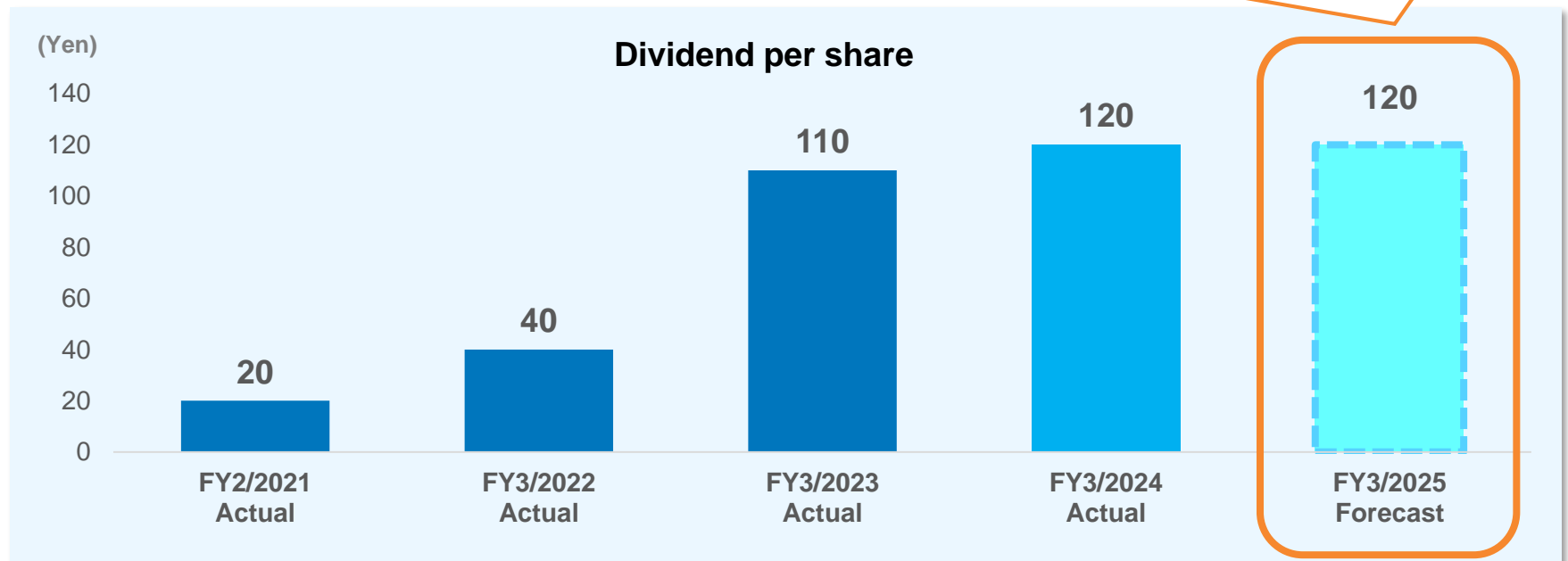
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## Based on the fundamental policy of stable dividends, we anticipate a year-end dividend of 120 yen per share for FY3/25

- 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 expected year-end dividend for FY3/25 remains unchanged at 120.
- In our medium-term plan outlined announced May 14, 2024, so regardless of the temporary level of the dividend payout ratio, we anticipate securing a baseline profit, thus intending to maintain the dividend **at 120 yen throughout the period of the medium-term management plan.**

We anticipate sustaining the dividends due to the expected continued growth even in the upcoming periods.



# Shareholder Return (Shareholder Benefits)

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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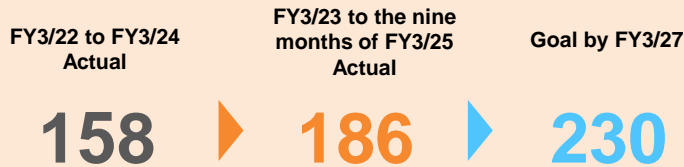


## Further increase the number of local governments with which we start new transactions by expanding bases

- We will increase the number of local governments with which we have transactions and the size of those transactions and maintain them by promoting the wide-area deployment of BPO in local governments and acquisition of multiple projects.
- We will promote strengthening of quality control, recruitment and training of core personnel, and the construction of a service structure assuming decentralization.

### Number of local governments with which we have transactions

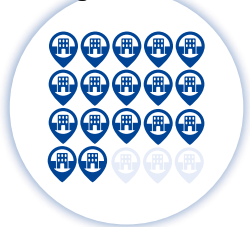
(Prefectures/municipalities)



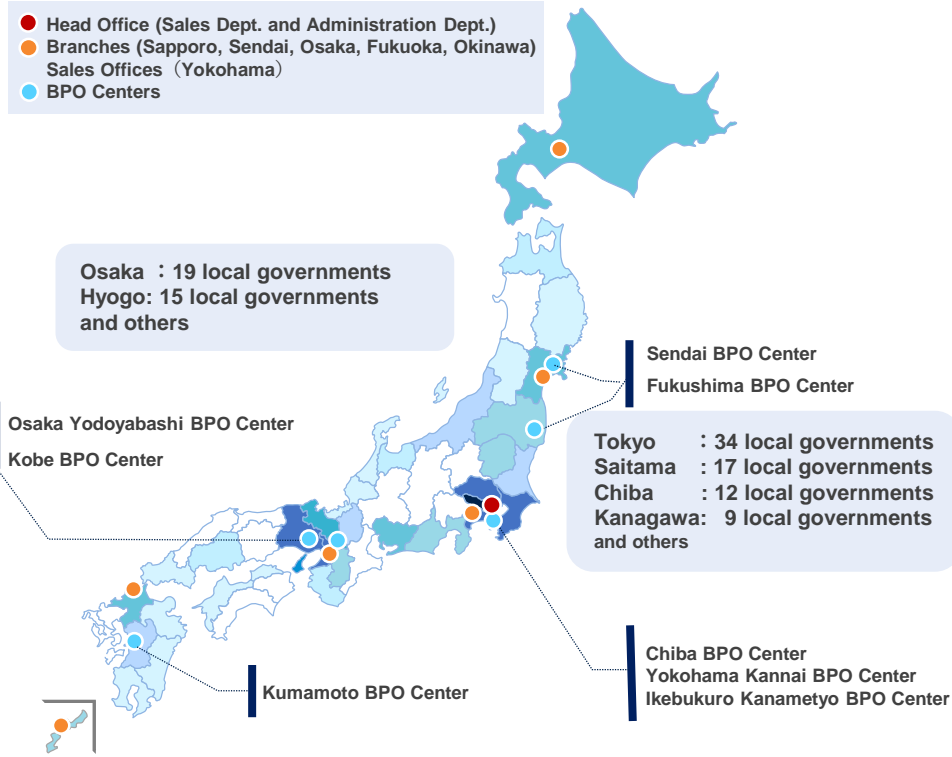
\* Number of local governments with which we have transactions in the clerical human resources service business overall

\* Including subcontractors

Among 20 government-designated cities,



**17 cities are our partner**



**Business expansion to meet the demand from major local governments around Japan**

## Aiming to increase the number of local governments with which we have transactions while expanding the scope of business domains with public BPOs

- The business domains that we can handle internally are increasing year by year.
- In addition to increasing the number of new local governments, we aim to further expand our business domains.
- We will expand alliance partnerships with leading companies in each area in addition to business operations by ourselves.

### Main achievements in local governments projects



- Counter-related operations at citizen's section
- Counter-related operations for general inquiries
- Municipality facility administration operations
- Census-related operations
- Operations related to immigration and quarantines
- Residency status-related operations
- Passport issuance operations
- Civil registration-related administrative services
- Administrative operations for health checkups
- Immunization-related operations
- Childbirth and childcare-related operations
- Childcare and nursing care personnel support operations
- Operations related to various benefits for childcare
- Nationwide free school lunch operations
- National pension and employee pension-related operations
- National health insurance-related operations
- Taxation-related operations
- Nursing care insurance-related operations



- Latter-stage elderly healthcare system-related operations
- Elderly support operations
- Designated intractable disease medical care-related operations
- Disability and welfare-related operations
- Individual Number issuance desk operations
- Social Security and Individual Number promotion operations
- Social Security and Individual Number Point-related operations
- Individual Number Business trip application support
- Garbage collection center reception operations
- Election-related operations
- Dispatch of substitutes when staff members take a leave
- Public assistance-related operations (including health support for protected persons)
- Zero carbon promotion measure operations
- Job seeker support operations
- ICT support operations
- Operations related to various benefits for economic measures
- Childrearing support-related operations
- SME support-related operations





- Energy saving support operations
- Operations providing support due to price increases for electricity, gas, and groceries (for residents / businesses)
- Operations for governmental offices operating digital coupons
- Welfare-related consultation center operations
- Operations supporting smartphone distributions for seniors
- Test support operations
- License office operations
- Bank transfer scam prevention operations
- BPR support operations
- School support-related operations
- General affairs and Human resources administrative-related operations
- Hospital administrative-related operations
- Cashless payment point rebate operations
- Evacuation plan preparation-related operations



**We aim to steadily expand our business areas through the accumulation of contracted achievements**

## Progress against the example of net sales in the BPO-related business segment and Y/y Change

(Unit: Millions of yen)	Local governments (a)			Private enterprises(b)			Overview of BPO sales (a) + (b)	
	Unit price	Number of local government projects	Multiple project indicator	Total BPO sales	Unit price	Number of projects	Total BPO sales	Ratio of local government sales to BPO sales
<b>Progress of the nine months of FY3/24</b>	<b>133</b> <small>*1</small>	<b>67</b> <small>*2</small>	<b>1.3</b>	<b>11,963</b>	<b>135</b>	<b>61</b>	<b>8,325</b>	<b>20,289</b> 
<b>Progress of the nine months of FY3/25</b> <small>(Progress against annual plan)</small>	<b>76</b> <small>(65.3%)</small>	<b>80</b> <small>(79.2%)</small>	<b>1.6</b>	<b>9,622</b> <small>(51.6%)</small>	<b>157</b> <small>(89.9%)</small>	<b>55</b> <small>(84.6%)</small>	<b>8,652</b> <small>(75.7%)</small>	<b>18,273</b> <small>(60.8%)</small> 

- Progress of the annual plan(beginning of the period) as a percentage of BPO sales was 51.6% for local governments and 75.7% for private enterprises.
- In local governments, although the scale of individual projects has shrunk as anticipated due to the completion of large-scale projects related to welfare services that had operated in the previous fiscal year, the number of orders received and the multiple project index have remained robustly increasing.
- In the private enterprises, although the number of projects has decreased compared to the same period last year, the scale of projects has expanded due to an increase in the value of large-scale project orders.
- Due to the accumulation of project achievements, we expect the number of orders received and the Multiple project indicator to continue to trend steadily in the future.

\*1 : Calculated as the average sales value per project \*2. Except subcontracting projects through BPO providers from local governments (including Private enterprises (b))

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.

This information contains known and unknown risks and uncertainties related to macroeconomics, industry trends relevant to our company, advancements in new technologies, etc., which could lead to significant changes in the outcomes.

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.



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働くよろこびを  
*We Believe the joy of work*

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